



WFP EVALUATION



Evaluation of South Sudan WFP Interim Country Strategic Plan 2018–2022

Centralized evaluation report - Volume II Annexes

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Disclaimer

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Annex 1: Terms of Reference



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 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

Annex 2: Evaluation Timeline

Phase 1 – Preparation			Revised dates
	Draft Terms of Reference (ToR) cleared by DDoE and circulated for comments to country office (CO) and to long-term agreement (LTA) firms	DDoE	14 Apr 2021
	CO reviews/comments on draft ToR	CO	14 Apr – 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	26 Jul
Phase 2 – Inception			
	Team preparation, literature review	Team	22–30 Jul
	Remote inception briefing with OEV	EM + team	21 Jul
	Inception briefings with CO, RB, HQ divisions	EM + Team Leader (TL)	22 Jul – 16 Aug
	Submit draft Inception Report (IR) – D1	TL	12 Sep
	OEV quality assurance and feedback	EM/QA2	17 Sep
	Submit revised IR – D2	TL	24 Sep
	Share draft IR with CO	EM	28 Sep
	Review second draft IR	EM/QA2/CO	28 Sep – 5 Oct
	Consolidate WFP comments and share with team	EM	6 Oct
	Submit revised IR – D3	TL	12 Oct
	Review third draft IR	EM/DDoE	13–19 Oct
	IR DDoE clearance	DDoE	22 Oct
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet	EM	25 Oct
Phase 3 – Data collection, including fieldwork			
	In-country/remote data collection	Team	1–22 Nov
	Exit debrief (ppt)	TL	22 Nov
	Preliminary findings debrief	Team	3 Dec 2021
Phase 4 – Reporting			
D0	Submit high-quality draft Evaluation Report (ER) to OEV (after the company's quality check) (D0)	TL	9 Jan 2022
	OEV quality feedback sent to TL	EM	13 Jan
D1	Submit revised draft ER to OEV (D1)	TL	19 Jan
	ER QA1 review	EM	26 Jan
	ER QA2 review	QA2	26 Jan
	Submit revised draft ER to OEV	TL	2 Feb
	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
	Internal stakeholder workshop	IRG/TL/EM	24 Feb
	Consolidate WFP comments and share with team	EM	28 Feb
	Learning workshop (Juba)		24 Feb

D2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	15 Mar
	Review D2	EM	29 Mar
D3	Submit final draft ER to OEV (D3)	TL	11 Apr
	Review D3	EM	12-15 Apr
	External stakeholder workshop	CO/ET/EM/partners	20 Apr
	Seek final approval by DDoE	DDoE	2-7 May
SER	Draft Summary Evaluation Report (SER)	EM	26 May
	SER QA2 review	QA2	6 Jun
	Seek DDoE clearance to send SER	DDoE	10 Jun
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	13 Jun
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	30 Jun
	Tail end actions, OEV websites posting, etc.	EM	30 Jun
	Presentation and discussion of SER at EB Round Table	DDoE + EM	Oct
	Presentation of SER to the EB	DDoE	Nov
	Presentation of management response to the EB	RD RBN	Nov

Annex 3: Results Framework/Line of Sight

South Sudan ICSP Line of Sight/ Country Portfolio Budget (January 2018 to Dec 2022)				
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 infants, (Sub-acute, HIV/TB and severely acute malnourished) receive nutrition sensitive conditional-linked 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 very and TB patients enrolled in treatment programmes receive nutrition sensitive conditional-linked transfers in order to meet their basic food needs, in urban and rural settings (A3, Output categories A)</p> <p>1.3 Targeted crisis-affected populations in rural receive conditional or unconditional general distributions in order to improve food security (A3, 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 (A3, 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 (A4, Output categories F, N)</p> <p>1.6 Partner organizations increase their capacity to harmonize tools and capacity building strategies to improve efficient and effective cash-based programmes (A5, Output categories G)</p> <p>2.1 Crisis-affected refugees receive nutrition sensitive unconditional general distributions in order to meet basic food needs (A3, Output categories A, E)</p> <p>2.2 In moderately acute malnourished HIV, TB patients receive special nutritious food and nutrition counselling to support nutritional recovery (A3, Output categories A, E)</p> <p>2.3 In moderately acute malnourished refugee children 6-59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious food and nutrition counselling to improve their nutritional status (A3, Output categories A, E, N)</p> <p>2.4 School-aged children in refugee camps receive hot meals or take-home rations in order to meet basic food needs (Output categories A, E)</p> <p>2.5 Caregivers of infants, (Sub-acute, HIV/TB and severely acute malnourished) receive nutrition sensitive conditional-linked transfers in order to meet their basic food needs (A3, Output categories A, E)</p> <p>2.7 Targeted refugee children 6-59 months and PLW receive specialized nutritious food and nutrition education to prevent acute malnutrition (A3, Output categories E)</p> <p>2.8 Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods (A3, Output categories G)</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 (A3, 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>4.6 Targeted vulnerable and food insecure households in urban settings receive conditional or unconditional cash transfers in order to improve food security (A3, Output categories A)</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>5.1 The humanitarian community benefits from the provision of all services in order to provide more efficient and effective responses to affected populations (A5, Output category H, K)</p> <p>6.1 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, E, 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 storage 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>8.1 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 regulate, analyse 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 (including School Feeding Programme and Urban Safety Net 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 5: Provide air services to the humanitarian community (Activity category 10, modality: service delivery)</p> <p>ACTIVITY 7: Provide bilateral logistic services on cost recovery basis for humanitarian access to achieve their objectives (Activity category 10, modality: service delivery)</p> <p>ACTIVITY 9: Provide a digital beneficiary and transfer management service using cooperative system (COOP) to humanitarian and development partners (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 8: Provision of security emergency telecommunication services to the humanitarian community (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>

Annex 4: Reconstructed Theory of Change

INTRODUCTION TO THE RECONSTRUCTION OF THE THEORY OF CHANGE

1. There is no explicit theory of change (ToC) associated with the Interim Country Strategic Plan (ICSP) although there is a line-of-sight document which links the activities (1–11), the associated outputs and the four strategic outcomes (Annex 3). In order to support the evaluation of the ICSP (which uses a theory-based evaluation approach) the evaluation team during the evaluation inception phase (August 2021) reviewed the ICSP and other programme documentation, conducted stakeholder interviews and reviewed the most recent version of the logframe for the portfolio in order to draft a ToC.

2. The ToC emphasizes the overall vision for the portfolio and envisaged pathways on how the outputs supported by the portfolio will deliver the strategic outcomes and impact. Specification of the causal pathways from activities to outcomes is therefore not included in this overarching ToC for the portfolio except in broad terms.

Engagement with WFP Team South Sudan on reconstruction of the theory of change

The reconstructed ToC is aligned with the WFP country office's (CO's) thinking to ensure the articulation of how activities and outputs supported by the portfolio reflect their expectations and understanding on how change should happen. The role of the evaluation team in this process was to facilitate and support the CO to reach consensus on the ToC. As such a draft Note on the reconstructed ToC was shared with the CO for their review and suggested changes. The ToC workshop on 24 August, involving WFP OEV, CO and field team staff, was designed to discuss requested changes to the draft ToC proposed by the CO and field team members. Recognizing that there are different views by CO team members on expectations concerning change processes, the workshop was designed to facilitate these discussions, ensuring a broad consensus on the ToC was reached.

KEY POINTS TO NOTE IN RECONSTRUCTING THE TOC FOR SOUTH SUDAN ICSP

3. **Adaptations:** The WFP portfolio in South Sudan has had to adapt over the lifetime of the ICSP to reflect changes in context and approaches to delivery to save lives and change lives in South Sudan. The evaluation team understands that some of these changes in approach to the delivery of the vision of the ICSP have not yet been documented.¹ We understand the thinking on the approach to delivery of the strategic outcomes has evolved with programme adaptation over time. These adaptations provide a rich opportunity for learning from the delivery of the South Sudan WFP ICSP. In order to be fit for purpose for the evaluation, the reconstructed ToC was designed to accommodate the adaptations in the approach to delivery of ICSP outcomes, as well as the original design of the strategy as framed in the original ICSP.

4. **Inter-connections between outcomes** are set out below in the narrative on pathways from outputs to outcomes (paragraph 19). A key change has been a move to delivery of some resilience-building work in conflict-affected areas, in recognition that Strategic Outcome 3 (SO3) type resilience activities can be targeted at conflict "hot spots" as well as non-conflict areas. CO feedback on these adaptations was sought during the ToC workshop.

5. The school feeding programme is now viewed as an SO1 type activity as well as SO3 (resilience activity) depending on the context. When implemented under SO3 it can be linked to support to smallholder farmers and turned into home-grown school feeding, with the commodities sourced locally; under SO1, minimum requirements in terms of school facilities will be lowered. There are three different school feeding modalities: on-site, take-home rations and boarding.

6. Other key considerations in the reconstruction of the ToC are as follows:

¹ Although some have, for example in the strategy on contribution to peace.

Recognition that smallholder agricultural market support can lead to systemic change in agriculture market systems.

7. Increasing emphasis on capacity strengthening in food security through food security and nutrition (FNS) assessments, of government and partners, and participation in coordination platforms.
8. Noted that expectations about change processes for resilience work in conflict and non-conflict areas are not the same – more intensive inputs needed over a longer time horizon in conflict areas.
9. ToC is not linear between saving lives and changing lives – connecting the resilience activities with crisis (particularly conflict-affected) areas means the process by which change happens is much more complex.
10. Contribution to peace is also a key dimension of the change processes driven by WFP support and important to reflect in the ToC. Food for Assets (FFA) (and assets) are seen as a driver of peace. FFA expansion strategy seen as part of triple nexus approach.
11. Nonetheless, the major funding allocations are for crisis response driving an emphasis on saving lives rather than changing lives.

Shocks (economic, conflict, climate affected, other)

- Continuing conflict and insecurity (including conflict shifting to sub-national level in recent years)
- Highly susceptible to climate risks, especially floods in recent years
- COVID-19 pandemic

Stressors (related to shocks)

- High levels of poverty and inequality
- Food insecurity, malnutrition and vulnerability to hunger
- Large populations of refugees and internally displaced people (although these populations can also be productive human resources)
- Entrenched gender inequality and unequal power relations
- Difficulties for humanitarian access to affected populations
- Prolonged tensions between ethnic groups
- Lack of education and employment opportunities

Structural weaknesses

- Weak governance and low governance capabilities
- Infrastructure in poor state of repair
- Education system has low capacity and low investment
- Agriculture is concentrated in low productive subsistence farming and pastoralism

OVERVIEW OF NARRATIVE ON THE TOC

12. The ToC diagram is presented in Figure 2 at the end of this annex. A narrative explaining this diagram is set out below. A high-level statement on the change process underpinning how ICSP South Sudan was expected to deliver change and impact is contained in Box 1.

Box 1: High-level statement on the ToC for ICSP South Sudan

If WFP, working with partners, addresses the food and nutrition needs of highly food-insecure households and supports their livelihoods to build their resilience and if WFP enhances communities' access to services, and strengthens the capacity of the Government and partners to improve services and systems, then WFP support will save lives and over time change lives, leading to zero hunger and increased partnership, because food-insecure households and people vulnerable to food insecurity will have improved access to food, greater resilience to shocks and the capacity of government and other partners to address these needs will be stronger.

PATHWAYS – OUTCOME TO IMPACT

13. The overarching aims or expected impact of the ICSP are contributions to the achievement of Sustainable Development Goal (SDG) 2 (zero hunger) and SDG 17 (on partnering to support other SDGs). In order to deliver these impacts, WFP has defined four strategic outcomes:

- **Strategic Outcome 1:** Food-insecure people in crisis-affected areas have access to safe and nutritious food all year round.
- **Strategic Outcome 2:** People at risk of malnutrition in crisis-affected areas, especially young children, pregnant and lactating women, and people with disabilities, are able to meet their basic nutrition requirements all year round.
- **Strategic Outcome 3:** Food-insecure smallholders and communities in non-crisis areas have enhanced livelihoods and resilience to seasonal climate shocks throughout the year.
- **Strategic Outcome 4:** The humanitarian community in South Sudan has access to reliable common services until satisfactory alternatives are available.

14. **Cross-cutting themes:** The pursuit of gender equality and women’s empowerment (GEWE) (SDG 5) is central to fulfilling WFP’s mandate and is also included in the ToC diagram. Protection is another important cross-cutting theme as WFP strives to deliver assistance ensuring safety, dignity and respect/integrity and avoiding the risk of harm to affected communities. Other cross-cutting themes which the ToC reflects include accountability to affected populations and the environment, as well as contribution to peace.

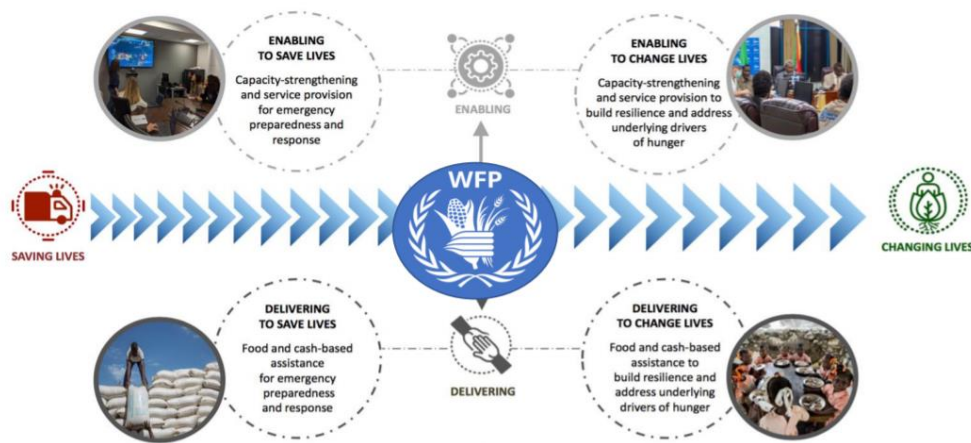
15. An important impact of the ICSP (from stakeholder interviews during the inception phase) is the portfolio’s contribution to the triple nexus and specifically to peace – this is reflected as a cross-cutting theme in the ToC diagram (Figure 2) running through all WFP work delivered in South Sudan.

16. **The causal pathways** or process to get from outcomes to impact can be broadly framed as follows:

- **Save lives** (crisis response) – WFP addresses the emergency response, providing life-saving food-based responses and assistance to improve the nutrition of vulnerable people in South Sudan.
- **Change lives** (resilience building) – Household and community engagement and empowerment that leads to increasing resilience and self-reliance.

17. The high-level thinking on the way WFP works to save and change lives is presented in Figure 1 below which was developed to inform the thinking of the overarching ToC for WFP corporately.² Making this distinction between delivery and enabling activities is a useful way of defining the causal pathways from outcome to impact.

Figure 1: Overarching theory of change – WFP



18. By implementing activities that save lives and change lives, leading to contributions to the four defined strategic outcomes, WFP is expecting that – for vulnerable men, women, boys and girls including persons with disability – access to food will have been improved, food systems will become more sustainable and the capacity of national, local and other partners to implement the SDGs will have been

² Towards a 2022-2026 WFP Theory of Change - Supplementary External Brief - From Matt Andrews1 and Peter Harrington2 https://executiveboard.wfp.org/document_download/WFP-0000126742

strengthened, which will collectively support the achievement of SDG 2 and SDG 17 (and contribute also to SDG 5 although not explicitly mentioned in the ICSP document).

PATHWAYS – OUTPUTS TO OUTCOMES

19. Each strategic outcome has a nested cluster of outputs which are expected to contribute to the outcome level ambitions. The process of contribution from output level to outcome level is however not linear. Some of the linkages identified thus far are:

- The school feeding programme and the Urban Safety Nets programme contribute both to SO1 and SO3 goals (see linkages 1 and 2 in Figure 2).
- The outputs nested under SO4, as well as contributing to improved access to reliable services also support the delivery of the crisis response to save lives (linkage 3).
- The delivery of specialized nutritious food and capacity strengthening of partner organizations under SO3 also support improved access to safe and nutritious food under SO1 (linkages 4 and 5).
- The delivery of specialized nutritious food supports SO1 and SO2 (although recognizing there are some overlaps and some differences also in the targeted populations) – linkage 6.
- General food distribution (GFD) under SO1 contributes to better livelihoods/resilience under SO3 in early recovery contexts (linkage 7).
- Building assets in framework of FFA contributes to SO1 as well as SO3 (linkage 8).

20. This illustrates that, while the portfolio aligns various outputs to particular strategic outcomes, in practice the process of change is more dynamic and that some outputs can support more than one outcome.

21. Several cross-cutting themes shape the design and implementation of the targeted activities and delivery of outputs, most notably gender equality and the empowerment of women, assure protection, address environmental issues and provide accountability to affected populations.

ASSUMPTIONS

22. Setting out as comprehensively as possible the assumptions underpinning the change process allowed the ET to test whether the change processes mapped in the ToC happened as envisaged and what factors hindered or enabled results. These assumptions were tested by the ET during the course of the evidence gathering and analysis. Questions included under evaluation questions (EQs) 1, 2, 3 and 5 examined the extent to which these assumptions held in reality in the delivery of the objectives of ICSP.

23. Two sets of assumptions are set out below in

24. Table 1.

- a. Overarching assumptions at portfolio level – these are based on assumptions suggested by the ET, which were discussed at the ToC workshop (24 August 2021) and amended in accordance with feedback and the recalibration of risks specified in the ICSP to reflect assumptions.
- b. Assumptions aligned to the strategic outcomes were contained in the logframe and were similarly discussed, amended, and refined following the ToC workshop.

Table 1: Assumptions

Portfolio-level assumptions	
Theme	Assumptions
Government, governance and peacebuilding	<ul style="list-style-type: none"> • Effective engagement with Government to support delivery of ICSP objectives. • WFP maintains its independence in the delivery of assistance.
Context	<ul style="list-style-type: none"> • Political instability, conflict, pandemic (COVID-19) and climate events (floods and drought) do not lead to increased populations classified as Integrated Phase Classification (IPC) phase 4 and 5. • Inflation and currency devaluation do not increase food insecurity and vulnerability. • WFP is expected to respond to every shock, even after all the other stakeholders have left. • Community's number one need is food.
Partners and partnering	<ul style="list-style-type: none"> • United Nations Country Team (UNCT), Rome-based agencies (RBAs) and other international organizations work in a cooperative way to support constructive collaboration.
Organization, management and human resources	<ul style="list-style-type: none"> • Management and ways of working in the CO reflect the ICSP priorities. • WFP CO has adequate institutional skills and staff to support timely planning and efficient implementation of support. • CO and partners are able to work in a flexible and adaptive way to adapt support in accordance with changing context and needs
Funding	<ul style="list-style-type: none"> • Funding shortfalls and constraints to reallocation of funds, for example due to earmarking by donors, do not unduly limit WFP to deliver envisaged ICSP ambitions.
Programming and operations related	<ul style="list-style-type: none"> • CO and implementing partners have the capacity to conduct gender and protection risk analysis and implement gender transformation programming. • WFP and partners are able to adhere to humanitarian principles and support across the programme is guided by Accountability to the Affected Population. • Targeting criteria are comprehensive and communities accurately identify households which reflect WFP prioritization of the most vulnerable. • Access challenges do not prevent transfers of cash support and food. • Fraud and corruption do not cause target beneficiaries – including the most vulnerable – to be excluded from WFP assistance. • Operational shortfalls and pipeline breaks do not damage WFP's reputation and its relationship with communities.
Strategic outcome-level assumptions	
Strategic outcome	Assumptions
SO1: Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food	<ul style="list-style-type: none"> • Beneficiaries are willing and able to attend food distributions in a meaningful, safe and dignified manner. • Value of school meals entitlement is attractive enough to send children, especially girls, to school.

SO2: People at risk of malnutrition in crisis-affected areas, especially young children, pregnant and lactating women and elderly (POCs, IDPs, refugee camps), are able to meet their basic nutrition requirements all year round	<ul style="list-style-type: none"> • Beneficiaries and/or caregivers are willing and able to visit health clinics and/or distribution sites. • Free access (financially, physical, social and security related access) of beneficiaries to health care facilities where nutrition services are provided.
SO3: Food-insecure smallholders and communities in crisis and non-crisis areas have enhanced livelihoods and resilience to seasonal climate shocks throughout the year	<ul style="list-style-type: none"> • Value of entitlement is attractive against work norms. • Households have access to local functioning markets. • Assets created are maintained and address the needs of local communities and the drivers of conflict.
SO4: The humanitarian community has access to reliable common services until satisfactory alternatives are available	<ul style="list-style-type: none"> • Operational constraints are minimal and do not hinder timely movement of passengers and cargo. • Qualified partners are able to support and complement WFP interventions. • Sufficient availability of donor funding to be able to deliver common services.

25. Table 2 shows the broad categories of beneficiaries (called subjects of change) – more detail on the target beneficiaries by strategic outcome is contained Table 2 below

Table 2: List of target beneficiaries by strategic outcome

Beneficiaries by strategic outcome	
<p>SO1: The following receive specialized nutritious foods/nutrition education/support:</p> <ul style="list-style-type: none"> • crisis-affected refugees • moderately acute malnourished refugee children (6–59 months) or pregnant/lactating women/girls • targeted crisis-affected populations in rural and urban settings • vulnerable primary school children in urban or rural settings • people with disabilities • inpatients with kala-azar, HIV/TB and their caregivers, caregivers of children with acute malnutrition and families of patients living with HIV on enrolled on TB treatment programmes • Vulnerable populations receiving coordinated humanitarian and development service. 	<p>SO2: Following groups are supported to prevent malnutrition/support nutritional recovery, as well as those suffering from malnutrition:</p> <ul style="list-style-type: none"> • moderately acute malnourished refugee children (6–59 months) or pregnant/lactating women/girls • targeted children (6–59 months) and pregnant/lactating women • people with disabilities • moderately acute malnourished HIV, TB and kala-azar patients • nutritionally vulnerable populations • Improved primary health and nutrition systems

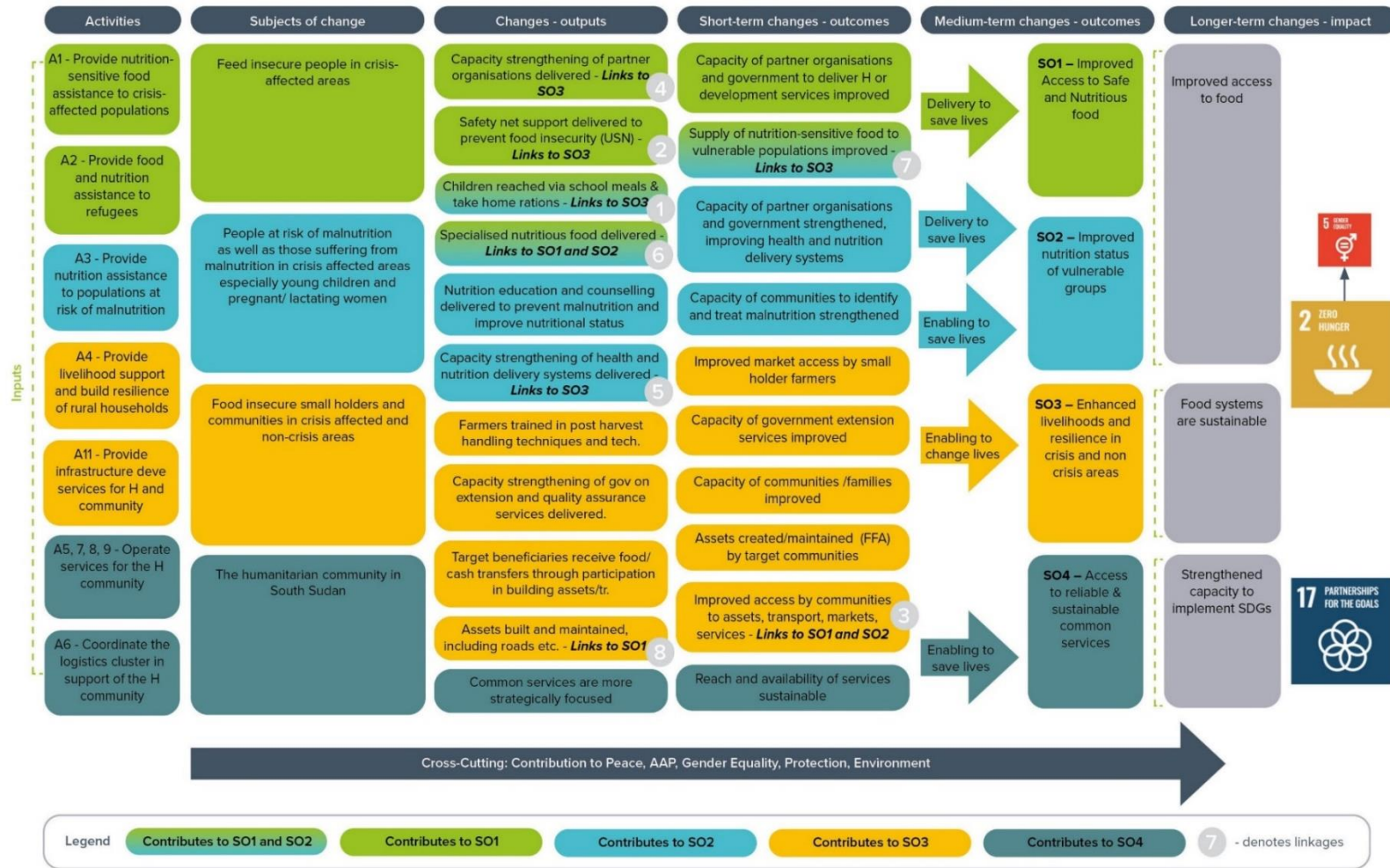
SO3:

- **Smallholder farmers (especially women) and farmer organizations have improved market access in post handling techniques and technology and institutional development and through government official capacity strengthening on extension and quality assurance services.**
- **Targeted beneficiaries receive nutrition-sensitive food or cash transfers.**
- **Communities have improved access to assets, transport, markets and services through feeder road construction.**

SO4:

Affected populations benefit from more efficient and effective responses made possible through provision of common services (including – among other things – air services, common logistics services, transportation, warehousing, security, telecommunications, data management).

Figure 2: Theory of change for ICSPE³



³ Activity 10 is not included in the reconstructed ToC since it was deactivated. Activities 7, 8, 9 and 11 were added in through budget revisions since the original ICSP.

Annex 5: Evaluation Matrix

26. The guiding framework for the evaluation of the South Sudan ICSP is the evaluation matrix, which builds on the evaluation questions identified in the ToR. This was further refined by the evaluation team, based on consultations with relevant stakeholders, document review and analysis of available quantitative data, during the inception phase. The evaluation matrix below outlines how the key lines of inquiry, with their data collection methods and tools, were used and triangulated to respond to the evaluation questions and sub-questions. The evaluation questions are based on the evaluation criteria established under the OECD DAC Network on Development Evaluation (EvalNet). The principles for their use have been adapted to the ICSP to support a high-quality, useful evaluation and serve as the basis upon which evaluative judgements will be made. It should be noted that the evaluation team has attempted to incorporate within the evaluation matrix as many of the dimensions of analysis and lines of inquiry that, in particular, are of interest to the CO team and the Regional Bureau in Nairobi, in order to inform the development of the next country strategic plan. Sub-questions have therefore been maintained at a strategic level, and in alignment with assumptions made under the reconstructed ToC.

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 national SDGs?					
1.1.1 Strategic alignment of outcomes to national strategies and plans	<p>What was the rationale behind the choice of the strategic outcomes?</p> <p>To what extent were the ICSP strategic outcomes and proposed activities relevant to national priorities and plans, needs, donor interests and support for peacebuilding at the time of preparation of the ICSP and during the lifetime of the ICSP (2018–2021)?</p>	<p>Degree of matching between ICSP strategic outcomes and national objectives outlined in government policies, strategies and plans</p> <p>Perception and degree of involvement of senior GoSS officials on the degree of alignment, capacity gaps and opportunities of WFP objectives (including gender transformation) and interventions with national policies, strategies and plans</p> <p>Degree of alignment of ICSP strategic outcomes with support to peacebuilding</p>	<p>Annual Country Report (ACR) and budget revision documents; annual reports</p> <p>Published government policies, plans and programmes.</p> <p>Interviews with GoSS officials, senior WFP management</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Strategic alignment analysis</p> <p>Context analysis</p> <p>Triangulation of findings from interviews with different stakeholders and</p>

	To what extent were ICSP strategic outcomes aligned with Government of South Sudan (GoSS) SDG goals and targets?	Degree of matching between ICSP strategic outcomes and national SDG goals and targets at the time of ICSP design and at the time of later budget adjustments Links between ICSP and revisions, and annual reports to national SDG frameworks Stakeholder perspectives on degree of ICSP alignment to objectives and activities with relevant national SDG priorities	Perspectives of donors, UNCT and other stakeholders National plans and strategies ICSP document Interviews with GoSS officials, senior WFP management and programme managers		documentation reviewed
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 in a relevant context analysis and informed by the perspectives of affected people?					
1.2.1 ICSP focus on the most vulnerable and marginalized populations <i>3.2.1 covers decisions on targeting and resource allocations, whereas 1.2.1 covers targeting from a needs perspective</i>	Extent to which the ICSP design was based on food security and nutrition needs assessments that identified the needs of the most vulnerable people Level of adaptation of ICSP activity design to the needs of the highly vulnerable groups including people with a disability, children, women, youth and chronically ill Extent to which the ICSP design considered gender equality and GEWE issues	Evidence that programme design and needs analysis was focused on meeting the food security needs of the most vulnerable groups and populations Evidence that the ICSP adapted to the needs of vulnerable groups. zero hunger joint assessments provided the basis for data analysis which led to suitable programme plans and beneficiary targeting decisions Evidence that issues of inclusion and exclusion based on gender, age, sexual orientation and disability status were in line with WFP Gender Policy Evidence that targeting was based on up-to-date, broad-ranging and comprehensive mapping of needs	ACRs, logframes, detailed budget allocation data Operational plans of WFP and rationale for decisions on resource allocation and targeting Comparison of assessment reports, SCOPE CODA data, WFP Gender Policy, monitoring and evaluation (M&E) reports, IPC analysis, assessments, technical briefs, donor reports, cooperating partner (CP) capacity	Document review Semi-structured interviews and focus group sessions with staff Interviews with informed observers Beneficiary feedback Feedback from complaints mechanisms Interviews and telephone	Vulnerability and needs analysis Context analysis Gender and inclusion analysis Triangulation of findings from interviews with different stakeholders and documentation reviewed

	Extent to which the ICSP design allowed a more comprehensive response to the needs of the identified vulnerable groups	Evidence of the range and depth of coverage provided in vulnerability analysis mapping (VAM), and other assessments were used to inform decision making (for example on targeting)	<p>assessments/reviews and partner feedback</p> <p>Feedback from WFP complaints mechanisms</p> <p>Feedback from Project Management Committees</p> <p>Coordination forum, sectors /clusters & cash w/group reports and meeting minutes.</p> <p>Gender and protection risk assessments for cash-based transfers.</p> <p>Interviews with informed observers on VAM and IPC assessments, managers and staff, donors, UNCT</p>	<p>survey of Project Management Committees</p> <p>E-survey of CPs and WFP field staff</p>	
1.2.2 Conflict sensitivity and analysis	Extent to which conflict-sensitive approaches have been mainstreamed into the ICSP design (original ICSP and subsequent budget revisions (BRs))	<p>Evidence of conflict analysis studies undertaken, or advice sought, and utilized in ICSP preparation to mitigate potential harm of WFP interventions, opportunities for peacebuilding, and address needs in a conflict-sensitive way</p> <p>Evidence of data-driven decision making in responding to crisis</p> <p>Assessment of operational plans and strategies for delivery and programme content to appraise evidence of efforts</p>	<p>ACRs, operational plans, risk assessments, situation reports, etc. SIPRI research studies</p> <p>Interviews with WFP managers and staff, CPs/NGOs and informed observers, peacebuilding and/or conflict analysis experts</p>	<p>Document review</p> <p>Semi-structured interviews and focus group sessions with WFP and CP staff</p>	<p>Conflict analysis</p> <p>Context analysis</p> <p>Triangulation of findings from interviews with different stakeholders and</p>

		<p>made to reflect needs of different areas of the country</p> <p>Assessment of operational plans and strategies for delivery on the consideration of the degree to which communities have been/are impacted by conflict / violence and the threat of conflict?</p> <p>Evidence concerning staff perceptions of need for and feasibility of undertaking conflict sensitivity analysis in programme design and implementation planning.</p> <p>Evidence that the ICSP ensured protection of affected communities is in line with WFP protection guidance.</p>	<p>Interviews with the Conflict Sensitivity Resource Facility (CSRF)</p>	<p>E-surveys of CPs and WFP staff</p> <p>Interviews and telephone survey of Project Management Committees</p>	<p>documentation reviewed</p>
<p>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?</p>					
<p>1.3.1 Relevance of ICSP in the context of humanitarian crises and shocks such as COVID-19, flooding, inter-communal violence and conflict and challenging economic conditions</p>	<p>Extent to which the ICSP strategic outcomes and activities remained relevant to changes in context.</p> <p>To what extent did WFP adapt programming approaches and redesign activities in the context of COVID-19, and other shocks, to mitigate risks to beneficiaries, cooperating partners and minimize</p>	<p>Evidence of revisions to the programme plans due to demands for new or urgent assistance and shifting priorities including – among other issues – livelihoods and resilience building in crisis-affected areas, integration of programme components, infrastructure development (such as for ports, feeder roads and dykes) to improve market access</p> <p>Evidence that, in the implementation of the ICSP, WFP built in appropriate risk assessment and risk mitigation measures (including COVID-19) that included measures for monitoring and updating</p>	<p>ACRs, BRs, records of management meetings and budget revisions, communications between key stakeholders, humanitarian response plans (HRPs)</p> <p>Review of other reports with a focus on adaptation to COVID-19</p> <p>Interviews with CO managers, staff,</p>	<p>Document review</p> <p>Records concerning inter-organizational cooperation</p> <p>Semi-structured interviews</p> <p>Focus group discussions (FGDs) with CP representatives</p>	<p>Analysis of programme design and modifications</p> <p>Context analysis</p> <p>Risk management analysis</p> <p>Triangulation of findings from interviews with different</p>

	<p>disruption to delivery of assistance?</p> <p>Were there opportunities to enhance the relevance of the ICSP to the changing context, either in relation to the needs of the communities or national capacities?</p>	<p>Evidence of appropriate and well-informed planning to adjust and adapt to COVID-19 with support/guidance from WFP HQ on appropriate steps to be taken in managing operations and partners considering the threat posed</p> <p>Evidence of WFP's ability to assess the threat of COVID-19 to beneficiary communities, staff and cooperating partners while maintaining programme objectives</p>	<p>beneficiaries, CPs, GoSS, informed observers, donors, particularly regarding experience in the context of COVID-19.</p> <p>Interviews with the CSRF</p> <p>Post-distribution monitoring questionnaire to beneficiaries (including additional questions proposed by ET)</p>	<p>E-survey of CPs and WFP field staff</p> <p>WFP monitoring data</p>	<p>stakeholders and documentation reviewed</p>
<p>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 includes appropriate strategic partnerships based on the comparative advantage of WFP in South Sudan?</p>					
<p>1.4.1 Coherence and alignment with the South Sudan UNCF and Humanitarian Response Plan including:</p> <ul style="list-style-type: none"> - alignment of ICSP with the objectives and priorities set out in the UNCF and HRP - WFP engagement in coordination mechanisms and efforts towards harmonization and 	<p>To what extent did WFP draw on technical and financial partnerships with other members of the UNCT/Humanitarian Country Team (HCT), international organizations, institutions and the private sector to make a strategic shift from saving lives to creating conditions to change lives?</p> <p>How did WFP coordinate planning, service delivery and assistance with GoSS, UNCT/HCT, other</p>	<p>Evidence of strategic and practical cooperation and coordination with stakeholders, reflecting WFP comparative advantage and building productive partnerships with other international organizations</p> <p>Evidence of absence of duplication between programmes and complementarity of WFP approach to common issues (including capacity strengthening of partner organizations (CCS), GE, environment & accountability to affected populations (AAP)) with those adopted by humanitarian sector and other UN agencies</p>	<p>ACRs, BRs, UNCT and other stakeholder documents. HRPs</p> <p>Interviews with stakeholders involved during ICSP design: UNCT, RBAs, donors, CPs/NGOs and informed observers.</p> <p>Planning documents and reports of other UN agencies, coordination forums, sectors/clusters, cash</p>	<p>Semi-structured interviews and small group discussions</p> <p>Document review</p>	<p>Partnership analysis</p> <p>Analysis of cooperation and coordination mechanisms and practices</p> <p>Triangulation of findings from interviews with different stakeholders and</p>

<p>complementarity of strategies</p> <p>- whether the ICSP helped to establish and maintain coherent and compatible partnerships that built on WFP's comparative advantage and knowledge</p>	<p>international partners and donors?</p>	<p>Degree of alignment between ICSP strategic outcomes and plans and those of the wider United Nations, humanitarian sector's response plans or strategies.</p> <p>Evidence of assessment and alignment with key stakeholder strategy for South Sudan and extent to which WFP harmonized strategic approaches through the UNCT, sectors/clusters and working groups</p> <p>Extent to which the programmes and services were complementary to the strategies of other UN agencies and main donors. Compliance with SPHERE standards</p>	<p>w/group reports and meeting minutes</p>		<p>documentation reviewed</p>
<p>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to ICSP strategic outcomes in South Sudan?</p>					
<p>2.1 To what extent did WFP deliver expected outputs and contribute to the expected ICSP strategic outcomes?</p>					
<p>2.1.1 Level of attainment of planned outputs</p>	<p>Extent to which planned beneficiaries were reached (by SO/activity/target group)</p> <p>Extent to which planned outputs were delivered (at the planned level of quality) by SO/activity</p> <p>Extent to which activities and transfer modalities were most appropriate to achieve outputs</p>	<p>Evidence on delivery of activities in accordance with plans</p> <p>Evidence of the extent to which outputs met expectations as indicated in the ICSP</p> <p>Evidence on programme coverage and quality of support provided, and on selection of modalities for assistance</p> <p>Performance against logframe targets</p> <p>Evidence on stakeholders' perception of performance</p>	<p>Workplans</p> <p>Budget allocations across outputs</p> <p>IPC analysis</p> <p>VAM assessments</p> <p>Logframe and monitoring data</p> <p>ACRs</p> <p>SCOPE CODA data and reports</p>	<p>Semi-structured interviews</p> <p>Small group discussions</p> <p>E-survey of CPs and WFP staff</p> <p>Telephone survey</p> <p>Documentation and data review</p>	<p>Performance analysis</p> <p>Analysis of intervention modalities</p> <p>Triangulation of findings from interviews with different stakeholders and</p>

		<p>Evidence on beneficiaries' perception on performance</p> <p>Evidence of appropriate community engagement with equal participation of sectors of population in ICSP design</p>	<p>Interviews with WFP CO and field staff and CPs, other UN agencies, donors, GoSS</p> <p>E-survey of CPs</p> <p>Interviews and telephone survey of Project Management Committees</p> <p>Beneficiary feedback</p> <p>Complaints and beneficiary feedback data.</p> <p>Post-distribution monitoring questionnaire (including additional questions proposed by ET)</p>	<p>WFP monitoring data</p>	<p>documentation reviewed</p>
<p>2.1.2 Level of contribution of outputs to the strategic outcomes of the ICSP</p>	<p>To what extent did outputs contribute to the four strategic outcomes of the ICSP?</p> <p>To what extent did the evidence gathered support the causal pathways set out in the reconstructed ToC?</p>	<p>Evidence that ICSP outputs contributed to improvements in the following short-term outcomes:</p> <ul style="list-style-type: none"> • Capacity of partner organizations and government to deliver humanitarian or development services to affected communities • Supply of nutrition-sensitive food to vulnerable people • Capacity of partner organizations and government to improve health and nutrition delivery systems 	<p>ACRs, monitoring reports, donor reporting, SCOPE CODA data and reports, IPC analysis, VAM assessments and technical briefs</p> <p>Complaints and beneficiary feedback data</p>	<p>Document review; data analysis</p> <p>Semi-structured interviews, plus small group/FGDs</p> <p>E-survey of CPs and WFP staff</p>	<p>Contribution analysis</p> <p>ToC analysis</p> <p>Context analysis</p> <p>Data analysis on performance</p> <p>Triangulation of findings</p>

	<p>Did the assumptions at portfolio level as well as strategic outcome level hold?</p> <p>What were the synergies/inter-linkages between outputs and contributions to different strategic outcomes?</p> <p>Were there any unintended positive or negative effects from outcomes delivered by WFP?</p>	<ul style="list-style-type: none"> • Capacity of communities to identify and treat malnutrition • Improved market access by small holder farmers • Capacity of government extension services improved • Capacity of communities improved • Assets created/maintained by target communities • Improved access by communities to assets, transport, market and services • Reach and availability of common services sustainable <p>Evidence that the short-term outcomes (set out above) contributed to strategic outcomes of the ICSP</p> <p>Evidence that programme activities had wider intended and unintended effects e.g., on education, food systems and peacebuilding.</p> <p>Adherence with SPHERE standards</p>	<p>Coordination forum, sectors/clusters and cash w/group reports and meeting minutes</p> <p>Interviews with WFP staff and focus groups, CPs, UNCT and other international agencies, GoSS, beneficiaries/ community representatives, including women, IDPs and refugees where possible</p>		<p>from qualitative data collection exercises with different stakeholder groups with quantitative and monitoring data</p>
<p>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, environment, conflict sensitivity)? Did the response to COVID-19 change the degree of contribution in any of these areas?</p>					

<p>2.2.1 Contribution of the ICSP to achieving cross-cutting priorities: adherence to humanitarian principles, protection, accountability to affected populations and gender equality, conflict sensitivity</p> <p><i>(See also 1.2.1 above)</i></p> <p>Contribution of the ICSP to achieving environmental sustainability</p>	<p>Examination of how cross-cutting issues were given priority and whether related targets contributed to achievement of outputs, outcomes and adherence to humanitarian principles</p> <p>Extent to which agreements and plans for ICSP activities were screened for environmental and social risk, and effect of COVID-19 to achieving cross-cutting aims</p> <p>Extent to which targeted communities benefit from WFP programmes in a manner that does not harm the environment</p>	<p>Evidence that cross-cutting issues (humanitarian and protection principles, AAP, gender and other equity concerns, environmental considerations and conflict sensitivity) were embedded and addressed throughout the ICSP results frameworks and monitored through WFP corporate indicators in line with WFP policies</p> <p>Evidence that WFP ensured that – in its planning, implementation, indicator selection, data collection and analysis – cross-cutting issues were given priority</p> <p>Evidence that women, girls and people with disabilities and other vulnerable groups had equal access to and benefit from the services</p> <p>Evidence that WFP support to targeted communities was not environmentally harmful</p> <p>Examination of whether inclusion of cross-cutting issues contributed directly to achievement and quality of outputs and influenced progress towards outcomes including SDG 5</p> <p>Evidence that beneficiaries were willing and able to attend food distributions</p> <p>Evidence that a well-functioning beneficiary feedback mechanisms is in place and that data were analysed and used in decision making, design and adjustment of ICSP implementation plans</p>	<p>WFP corporate policy and guidance documents</p> <p>Field-level agreements (FLAs)/memoranda of understanding (MOUs) for activities</p> <p>Planning documents and budget revisions, ACRs</p> <p>Beneficiary feedback and complaints received and WFP actions in response</p> <p>Feedback from Project Management Committees</p> <p>Interviews with managers and staff, including those who were involved in ICSP design and cross-cutting issues, GoSS, UNCT, donors, and CPs, beneficiary community representatives, including women</p> <p>ACRs, logframes, other reports</p> <p>Interviews with CO managers, staff,</p>	<p>Document review</p> <p>Semi-structured interviews, focus groups and small group discussions</p> <p>Document review and content analysis</p> <p>E-survey of CPs and WFP staff</p> <p>WFP monitoring data</p>	<p>Gender and inclusion analysis</p> <p>Analysis of adherence to AAP principles</p> <p>Analysis of adherence to humanitarian and protection principles</p> <p>Triangulation of findings from interviews with different stakeholders and documentation reviewed</p>
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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?					
2.3.1 Level of sustainability of ICSP achievements in GoSS institutions, targeted community, as well as the private sector and civil society	<p>What has been the degree of ownership and commitment by government institutions to reforms and new programming approaches?</p> <p>To what extent did the private sector and civil society actors act or plan to act, to maintain/sustain programmes and initiatives</p>	<p>Introduction of relevant new regulations and/or policies by GoSS, reflecting collaboration with WFP and progress towards government institutions/extension services taking on greater responsibility</p> <p>References to transition planning and subsequent budget revisions</p> <p>Evidence obtained from stakeholder and informed observer perceptions of visible</p>	<p>ACRs, government publications and formal statements</p> <p>National budget data</p> <p>Interviews with government officials, WFP managers and staff, UNCT and donor representatives</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and small group</p>	<p>Analysis of the dimensions of sustainability (e.g., skills acquisition, financial sustainability, system change, etc.)</p>

	<p>(such as around infrastructure improvements and environmental sustainability) introduced under the ICSP?</p> <p>To what extent has the capacity-strengthening support provided by WFP to government partners and CPs been sustained?</p> <p>To what extent have resilience-building interventions supported by WFP been adopted by communities, smallholder farmers or households more widely?</p> <p>To what extent have donors, other UN agencies or other stakeholders adopted some of the approaches of WFP (e.g., scale-up of interventions) to further promote their sustainability?</p> <p>Are the timeframes to build resilience (three years) sufficient?</p>	<p>advance in government commitment and ownership and capacity strengthening of partner organizations and extension services</p> <p>Evidence of concrete steps taken by the private sector and/or civil society organizations to maintain and build on ICSP results and innovations to improve food systems and access to food</p> <p>Evidence of plans and activities for which environmental and social risks have been screened and mitigation actions identified</p> <p>Analysis of perceptions of qualified observers about how sustainable WFP-supported services, infrastructure (feeder roads, dykes, ports) and partner capacity developed are likely to be, and why</p> <p>Evidence of wider adoption or scale-up of WFP interventions, strengthening their likely sustainability</p>	<p>Informed observers (e.g., Rift Valley Institute, etc.)</p> <p>Representatives of the private sector and civil society</p> <p>Feedback from Project Management Committees and beneficiaries</p> <p>Post-distribution monitoring questionnaire (including additional questions proposed by ET)</p>	<p>discussions, where feasible</p> <p>WFP monitoring data</p>	<p>Analysis of adherence to humanitarian and protection principles</p> <p>Triangulation of findings from interviews with different stakeholders and documentation reviewed</p>
2.4 To what extent did the ICSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?					
2.4.1 Strategic linkages to the Triple Nexus (humanitarian-	How does WFP South Sudan understand the Triple Nexus? To what extent is this aligned with WFP corporate	<p>Evidence that programme design integrated a Triple Nexus approach</p> <p>Evidence that, in the implementation of the ICSP, the “new way of working” has</p>	ACRs, HQ policy and guidance documents on the Triple Nexus	Document analysis	Strategic alignment analysis

<p>development-peacebuilding)</p> <p><i>(See also conflict sensitivity under 1.2.2 above)</i></p>	<p>thinking and those of other actors in South Sudan?</p> <p>To what extent did the ICSP implementation facilitate more strategic linkages between humanitarian, development and peace work?</p> <p>How has WFP evolved its approach to the Triple Nexus over the lifetime of the ICSP?</p> <p>What was the result of shifting from a community-based asset creation approach to creating household assets?</p> <p>To what extent has the ICSP support to South Sudan made a contribution to peace?</p>	<p>been adopted, such that there has been support for enhanced collaboration among actors engaged in humanitarian and development work</p> <p>Evidence that implementation of the principles underlying the Nexus has extended to seeking and following up on opportunities to build the linkage to the third leg of the Nexus, peacebuilding</p> <p>Evidence of synergies with other UN agencies in facilitating progress in building the Nexus into programming plans and activities</p> <p>Evidence that food assistance could be used as catalyst for peace</p> <p>Evidence that ICSP is advancing social protection systems in South Sudan though the move towards cash-based assistance</p>	<p>Reports from UNCT</p> <p>Reports/research by SIPRI, ICG, Rift Valley Institute, Conflict Sensitivity Facility, New Humanitarian, other relevant sources</p> <p>Interviews with CO managers, staff, field office, CPs, specialists, informed observers, access and conflict working group and CSRF</p> <p>Interviews with beneficiaries where feasible (possibly including beneficiaries of the joint programme on Community Violence Reduction implemented in Jonglei/GPPA)</p> <p>Interviews with GoSS, United Nations Mission in South Sudan (UNMISS), UNCT, donor representatives and civil society representatives</p>	<p>Semi-structured interviews</p> <p>WFP monitoring data</p>	<p>Programme design analysis</p> <p>Context analysis</p> <p>Triangulation of findings from documentation review and consultations with different stakeholder groups</p>
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			Post-distribution monitoring questionnaire (including additional questions proposed by ET)		
Evaluation Question 3: 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?					
3.1.1 Timeliness of delivery in contributing to ICSP outputs and outcomes by minimizing operational constraints and ensuring the timely movement of passengers and cargo	<p>To what extent were ICSP activities delivered on schedule?</p> <p>To what extent did shocks such as COVID-19 and flooding, as well as conflict, impact planned delivery schedules, including budget revisions, utilization of available resources, annual plans and risk mitigation strategies?</p> <p>Assessment of risk appetite for advancing or prepositioning resources</p>	<p>Evidence of reported delivery against target-setting for delivery</p> <p>Evidence that adjustments in the timeframe were justified because of major changes in context or availability of resources</p> <p>Evidence of consistency of on-time performance over the period of the ICSP and explanations for deviance from delivery schedules</p> <p>Evidence that funding was available on time</p> <p>Perceptions of stakeholders</p>	<p>ACRs, budget reports, monitoring reports, data on timing of delivery to beneficiaries over time, supply chain data (LESS, RITA etc.), complaint and feedback data</p> <p>Interviews with CO staff, GoSS, CPs, beneficiaries, communities and other stakeholders, donors</p>	<p>Document review</p> <p>Data analysis</p> <p>Semi-structured interviews and focus groups</p>	<p>Performance analysis against targets and workplans</p> <p>Risk management analysis</p> <p>Analysis of budget revisions</p> <p>Triangulation of findings from interviews with different stakeholders and documentation reviewed</p>
3.2 To what extent were decisions concerning resource allocations relating to targeting of interventions appropriate?					

<p>3.2.1 Extent that decisions concerning the prioritization of limited resources for given interventions, population groups and geographical areas appropriate</p> <p><i>EQ1.2.1 covers the appropriateness of targeting at ICSP design (original and subsequent budget revisions), while EQ.3.2.1 covers the appropriateness of targeting in practice – at ICSP implementation stage.</i></p>	<p>To what extent were decisions on resource allocations to target groups appropriate and balanced geographically in terms of coverage vs adequacy of the assistance package?</p>	<p>Evidence on levels of coverage of all segments of vulnerable communities and proportion of overall needs met by WFP</p> <p>Evidence that changes in context led to appropriate shifts in targeting and implementation plans</p> <p>Evidence that WFP struck an appropriate balance between depth and scale of assistance to target groups</p> <p>Evidence that decisions on resource utilization were made transparent, objective, appropriate and justified in coordination with other UN agencies, government and stakeholders</p> <p>Evidence that the choice of modalities (cash, vouchers, in-kind) was appropriate</p> <p>Evidence of changes to resource allocations to target groups were appropriate in the light of reductions in donor support</p>	<p>Budget revisions, ACRs, VAM reports, other assessment reports, monitoring data, ZHSR, data analysis</p> <p>IPC data and reports</p> <p>Interviews with WFP managers and staff, including VAM and M&E, CP managers/staff</p> <p>Interviews with GoSS and civil society representatives</p> <p>Interviews with donors and UNCT, plus other stakeholders</p> <p>Beneficiary feedback</p>	<p>Document review</p> <p>Semi-structured interviews, focus groups and small group discussions</p> <p>FLAs/MOUs for ICSP activities</p>	<p>Analysis of resource allocations and modalities</p> <p>Vulnerability and needs analysis</p> <p>Triangulation of findings from interviews and group discussions with documentation review</p> <p>Financial analysis</p> <p>Context analysis</p>
<p>3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?</p>					
<p>3.3.1 Level of cost efficiency of ICSP implementation and availability of qualified partners able to support and complement WFP interventions</p>	<p>To what extent did WFP South Sudan follow guidelines or standards for cost efficiency in delivery of humanitarian assistance and provision of services considering:</p> <ul style="list-style-type: none"> • delivery of outputs within allocated budgets 	<p>Relationship between changes in context (e.g., COVID 19) and modalities (e.g., in-kind food, cash-based transfer (CBT)) had an impact on cost efficiency</p> <p>Evidence that CO developed and employed measures for cost effectiveness under each set of activities for outputs and strategic outcomes Observation of</p>	<p>Budget data, ACRs, monitoring reports, logframes, COMET and SCOPE data</p> <p>Interviews with management and staff, donors, UNCT, GoSS and other stakeholders</p>	<p>Review of quantitative operations data and analysis of qualitative programme data.</p>	<p>Cost efficiency analysis</p> <p>Context analysis</p> <p>Triangulation of findings from interviews and group</p>

	<ul style="list-style-type: none"> • extent to which choices of supply sources and modalities were cost-efficient taking into consideration the South Sudan context • measures taken to identify main cost drivers (including explanatory factors) and increase efficiency over time • has WFP incurred additional costs due to necessary COVID-19 protective measures and if so, which ones? <p>To what extent has use of the Global Commodity Management Facility (GCMF) improved efficiency?</p>	<p>changes in cost efficiency and cost effectiveness over time.</p> <p>Evidence that strategies for achieving greater cost efficiency were considered including the effect that flood responses/interventions such as dyke repairs had on efficiency.</p> <p>Evidence of cost savings for air vs road/river operations</p> <p>Analysis of effects of late food deliveries due to COVID-19 crisis and on food prepositioning</p> <p>Evidence from analysis of selected supply chain/logistics, United Nations Humanitarian Air Service (UNHAS) and programme unit costs per operation, activity, recipient/standard ration or per kilocalorie delivered</p> <p>Changes in underlying cost drivers, e.g., landside transport, storage and handling (LTSH) costs, use of GCMF, food consumption score</p> <p>Comparison of cost, quality and timeliness in relation to other actors and/or WFP in other settings</p>	<p>Supply chain guidelines, strategy, reports (including GCMF), pipeline information, etc.</p> <p>UN, NGO and other stakeholder plans and reports specifically for preparedness and response, logistics and supply chain operations</p> <p>UNHAS, logistics cluster, telecom sector reports and WFP situation reports</p> <p>Assessment of admin costs/overheads as a percentage of service/programme delivery</p>	<p>Semi-structured interviews</p> <p>Documentary records and stakeholder recollections</p>	<p>discussions with documentation review</p>
<p>3.4 To what extent were alternative, more cost-effective measures considered?</p>					
<p>3.4.1 Consideration of alternative, more cost-effective measures</p>	<p>To what extent was consideration given to alternative forms of intervention to enhance cost effectiveness of activities,</p>	<p>Evidence that considerations of cost effectiveness were adequate and alternative options for programme intervention factored into plans</p>	<p>ACRs, budget revisions, other reports and data, funding overviews</p>	<p>Document review and data analysis</p>	<p>Comparative analysis of cost efficiency of alternative</p>

	<p>including safety net support and CBT vs in-kind transfers?</p> <p>Was the cost effectiveness of activities monitored and reported on a regular basis?</p> <p>What was the quality of these cost effectiveness comparisons?</p> <p>To what extent were these cost effectiveness comparisons used to inform decisions regarding the choice of intervention options, next to other considerations such as the practical, political and social feasibility, and potential negative social and environmental impact of those options?</p>	<p>Evidence that cost effectiveness factors were considered in decision making on partnerships and the contracting of CPs and suppliers</p> <p>Evidence that, during crisis response, the requirement for urgency outweighed concerns for cost effectiveness</p> <p>Extent to which WFP made appropriate decisions on trade-offs between timeliness and cost effectiveness in terms of market activities and graduation out of FFA</p>	<p>Guidance for CBT reconciliation and transaction monitoring (2017).</p> <p>SCOPE data and reports/retail management system outputs</p> <p>Interviews with CO staff, including finance, budget and programming officers, GoSS, CP staff, donors, UNCT and other stakeholders</p> <p>CO supply chain reports, pipeline information</p> <p>COMPAS and LESS reports/data queries</p> <p>Information available from local traders</p> <p>M&E reports</p> <p>Partner capacity assessments/reviews and partner feedback</p>	<p>Minutes of management meetings</p> <p>Evidence on performance of CPs</p> <p>Semi-structured interviews</p>	<p>interventions or modalities</p> <p>Analysis of financial and monitoring data</p> <p>Triangulation of findings from interviews and group discussions with documentation review</p>
<p>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 ICSP?</p>					
<p>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?</p>					

<p>4.1.1. Comprehensiveness of data, evidence and analysis underpinning the ICSP</p> <p><i>(See also 3.2.1 above re. targeting)</i></p>	<p>To what extent was programme design informed by evidence and analysis of food insecurity, nutrition levels/quality, livelihoods and resilience for the most vulnerable populations?</p> <p>To what extent was programming guided by lessons learned from previous experience?</p> <p>What has been the quality and scope of data available to support evidence and results-based decision making on programme and service planning?</p>	<p>Evidence the ICSP design reflected lessons learned and recommendations from previous evaluation of WFP and UN operations in South Sudan</p> <p>Evidence that ICSP design reflected joint analysis of plans to systematically respond to the specific needs of women and girls, boys, and men, as well as of the populations of different regions of South Sudan</p> <p>Evidence of appropriate registration of food security risks and specification of parallel risk mitigation measures</p> <p>Evidence of a systematic link between M&E data, needs assessment and planning as well as quality and coverage of M&E systems</p>	<p>VAM and other needs assessments, IPC analysis and reports used at design stage</p> <p>ACRs and budget revisions</p> <p>Data on beneficiaries, target groups and geographic footprint</p> <p>Relevant evaluation reports and reviews: CPE/decentralized evaluation, management responses, extract from R2 corporate system for follow-up actions</p> <p>Interviews with WFP managers and staff, GoSS, UNCT, donors, as well as other stakeholders</p>	<p>Document review and data analysis</p> <p>Semi-structured interviews and focus groups</p>	<p>Analysis of needs of target groups</p> <p>Risk analysis</p> <p>Triangulation of findings from interviews and group discussions with documentation review</p>
<p>4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the ICSP?</p>					
<p>4.2.1 Availability, adequacy, predictability, and flexibility of donor funding for ICSP, and ability to deliver common services</p>	<p>To what extent were SOs – programme activities, UNHAS, supply-chain/logistics and beneficiary registration service implementation, etc. – supported by sufficient</p>	<p>Assessment of level of resources received against planned financial needs (overall and across the four SOs for the ICSP period) across all four SOs</p> <p>Level of donor earmarking of funding and implications for the CO’s ability to respond in a flexible way to changing needs</p>	<p>ACRs and budget and programming reports, BRs, WFP fundraising strategy reports, CO funding resource reports</p> <p>MOUs and cooperation</p>	<p>Document review, financial data, and resource mobilization report analysis</p> <p>Semi-structured</p>	<p>Financial data analysis</p> <p>Triangulation of findings from interviews and group discussions</p>

	<p>resources and reliable financial flows?</p> <p>What were the drivers of donor decision making on funding the ICSP? Were there any changes over time? Has the shift from operations to an ICSP stimulated funding? Has the COVID-19 pandemic affected the level of funding?</p> <p>To what extent has WFP been able to allocate resources to strategic outcomes based on policy priorities, rather than those dictated by donor earmarking?</p>	<p>Assessment of the level of flexibility and agility of WFP systems and internal processes in adapting to donor priorities and resource allocation</p> <p>Evidence/allocation of donor funding and of active fundraising including joint approaches with GoSS</p> <p>Evidence of stakeholder perspectives on the implications of any shortfalls, gaps or imbalance in donor financing</p> <p>Evidence of reliability and predictability of financial flows from donor sources and implications for implementation</p>	<p>agreements, donor reports covering South Sudan</p> <p>Interviews with managers and staff, including those involved in initial ICSP planning, donors, UNCT and other stakeholders</p>	<p>interviews and small group or focus group discussion</p> <p>Surveys of CPs and WFP field staff</p>	<p>with documentation review</p>
4.3 To what extent did the ICSP lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.3.1 Suitability and effectiveness of partnerships formed in support of programme and service planning and implementation	<p>To what extent did WFP seek out and use partnerships to further the ICSP agenda?</p> <p>What was the level of policy and priority alignment with international partners?</p> <p>Has WFP changed its partners over the lifetime of the ICSP?</p> <p>To what extent were benefits of collaboration</p>	<p>Evidence of importance of strategic partnerships in ICSP implementation and how these differed from implementation partnerships</p> <p>Evidence of coordinated activities with partners in pursuit of programme and service outputs and outcomes</p> <p>Extent to which partners were able to implement complementary activities and whether these contributed to intended outcomes</p>	<p>ACRs, other reports and budget revisions, partnership agreements and joint reports</p> <p>Interviews with managers and staff, UNCT, GoSS, CPs, representatives involved in partnerships with WFP</p>	<p>Document review</p> <p>Semi-structured interviews and focus group discussions</p> <p>Surveys of CPs and WFP field staff</p>	<p>Analysis of partnerships</p> <p>Performance analysis</p> <p>Triangulation of findings from interviews and group discussions with</p>

	demonstrated in performance and results?	<p>Evidence of benefits obtained from partnerships in terms of results accomplished or in progress made</p> <p>Evidence of partnerships and coordinated activities on geographical targeting and cross-cutting issues</p> <p>Evidence of quality and value of partnerships in contributing to national capacity strengthening such as for health and nutrition delivery systems</p>	Donors and other stakeholders		documentation review
4.3.2 Level of performance of common services to support humanitarian assistance and other international partner operations	To what extent was performance against benchmarks met and how were quality, environmental risk, adaptability, timeliness, and appropriateness of services determined for common service delivery, logistics information, warehousing, UNHAS, transport, and emergency/security telecommunications?	<p>Evidence of WFP contribution to inter-agency humanitarian coordination and comparison of actual performance against benchmarks; review of accounts of responses to unexpected challenges</p> <p>Evidence of effectiveness of protocols, procedures and standard operating procedures (SOPs) in addressing issues impacting supply chain/logistics and UNHAS services</p> <p>Stakeholder perceptions of performance; comparison of service data with deliveries and needs</p> <p>Comparison against SPHERE standards and Universal Logistics Standards (ULS)</p> <p>Review of treatment of gender, diversity and inclusion in the supply chain</p>	<p>ACRs, other internal reports e.g., pipeline, budget and programme; SCOPE, COMPAS and LESS reports/data queries</p> <p>UNHAS user satisfaction surveys and Ars</p> <p>Risk assessments and management reports</p> <p>Logistics Cluster Strategy 2016–2018; logistics cluster and telecom sector reports</p> <p>Standby partners reports, donor reports</p> <p>HRP, environmental impact reports</p>	<p>Document review, data analysis</p> <p>Semi-structured interviews, plus small group/FGDs</p> <p>Surveys of CPs and WFP field staff</p>	Triangulation of findings from interviews and group discussions with documentation review

			Interviews with staff and focus groups, CPs, UNCT and other international agencies		
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 COVID-19 and other unexpected crises and challenges?					
4.4.1 Flexibility and organizational readiness in dynamic operational contexts	To what extent has WFP South Sudan been able to adapt and respond simultaneously to shocks and urgent needs deriving from the COVID-19 crisis, flooding, community-based violence, challenging national economic conditions, and refugees?	<p>Evidence of whether human and other resources were available and adequate for delivering the ICSP in a dynamic context</p> <p>Evidence that the CO organizational structure and procedures have proved flexible and adaptable in terms of reallocating or obtaining additional resources to respond to needs and challenges</p> <p>Evidence of the on the extent to which corporate CSP guidance and procedures contributed or hindered the South Sudan ICSP operational flexibility</p>	<p>ACRs and budget revisions, corporate documents e.g., WFP Strategic Plan and Mid-Term Review, monitoring/situation reports, donor reports</p> <p>Interviews with CO managers and staff, GoSS, donors, UNCT and other stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews and focus group discussions</p> <p>Surveys of CPs and WFP field staff</p>	<p>Analysis of human resources available to deliver ICSP objectives</p> <p>Analysis of changes to approach to ICSP delivery over time</p> <p>Triangulation of findings from interviews and group discussions with documentation review</p>
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?					
4.5.1 Consideration of internal factors, such as level of support from HQ and the Regional Bureau, and external	To what extent has there been adequate Regional Bureau/HQ input to support the CO in achieving the intended "Strategic Shift" (in	Evidence of staffing patterns in support of programme and service priorities, strategic outcomes and the "Strategic Shift"	ACRs, HR reports, monitoring reports, donor reviews and reports	<p>Document and budget review</p> <p>Analysis of human resource data,</p>	Analysis of human resources available to

<p>factors facilitating or obstructing progress in WFP South Sudan performance in making the “Strategic Shift” envisaged in the ICSP</p> <p>Level of performance of logistics and supply chain for programme delivery</p>	<p>terms of resource mobilization, staffing, supply chain, programme design and implementation, M&E, VAM, etc.)?</p> <p>What were the factors which supported/hindered outcome-level results?</p> <p>What was the level of success in maintaining continuity of staff and effective HR recruitment?</p> <p>To what extent was WFP able to adapt to major changes at the political level and challenges and opportunities related to the COVID-19 crisis and other shocks?</p> <p>To what extent was performance against benchmarks met and how were quality, environmental risk, adaptability, timeliness, and appropriateness of logistics/supply chain services determined for infrastructure rehabilitation, warehousing, transport, etc.?</p>	<p>Assessment of CO organizational structure for supply chain and logistics management from both a strategic and operational perspective</p> <p>Assessment of CO organizational structure, staffing levels and capabilities for programme activities such as gender and protection</p> <p>Evidence of types/levels and consistency of support provided to WFP South Sudan for ICSP implementation</p> <p>Evidence on quality and scope of data collection, analysis and use by CO management in decision making to support results and the “Strategic Shift”</p> <p>Evidence of adaptation to challenges presented and of evidence-based decision making to adjust programming and service delivery due to changed circumstances</p> <p>Evidence of delays, disruptions and blockages which led to major problems and of measures taken to resolve these</p> <p>Evidence of dialogue with donors to press for changes in allocation patterns to facilitate implementation of the ICSP</p>	<p>Interviews with managers and staff at HQ and RB, CPs, GoSS, donors, UNCT and other stakeholders</p>	<p>including budgets</p> <p>Semi-structured interviews, FGDs and small group discussions</p> <p>Surveys of CPs and WFP field staff</p>	<p>deliver ICSP objectives</p> <p>Triangulation of findings from interviews and group discussions with documentation review</p>
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Annex 6: Methodology and Approach to Data Collection

27. The evaluation used standard United Nations Evaluation Group (UNEG) and OECD/DAC evaluation criteria⁴ of relevance, efficiency, effectiveness, coherence and sustainability, as well as connectedness and coverage. Moreover, it explored several cross-cutting themes which are outlined below. The evaluation’s overall approach to answering the EQs was based on the following broad and interrelated approaches.

USE OF MIXED METHODS

28. The evaluation has drawn on quantitative and qualitative data sources and primary and secondary data to respond to the EQs specified in the evaluation matrix (EM) contained in Annex 5. The use of mixed methods has ensured that the evidence base is comprehensive in scope and facilitated opportunities for triangulation of sources of evidence so that no single source of information is used to underpin a particular finding or conclusion in order to mitigate against informant bias.

THEORY-BASED EVALUATION AND CONTRIBUTION ANALYSIS

29. The ICSP represents a complex portfolio of support provided under four SOs which aimed to contribute to SDGs 2 and 17. The ET used the ToC to apply a contribution analysis⁵ approach to the assessment of the contribution of WFP to the SOs and the causal pathways set out in the ToC. The ToC was also used to guide specification of evaluation sub-questions and lines of inquiry during the evaluation data collection process and to guide the analysis to inform evaluation findings.

CROSS-CUTTING THEMES

30. The evaluation assessed WFP performance in the cross-cutting areas: **AAP, protection, humanitarian principles, gender equality, environment and conflict sensitivity**. A mixed methods approach was used to ensure that information provided by participants was captured with fair representation of different viewpoints. Qualitative and quantitative sources were used to inform the evidence base used to respond to the EQs.

Table 3: Cross-cutting issue assessment framework

Cross-cutting theme	Methodology and tools
<p>Accountability to affected populations To operationalize its commitments to AAP, WFP focuses on three key components: information provision, consultations, and community feedback mechanisms.</p> <ul style="list-style-type: none"> Information provision – Give account to – providing information to affected people regarding programmes. Consultation – Take account of – consulting affected people on programme design and implementation. Community feedback mechanisms (CFMs) – Be held to account – providing platforms to receive complaints and feedback. 	<ul style="list-style-type: none"> AAP cross-cutting indicators from the corporate results framework (CRF). Primary data: FGDs, key informant interviews (KIIs) with CO, RBN, field office staff, interviews with beneficiaries of WFP support, interviews with GoSS, donors and implementing partners. Secondary data: documentation review (including ACRs, monitoring reports, evaluation reports and studies, aggregated data from WFPs CFM).

⁴ OECD. 2019. Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use. OECD, Paris.

⁵ Mayne, J. The Institutional Learning and Change (ILAC) Initiative. 2008. Contribution analysis: An approach to exploring cause and effect.

<p>Gender equality The pursuit of gender equality and women's empowerment (Sustainable Development Goal 5) is central to fulfilling WFP's mandate.</p>	<ul style="list-style-type: none"> • Corporate tools: a) gender and age marker design and monitoring tools; b) gender cross-cutting indicators from the CRF. • Secondary data and documentation review: ACRs, sex- and age-disaggregated COMET data, the CO gender action plan and progress on gender equality results, evaluation reports and studies. • Primary data collection: FGDs and KIIs.
<p>Protection Ensuring that affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity.</p>	<ul style="list-style-type: none"> • AAP cross-cutting indicators from the CRF. • Primary data: FGDs, KIIs with CO, WFP field office staff, interviews with beneficiaries of WFP support, interviews with GoSS, donors and implementing partners. • Secondary data: documentation review (including ACRs, FLAs, monitoring reports (PDM), evaluation reports and studies).
<p>Environment Ensuring that targeted communities benefit from WFP programmes in a manner that does not harm the environment</p>	<ul style="list-style-type: none"> • Environment cross-cutting indicators from the CRF. • KIIs with CO, WFP field office staff, interviews with GoSS and implementing partners. • Secondary data: documentary review, environmental impact assessment reports and guiding frameworks/tools.
<p>Humanitarian principles Adherence to the core humanitarian principles of humanity, impartiality, neutrality and operational independence and the ability to gain access to those in need of assistance are central to WFP's operations.</p>	<ul style="list-style-type: none"> • Secondary data: documentation review including ACRs, FLAs, evaluation reports and studies. • Primary data collection: FGDs and KIIs.
<p>Conflict sensitivity Conflict sensitivity is acting with the understanding that any initiative conducted in a conflict-affected environment will interact with that conflict and that such interaction will have consequences that may have positive or negative effects. It is a deliberate and systematic approach to ensuring that negative effects are minimized and positive effects are maximized.</p>	<ul style="list-style-type: none"> • KIIs with CO, WFP field office staff, interviews with GoSS and implementing partners. • Secondary data: documentation review.

DATA COLLECTION APPROACH

31. As explained above, a mix of qualitative, quantitative, primary and secondary data collection methods and sources were used in the evaluation of the ICSP.

Secondary data

32. **Document review** – the evaluation team reviewed a wide range of documentation throughout the process. The majority of documentation reviewed was internal to WFP, but external sources (including from other organizations, cooperating partners, donors, government, academia, etc.) were also used for contextual analysis and triangulation with internal sources. A full evaluation bibliography is presented in Annex 15.

33. **Quantitative data** – the evaluation team gathered and analysed quantitative data from WFP and the Government where possible. See Annex 12 for full presentation of analysis conducted. Sources included:

- a. Corporate and country office-level performance data
- b. Financial resources and implementation data
- c. Post-Distribution Monitoring data
- d. Process Monitoring data
- e. Output monitoring data reported by cooperating partners validated by CO M&E Unit.
- f. Annual Country Reports.
- g. VAM assessment reports - Food Security and Nutrition Monitoring System (FSNMS), Integrated Food Security Phase Classification (IPC) and Crop and Food Security Assessment Mission (CFSAM).
- h. Third-party monitoring data (process and outcome).
- i. WFP South Sudan's Community feedback mechanisms reports

Primary data

34. The ET employed a hybrid approach to data collection, with four ET members conducting in-person data collection in South Sudan (three national, and one international team member), and three international team members conducting remote data collection.

35. The in-country team attended briefings with CO HQ in Juba and held KIIs with representatives of academia on the socioeconomic-political context of South Sudan. They then split into two sub-teams to conduct two weeks of field visits, including site visits, in-person KIIs, phone interviews and FGDs as appropriate, with beneficiaries, field office staff, project management committees, civil society representatives, CP field staff and government representatives.

36. Following consultation with the CO, the states of Jonglei, Warrap and Lakes, and the special administrative area of Abyei were selected by the ET for field site visits. Within the states, several sites were selected to ensure as much coverage of the variety of WFP responses and modalities. The following criteria were used: IPC status, kind of vulnerability of people to emergencies; IDP, refugees and residents; programme component (including innovative approaches, quality of CP performance), accessibility and other relevant criteria. In addition, during the inception phase, five themes had been distilled as important themes to explore in the evaluation given their relevance to WFP intervention and strategy in South Sudan going forward. These themes were: resilience building in crisis areas; emergency response; holistic approach through integration of programme components (e.g., leveraging supply chain activities for strengthened agri-food systems); impact of infrastructure on market access; and conflict sensitivity/contribution to peace. These themes were taken into account in site selection.

37. The plans for primary data collection were informed by the stakeholder mapping conducted by the ET during the inception phase. The ET's overall sampling strategy was purposive, aiming to identify a diverse

group of key informants that could provide the most relevant evidence to comprehensively respond to the key EQs.

38. Field visits to the states of Jonglei, Warrap and Lakes, and the special administrative area of Abyei gave the ET the opportunity to evaluate a diverse range of WFP activities, meet with different target beneficiary groups and CPs.

39. In parallel, three senior international team members led on remote data collection with CO, RBN, HQ and WFP senior management, donors, CP HQ staff and national-level government representatives through KIIs and FGDs.

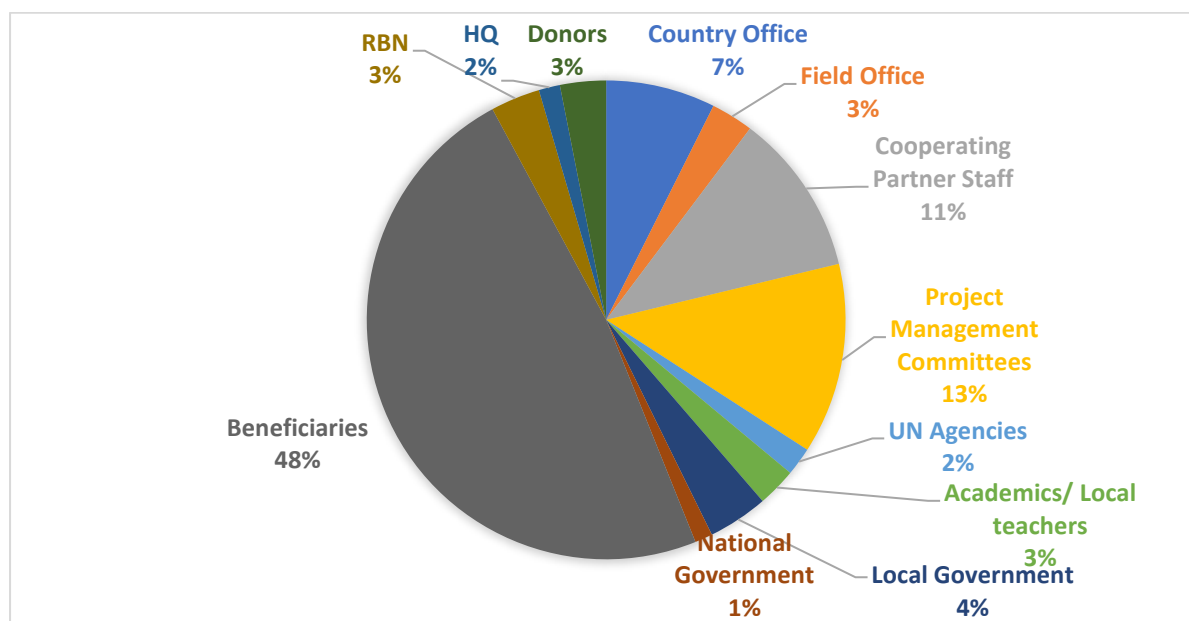
40. Two e-surveys were conducted which were aimed at 1) key field office staff and 2) cooperating partners. The support of CO staff to identify individuals and distribute invitations was valuable in the conduct of these exercises by the ET.

41. The field and remote data collection schedule ran between 1 November and 1 December 2021. A short extension to data collection plans, beyond the originally foreseen dates of 1 to 22 November, ensured access to some key informants who were not available during the original dates scheduled for data collection.

Key informant interviews

42. The ET indicatively expected to interview approximately 235 key informants, including 100 beneficiaries of WFP support in South Sudan. In practice, the ET exceeded this target and interviewed a total of 419 key informants, including 202 beneficiaries, through both in-person and remote KIIs and FGDs. In total, 55 percent of key informants were female, and 45 percent were male.

Figure 3: Proportion of KIIs across stakeholder groups



43. The ET used customized interview guides to steer the consultations in the framework of the KIIs with the different stakeholder groups. These interview guides were based on the evaluation matrix and this, and other fieldwork tools are presented in Annex 7. Evidence generated by these consultations was recorded using a template based on the evaluation matrix to facilitate efficient systematic coding.

44. Interviews at the local, field level, where assistance reaches its final beneficiaries, were conducted by ET members through the in-country field mission. The ICSPE field visits were embedded in WFP CO process monitoring plans for the month of November 2021. This ensured that all security, administrative and logistical arrangements were in place and that the ET was able to interact with communities and CPs on the ground. The CO's process monitoring sampling methodology involved the selection of 20 percent of locations as sample sites and a random selection of beneficiaries in each site. The ET used separate sampling criteria to select beneficiaries to interview, prepared a set of specific questions to use for its

beneficiary consultations (separate to the set of questions in use by WFP for these exercises), and WFP staff were not present during the interviews led by the evaluation team.

45. The ET interviewed 202 beneficiaries across three states in selected sites ensuring coverage of all ICSP activities, residence statuses (resident, refugee and IDP), modalities (in-kind, cash, capacity strengthening) and the broad regions of WFP's footprint in South Sudan, as well as ensuring consultations with women, people with disabilities, people from different age groups and those from urban or rural settings, as well as those resident in IDP or refugee camps. Time, resource and logistical constraints restricted comprehensive coverage across all communities, although every effort was made to consult with as many beneficiaries as possible.

46. Gender considerations were taken into account by the ET in all stages of the data collection process. A significant proportion of interviewees were female (45 percent) and the vast majority of interviewers of females beneficiaries were female (72 percent). FGDs with females were conducted, where possible, by a female national consultant. The ET notes that there were some disproportionately large numbers of males in some key informant groups, most notably in local government, field office staff and CPs as well as in the e-survey among CPs. In reflection of this, all data collection tools (e.g. survey questionnaires, interview guides) were designed to ensure adequate coverage of gender considerations. Ethical considerations were an important focus of data collection processes covering both genders.

Additional complementary data collection activities

47. Two online surveys targeted at 1) field office staff and 2) all CPs were undertaken to broaden the geographical coverage of the evidence gathered on WFP support to South Sudan. They were designed to supplement gaps in the evidence and gather additional data on particular issues, allowing triangulation of findings with those of KIIs and document review. The surveys mainly used closed questions and thereby generated a quantitative data set which complemented largely qualitative evidence gathered from KIIs, etc. The survey questions covered topics aligned to the four main EQs, and can be found in Annex 7.

48. Additionally, the CO agreed to embed selected additional questions formulated by the ET in WFP post-distribution monitoring survey of 2,605 households that the CO undertook in October 2021, in order to seek the perspective of a larger number of beneficiaries and triangulate findings. ET analysis of the data collected by the CO through the post-distribution monitoring survey can be found in Annex 9.

Limitations

49. An evaluability assessment was conducted as part of the preparation of the Inception Report, setting out the design and approach to the evaluation of the ICSP. A number of limitations were identified as part of the assessment and mitigation measures set out, designed to minimize the impact of these issues on the evaluation of the ICSP. The key limitations experienced in the conduct of the ICSP evaluation are set out below:

- Lack of availability of data for some indicators resulted in some evidence gaps, notably in the assessment of effectiveness (under EQ2). The ET sought to address these data gaps by supplementing the available quantitative data with qualitative data gathered through KIIs, beneficiary feedback, e-surveys and inclusion of additional questions in the PDM exercises. There was however a paucity of data to assess cost effectiveness.
- The timing of the evaluation and reporting was not aligned with the availability of a full data set for 2021, which was unavailable at the time of preparation of the Evaluation Report. In accordance with guidance from OEV, the ET used all available data and noted the caveat that the full 12 months of data for 2021 was unavailable, but was missing quarter 4, 2021 data.
- Security challenges limited conduct of interviews in relation to the GPAA/Jonglei CVR programme. The ET sought to supplement the evidence base by reviewing additional documentation on the programme made available by the CO.
- The timing of the preparation of the Evaluation Report coincided with the holiday period, as well as the period one ET member was unwell and unable to participate in the analysis and drafting of ER Draft 0 as originally envisaged. These issues were addressed by the ET adjusting their vacation plans and scaling up their inputs in view of the reduced input from one team member.

50. The key risk to the conduct of the evaluation identified in the Inception Report was limited access to KIIs and beneficiaries due to COVID-19. However, in practice, this risk posed only a minor limitation as

international team members successfully managed to conduct the requisite number of KIIs remoting via conference calls and the restrictions in place in South Sudan did not limit the field missions or access to beneficiaries, FO and CPs.

Ethical considerations

51. Ensuring appropriate management of ethical considerations was paramount throughout the conduct of the evaluation. The evaluation was designed to ensure adherence to the 2020 UNEG ethical guidelines.⁶ Landell Mills was responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This included 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. During the inception phase, ET members were trained on these topics in advance of field data collection activities. A particular emphasis was planned on AAP principles in relation to beneficiary consultations and the importance of ensuring beneficiary voice in reported findings of the evaluation process. Protection issues were given serious consideration including the requirement that all team members strictly adhere to COVID-19 preventive measures such as hand sanitation, mask wearing and social distancing, to ensure no harm to beneficiaries in conduct of consultation exercises.

⁶ United Nations Evaluation Group. 2020. UNEG Ethical Guidelines for Evaluation 2020.

Annex 7: Data Collection Tools

52. The ET further elaborated and tailored the draft data collection tools developed at inception phase. These tools included: a) a beneficiary questionnaire used by the in-person ET members in a unified format, translated into all required languages; b) KII topic guides, tailored for each key informant category and translated into all required languages; c) e-survey targeting CP staff; d) e-survey targeting field office staff; and e) additional questions formulated by the ET which were integrated into WFP post-distribution monitoring survey undertaken by the CO in October 2021. The data collection tools are presented below.

A) BENEFICIARY QUESTIONNAIRE

Consent

INFORMED CONSENT (NOTE): WFP IS WORKING ON ASSESSING THE CURRENT PRACTICES FOR THE PROGRAMME YOU ARE PARTICIPATING IN. THESE ASSESSMENTS TO DEVELOP BETTER WAYS OF PROVIDING ASSISTANCE TO THE COMMUNITY WE SERVE. THEREFORE, I WOULD LIKE TO HAVE A DETAILED INTERVIEW WITH YOU AND SHALL BE ASKING QUESTIONS RELATED TO PROGRAMME AND OTHER HH ASPECTS. THE INTERVIEW TAKES APPROXIMATELY 1 HOUR. YOUR PARTICIPATION IS VOLUNTARY AND DOES NOT PROVIDE ANY MONETARY OR OTHER SORT OF REWARDS. YOU CAN CHOOSE NOT TO ANSWER ANY OR ALL OF THE QUESTIONS. HOWEVER, WE HOPE THAT YOU WILL PARTICIPATE SINCE THE INFORMATION YOU WILL PROVIDE IS IMPORTANT TO IMPROVE WFP ASSISTANCE THAT IS CURRENTLY BEING PROVIDED TO YOU AND OR OTHER MEMBERS OF YOUR COMMUNITY. THE RESPONSES YOU GIVE WILL BE TREATED AS STRICTLY CONFIDENTIAL AND YOUR NAME WILL NOT BE USED IN THE REPORT. IF YOU DECIDE NOT TO PARTICIPATE THIS DOES NOT HAVE IMPLICATIONS FOR PARTICIPATION IN ANY PROGRAM.

Do you agree to be interviewed?

Yes/ No

Name respondent:

A Background information

Date:

State:

County:

Payam:

Enumerator's name:

Are you conducting interview in: Community [] or Camp []

Specify location:

Which activities are implemented in this location by WFP and since when/ which period?

GFD from year

GFD+ from year.....

GFD for Urban programme from year

Nutrition CMAM from year

Nutrition ART/TB Patients from year

School feeding from year

FFA infrastructure from year

FFA farming from year

Other specify:

B Respondent information

1. **Sex of respondent?** Male / Female
2. **What is your age?**
3. **Are you the head of the household?** Yes / No
 - 3b If no what is the sex of the head of household?
 - 3c What is the approximate age of the head of household?
4. **To which ethnic group do you belong?**
5. **Are there any people with disabilities living in your household?**
6. **Which kind of shocks or crisis did your household experience which affected your food security situation in the past 3 years?**
 - a. Conflict
 - b. Floods
 - c. Drought
 - d. People in household died or became chronic ill
 - e. COVID-19
 - f. Others specify
7. **How would you describe the food security situation in the past three years?**
 - a. Constantly same
 - b. Getting better
 - c. Getting worse
 - d. It goes up and down

C Respondent information on assistance received

8. **Which kind of assistance did your household receive in the past three years and for how long?**

	Most of the time past year	Seasonally	Only last months	In the past but not anymore	Other
General food distribution (GFD)					
GFD for Urban programme					
Nutrition for malnourished children/pregnant lactating mothers					
Nutrition for ART/TB patients					

School feeding					
Food For Asset infrastructure					
Food For Asset farming					
Other specify:					

Make sure rest of questions are answered for WFP/cooperating assistance and not of other organizations

9. Has the assistance you received changed due to COVID 19? If yes how? (1.3)

- a) No change
- b) Less assistance
- c) More assistance
- d) Different frequency of assistance but same amount.
- e) Different kind of assistance: please specify

10. How much say do you have in the kind of assistance you receive (2.2.a)?

- a. I have been part of discussion on the kind of assistance which I need e.g., in a survey, asked by the Project Management Committee or in a community meeting.
- b. I received information on the kind of assistance I have a right to receive.
- c. I do not know how much or how often I will receive assistance.
- d. Other, specify:

11. Was the assistance you received adequate for your needs? Please answer for the kind of assistance, the quality, the timeliness and the durations of the assistance or others (2.1 c).

	Very good	Good	Not good/not bad	Bad	Very bad	Explanation
Kind of food/assistance						
Ration/amount received						
Quality						
Timeliness						
Duration you can participate in a program						
Others						

12. How much did the assistance you received contribute to your food security situation in the past year (2.1.c)?

- a) Not at all
- b) Very little
- c) Quite a lot
- d) Very much

13. Did the assistance have an impact on your life beyond food security (2.1.c)? If yes please describe.

14. Do you think that the people who need it most receive assistance (2.1.a)? Yes / No

If no, please specify who deserves more assistance:

15. Do you think that the kind of assistance is equally suitable for the needs of all groups of people in the community (women, people with disability, elderly, ethnic groups, etc)? Or is another kind of assistance needed for them (2.1.a, 2.2.a)?

	Very good	Good	Not good/not bad	Bad	Very bad	Explanation
Women						
People with disability						
Elderly						
Youth						
Special ethnic groups (specify)						
Others(specify)						

16. Do you think that the assistance had an impact on (2.1.i/j, 2.2.b)?

	No	Yes: positive impact	Yes: negative impact	Explanation
On community organizations or interaction between people				
The position of women in the community or household				
Peace process in this area				
Environment				

17. Are there any other positive effects from the assistance (2.1.i/j, 2.2.b)? Which effects?

18. Are there any other negative effects from the assistance (2.1.i/j, 2.2.b)? Which effects?

19. How much does the assistance help your household to have the means (knowledge or assets) to address future shocks?

- a. Not at all
- b. Very little
- c. Quite a lot
- d. Very much

Please explain:

20. Do you have examples of any household assets you have acquired from WFP and/or because of the assistance you received?

21. To what extent does WFP assistance contribute to the following issues? (2.3)

	Not at all	Some what	A lot	I do not know	Comments

Protection – ensuring activities respect the rights of the individual in a dignified and appropriate way preventing risks and the consequences of coercion, deprivation or abuse of persons					
Gender equality and empowerment of all					
Conflict sensitivity					
Minimize risks to the environment					
Protection of life					
Impartiality, independence and neutrality					

Pilot Project Beneficiaries in Jonglei State:

- 1. Do you know of activities or programs which focus on building peace and reduce conflict in the community? Yes/ No**

If yes: ask which,

If no: explain which activities have been implemented locally and ask if they know these activities. If they know these activities continue with following questions.

Next make sure questions are answered on WFP activities.

- 2. To what extent have you been involved and/participated in initiatives to build peace and reduce conflict in the community?**

- Not involved at all
- Less involved/ participated in a meeting
- Very much involved / was active in organization or implementation

- 3. If you are not or hardly involved, why not?**

- I was not aware of activities/ lack of information
- I'm not interested
- I do not have the knowledge or skills to participate
- I normally do not participate in community matters
- Poor organization/ Lack of support from service providers/organization: please explain
- Other: please explain

- 4. If you are involved: why?**

- 5. To what extent have the following groups been able to participate in peacebuilding in the community?**

Group	Levels of participation in peacebuilding activities and processes		
	Low	Medium	High
Youths			
Men			
Women			
People living with disability			
Elderly			
Social/ethnic/cultural Groups (specify)			

Other			
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6. For the groups with low participation: why do these groups have a low participation in peacebuilding activities.

- a) They have poor access to information and lack awareness
- b) They are not interested
- c) They do not have the knowledge or skills to participate
- d) This group has traditionally little say in community matters
- e) Poor organization/ Lack of support from service providers/organization: please explain
- f) Other: please explain

7. What has been the effect of the peacebuilding activities in the community?

- a) Improve community relationships
- b) Increased cooperation
- c) Increased tolerance of each other
- d) Increased peace
- e) Reduced violence and conflict: please specify between who (e.g. in household/ in community/ or between groups)
- f) Other: specify.....
- g) None of the Above

8. What type of support and/or assistance is most effective for peacebuilding?

- a) Information and training
- b) Awareness campaigns
- c) Cash-based transfer
- d) Food Transfers
- e) Leadership training and capacity building

Other (Explore)

9. Can you give examples of changes which have taken place through the peacebuilding activities in the community?

Concluding/general questions:

1. What do you see as the most important results of WFP programme in the past three years?
2. In which areas do you think WFP programme needs improvement?
3. Do you have any suggestions for improvements?

Thank you for your time and inputs into the evaluation.

B) KEY INFORMANT INTERVIEW TOPIC GUIDE

Opening preamble

Thank you for agreeing to take part in this interview. Your answers will be used to inform the independent, external evaluation of WFP's Interim Country Strategic Plan (ICSP) between 2018 and 2021.

Objectives of evaluation: The evaluation has been commissioned by WFP's Office of Evaluation and is being implemented by the external consultancy Landell Mills. The evaluation will assess achievements in terms of relevance, efficiency, effectiveness, coherence and sustainability, connectedness and coverage. The evaluation will produce recommendations to inform future planning and implementation of WFP support in South Sudan.

Confidentiality: Your responses are completely anonymous and will help the evaluation team to gather perceptions on the results and impact of WFP's support to South Sudan through the ICSP between 2018 and 2021. Findings from interviews will be aggregated and analysed, so your contribution will feed into the recommendations for the future. We encourage you to be honest and open in your confidential responses.

Request informed consent – Do you agree to participate in this interview? Your opinion and experience are greatly valued.

Background information

Name of interviewee:

Position of interviewee:

Organization:

Date of interview:

Interviewer name:

Interview questions

TOPIC AREA 1 – RELEVANCE (TO WHAT EXTENT IS WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE'S NEEDS AS WELL AS WFP STRENGTHS).

1.1 To what extent is the country strategic plan relevant to national policies, plans, strategies and goals including national SDGs?

- *What was the rationale behind the choice of the strategic outcomes? (1-3)*
- *To what extent were the ICSP strategic outcomes and proposed activities relevant to national priorities and plans, needs, donor interests and support for peacebuilding at the time of preparation of the ICSP and during the lifetime of the ICSP (2018-2021)? (1-3)*
- *To what extent were ICSP strategic outcomes aligned with GoSS SDG goals and targets? (1-2)*

Strategic outcomes of WFP support to South Sudan

SO1: Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food

SO2: People at risk of malnutrition in crisis-affected areas, especially young children, pregnant and lactating women and elderly (POCs only), are able to meet their basic needs

SO3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year

SO4: The humanitarian community has access to reliable common services until satisfactory alternatives are available

1.2 To what extent did the ICSP plan address the needs of the most vulnerable people in the country to ensure 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?

- *To what extent ICSP design based on food security and nutrition needs assessments that identified the needs of the most vulnerable people?*
- *What was the level of adaptation of the ICSP activity design to the needs of the highly vulnerable groups, including people with a disability, children, women, youth and chronically-ill?*
- *To what extent did the ICSP design consider gender equality and women empowerment issues (GEWE)?*
- *To what extent did the ICSP design allow for a more comprehensive response to the needs of the identified vulnerable groups?*

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?

- *To what extent have the ICSP strategic outcomes and activities remained relevant to changes in the context?*
- *To what extent did WFP adapt programming approaches and re-design of activities in the context of COVID-19 and other shocks to mitigate risks to beneficiaries, cooperating partners and minimize disruptions to delivery of assistance?*
- *Were there any opportunities to enhance the relevance of the ICSP to the changing context either in relation to the needs of the communities or national capacities?*

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?

- *To what extent did WFP draw on technical and financial partnerships with other members of the UNCT, international organizations, institutions and the private sector to make a strategic shift from saving lives to creating conditions to change lives?*
- *How did WFP coordinate planning, service delivery and assistance with GoSS, UNCT, other international partners and donors?*

TOPIC AREA 2 – EFFECTIVENESS (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?

- *To what extent were planned beneficiaries reached (by SO/activity/target group)?*
- *To what extent were planned outputs delivered at the planned level of quality by SO/activity?*
- *Which activities and transfer modalities were most appropriate to achieve outputs?*
- *To what extent did outputs contribute to the four strategic outcomes of the ICSP?*
- *To what extent did the evidence gathered support the causal pathways set out in the reconstructed ToC?*
- *Did the assumptions at portfolio level as well as at strategic outcome level hold?*
- *What were the synergies and/or linkages between outputs and contributions to different strategic outcomes?*
- *What factors supported and/or hindered outcome-level results?*
- *Were there any unintended positive or negative effects from outcomes delivered by WFP?*
- *Are there any other factors which may have affected the contribution of WFP outputs to outcomes achieved in South Sudan?*

2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, and accountability to affected populations, gender equality and wider equity considerations, conflict sensitivity)? Did the response to COVID-19 change the degree of contribution in any of these areas?

- *To what extent were cross-cutting issues given priority and set targets contribute to the achievement of outputs, outcomes and adherence to humanitarian principles?*

- *To what extent were the agreements and plans for ICSP screened for environmental and social risk and what was the effect of COVID-19 towards achieving cross-cutting aims?*

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?

- *What was the degree of ownership and commitment by government institutions to reforms and new programming approaches?*
- *To what extent did the private sector and civil society actors act or plan to act to maintain/sustain programmes and initiatives (such as around infrastructure improvements and environmental sustainability) introduced under the ICSP?*
- *To what extent has the capacity-strengthening support provided by WFP to government partners and cooperating partners been sustained?*
- *To what extent have resilience-building interventions supported by WFP been adopted by communities, smallholder farmers and households more widely?*
- *To what extent have donors, other UN agencies or other stakeholders adopted some of the approaches of WFP (e.g., scale up of interventions) to further promote their sustainability?*
- *Are the timeframes to build resilience (three years) sufficient?*

2.4 To what extent did the ICSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?

- *How does WFP South Sudan understand the Triple Nexus? To what extent is this aligned with WFP corporate thinking and those of other actors in South Sudan?*
- *To what extent did the ICSP implementation facilitate more strategic linkages between humanitarian, development and peace work? How has this evolved over time?*
- *How has WFP evolved its approach to the Triple Nexus over the lifetime of the ICSP?*
- *What was the impact of shifting from a community-based asset creation approach to creating household assets?*

TOPIC AREA 3: EFFICIENCY (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?

- *To what extent were ICSP activities delivered on schedule?*
- *To what extent did shocks such as COVID-19 and flooding, as well as conflict, impact planned delivery schedules, including budgetary revisions, utilization of available resources, annual plans and risk mitigation strategies?*
- *Assessment of risk appetite for advancing or repositioning resources.*

3.2 To what extent were decisions concerning resource allocations relating to targeting of interventions appropriate?

- *To what extent were decisions on resource allocations to target groups appropriate and balanced geographically in terms of coverage vs adequacy of the assistance package?*

3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?

- *To what extent did WFP South Sudan follow guidelines or standards for cost efficiency in delivery of humanitarian assistance and provision of services considering: delivery of outputs within allocated budgets; extent to which choices of supply sources and modalities were cost-efficient taking into consideration the South Sudan context; measures taken to identify main costs drivers (including explanatory factors) and increase efficiency over time; has WFP incurred additional costs due to necessary COVID-19 protective measures and if so, which ones?*
- *To what extent has use of the GCMF improved efficiency?*

3.4 To what extent were alternative, more cost-efficient measures considered?

- *To what extent was consideration given to alternative forms of intervention to enhance cost effectiveness of activities, including safety-net support and CBT vs in-kind transfers?*
- *Was the cost effectiveness of activities monitored and reported on a regular basis?*

TOPIC AREA 4: FACTORS EXPLAINING PERFORMANCE AND STRATEGIC SHIFT (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?

- *To what extent was programme design informed by evidence and analysis of food insecurity, nutrition levels/quality, livelihoods and resilience for the most vulnerable populations?*
- *To what extent was programming guided by lessons learned from previous experience?*

4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the ICSP?

- *To what extent were SOs-programme activities, UNHAS, supply chain/logistics and beneficiary registration service implementation, etc. supported by sufficient resources and reliable financial flows?*
- *What were the drivers of donor decision making on funding the ICSP? Were there any changes other time? Has there been a shift from operations to an ICSP stimulated funding?*
- *Has the COVID-19 pandemic affected the level of funding?*
- *To what extent has WFP been able to allocate resources to strategic outcomes based on policy priorities, rather than those dictated by donor earmarking?*

4.3 To what extent did the ICSP lead to partnerships and collaborations with other actors that positively influenced performance and results?

- *To what extent did WFP seek out and use partnerships to further the ICSP agenda?*
- *What was the level of policy and priority alignment with international partners?*
- *Has WFP changed its partners over the lifetime of the ICSP?*
- *To what extent were benefits of collaboration demonstrated in performance and results?*
- *To what extent was performance against benchmarks met and how was quality, environmental risks, adaptability, timeliness, and appropriateness of services determined for common service delivery, logistics information, warehousing, UNHAS, transport and emergency/security telecommunications?*

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?

- *To what extent has WFP South Sudan been able to adapt and respond simultaneously to shocks and urgent needs deriving from the COVID-19 crisis, flooding, community-based violence, challenging national economic conditions and refugees?*

4.5 What are the factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the ICSP?

- 5 *What has been the quality and scope of data available to support evidence and results-based decision making on programme and service planning?*
- 6 *To what extent has there been adequate Regional Bureau/HQ input and staffing of the CO to support the strategic shift, resource mobilization, supply chain, programme design and implementation, M&E, VAM etc.?*
- 7 *What was the level of success in maintaining continuity of staff and effective HR recruitment?*
- 8 *To what extent was WFP able to adapt to major changes at the political level and challenges and opportunities related to COVID-19 crisis and other shocks?*
- 9 *To what extent was performance against benchmarks met and how was quality, environmental risk, adaptability, timeliness and appropriateness of logistics/supply chain services determined for infrastructure, rehabilitation, warehousing, transport etc.*

4.6 What has been the quality and scope of data available to support evidence and results-based decision making on programme and service planning.

- 10 *To what extent has there been adequate Regional Bureau/HQ input, and staffing of the CO, to support the "Strategic Shift", resource mobilization, supply chain, programme design and implementation, M&E, VAM, etc.?*

- 11 What was the level of success in maintaining continuity of staff and effective HR recruitment?
- 12 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?

CONCLUDING/GENERAL QUESTIONS:

1. What do you see as the most important results of WFP programme in the past three years?
2. In which areas do you think WFP programme needs improvement?
3. Do you have any suggestions for improvements?

c) E-survey: cooperating partner staff

[Link to the e-survey: Cooperating Partner Staff](#)

d) E-survey: field office staff

[link to the e-survey: Field Office Staff](#)

e) Post-distribution monitoring survey

The CO agreed to embed selected additional questions formulated by the ET in WFP post-distribution monitoring survey that the CO undertook in October 2021, in order for the ET to seek the perspective of a larger number of beneficiaries and triangulate findings. ET analysis of the data collected by the CO through the post-distribution monitoring survey can be found in Annex 9.

Table 4: ICSP additional questions integrated into the CO's PDM questionnaire

Section	ICSP additional questions integrated into the CO's PDM questionnaire
E	FFA participation
AQ 2	Do you think that "due to assets that were built or rehabilitated in your community": - Incidents of conflicts and violence at household level have been reduced slightly - Incidents of conflicts and violence at household level have been reduced significantly - Incidents of conflicts and violence at community level have been reduced slightly - Incidents of conflicts and violence at community level have been reduced significantly. Options to include: Plus, "no effect" and "increased slightly", "increased significantly"
	FFA training
AQ 3	Has training in FFA assets helped in increasing your knowledge and information on resilient assets to the different shocks in your area? (Yes/No)
AQ4	Has training in FFA helped in increasing and diversification of your asset portfolio over the years? (Yes/No) E9 and E10 can capture this (PDM choice will be changed, "diversified and improved", "diversified and deteriorate".)
	Utilization
AQ 2	How do you describe the impact/effect of the assistance you received through WFP and/or its partners over the years? o Slightly positive o Moderately positive o Significantly positive o Not positive at all
	Project Management Committees (PMCs)
AQ 3	Do you feel other socioeconomic groups interests (such as youth and local interest groups) are well represented in the PMC?

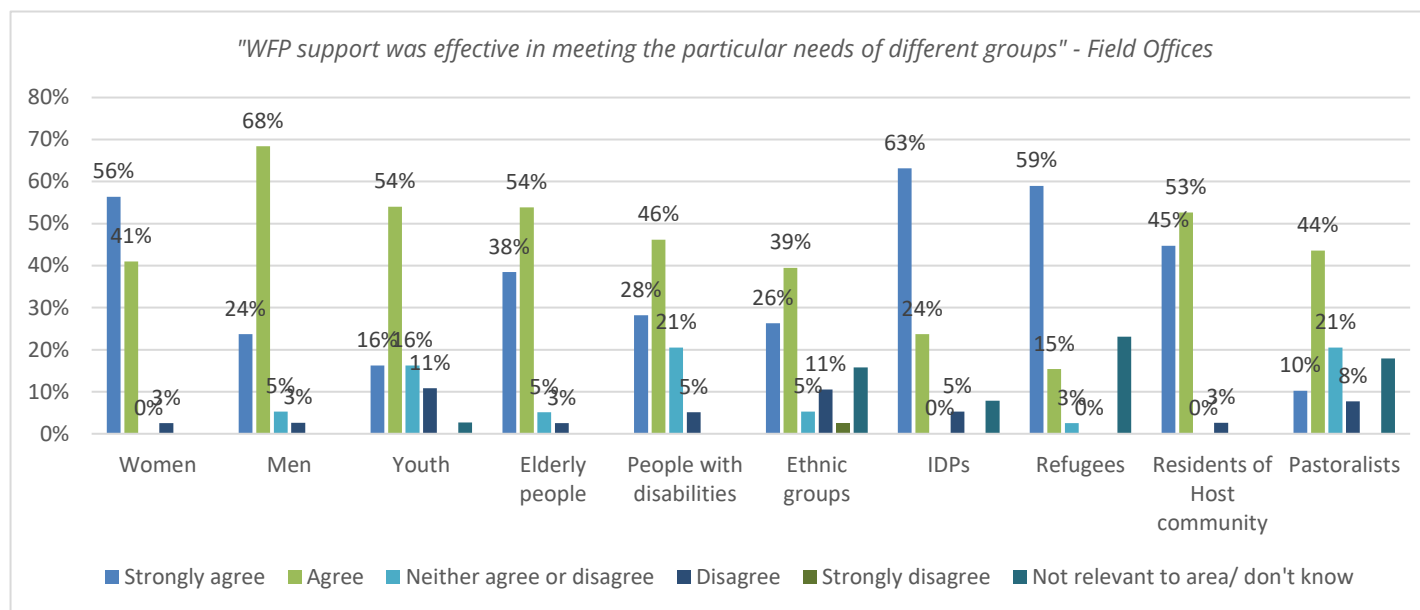
	<ul style="list-style-type: none"> ○ Yes ○ No ○ Not sure
AQ 5	<p>Should the future role of the PMCs be maintained (remain the same) or be improved in the future</p> <ul style="list-style-type: none"> ○ Yes ○ No ○ Not sure
N	Health and nutrition services
AQ2	<ol style="list-style-type: none"> 1) Did you receive any health or nutrition messages in the past year? <ul style="list-style-type: none"> - Yes/no 2) How did you receive health or nutrition messages? (open question, multiple answers possible) <ul style="list-style-type: none"> - At health centre or from health workers - From community nutrition volunteer - From family, neighbours, friends, etc. - Community meetings, - Training or project activities - Church/Mosque - Radio - Others (please specify) 3) On which topics did you receive nutrition-related messages or education? (open question, multiple answers possible) <ul style="list-style-type: none"> - Breastfeeding - Child health and nutrition: caring practices, nutritional needs and feeding - Women health and nutrition: in fertile age and during pregnancy and lactation - Healthy diet: importance to eat variety of food or certain kind of food - Gender: role of men and women in household - Water, sanitation and hygiene - Hygienic food storage and food handling - Cooking practices, recipes - Others (please specify)
	Households assets ownership
AQ 2	<p>Do any of the following situations pose any threat to the assets you own?</p> <ul style="list-style-type: none"> ○ Intra-household conflicts ○ Local community conflicts ○ Local security situation ○ Other
AQ 3	<p>Do you feel restrained in investing in some assets that may contribute to your livelihoods? Yes/No</p>
	Livestock animal ownership
AQ 4	<p>Have you been involved in any misunderstanding and/or conflict as a result of the livestock assets you own? Yes/No</p>
AQ 5	<p>Do you have any plans for investment in livestock assets in the future? Yes/No</p>
	Agriculture
AQ 1	<p>Do you feel your various agriculture activities are sustainable in the long-term? Yes/No/Not sure</p>
W	Household shocks and difficulties
AQ 1	<p>Did COVID-19 affect your responsiveness to the recurrent shocks in the past 6 months?</p> <ul style="list-style-type: none"> ○ Yes ○ No ○ Not sure

Annex 8: E-Survey Results Analysis

53. This annex presents the ET's analysis of the results of the evaluation's e-surveys of WFP field office staff and CPs, against the framework of the evaluation matrix. The e-survey questionnaires, conducted during November 2021, are presented in Annex 7.

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?	
1.2	<p>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?</p> <p>- 100 percent of WFP field office staff surveyed agreed that WFP addressed the needs of vulnerable people. 87 percent considered that the design and selection of activities was “strongly informed” by evidence and analysis of the needs of the most vulnerable populations.</p> <p>- Survey responses generally indicated that WFP field staff see their organization as being effective in meeting the needs different groups and that CPs agree with this view. There was particularly strong agreement that WFP is effective in meeting the needs of IDPs and women, by both WFP staff and CPs. However, both were somewhat less likely to agree that the needs of some groups, for example pastoralist communities, youth, people with disabilities, and some older people, were effectively addressed by WFP, although these groups are targeted by WFP. See Figure 4 below (showing WFP respondents only).</p>

Figure 4: WFP field staff perceptions on effectiveness in meeting the needs of certain population groups



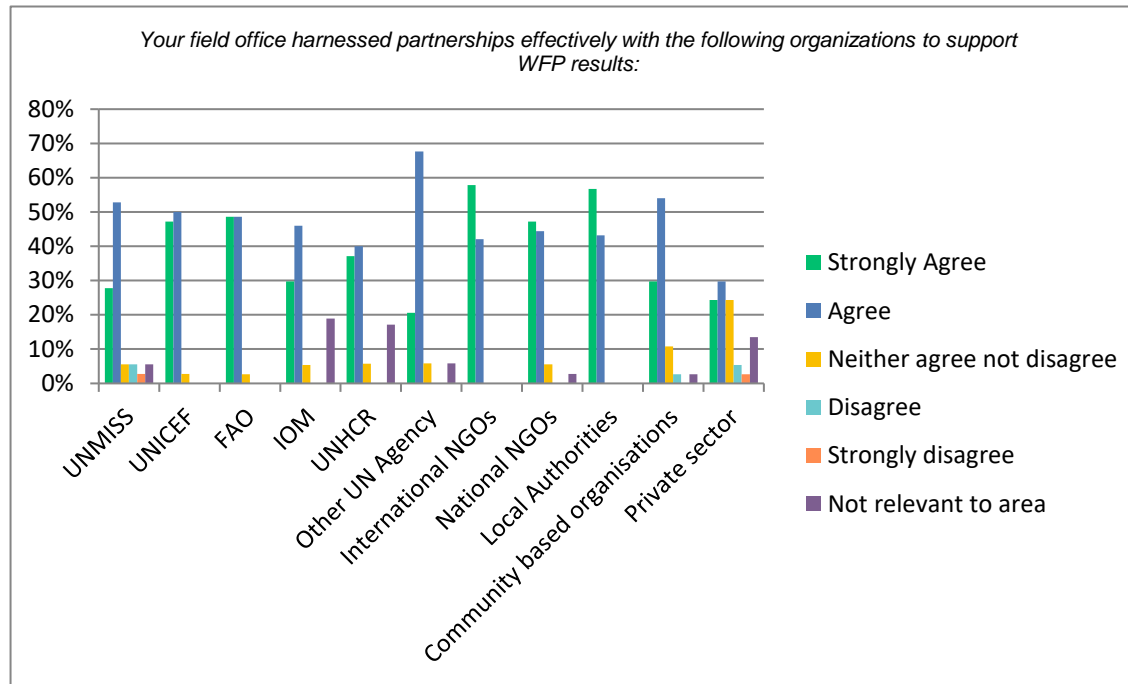
1.3 To what extent has WFP's strategic positioning remained relevant throughout the ICSP implementation considering changing context, national capacities and needs in South Sudan – in particular in response to the COVID-19 pandemic?

- 100 percent of WFP field staff and 96 percent of CP staff surveyed agreed or strongly agreed that WFP “appropriately adapted programming approaches and redesigned activities in the context of COVID-19 and other shocks”. 92 percent agreed that “WFP makes programming decisions based on lessons learnt from delivery”.

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 includes appropriate strategic partnerships based on the comparative advantage of WFP in South Sudan?

- WFP field staff surveyed had a very positive overall view of their partnerships/relations with other UN humanitarian and development actors, NGOs and local authorities. Appraisal of partnership/relationships with UNMISS, community based organizations (CBOs) and the private sector was slightly less positive, but still positive overall. See Figure 5 below.

Figure 5: WFP field staff perception of partnerships with other actors



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?

- The evaluation’s e-survey directly asked WFP field staff and CPs how effective they considered WFP to be in achieving the four strategic outcomes. 100 percent of WFP staff surveyed believed that WFP was effective or very effective in achieving SO1 and SO2, 90 percent considered WFP effective or very effective in achieving SO3 and 87 percent considered WFP effective or very effective in achieving SO4. CP staff were somewhat less likely to consider WFP as “very effective” in achieving the SOs, but still gave a very positive overall appraisal. Significant majorities considered WFP effective/very effective in achieving SO1 (96 percent), SO2 (90 percent), SO3 (79 percent) and SO4 (85 percent).

- This overall perception of effectiveness was explained by both WFP field and CP respondents as being generally due to: the strength of partnerships with other actors (predominantly within the UN and NGO community, but also with some local governments); WFP’s supply chain and logistics expertise; an ability to plan ahead, be prepared and preposition food; use of data in decision making; engagement with communities.

- More specifically, in certain locations, effectiveness was explained by multisectoral approaches, merging of emergency and resilience programmes at community-level and working with the same CP for the implementation of all projects in a locality.

- When asked to identify factors that hindered WFP's effectiveness, surveyed field staff exclusively pointed to issues that were either beyond the control of WFP or to reasons that WFP is providing humanitarian assistance in the first place. Common responses included references to insecurity/conflict, inadequate infrastructure (e.g., roads), flooding and funding constraints. Internal factors influencing effectiveness, over which WFP would have more control, were not identified. CPs surveyed pointed to all of the same issues, but more frequently highlighted "supply chain/pipeline breaks", lack of availability of certain commodities, numbers of beneficiaries planned/targeted by WFP not matching up to perceived number of people in need of assistance, and under-prioritization of resilience building activities and malnutrition prevention (as opposed to only treatment).

- In terms of the modalities used to address the needs of beneficiaries, general food distribution (54 percent), cash-based transfers (51 percent) and nutrition activities (59 percent) were most likely to be considered by WFP field staff as "very effective". Resilience building (23 percent), capacity strengthening (13 percent) and infrastructure rehabilitation/construction (13 percent) were much less likely to be considered "very effective" but were considered to be "effective" by a majority of respondents. WFP field respondents were most sceptical about the effectiveness of infrastructure work (with 24 percent considering it "non-effective"). 11 percent of respondents stated that they "did not know" if CBT was effective. Similarly, a significant majority of CPs surveyed considered all modalities of WFP assistance to be "effective" or "very effective". However, CPs were less enthusiastic about the effectiveness of cash assistance, but more confident in the effectiveness of capacity strengthening (92 percent considering it "very effective" or "effective").

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, environment, conflict sensitivity)? Did the response to COVID-19 change the degree of contribution in any of these areas?

- **AAP:** 79 percent of WFP field staff and 88 percent of CPs surveyed agreed or strongly agreed that affected populations were given an opportunity to influence decision making on the support provided. 90 percent of WFP staff and 91 percent of CP staff agreed or strongly agreed that timely and relevant information on WFP assistance was regularly shared with affected communities. 92 percent of WFP staff agreed or strongly agreed that "community feedback systems were in place, enabling affected populations to assess and comment on the performance of support provided, including on sensitive matters". 91 percent of CP staff reached agreed or strongly agreed that "WFP support to cooperating partners to establish and implement beneficiary and community feedback systems was sufficient".

- Qualitatively, AAP as a concept was not particularly well understood by some WFP respondents. CP respondents showed better understanding (possibly due to their greater involvement in programme activities and personal interactions with beneficiaries). Both WFP and CP respondents highlighted recently established help desks and hotlines enabling community feedback mechanisms to engage communities from the beginning of assistance as the most positive AAP initiatives. CP respondents highlighted that it was very important for the hotlines to be toll free.

- In terms of what could be done to improve WFP's accountability to affected population, WFP and CP respondents suggested expanded/enhanced/improved communication with communities as an important area on which to focus. Such suggestions tended to be based on experience of WFP communicating reductions in ration sizes at short notice of just a few weeks and the problems this can cause, as well as a perception that beneficiaries are not sufficiently aware of their entitlement and their right to hold WFP to account through the relatively new CFM. Some WFP and CP staff also recommended that WFP should make sure that information is provided in all of the local languages (implying that this may not always be achieved). Some CPs mentioned that phone-based mechanisms may not be accessible to all

beneficiaries (implying a continued need for physical complaint and feedback points). In slight contrast to WFP respondents, some CPs also suggested that more could be done to engage communities in project planning at the outset, in addition to processing feedback.

- 95 percent of WFP respondents and 90 percent of CP respondents agreed or strongly agreed that “WFP takes appropriate consideration of environmental risks in the delivery of its work and risk management”.

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?

- On the assumption that government “buy-in” is a precondition for sustainable results, the e-survey asked WFP field staff to comment on the strength of “commitment” and “ownership” by state institutions for the support provided by WFP. The responses showed a general picture of government ambivalence to WFP programming in South Sudan (at field level). Just 31 percent considered ownership/commitment to be strong or very strong, 38 percent considered it to be neither strong nor weak, and 31 percent considered it to be weak or very weak.

- In terms of building the capacity of local CPs, WFP field staff were much more positive, with 97 percent considering WFP’s activities in this area to be “very effective” or “somewhat effective”. This finding seems to be somewhat in contradiction to the levels of confidence in these activities found by the analysis under EQ 2.1 above. 88 percent of CPs surveyed indicated that they had received capacity-strengthening support from WFP, 6 percent did not know and 6 percent said they had not received such support. 99 percent of these CP respondents considered that this support was “effective” or “very effective”.

Similarly, 74 percent of respondents considered that WFP’s capacity strengthening to government had been very effective or somewhat effective, which is quite jarringly inconsistent with perceptions on commitment and ownership.

2.4 To what extent did the ICSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?

- 64 percent of both WFP and CP respondents considered that their work was appropriately conflict sensitive. While this obviously represents a majority view within the sample, it is a less resounding endorsement of WFP’s competence than can be seen in responses to other performance appraisal questions. The main example of conflict sensitivity in action offered by WFP survey respondents was the need to support both displaced populations and host communities after a displacement/shock, in line with internationally understood best practice. Respondents also frequently referenced the humanitarian principles of neutrality and impartiality. However, the field staff surveyed did not provide more specific, concrete examples of conflict-sensitive initiatives and programming. CPs were not asked to give examples of conflict sensitivity.

- When given an opportunity to make recommendations by the e-survey, many WFP field staff expressed a need/desire for WFP to go further in rolling out resilience and root causes focused activities such as FFA, engage in more support to livelihoods, attempts to strengthen agricultural production, expand use of CBT and reduce GFD, and conduct joint programming with others so as to provide a more complete package of basic services under an area-based or umbrella approach (based on established field presence and depth of local knowledge).

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?

- 90 percent of WFP field staff and 84 percent of CP staff surveyed agreed or strongly agreed that WFP delivered its outputs on time to effectively respond to prevailing needs.

- “Timely response” or “timely delivery of food” was a very common response from CPs surveyed when asked to identify particular areas of strength on WFP’s support for their work. However, there were many more instances of CPs complaining of delays in the delivery of food by WFP, late payment of invoices and delays in the signing of FLAs for the next year (at the year end/start), all of which are considered to hamper programme implementation and interrupt transfers, service delivery, payment of staff, etc.

3.2 To what extent were decisions concerning resource allocations relating to targeting of interventions appropriate?

- 100 percent of WFP field staff surveyed considered that WFP’s decisions on allocation of limited resources were appropriate considering the needs of different population groups and geographic areas. Within this overwhelmingly positive assessment, allocation decisions considering “population groups” were more likely to be considered “highly appropriate” (66 percent) than decisions on geographic allocations (48 percent).

3.3 To what extent were WFP’s activities cost-efficient in delivery of its assistance?⁶⁶

- WFP field staff and CP respondents to the e-survey showed some misunderstanding of “efficiency” (as defined by OEV and this evaluation), sometimes referencing financial resource availability or timeliness of delivery, and conflating efficiency and effectiveness. The most commonly identified factor (by WFP staff) that enhanced the efficiency of WFP response was timely commodity prepositioning in strategic locations (also recognized by a few CP staff). WFP’s supply chain expertise and assets were also commonly identified as enabling factors (with specific mention of timely switching between air deliveries and barge/road based on ground conditions) as well as WFP’s use of regularly updated data to identify the most vulnerable populations and prioritize assisting them.

- Factors limiting the efficiency of the response identified by WFP field staff were almost exclusively external and largely beyond WFP’s control: funding constraints, road infrastructure, flooding, conflict, economic crisis, government staff vacancies/turnover, etc. However, one respondent raised the issue of WFP having too many partnership agreements (understood to be FLAs) with multiple NGOs in the same location or even multiple FLAs with the same NGO. This was seen as inefficient due to the overhead costs included in each individual FLA.

- CPs identified a similar range of factors limiting WFP efficiency with a major focus on external factors beyond WFP/CP control such as conflict, flooding, weak infrastructure, funding constraints, etc., but also occasionally pointed to “bureaucracy” as an impediment to efficiency.

EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the ICSP?

4.3 To what extent did the ICSP lead to partnerships and collaborations with other actors that positively influenced performance and results?

- WFP field staff respondents to the evaluation’s e-survey generally had a positive view of CPs’ contributions to the efficiency and effectiveness of WFP delivery. 79 percent considered that CPs supported efficient and effective delivery in “all cases” (18 percent) or “most cases” (62 percent), while 21 percent considered this to be the case in only “some cases” (18 percent) or “few cases” (3 percent).

- When asked to highlight areas in which CP delivery could be improved, WFP field staff consulted by the e-survey often referred generically to CP staff “capacity” and sometimes more specifically to staff numbers (which may be lower than specified in FLAs), recruitment (in terms of hiring the required technical skills), improved logistics capabilities and better management of food commodities in CP food stores, more timely delivery, and more timely reporting back to WFP. 88 percent of CPs surveyed indicated that they had received capacity-strengthening support from WFP, 6 percent did not know and 6 percent said they had not received such support. 99 percent of these CP respondents considered that this support was “effective” or “very effective”.

- WFP staff expressed a general desire to work in closer cooperation with CP staff, as a means of improving their delivery. Practical suggestions include:
 - going beyond traditional CP “capacity building” with events/days/workshops and providing training on-the-job
 - more regular meetings
 - better identification of CP capacity gaps by WFP to inform more relevant training/support
 - hands on support to CPs in recruitment processes
 - joint monitoring and verification exercises
 - co-locating CP staff in the field office
 - attempting to narrow any salary disparities between WFP staff and CP staff who perform similar functions.
- The following were provided by WFP field staff as robust examples of partnerships and collaborations that have positively influenced WFP performance and results:
 - Joint “supportive supervision” (on nutrition between WFP, UNICEF and the state health ministry) and “joint assessments” (between WFP, UNOCHA, and cluster lead agencies) which enabled WFP to respond in several identified needs areas.
 - WFP-UNICEF collaboration on education in emergencies, which is considered to have resulted in both improvements in learning spaces and school attendance.
 - The new RSRTF, bringing together many partners to link humanitarian, development and peacebuilding interventions to attempt address hunger/food insecurity, conflict, insecurity, violence, SGBV, strengthen rule of law, access to justice, protection, and community governance structures in a coherent manner.
 - WFP and UNICEF working with the same partner organization in certain localities for the provision of nutrition programmes. This is considered to have improved efficiency and effectiveness, with WFP and UNICEF supporting the same health centres and volunteers, ensured a continuity of care when a patient transitions from SAM to MAM case, and facilitated follow-up.
 - The Resilience Platform between WFP and FAO has enabled the two organizations to jointly engage the government and offer support to partners that links WFP FFA activities with the provision of agricultural inputs from FAO. This has also been linked to schools and health centres that WFP supports (seeds for vegetable gardens etc.).
 - The Food Security Cluster’s mapping of different livelihoods activities was considered to have enhanced the complementarity and connectedness of different agency programmes in this area, a good example of this is Home Grown School Feeding where WFP, FAO, UNICEF and the Ministries of Education, Agriculture and Health are all working together.
 - In the unique context of Abyei, WFP was considered to be collaborating quite effectively with IOM and UNICEF on a holistic approach to improving school environments and encouraging attendance (combining infrastructure rehabilitation/WASH/storage with provision of school meals and school materials), as well as linking WFP FFA to FAO agricultural input distribution.

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?

- WFP field staff respondents to the evaluation’s e-survey considered continuity of staffing and/or staff shortages to be a quite significant issues affecting their work. 72 percent of those surveyed said that continuity/shortages in staffing had affected field office work to “some extent” (51 percent) or to a “significant extent” (21 percent).

Annex 9: Post-Distribution Monitoring Survey Analysis

54. This annex presents the evaluation team's (ET's) analysis of selected questions from the raw data of WFP's post-distribution monitoring survey that the country office (CO) undertook in October 2021, including analysis on the additional questions formulated by the ET, and analysis of key questions asked by the CO of interest to the ICSPPE.

55. A total of 2,605 respondents were surveyed. 85 percent were female, and 15 percent were male.

56. In section A, the full results of the ET analysis are presented, while section B presents the results of a selection of questions that were analysed by sex in order to explore potential variance between the experiences of male and female beneficiaries.

a) PDM analysis – aggregated results

[Link to the PDM analysis](#)

b) PDM analysis – selected results disaggregated by sex

[Link to the PDM analysis](#)

Annex 10: Beneficiary Questionnaire Response Analysis

57. This annex presents analysis of the results of the field interviews conducted with beneficiaries of WFP assistance by the evaluation team (ET) in November 2021. In total, 202 beneficiaries were consulted by the ET during the field phase of the evaluation, through individual interviews and focus group discussions. Where possible, data provided by individuals has been aggregated and quantitative analysis conducted.

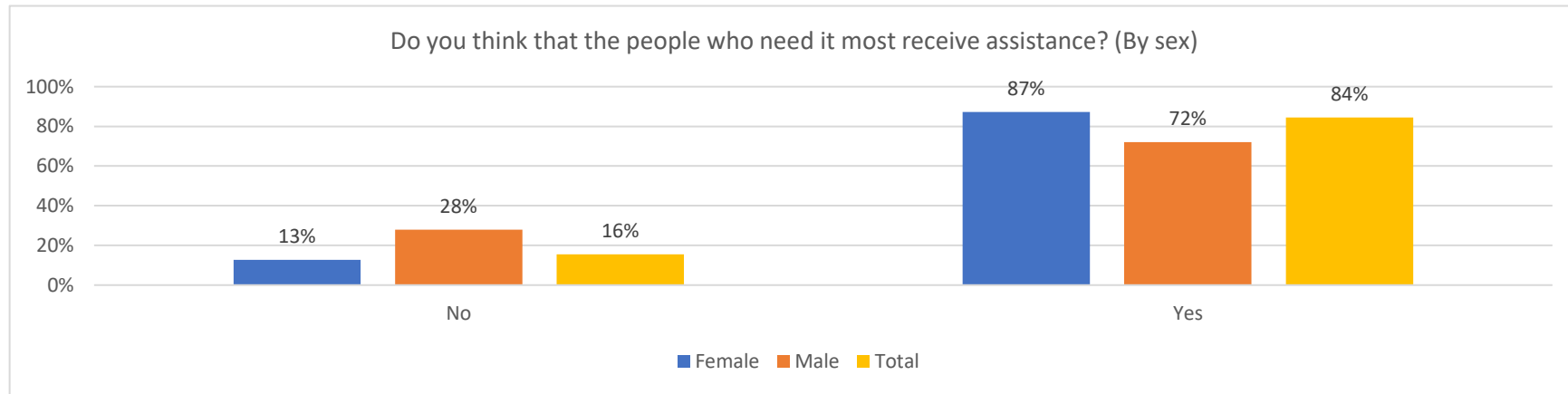
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Key findings by evaluation question

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?	
1.2	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?
The majority – 84 percent of beneficiaries interviewed – believed that WFP assistance was given to people who needed it most . For the 16 percent who disagreed with this, explanations given included a general response that people in need in the same community are left out of the assistance. To a lesser extent, reasons cited were that the support excluded elderly people and people with disabilities, as well as people travelling long distances to receive assistance who were not present at the time of headcounts.	

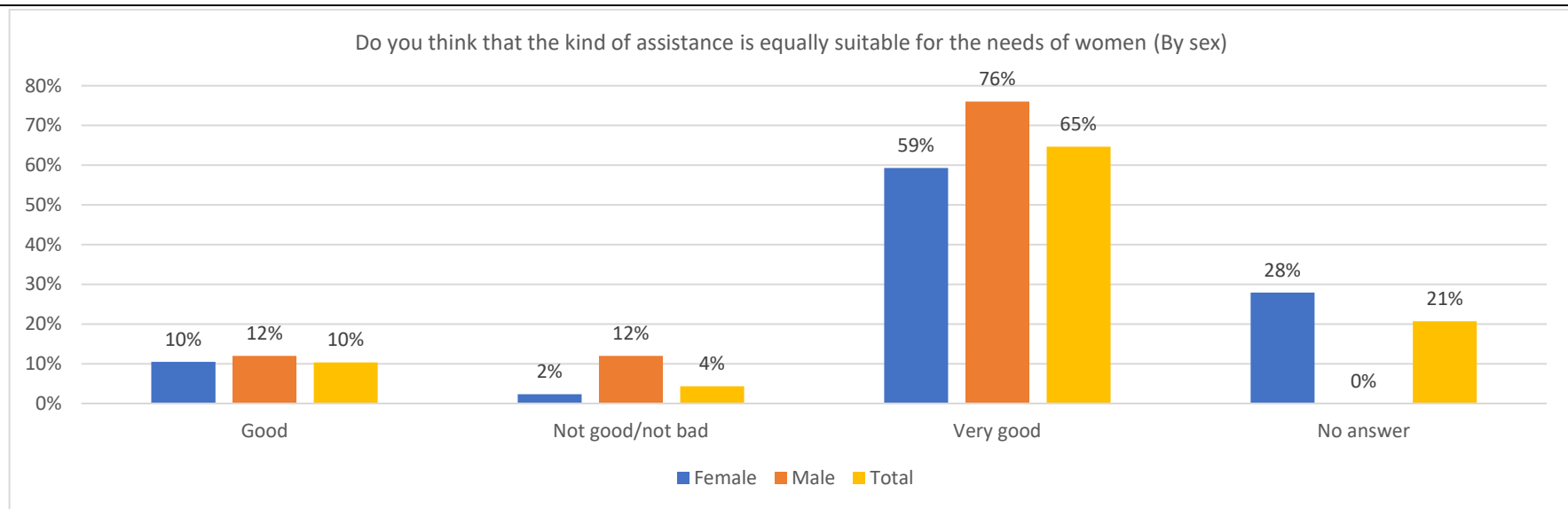
Figure 6: Beneficiaries' perceptions of whether the people who need assistance most receive it, by sex



Beneficiaries were asked **whether they thought that the kind of assistance WFP provided is equally suitable for the needs of all groups of people in the community** (women, people with disability, elderly, ethnic groups, etc.), or whether another kind of assistance was needed for them.

On the suitability of WFP assistance to the needs of **women**, 65 percent of responses found this was “very good”, and 10 percent found this to be “good”. However, females were less strongly positive than males in their responses, as shown in the sex breakdown of responses in Figure 7. Explanations for good suitability given included that it was mostly women who collected the assistance, and that this was appropriate as they were best placed to spend it well and to use food efficiently to provide for their households. Answers also frequently cited that assistance given to women had helped to reduce conflict within households as women were able to provide food, and that women acquired skills and knowledge through WFP training which empowered them to contribute to community meetings and decision-making processes.

Figure 7: Beneficiaries' perceptions of suitability in meeting the needs of women, by sex



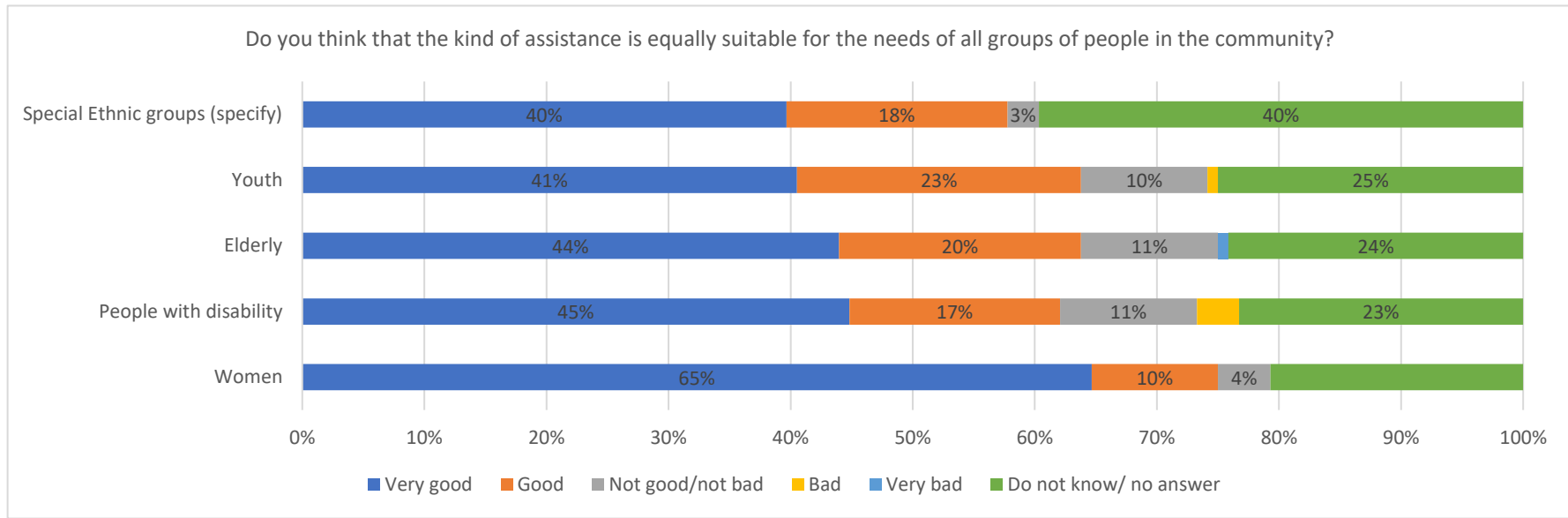
On the suitability to needs of **people with disabilities**, the majority of responses were positive (56 percent very good, 22 percent good), with beneficiaries describing that this group of people were given special consideration by WFP, with many people with disabilities depending solely on the assistance, and that the support provided them with food security and an increased sense of being part of the community. However, 14 percent felt that suitability of assistance to their needs was neither good nor bad, and 4 percent believed suitability was bad. Negative aspects of suitability referred to by respondents included challenges for people with disabilities to access the food assistance they are entitled to, and an absence of help to bring the food to them. To a smaller extent, answers cited a belief that some people with disabilities were not selected as beneficiaries of activities due to their conditions.

On the needs of **elderly people**, responses followed a similar pattern of the majority being positive (55 percent very good, 25 percent good suitability of assistance) and respondents referring to WFP assistance as providing life-saving assistance to the elderly without other forms of support or livelihood. 14 percent of respondents felt suitability was neither good nor bad, with one challenge faced by elderly people to access the assistance they were entitled to, unless they had caregivers to collect their assistance on their behalf.

On the suitability to the needs of **youth**, the majority of responses found this to be very good (51 percent) or good (29 percent). The most frequent rationale cited for this positive response was that, as a result of youth involvement in farming and livelihood activities, there has been a reduction in community conflicts and cattle raiding as youth are given an alternative focus for improving their livelihood.

On the suitability to the needs of **special ethnic groups**, the majority of beneficiaries felt that there was only one ethnic group in their area so they could not comment fully on whether assistance was suitable to the needs of other ethnic groups. However, where other ethnic groups/tribes were mentioned, feedback was positive that assistance was given impartially to these ethnic groups/tribes, and they felt part of the community.

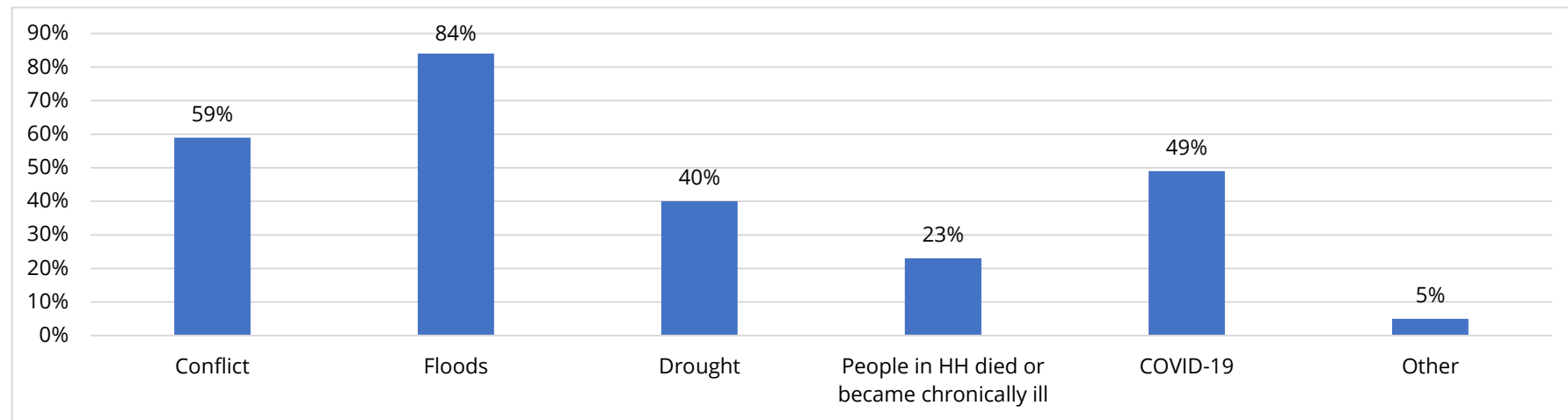
Figure 8: Beneficiaries' perceptions of suitability in meeting the needs of certain population groups



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?

During the ICSP, beneficiaries experienced various **shocks** of which COVID-19 was just one: the majority (84 percent) experienced floods, 59 percent experienced conflict, 49 percent were affected by COVID-19, 40 percent were affected by drought, and in 23 percent of households someone died.

Figure 9: Shocks/crises experienced by beneficiaries' households affecting food security situation in the period (2018–2021)



Just over half (53 percent) of the beneficiaries stated that their **food security situation** had become worse; for 28 percent this stayed the same, while for 10 percent it got better, and for the remaining 9 percent it went up and down.

Figure 10: Beneficiaries' perception of changes in their food security situation in the period (2018–2021), by sex

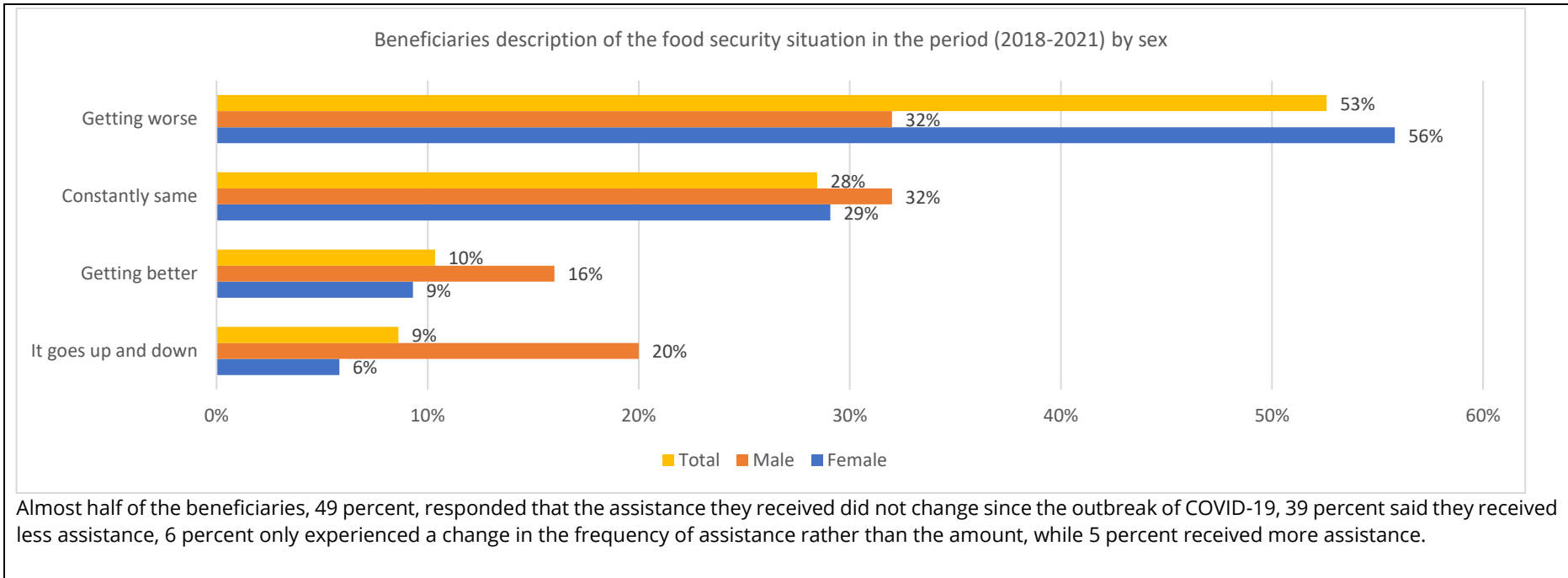
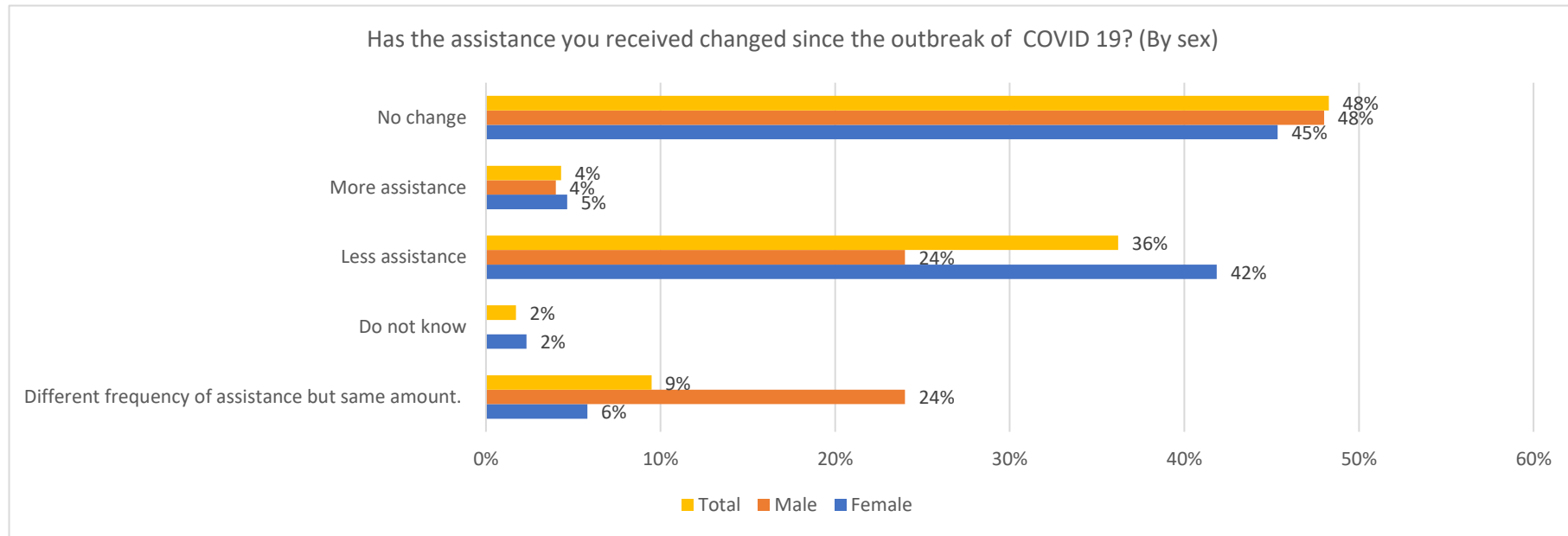


Figure 11: Beneficiaries' perception of whether the assistance they received changed since the outbreak of COVID-19, by sex

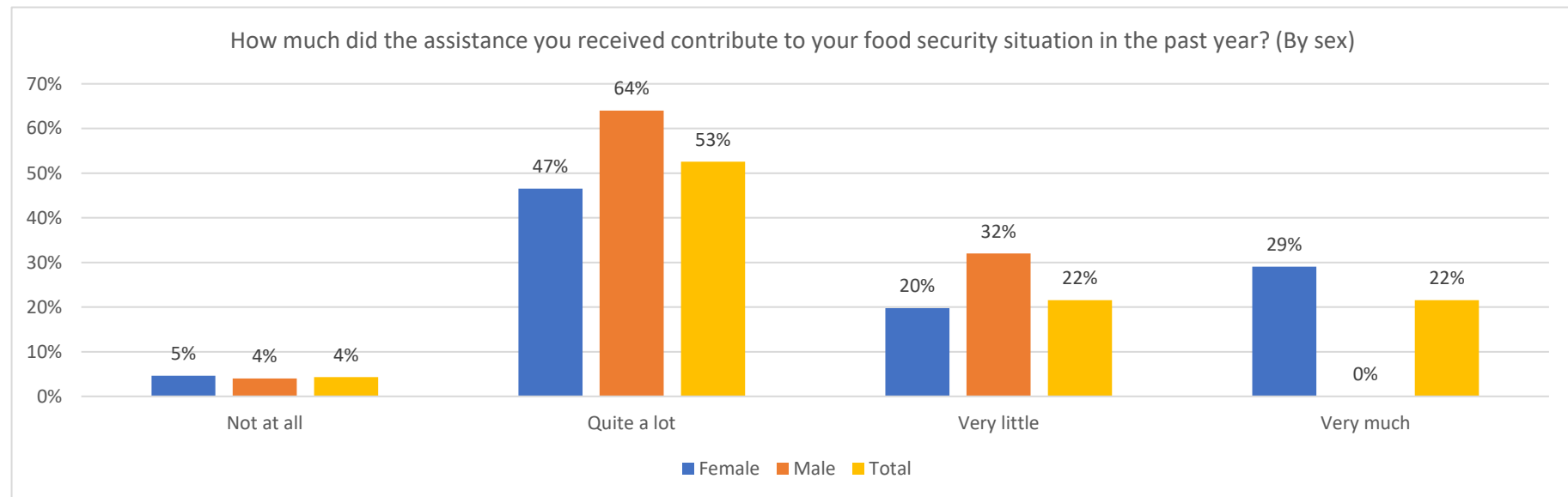


EQ2 – What is the extent and quality of WFP’s specific contribution to ICSP strategic outcomes in South Sudan?

2.1 | To what extent did WFP deliver expected outputs and contribute to the expected ICSP strategic outcomes?

The majority (75 percent) of beneficiaries responded that the assistance contributed quite a lot or very much to their food security situation. However, a quarter reported that the assistance contributed very little or not at all. Females had a more positive perception than males in their responses – 76 percent of females felt it had contributed quite a lot or very much to their food security situation, in comparison with 64 percent of men.

Figure 12: Beneficiaries' perceptions on the contribution of assistance to their food security situation in the past year (by sex)

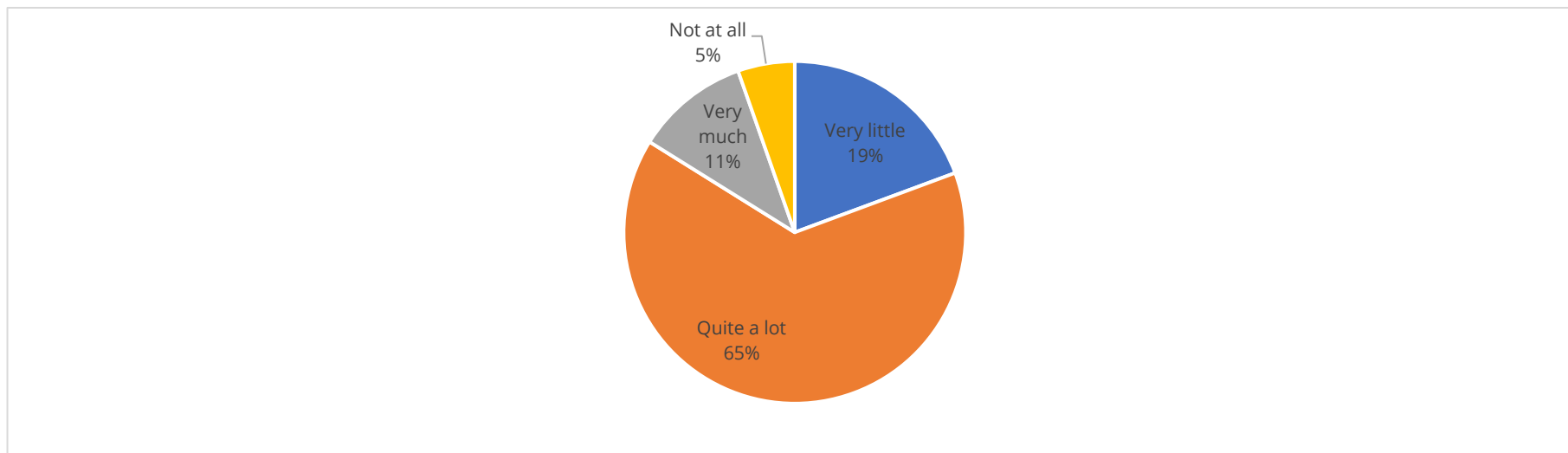


Respondents were also asked **whether the assistance had an impact on their life beyond food security**. Other impacts mentioned by respondents included:

- increased independence by being able to make their own cultivations through receiving seeds;
- through money received, freedom to choose what is good for them;
- improved nutrition status in the targeted communities;
- reduced malnutrition among children and pregnant/lactating mothers;
- reduction in maternal mortality;
- improved quality of life and reduced stress;
- supports the household to do physical work hence acquiring other livelihoods assets, for example farming and poultry;
- infrastructure farming assets;
- improved attendance and productivity of pupils at school;
- selling surplus to pay for other needs e.g., school and health care fees; and
- increased skills and knowledge, including adoption of modern farming techniques.

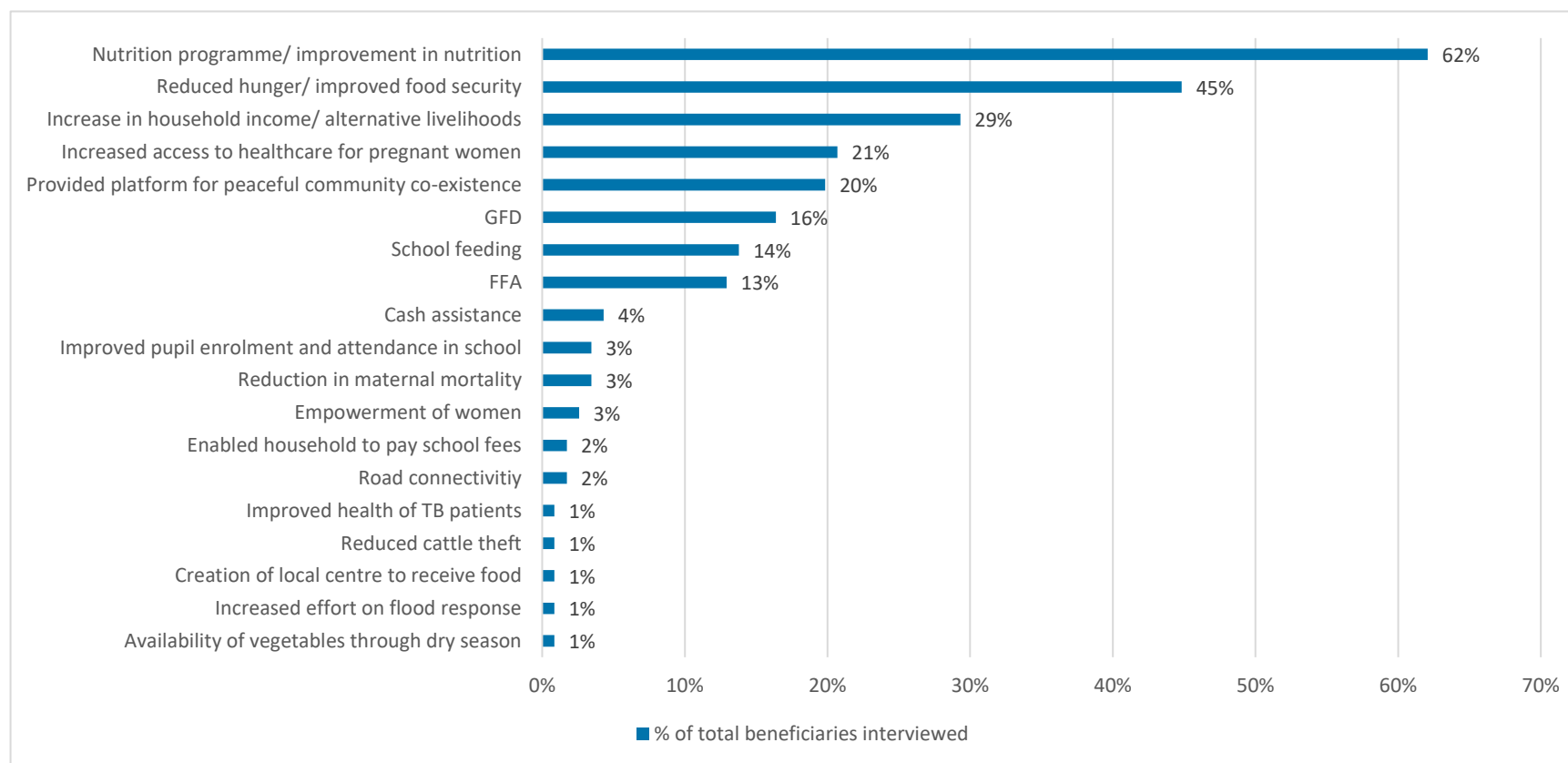
Respondents were asked **how much the assistance helped their household to have the means (knowledge or assets) to address future shocks**. The majority of responses found there was a positive contribution to this, with 11 percent finding this helped very much and 65 percent finding this helped quite a lot. However, almost a quarter said it contributed very little or not at all.

Figure 13: Beneficiaries' perceptions on the contribution of assistance to their means (knowledge or assets) to address future shocks



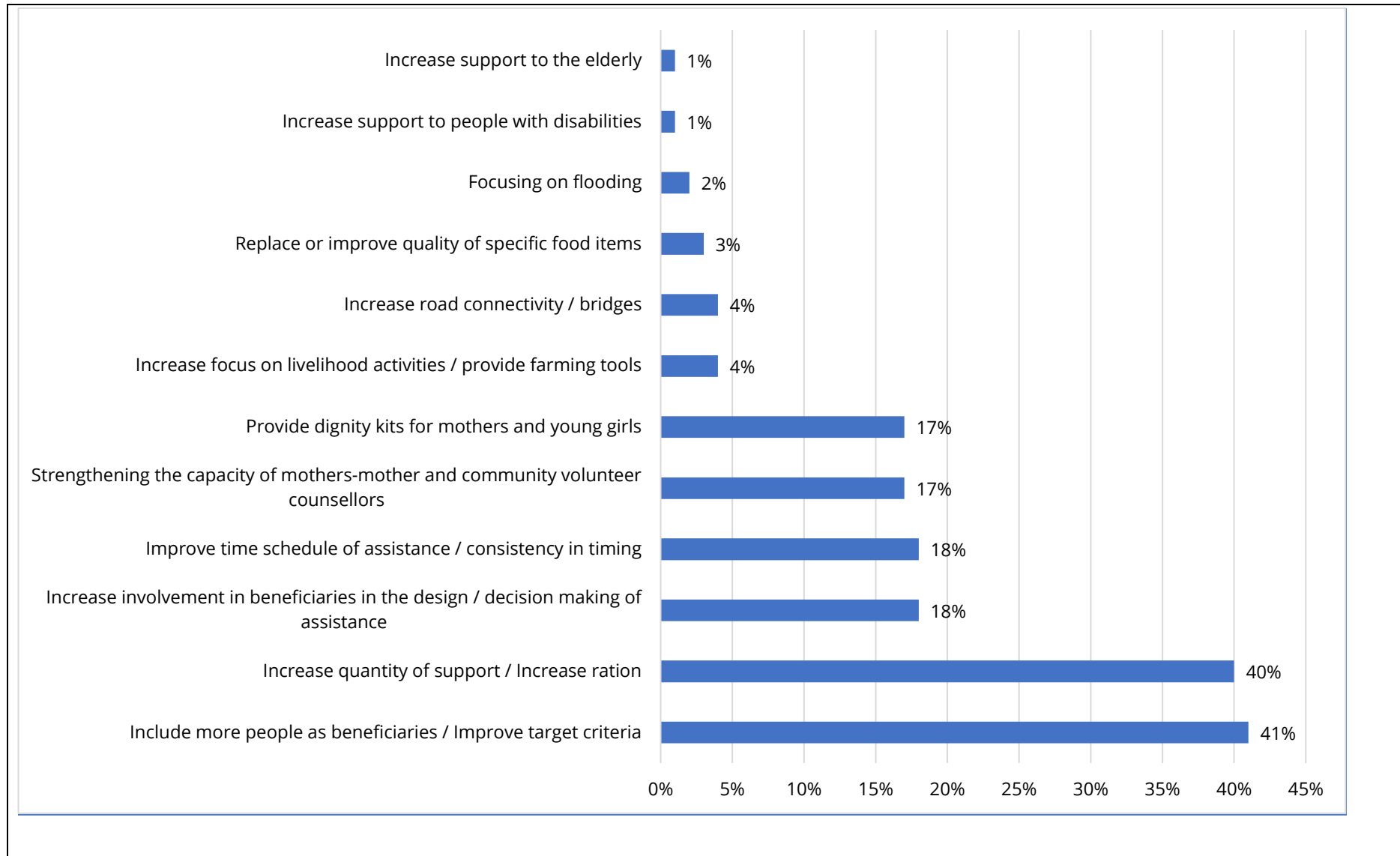
Respondents were asked what they perceived as **the most important results of WFP programme in the past three years**. Respondents to this question most frequently cited the nutrition programme and improvement in nutrition rates for the community, particularly in children, as an important result of the WFP programme (62 percent of all beneficiaries interviewed), followed by the reduction of hunger and improved food security which saved the lives of vulnerable people (45 percent). To a smaller extent, respondents referred to other important results being an increase in household income through extra income and the building of resilience through livelihood activities (29 percent). Increased access to health care for pregnant women, and providing a platform for peaceful community co-existence, followed as other important results cited.

Figure 14: Beneficiaries' perceptions of the most important results of WFP assistance in the period (open-ended question)



Respondents were also asked in which **areas they perceived WFP assistance needed improvement**. Of respondents who provided areas of suggested improvement for the WFP programme, the highest frequency of responses focused on: including more people as beneficiaries and widening the targeting scope to other vulnerable people (41 percent), and increasing the quantity of support provided, particularly increasing the food ration (40 percent). Timeliness of assistance was a key concern cited by 18 percent of respondents. These beneficiaries described concerns about the assistance coming too late in the year and the schedule not being consistent. Increased involvement by beneficiaries in the design and decision-making processes was a focus area cited by 18 percent of respondents.

Figure 15: Beneficiaries' perceptions of areas WFP assistance needed improvement (open-ended question)



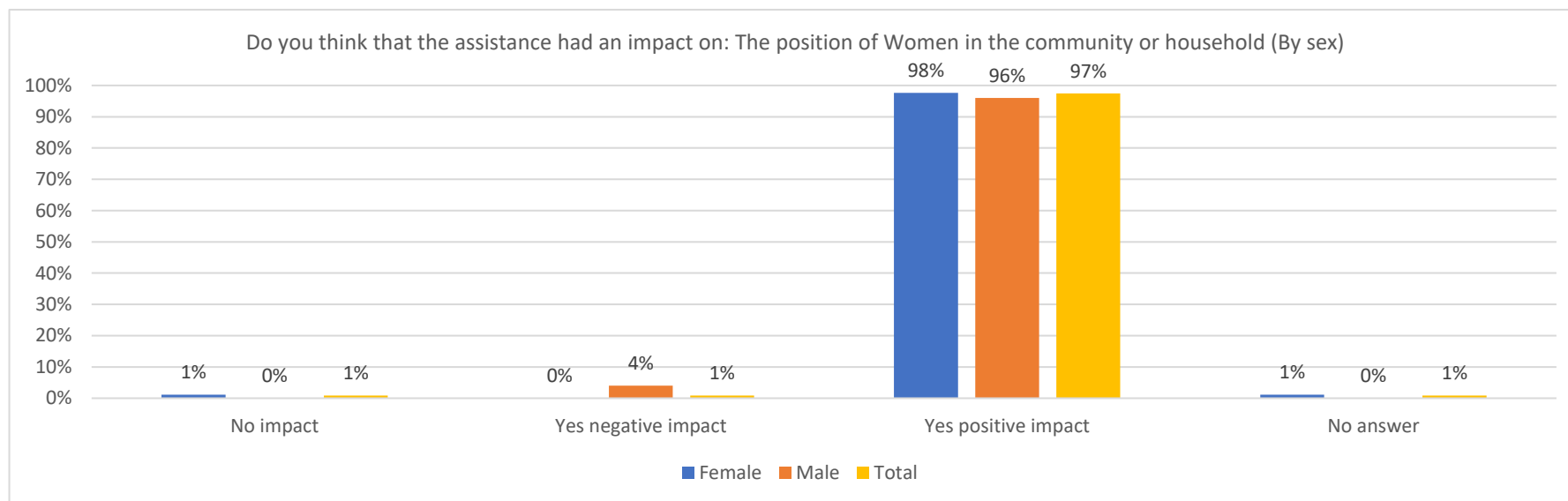
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and wider equity considerations, environment, conflict sensitivity)? Did the response to COVID-19 change the degree of contribution in any of these areas?

In interviews conducted with beneficiaries, respondents were asked whether they thought WFP assistance had any (positive or negative) impact on community organizations or interaction between people, the position of women in the community or household, peace processes in their area, and on the environment.

On **community organizations or interaction between people**, 98 percent of respondents believed there had been a positive impact. Respondents believed WFP assistance contributed towards a building of cohesion among community members, and building of trust and confidence between people. It provided a platform for discussion and interaction on issues within the community.

On the **position of women in the community or household**, 96 percent of responses conveyed a positive impact of WFP assistance on the position of women in communities and households. This was reflected in responses by both females and males, of whom 98 percent and 96 percent respectively agreed there had been a positive impact. Respondents referred to women being able to participate in and contribute to the decisions made on issues related to the assistance, and women being empowered with the confidence and skills for active involvement in public meetings. At household level, positive impacts included that the assistance women received reduced household conflict as they were able to provide food, which empowered them in decision making in the household. Another positive impact mentioned was that women who accessed the malnutrition services were empowered with skills and knowledge to improve the nutrition of their children.

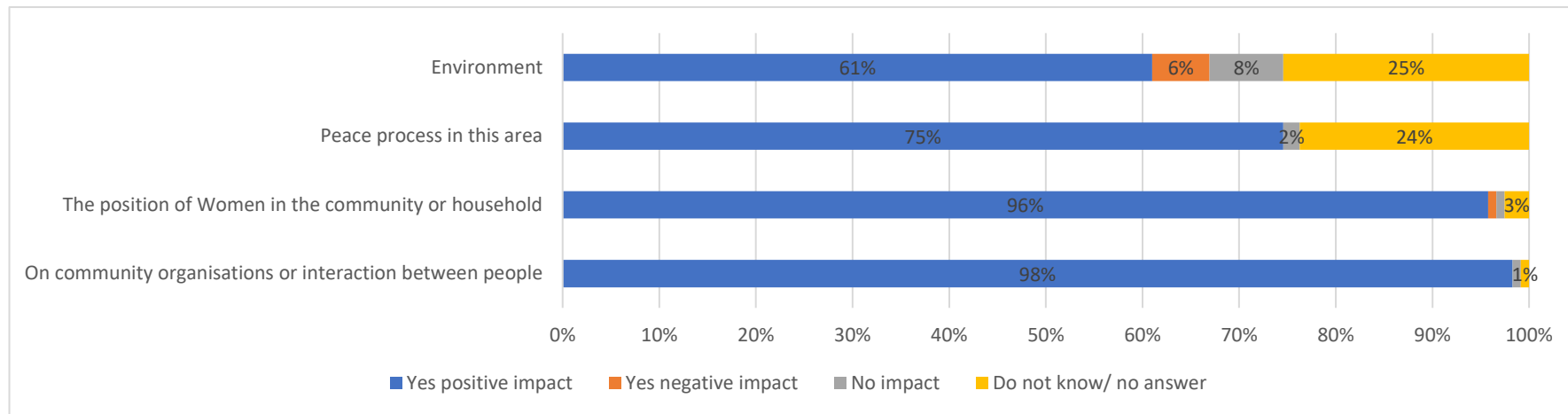
Figure 16: Beneficiaries’ perceptions of impacts of assistance on the position of women in the community or household, by sex



On **peace processes** in their area, positive impacts of WFP assistance cited by 75 percent of beneficiaries included that the assistance provided a platform for interaction and dialogue between and among communities, and that it provided an environment which enabled social cohesion.

On the impact on **environment**, 61 percent of beneficiary respondents felt that WFP assistance had a positive impact on the environment. 8 percent felt that the assistance did not impact the environment at all. 6 percent felt that WFP assistance had a negative impact on the environment, and reasons for this cited included: the cutting down of trees for farming, seeds with chemicals that affected the environment, and that insects and pests were attracted by the assistance.

Figure 17: Beneficiaries' perceptions of impacts of WFP assistance on environment, peace processes, the position of women, and community organization/interactions



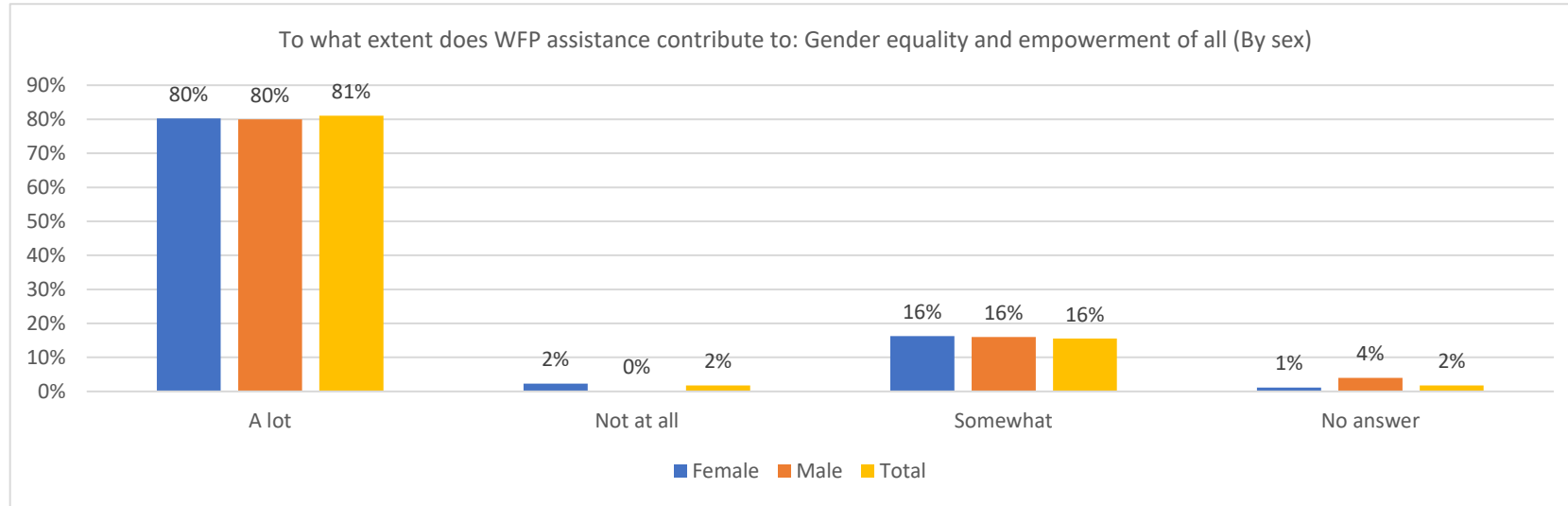
Respondents were also asked to rate the extent that WFP assistance contributed to **protection (in terms of ensuring activities respect the rights of the individual in a dignified and appropriate way, preventing risks and the consequences of coercion, deprivation or abuse of persons), gender equality and empowerment of all, conflict sensitivity, and the minimization of risks to the environment.**

Protection – Almost all (99 percent) respondents were positive on the contribution of WFP assistance to protection. Respondents referred specifically to the beneficial impact of training provided through WFP assistance on rights, gender-based violence and other abuses. Those involved in training felt they knew how to report violations and seek justice.

Gender equality and empowerment of all – Almost all (97 percent) beneficiaries responded positively on the contribution of WFP assistance to gender equality and empowerment of all. This was similar across responses by sex, as shown in Figure 18. Respondents referred specifically to women being empowered with knowledge

on their rights, and that their involvement in community meetings and decision-making processes had increased. Responses also referred to positive impacts of men being trained on the importance of women and girls' participation in community projects.

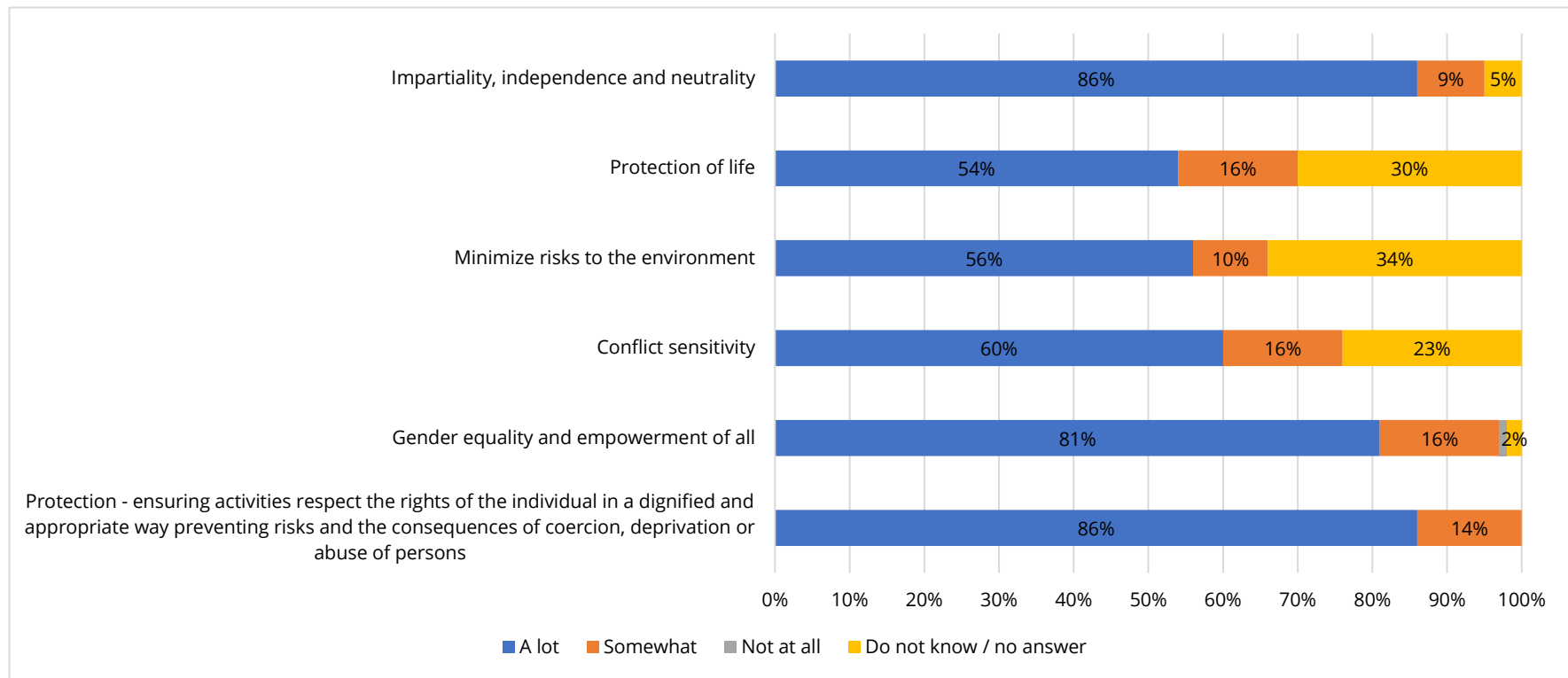
Figure 18: Beneficiaries' perceptions of the extent of WFP contribution to gender equality and empowerment of all, by sex



Conflict sensitivity – 76 percent of beneficiary respondents felt WFP assistance contributed to conflict sensitivity, while the other respondents did not know or did not answer. Respondents highlighted the impact of training on the types of conflict abuses and how to address and create a conducive environment for co-existence. Some referred to a reduction in conflict in their area as WFP projects had provided a platform for dialogue and reconciliation. To a smaller extent in qualitative answers, it was mentioned by beneficiaries that assistance was provided to both IDPs and host communities to reduce conflict.

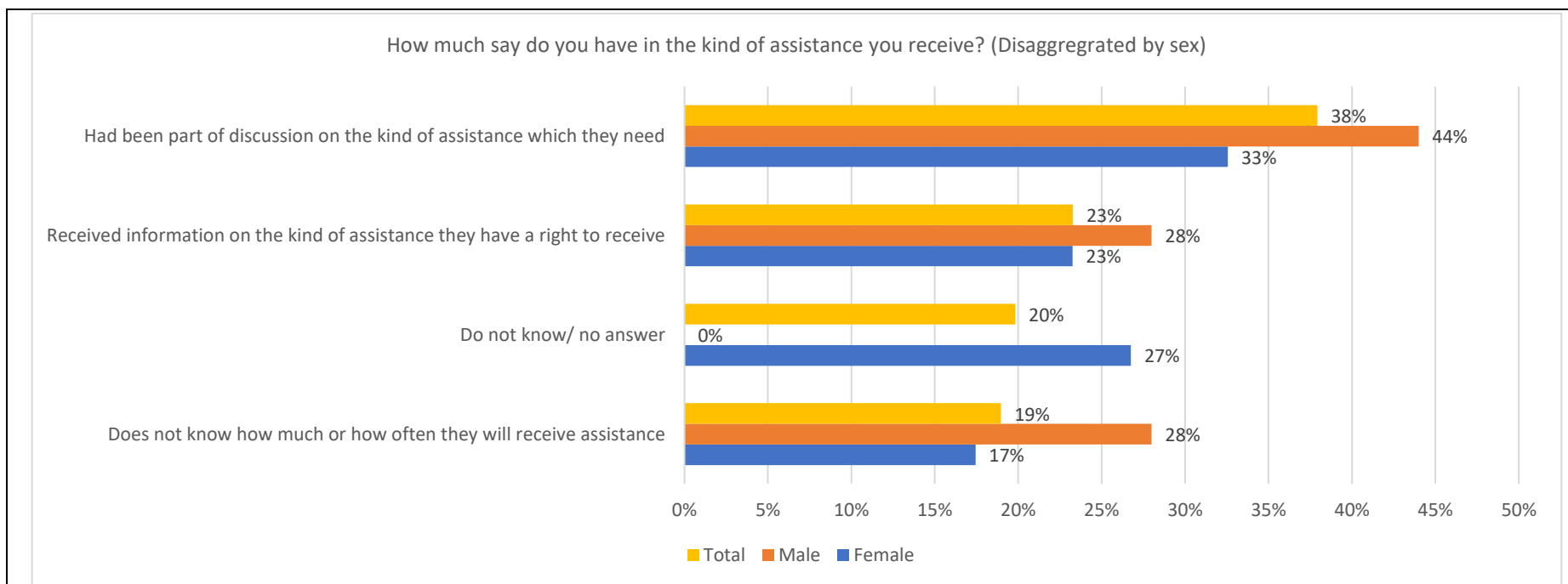
Minimization of risks to environment – 56 percent of beneficiary responses felt WFP assistance contributed a lot to minimization of risks to environment, while 10 percent felt it contributed somewhat. There was little qualitative explanation given for these answers to draw findings from, except that training had focused on how to keep environments clean in order to reduce sickness. 34 percent did not know or did not answer this question.

Figure 19: Beneficiaries' perceptions of the extent of WFP contribution to cross-cutting issues



Say in assistance received – 44 percent of the beneficiaries responded that they had been part of the discussion on the kind of assistance which they need and received information on this, 28 percent received information on this only, while 39 percent did not know how much assistance they received or could not answer the question. Males (at 44 percent) were more inclined than females (at 33 percent) to have been part of the discussion on the kind of assistance which they needed. Males were also more likely than females to have received information on the kind of assistance they had a right to receive, at 28 percent and 23 percent respectively.

Figure 20: Beneficiaries' perceptions of their level of say in the kind of assistance they receive, by sex

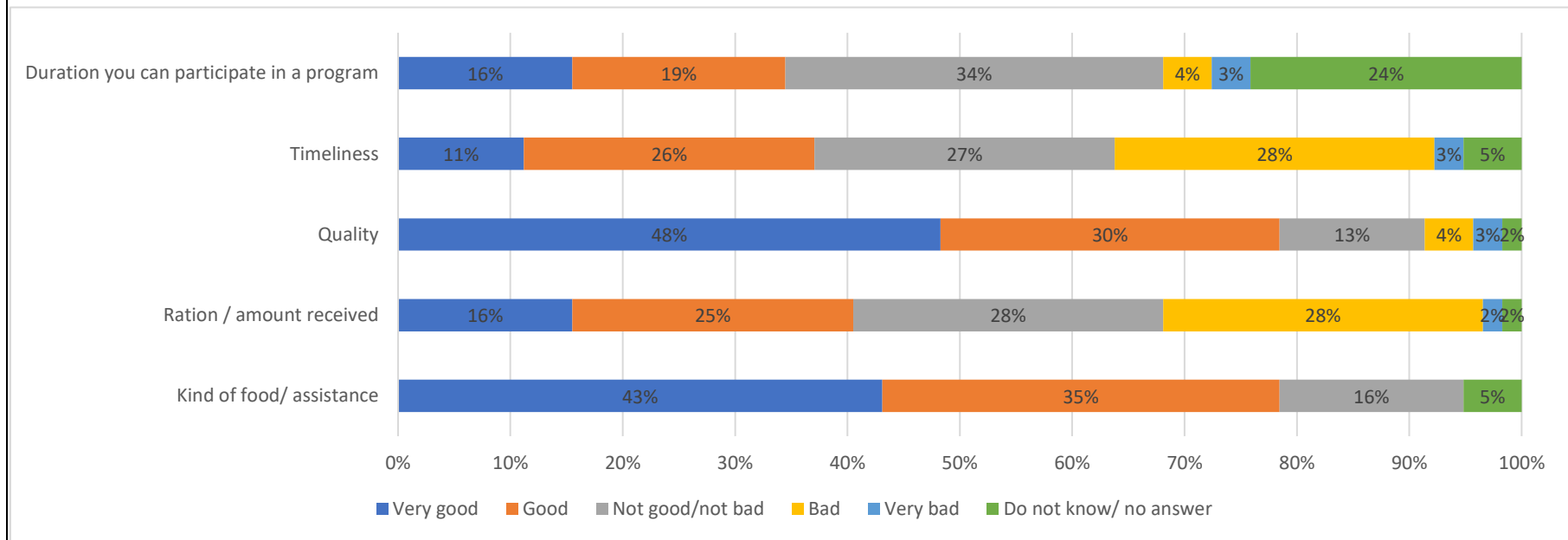


EQ3: To what extent has WFP used its resources efficiently in contributing to ICSP outputs and strategic outcomes?

3.1 To what extent were outputs delivered within the intended timeframe?

Respondents were asked whether the assistance they received was adequate for their needs, in terms of kind of assistance, the quality, the timeliness and the duration of the assistance. The beneficiaries were most positive about the kind of assistance and the quality (both 78 percent “very good” or “good”). The ration was perceived by 41 percent as good/very good, but by 30 percent as bad/very bad. The duration of participation in the programme was rated as good/very good by 35 percent of respondents, while many could not answer this question. **Timeliness** was a concern for respondents, with 28 percent perceiving timeliness as bad, 27 percent as neither good nor bad, and 3 percent found it was very bad.

Figure 21: Beneficiaries' perceptions on the adequacy of assistance for their needs in terms of kind of assistance, quality, timeliness and duration



When respondents were asked in a general open-ended question about which **areas of WFP assistance they thought needed improvement, timeliness of assistance** was a concern, cited by 18 percent of all respondents interviewed. These beneficiaries described concerns such as the assistance coming too late in the year and the schedule not being consistent.

3.2 To what extent were decisions concerning resource allocations relating to targeting of interventions appropriate?

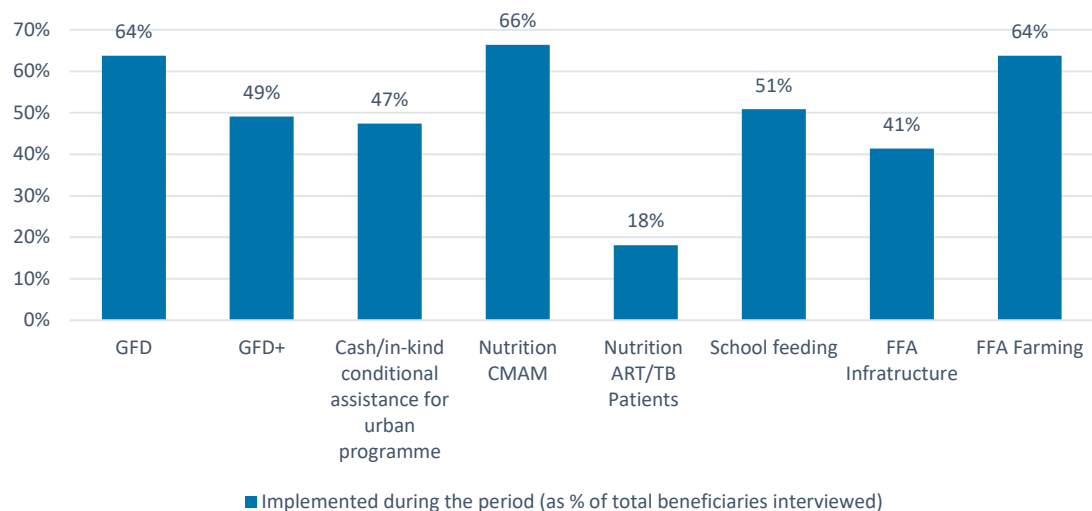
84 percent of beneficiaries interviewed believed that **WFP assistance was given to people who needed it most**. For the 16 percent who disagreed with this, explanations given included a general response that people in need in the same community are left out of the assistance. To a lesser extent, reasons cited were that the support excluded elderly people and people with disabilities, as well as people travelling long distances to receive assistance who were not present at time of headcounts. See Figure 6.

DEMOGRAPHICS OF BENEFICIARIES INTERVIEWED

In total, 202 beneficiaries were consulted by the ET during the field phase of the evaluation, through individual interviews and focus group discussions. Where possible, data provided by individuals has been aggregated and quantitative analysis conducted.

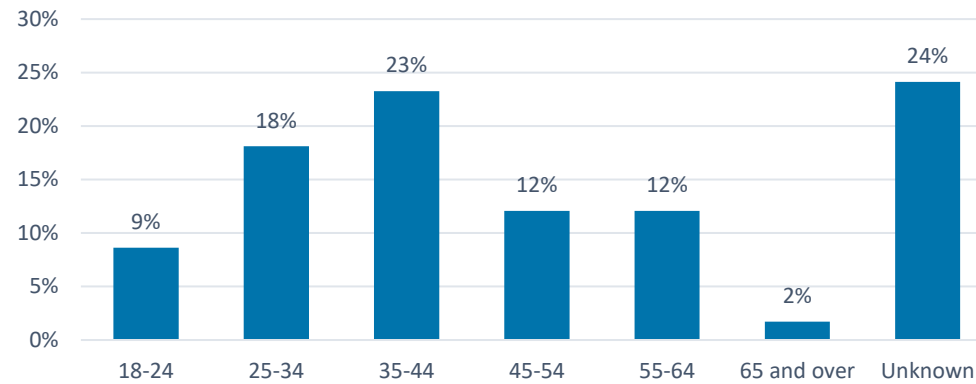
The most common activities which were implemented in the area where the beneficiaries lived were GFD, CMAM and FFA: all three are mentioned by more than 60 percent of the beneficiaries.

Figure 22: Activities implemented in beneficiaries' location during the ICSP (2018–2021)



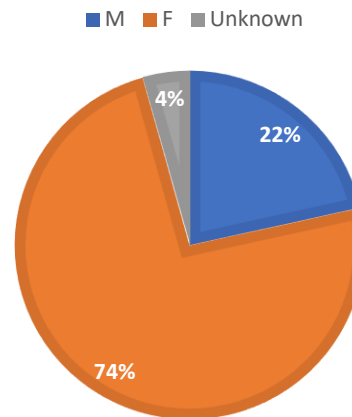
Beneficiaries of all age groups were interviewed as can be seen in the figure below.

Figure 23: Beneficiaries interviewed by age group



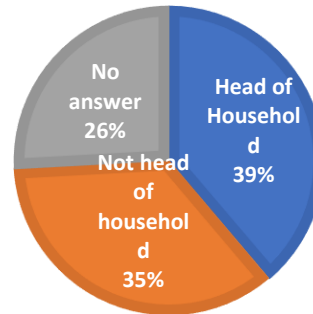
Three quarters of beneficiaries interviewed were women.

Figure 24: Beneficiaries interviewed by gender



39 percent of respondents were the head of household, 35 percent were not the head of household and 26 percent were unknown.

Figure 25: Interviewed beneficiaries who were head of household



The majority, 58 percent, of respondents lived in a female-headed household and 42 percent in a male-headed household.

Figure 26: Gender of the head of the households in interviewed beneficiaries

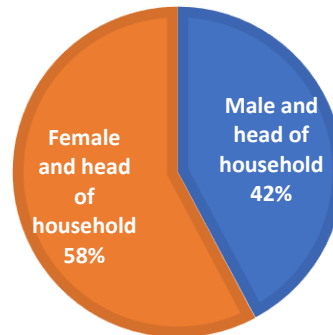
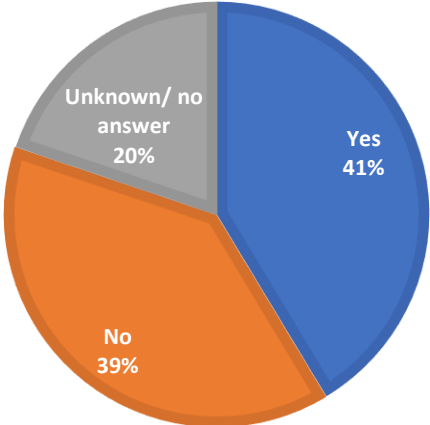


Figure 27: Proportion of beneficiaries interviewed with a person with a disability living in the household.



Annex 11: Findings on Conflict Sensitivity and Contribution to Peace

FINDINGS CONCERNING THE JONGLEI/GPAA CVR PROGRAMME

Launched in January 2021 and running until December 2022, this programme is funded through the Reconciliation, Stabilisation and Resilience Trust Fund (RSRTF) – a UN multipartner Trust Fund. It brings together 16 UN and NGO partners from across the humanitarian, development and peace nexus to deliver an integrated, multisector programming response to sustainably address the drivers of conflict between the Murle, Dinka and Nuer communities in Walgak and Pibor.

Structured in two phases, Phase 1 facilitated community discussion on the root causes of violence experienced by the community leading to the selection of priority projects to be implemented in Phase II.⁷ So far, these have included engagement with women and youth to strengthen commitments to keeping Pibor weapon-free and to reduce age-set tensions, supporting the implementation and sustainability of the Pieri Peace Agreement, and building relationships with community stakeholders, including new government officials in Greater Pibor Administrative Area.

The most recent available progress report for the programme⁸ reported that it was successful in making a contribution to addressing the drivers of conflict, for example through its valuable work on training women and youth on conflict resolution without violence, and training of White Army youth in Walgak, which is reported to have helped to sustain the Pieri Peace Agreement. KIIs⁹ also reported that WFP had successfully engaged with community leaders, helped trace and transport abducted children, raise awareness of how to reduce revenge killing and successfully brought together different age-sets in Pibor, as described in a recent case study.¹⁰

There has been criticism of the programme and its insufficient engagement with key stakeholders such as the Ministry of Peacebuilding (noting their capacity and resource gaps as a new ministry) and the South Sudan Disarmament, Demobilisation and Reintegration Commission. An absence of some partners on the ground has also been noted, and perceptions that strategic frameworks for peacebuilding at national and state level were not being followed.¹¹ Other possible improvements within the remainder of the programme include the introduction of more senior conflict resolution expertise within WFP to bring

⁷ United Nations Multi-Partner Trust Fund. *RSRTF Area Based Programme Jonglei State and Greater Pibor AA*. Implementing Agency Project Document

⁸ South Sudan Multi-Partner Trust Fund Reconciliation, Stabilisation, Resilience, *Quarterly Progress Report*, July–September 2021

⁹ KII National Government

¹⁰ Nonviolent Peaceforce. 2021. Engaging youth to wage peace against age-set violence. Pibor market weapon free zone. August 2021

¹¹ KII National Government

government and partners together¹² and reporting on the program’s contribution to higher level outcomes¹³ through the M&E framework.¹⁴

ADDITIONAL FINDINGS ON CONFLICT SENSITIVITY¹⁵

A Conflict Sensitivity Action Plan was developed by WFP in 2020. Since the development of this plan, WFP South Sudan has strengthened processes for undertaking regular conflict analysis and conflict sensitivity risk assessments, translating the findings into recommendations designed to inform the different stages of the programme cycle and strategic decision making. Rapid “do no harm” assessments are now consistently being used by WFP South Sudan to determine the most appropriate modality of food assistance and to ensure communities are not prevented from accessing humanitarian food assistance by insecurity or hazardous distances.

Moreover, since 2020, WFP has produced monthly updates for all staff on conflict sensitivity to systematically enhance their contextual understanding, facilitated regular brown bag sessions to raise awareness, discuss issues and build technical knowledge to support the integration of conflict sensitivity into programmes (for example in the identification and management of risks).

WFP also has a dedicated Conflict, Security and Access Team (CSAT) which works with the relevant units and field offices to enhance conflict sensitivity in the delivery of assistance to communities living in hunger and in insecure hotspots. A dedicated conflict analyst provides a more detailed, ethnographic understanding of the relationship between armed groups and community authority structures in hotspots of violence, allowing WFP to better navigate the authority structures in place when negotiating humanitarian access. To strengthen intentionality in addressing both organized direct violence and structural violence resulting from entrenched inequality and isolation, WFP’s high-level geographical targeting is informed by an analysis of the how and why violence is happening and supports WFP and other national and international organizations’ programming in violence and hunger hotspots. Deeper analysis of conflict dynamics has allowed FFA programming to be used to directly and indirectly address the drivers of conflict. WFP’s FFA Expansion Strategy aims to strengthen WFP’s approach in “hotspots of organized violence and hunger” by more effectively address entrenched inequity and isolation, with the prioritization of interventions that counter the multi-layered manifestations of violence and provide direct dividends to communities for their participation in peacebuilding and social cohesion programming. Through this approach WFP is operationalizing its Contributions to Peace Strategy in addressing grassroots layers of violence and promoting explicit linkages to longer-term resilience interventions.

¹² KII National Government

¹³ KII National Government

¹⁴ United Nations Multi-Partner Trust Fund. South Sudan Reconciliation, Stabilization, and Resilience Trust Fund (RSRTF) Monitoring & Evaluation Guide

¹⁵ Additional information on WFP’s activities in relation to conflict sensitivity reported during the commentary process on the draft Evaluation Report

Annex 12: Quantitative Overview of Performance

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1. BUDGET AND FUNDING DATA

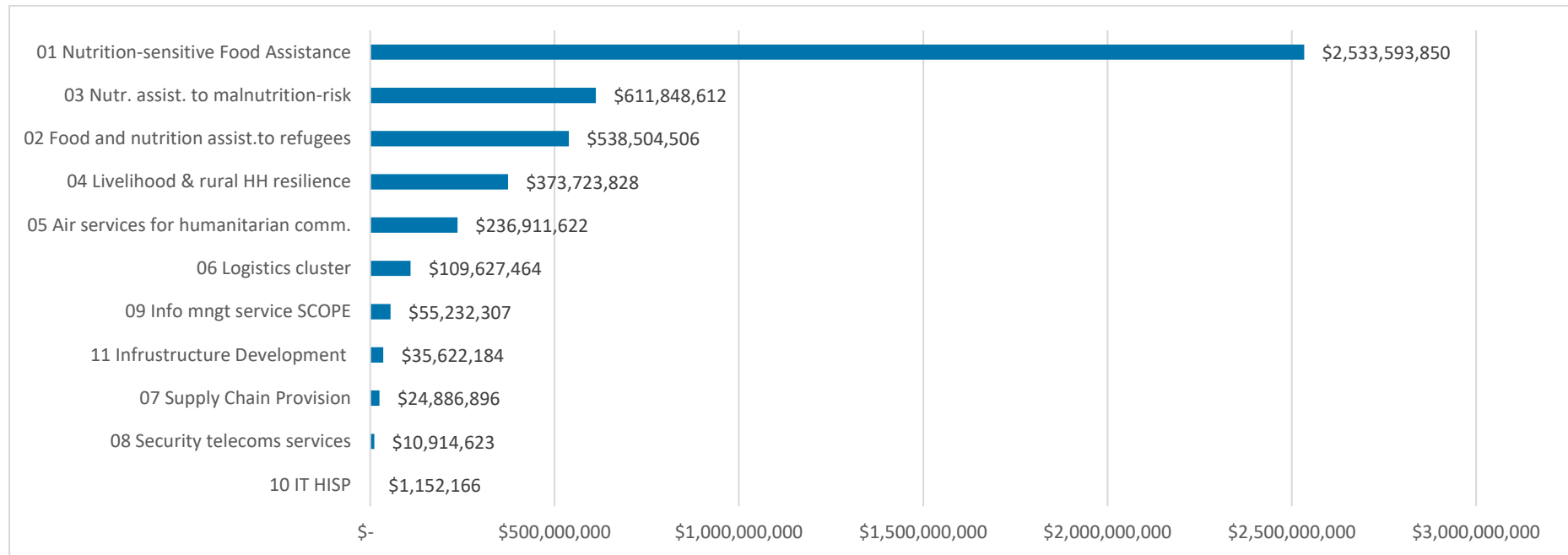
Table 5: South Sudan ICSP budget revisions by focus area, strategic outcome and activity, 2018–2022 (USD)

Focus area	SO	Activity	Original	BR02: 09/2018	BR04: 01/2019	BR05: 10/19	BR06: 08/20	BR07: 11/21	Percentage of BR07 (direct operation costs)
Crisis response	SO1	01 Nutrition-sensitive food assistance	\$1,685,371,288	\$1,683,265,839	\$1,512,988,837	\$1,483,045,137	\$1,958,463,566	\$2,533,593,850	56%
		02 Food and nutrition assistance to refugees	\$305,778,078	\$317,263,051	\$334,456,772	\$327,008,255	\$428,583,741	\$538,504,506	12%
	Subtotal SO1		\$1,991,149,365	\$2,000,528,890	\$1,847,445,609	\$1,810,053,392	\$2,387,047,307	\$3,072,098,356	68%
	SO2	03 Nutrition assistance to malnutrition-risk	\$481,132,770	\$483,809,014	\$394,180,580	\$392,945,387	\$492,940,871	\$611,848,612	14%

	Subtotal SO2		\$481,132,770	\$483,809,014	\$394,180,580	\$392,945,387	\$492,940,871	\$611,848,612	14%
Resilience building	SO3	04 Livelihood and rural HH resilience	\$174,710,636	\$181,768,459	\$198,237,892	\$191,457,119	\$247,157,195	\$373,723,828	8%
		11 Infrastructure development				\$0	\$9,458,589	\$35,622,184	1%
	Subtotal SO3		\$174,710,636	\$181,768,459	\$198,237,892	\$191,457,119	\$256,615,784	\$409,346,012	9%
Crisis response	SO4	05 Air services for humanitarian comm.	\$157,209,903	\$149,786,270	\$137,158,973	\$138,291,908	\$186,928,268	\$236,911,622	5%
		06 Logistics cluster	\$64,605,030	\$64,765,027	\$65,802,921	\$65,976,912	\$87,635,092	\$109,627,464	2%
		07 Supply chain provision	\$0	\$4,500,000	\$14,895,000	\$14,895,000	\$20,435,952	\$24,886,896	1%
		08 Security telecoms services	\$0	\$2,262,577	\$5,895,414	\$6,240,748	\$8,624,127	\$10,914,623	0%
		09 Information management service SCOPE	\$0	\$0	\$32,973,260	\$41,574,718	\$48,091,928	\$55,232,307	1%
		10 IT HISP	\$0	\$0	\$1,152,166	\$1,152,166	\$1,152,166	\$1,152,166	0%
	Subtotal SO4		\$221,814,933	\$221,313,873	\$257,877,733	\$268,131,451	\$352,867,533	\$438,725,078	10%
	Total: direct operational costs		\$2,868,807,705	\$2,887,420,236	\$2,697,741,814	\$2,662,587,350	\$3,489,471,495	\$4,532,018,058	
	Direct support costs		\$105,679,144	\$103,918,333	\$115,727,537	\$123,538,701	\$159,989,828	\$205,346,690	
	Indirect support costs		\$208,214,079	\$194,437,007	\$182,875,508	\$181,098,193	\$235,824,474	\$306,236,356	
	Total WFP costs		\$3,182,700,929	\$3,185,775,576	\$2,996,344,859	\$2,967,224,243	\$3,885,285,798	\$5,043,601,104	

NOTE: BR07 NBP Revised CPB end date to 31 December 2022. Sources: Country Portfolio Budget of original ICSP 'CPB Final' and CPB's of BR 02, BR 04, BR 05, BR 06, BR07 NBP (Revised CPB end date 31 December 2022)

Figure 28: South Sudan ICSP NBP by activity following BR07, November 2021



NOTE: Direct and indirect support costs are excluded from activity totals. Activity 10 was included through BR4 but deactivated through BR6.
 Source: BR07 NBP (Revised CPB end date 31 December 2022).

Table 6: Cumulative financial overview

Focus Area, Strategic Outcome, Activity			Cumulative Needs-based Plan (2018-2022)				Allocated resources and expenditures						
FA	SO	Act.	Total NBP as per original CSP (to end 31/12/20)	% of total	Total NBP as per BR06 (to end 31/12/21)	% of total	Total NBP as per BR07 (to end 31/12/22)	% of total	Allocated resources (to date 31/12/21)	% NBP funded to date	Expenditures (as of 31/12/21)	Expenditures as % of allocated resources	Expenditures as % of NBP (as of 31/12/21)
			USD		USD		USD		USD		USD		USD
Crisis response	SO 1	01 Nutrition-sensitive Food Assistance	\$1,685,371,288	53%	\$1,958,463,566	50%	\$2,533,593,850	50%	\$1,267,205,139	50%	\$1,162,776,436	92%	46%
		02 Food and nutrition assist.to refugees	\$305,778,078	10%	\$428,583,741	11%	\$538,504,506	11%	\$244,316,153	45%	\$223,214,632	91%	41%
		Non Activity Specific	\$0	0%	\$0	0%	\$0	0%	\$28,408		\$0	0%	
	Sub-total SO1	\$1,991,149,366	63%	\$2,387,047,307	61%	\$3,072,098,356	61%	\$1,511,549,700	49%	\$1,385,991,069	92%	45%	
Crisis response	SO 2	03 Nutr. assist. to malnutrition-risk	\$481,132,770	15%	\$492,940,871	13%	\$611,848,612	12%	\$262,834,755	43%	\$253,384,193	96%	41%
		Non Activity Specific	\$0	0%	\$0	0%	\$0	0%	\$6,195,078		\$0	0%	
	Sub-total SO2	\$481,132,770	15%	\$492,940,871	13%	\$611,848,612	12%	\$269,029,833	44%	\$253,384,193	94%	41%	
Resilience building	SO 3	04 Livelihood & rural HH resilience	\$174,710,636	5%	\$247,157,195	6%	\$373,723,828	7%	\$199,015,004	53%	\$160,559,471	81%	43%
		11 Infrastructure Development	\$0	0%	\$9,458,589	0%	\$35,622,184	1%	\$14,081,296	40%	\$7,059,624	50%	20%
		Non Activity Specific	\$0	0%	\$0	0%	\$0	0%	\$12,908,276		\$0	0%	
	Sub-total SO3	\$174,710,636	5%	\$256,615,784	7%	\$409,346,012	8%	\$226,004,576	55%	\$167,619,095	74%	41%	
Crisis response	SO 4	05 Air services for humanitarian comm.	\$157,209,903	5%	\$186,928,268	5%	\$236,911,622	5%	\$185,541,330	78%	\$169,564,435	91%	72%
		06 Logistics cluster	\$64,605,030	2%	\$87,635,092	2%	\$109,627,464	2%	\$88,533,494	81%	\$84,817,739	96%	77%
		07 Supply Chain Provision	\$0	0%	\$20,435,952	1%	\$24,886,896	0%	\$11,498,307	46%	\$9,786,753	85%	39%
		08 Security telecoms services	\$0	0%	\$8,624,127	0%	\$10,914,623	0%	\$7,268,497	67%	\$5,899,702	81%	54%
		09 Info mngt service SCOPE	\$0	0%	\$48,091,928	1%	\$55,232,307	1%	\$20,930,673	38%	\$19,448,090	93%	35%
		10 IT HISP	\$0	0%	\$1,152,166	0%	\$1,152,166	0%	\$0	0%	\$0	0%	0%
	Sub-total SO4	\$221,814,933	7%	\$352,867,533	9%	\$438,725,078	9%	\$313,772,301	72%	\$289,516,717	92%	66%	
Non Strategic-Objective Specific							\$10,432,532		\$0	0%			
Total direct operational cost			\$2,868,807,705	90%	\$3,489,471,495	90%	\$4,532,018,058	90%	\$2,330,788,942	51%	\$2,096,511,074	90%	46%
Direct support cost (DSC)			\$105,679,144	3%	\$159,989,828	4%	\$205,346,690	4%	\$98,673,828	48%	\$80,622,956	82%	39%
Indirect support cost (ISC)			\$208,214,079	7%	\$235,824,474	6%	\$306,236,356	6%	\$144,968,693	47%	\$144,968,693	100%	47%
Grand total cost			\$3,182,700,928		\$3,885,285,798		\$5,043,601,104		\$2,574,431,462	51%	\$2,322,102,724	90%	46%

Sources:

- NBP original CSP: CPB Final Budget Number 1 (01 January 2018 – 31 December 2020)
- NBP BR 06: Total NBP as per BR06 (to end 31 December 2021)
- NBP BR 07: Total NBP as per BR07 (to end 31 December 2022)
- NBP, Allocated resources and expenditures to date (as of 31 December 2021); ACR1-A – Standard Country Report v33 as of 31 December 2021 (Extracted 31 March 2022)

Table 7: Annual financial overview 2018, 2019, 2020 and 2021

Focus Area, Strategic Outcome, Activity, Other	FA	SO	Act.	2018				2019				2020				2021				
				Needs-based plan 2018 (CPB Final)	Current Implementation Plan	Expenditures 2018	Exp as % of NBP	Needs-based plan 2019	Current Implementation Plan	Expenditures 2019	Exp as % of NBP	Needs-based plan 2020	Current Implementation Plan	Expenditures 2020	Exp as % of NBP	Needs-based plan 2021	Current Implementation Plan	Expenditures 2021	Exp as % of NBP	
				USD	USD	USD	%	USD	USD	USD	%	USD	USD	USD	%	USD	USD	USD	%	
Crisis response	SO1		01 Nutrition-sensitive Food Assistance	\$ 560,901,017	\$ 454,563,200	\$ 188,637,947	34%	\$ 467,783,641	\$ 404,365,315	\$ 320,785,502	69%	\$ 454,360,480	\$ 335,224,174	\$ 313,345,007	69%	\$ 475,418,429	\$ 403,650,581	\$ 339,329,654	71%	
			02 Food and nutrition assist.to refugees	\$ 113,558,681	\$ 65,227,448	\$ 43,775,465	39%	\$ 112,568,096	\$ 92,043,366	\$ 54,097,349	48%	\$ 100,881,478	\$ 69,099,284	\$ 71,703,324	71%	\$ 101,575,486	\$ 68,777,731	\$ 53,638,494	53%	
		Sub-total SO1	\$ 674,459,698	\$ 519,790,648	\$ 232,413,412	34%	\$ 580,351,737	\$ 496,408,681	\$ 374,883,251	65%	\$ 555,241,957	\$ 404,323,458	\$ 385,048,331	69%	\$ 576,993,915	\$ 472,428,312	\$ 392,968,148	68%		
	SO2		03 Nutr. assist.to malnutrition-risk	\$ 163,495,345	\$ 119,381,123	\$ 24,183,912	15%	\$ 114,069,379	\$ 93,006,299	\$ 78,719,673	69%	\$ 115,380,663	\$ 87,454,355	\$ 82,506,505	72%	\$ 99,995,484	\$ 92,013,881	\$ 67,974,104	68%	
			Non Activity Specific																	
		Sub-total SO2	\$ 163,495,345	\$ 119,381,123	\$ 24,183,912	15%	\$ 114,069,379	\$ 93,006,299	\$ 78,719,673	69%	\$ 115,380,663	\$ 87,454,355	\$ 82,506,505	72%	\$ 99,995,484	\$ 92,013,881	\$ 67,974,104	68%		
	SO3			04 Livelihood & rural/HH resilience	\$ 65,871,003	\$ 45,904,607	\$ 23,695,807	36%	\$ 63,044,208	\$ 61,598,514	\$ 40,585,803	64%	\$ 62,541,908	\$ 50,978,012	\$ 43,796,792	70%	\$ 55,700,076	\$ 51,377,747	\$ 52,481,068	94%
				11 Infrastructure Development													\$ 17,777,937	\$ 17,780,967	\$ 7,059,624	40%
		Sub-total SO3	\$ 65,871,003	\$ 45,904,607	\$ 23,695,807	36%	\$ 63,044,208	\$ 61,598,514	\$ 40,585,803	64%	\$ 62,541,908	\$ 50,978,012	\$ 43,796,792	70%	\$ 73,478,013	\$ 69,158,713	\$ 59,540,693	81%		
	SO4			05 Airservices for humanitarian comm.	\$ 45,337,066	\$ 45,833,978	\$ 42,439,940	94%	\$ 46,153,991	\$ 44,472,437	\$ 45,768,274	99%	\$ 46,800,851	\$ 37,440,681	\$ 42,491,743	91%	\$ 48,636,360	\$ 48,336,294	\$ 38,864,478	80%
06 Logistics cluster				\$ 25,931,651	\$ 23,766,521	\$ 19,726,542	76%	\$ 20,056,378	\$ 19,192,576	\$ 20,475,771	102%	\$ 19,988,894	\$ 15,991,107	\$ 24,535,499	123%	\$ 21,658,180	\$ 21,531,176	\$ 20,079,927	93%	
07 Supply Chain Provision				\$ 4,500,000	\$ -	\$ -	0%	\$ 4,950,000	\$ 3,937,511	\$ 1,117,621	23%	\$ 5,445,000	\$ 4,356,000	\$ 7,254,919	133%	\$ 5,540,952	\$ 4,405,536	\$ 1,414,212	26%	
08 Security telecoms services				\$ 2,262,577	\$ -	\$ 317,685	14%	\$ 1,897,371	\$ 1,751,638	\$ 1,635,007	86%	\$ 2,080,800	\$ 1,664,640	\$ 1,785,159	86%	\$ 2,383,379	\$ 2,172,966	\$ 2,161,851	91%	
09 Info mngt.service SCOPE								\$ 22,392,184	\$ 26,318,855	\$ 6,654,749	30%	\$ 19,182,534	\$ 15,346,027	\$ 8,950,047	47%	\$ 6,517,210	\$ 6,540,523	\$ 3,843,293	59%	
10 IT HSP								\$ 576,083	\$ 458,249	\$ -	0%	\$ 576,083	\$ 460,866	\$ -	0%					
	Sub-total SO4	\$ 78,031,294	\$ 69,600,499	\$ 62,484,167	80%	\$ 96,026,006	\$ 96,131,266	\$ 75,651,422	79%	\$ 94,074,151	\$ 75,239,321	\$ 85,017,366	90%	\$ 84,736,082	\$ 82,986,495	\$ 66,363,762	78%			
	Total direct operational cost	\$ 981,857,341	\$ 754,676,878	\$ 342,777,298	35%	\$ 853,491,330	\$ 747,144,760	\$ 569,840,148	67%	\$ 827,238,679	\$ 618,015,146	\$ 596,368,995	72%	\$ 835,203,494	\$ 716,587,401	\$ 586,846,706	70%			
	Direct support cost (DSC)	\$ 34,025,184	\$ 26,161,031	\$ 6,659,530	20%	\$ 41,989,345	\$ 40,318,022	\$ 27,026,385	64%	\$ 47,524,172	\$ 35,459,749	\$ 22,781,892	48%	\$ 36,451,128	\$ 24,895,330	\$ 24,155,150	66%			
	Indirect support cost (ISC)	\$ 65,729,728	\$ 50,754,464	\$ 33,884,658	52%	\$ 57,868,665	\$ 51,185,081	\$ 35,399,442	61%	\$ 56,485,328	\$ 42,475,868	\$ 38,128,787	68%	\$ 56,281,670	\$ 47,900,069	\$ 31,768,049	56%			
	Grand total cost	\$ 1,081,612,252	\$ 831,592,373	\$ 383,321,486	35%	\$ 953,349,339	\$ 838,647,862	\$ 632,265,975	66%	\$ 931,248,178	\$ 695,930,763	\$ 657,279,674	71%	\$ 927,936,291	\$ 789,382,800	\$ 642,769,906	69%			

Sources: ACR5-A Annual Country Report v16 2018; ACR5-A Annual Country Report v16 2019; ACR5-A Annual Country Report v16 2020; ACR5-A Annual Country Report V16 2021 (Extracted 31 March 2022)

2. DONOR COMMITMENTS

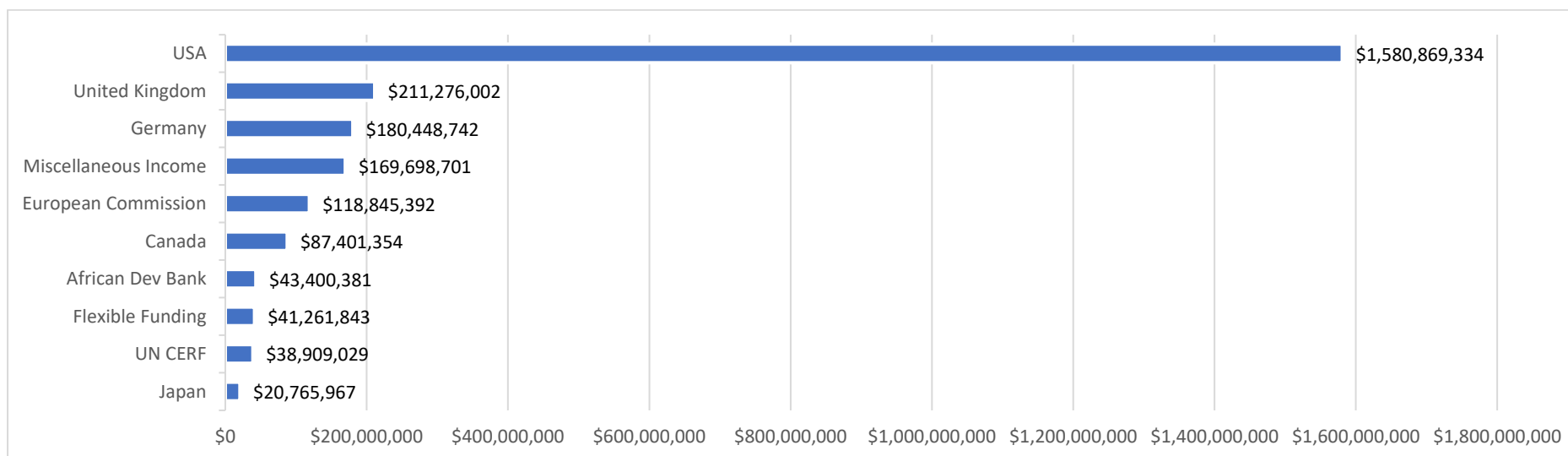
Table 8: Resource situation for total duration of ICSP – confirmed contributions by donor/funding source (USD)

Source: CPB South Sudan Annual Resource Situation Report extracted on 1 April 2022

Donor	2018	2019	2020	2021	2022	Total	Percentage
USA	292,661,584	412,689,022	432,730,872	316,937,946	125,849,910	1,580,869,334	60.709%
United Kingdom	62,028,581	66,070,479	50,066,833	29,055,996	4,054,113	211,276,002	8.113%
Germany	31,249,635	47,598,872	50,655,807	46,809,471	4,134,957	180,448,742	6.930%
Miscellaneous Income	42,213,984	58,457,303	33,308,460	30,376,438	5,342,516	169,698,701	6.517%
European Commission	21,015,367	12,635,082	35,296,982	49,897,960	0	118,845,392	4.564%
Canada	17,864,192	17,408,221	17,690,927	17,568,796	16,869,219	87,401,354	3.356%
African Dev Bank	43,400,381					43,400,381	1.667%
Flexible Funding	7,783,361	4,492,845	-769,899	23,252,820	6,502,717	41,261,843	1.585%
UN CERF		6,683,856	18,472,798	13,752,375		38,909,029	1.494%
Japan	5,796,784		5,308,627	9,660,556		20,765,967	0.797%
Switzerland	5,067,915	3,653,404	3,445,189	3,514,404	2,145,923	17,826,836	0.685%
Sweden	626,992	688,369	3,844,761	3,658,168	1,617,948	10,436,238	0.401%
Australia	3,391,108	4,589,430	2,283,105			10,263,643	0.394%
Netherlands	9,071,792					9,071,792	0.348%
Denmark	4,117,938	3,682,427	1,002,054			8,802,419	0.338%
UN COUNTRY BASED POOLED FUNDS	1,456,901	1,841,254			5,388,625	8,686,781	0.334%
UN Other Funds and Agencies (excl. CERF)		315,000			6,207,708	7,832,856	0.301%
China	7,000,000	500,000				7,500,000	0.288%
Norway	2,435,164	862,466	1,297,011	1,167,815		5,762,455	0.221%
South Sudan	5,066,240					5,066,240	0.195%
Regional or TF Allocations	617,980	3,269,731	77,593	175,733	143,754	4,284,792	0.165%
Private Donors	482,242	600,516	134,427	1,726,342		2,943,528	0.113%
New Zealand			1,407,460	1,459,854		2,867,314	0.110%
Finland	1,234,568	1,122,334				2,356,902	0.091%
Russian Federation				2,000,000		2,000,000	0.077%
France			551,268	1,392,252		1,943,520	0.075%
Republic of Korea	300,000	500,000	300,000	200,000		1,300,000	0.050%
Italy	613,497					613,497	0.024%
Luxembourg				573,395		573,395	0.022%

Saudi Arabia	157,329	151,147	160,789	6,000		475,265	0.018%
Slovakia	246,914					246,914	0.009%
Kuwait				200,000		200,000	0.008%
Estonia				59,737		59,737	0.002%
Slovenia	34,286					34,286	0.001%
Total	565,934,733	647,811,758	657,265,064	565,042,394	167,971,206	2,604,025,154	
CUMULATIVE							
Resource Transfer	118,799,455	Exchange Rate Adjustment	-7,405,275	Needs Based Plan Funded	2,715,419,335	% Needs Based Plan Funded	53.84%
Shortfall (of Needs Based Plan):	2,328,182,159						

Figure 29: Top 10 donors CPB South Sudan (2018–2022)



Source: CPB South Sudan Annual Resource Situation Report extracted on 1 April 2022

Figure 30: Donor current budgets by strategic outcome (2018–2022)



Source: CPB Grant Balances Report v3.0 extracted on 31 March 2022

Table 9: Donor funding by multi-year and non-multi-year, and contribution type (2018–2022)

Multi-year/non-multi-year and contribution type	Current budget	Percentage of total current budget
Non multi-year	\$1,949,235,258	85%
Cash	\$1,172,256,604	51%
Cash-non-food	\$123,438,947	5%
Cash in lieu of commodities	\$4,694,836	0%
In-kind commodity	\$646,952,312	28%
In-kind services	\$1,892,559	0%
Multi-year	\$333,193,695	15%
Cash	\$311,619,610	14%

Cash-non-food	\$21,574,084	1%
Grand total	\$2,287,803,765	

Source: CPB Grants Balance Report v3.0 (extracted 31 March 2022)

Table 10: South Sudan CPB (2018–2022): Directed multilateral contributions* by earmarking level

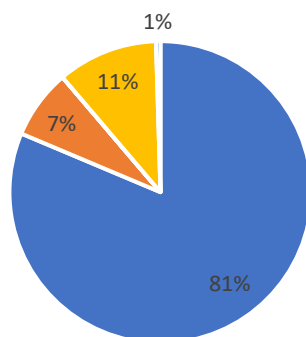
Level	Directed multilateral contributions (USD)	Percentage
Activity level	\$1,943,410,487	81.34%
Country level	\$177,307,591	7.42%
Non CPB	\$129,836	0.01%
Strategic outcome level	\$256,955,399	10.75%
Strategic result level	\$11,398,520	0.48%

Source: FACTory (Distribution Contribution and Forecast Stats 27 March 2022)

Nb: Directed multilateral contributions (also known as earmarked contributions) refer to those funds, which donors request WFP to direct to a specific country/ies SO/s, or activity/ies

Figure 31: South Sudan CPB (2018–2022): Directed multilateral contributions by earmarking level

- Activity Level
- Country Level
- Strategic Outcome Level
- Strategic Result Level



Source: FACTory (Distribution Contribution and Forecast Stats 27 March 2022)

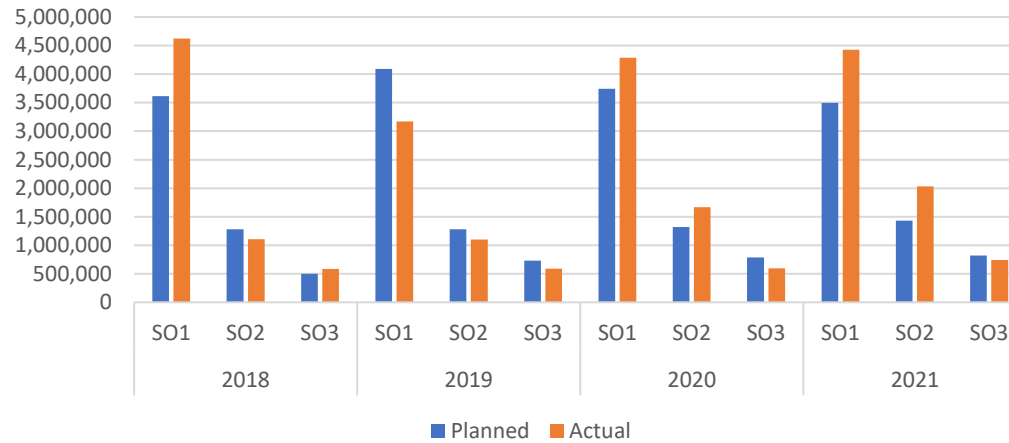
3. BENEFICIARY DATA

Table 11: Summary of planned and actual male and female beneficiaries by year

Year		Female	%	Male	%	Total	%
2018	Planned	2,672,651	107.5%	1,781,768	137.4%	4,454,419	119.5%
	Actual	2,873,758		2,448,016		5,321,774	
2019	Planned	2,587,422	107.5%	2,204,101	89.6%	4,791,523	99.3%
	Actual	2,782,562		1,975,373		4,757,935	
2020	Planned	2,735,085	111.3%	2,174,603	105.7%	4,909,688	108.8%
	Actual	3,045,315		2,298,012		5,343,327	
2021	Planned	2,752,331	125.2%	2,157,357	116.5%	4,909,688	121.4%
	Actual	3,445,092		2,513,940		5,959,032	

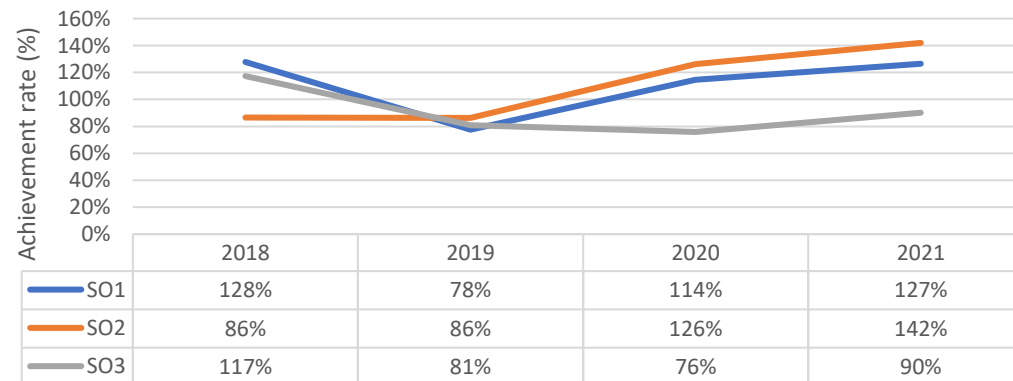
Source: ACRs 2018, 2019, 2020, 2021

Figure 32: Planned vs actual number of beneficiaries by year and strategic outcome



Nb: There is a possibility of double counting within an SO between activity tags
 Source: CM-R002b v1.1 for 2018, 2019, 2020, and 2021 (extracted 31 March 2022)

Figure 33: Planned/actual beneficiaries achievement rate (%) by year and strategic outcome



Source: CM-R002b v1.1 for 2018, 2019, 2020, and 2021 (extracted 31 March 2022). There is a possibility of overlap between the number of beneficiaries between activity tags.

Table 12: Planned and actual beneficiaries with breakdown by strategic outcome/activity, disaggregated by sex (2018–2021)

Strategic Outcome/Activity Category	2018						2019						2020						2021					
	Planned		Actual		Actuals as a percentage of planned beneficiaries		Planned		Actual		Actuals as a percentage of planned beneficiaries		Planned		Actual		Actuals as a percentage of planned beneficiaries		Planned		Actual		Actuals as a percentage of planned beneficiaries	
	F	M	F	M	F	M	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	1,570,490	1,344,370	2,272,583	2,012,474	14.5%	150%	1,847,935	1,470,167	1,586,498	1,256,907	85.9%	85.5%	1826071	1454795	2193767	1797310	120.1%	123.5%	1,734,145	1,402,625	2,261,702	1,844,397	130.4%	131.5%
Activity 2	390,345	310,062	205,671	129,729	53%	42%	435,974	335,286	185,783	142,843	42.6%	42.6%	269242	194040	169135	126517	62.8%	65.2%	210,237	151,439	182,862	138,737	87.0%	91.6%
Subtotal SO1	1,960,835	1,654,432	2,478,254	2,142,203	12.6%	129%	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%	1,944,382	1,554,064	2,444,564	1,983,134	125.7%	127.6%
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	839,390	438,450	640,280	464,904	76%	106%	826,187	452,440	761,854	341,424	92.2%	75.5%	854242	465460	1161516	504308	136.0%	108.3%	933,903	497,325	1,412,428	619,598	151.2%	124.6%
Subtotal SO2	839,390	438,450	640,280	464,904	76%	106%	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%	933,903	497,325	1,412,428	619,598	151.2%	124.6%
SO3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year																								
Activity 4	270,000	230,000	316,088	270,562	11.7%	118%	393,120	334,880	317,624	270,568	80.8%	80.8%	429120	358880	322836	275009	75.2%	76.6%	448,020	374,980	400,101	340,827	89.3%	90.9%
Subtotal SO3	270,000	230,000	316,088	270,562	11.7%	118%	393,120	334,880	317,624	270,568	80.8%	80.8%	429,120	358,880	322,836	275,009	75.2%	76.6%	448,020	374,980	400,101	340,827	89.3%	90.9%

Nb: There is a possibility of overlap between the number of beneficiaries between activity tags.

Sources: CM-R020 Adj Pars & Bens by Act Tag, Ben Grp, Gender, Age Grp v1.1 for 2018, 2019, 2020 and 2021 (Extracted 31 March 2022).

Table 13: Planned and actual beneficiaries by strategic outcome and modality (CBT or food)

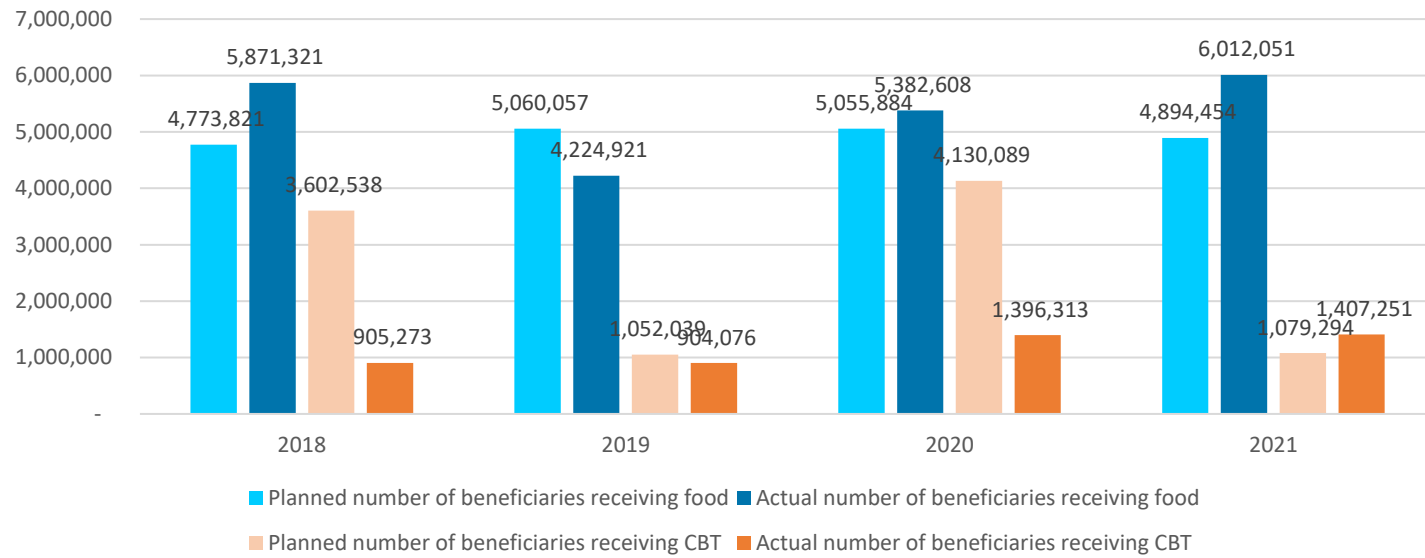
Year	Strategic outcome	Activity	PLANNED		ACTUAL		Actual vs planned beneficiaries receiving food (in %)	Actual vs planned beneficiaries receiving CBT (in %)
			Total number of beneficiaries receiving food	Total number of beneficiaries receiving CBT	Total number of beneficiaries receiving food	Total number of beneficiaries receiving CBT		
2018	Total SO1	1, 2	3,145,981	3,102,538	4,369,698	715,061	139%	23%
	Total SO2	3	1,277,840	n.a.	1,105,185	n.a.	86%	n.a.
	Total SO3	4	350,000	500,000	396,438	190,212	113%	38%
	Total SO4							

	Grand total (including overlaps)		4,773,821	3,602,538	5,871,321	905,273	123%	25%
2019	Total SO1	1, 2	3,315,430	790,039	2,789,943	647,582	84%	82%
	Total SO2	3	1,278,627		1,103,280	n.a.	86%	n.a.
	Total SO3	4	466,000	262,000	331,698	256,494	71%	98%
	Total SO4							
	Grand total (including overlaps)		5,060,057	1,052,039	4,224,921	904,076	83%	86%
2020	Total SO1	1, 2	3,210,183	3,402,089	3,378,230	1,137,023	105%	33%
	Total SO2	3	1,319,701	n.a.	1,665,823	n.a.	126%	n.a.
	Total SO3	4	526,000	728,000	338,555	259,290	64%	36%
	Total SO4							
	Grand total (including overlaps)		5,055,884	4,130,089	5,382,608	1,396,313	106%	34%
2021	Total SO1	1, 2	2,937,226	817,294	3,522,048	1,154,628	120%	141%
	Total SO2	3	1,431,228		2,032,026		142%	n.a.
	Total SO3	4	526,000	262,000	457,977	252,623	87%	96%
	Total SO4							
	Grand total (including overlaps)		4,894,454	1,079,294	6,012,051	1,407,251	123%	130%
	Grand total (including overlaps)		19,784,216	9,863,960	21,490,901	4,612,913	109%	47%

NOTE: Summing of the beneficiaries by modality for all activities will lead to some double-counting of beneficiaries in the total figures. There is a possibility of overlap between the number of beneficiaries between activity tags.

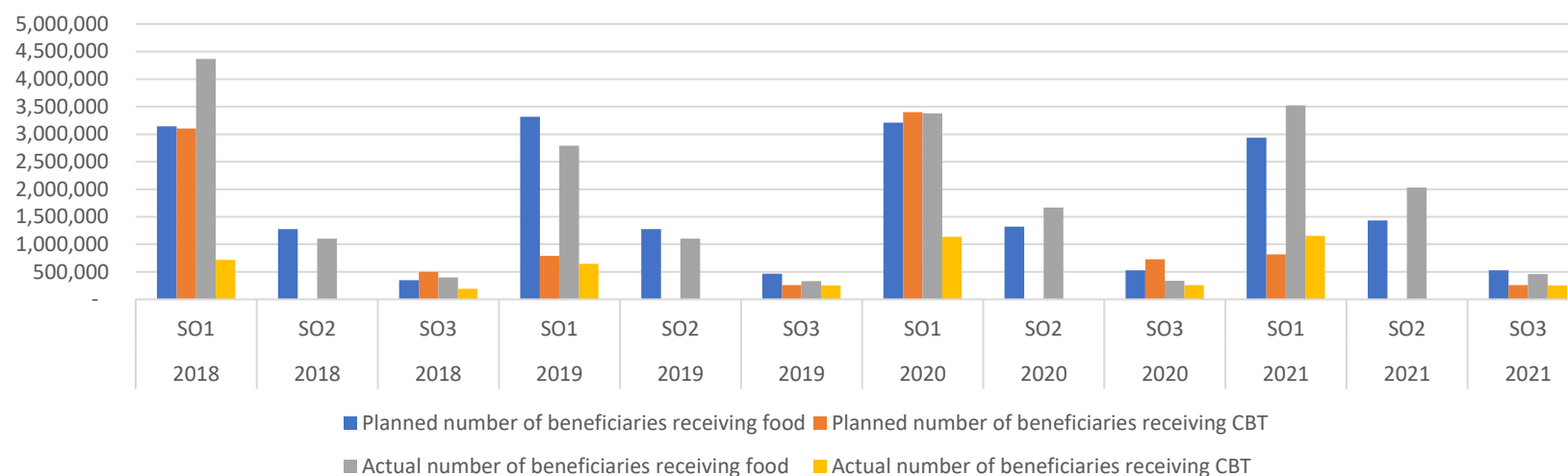
Source: CM-R002b – Annual Beneficiaries by Strategic Outcome, Activity and Modality (CSP) v1.1 for 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

Figure 34: Planned and actual beneficiaries by modality (2018–2021)



Sources: CM-R002b – Annual Beneficiaries by Strategic Outcome, Activity and Modality (CSP) v1.1 for 2018, 2019, 2020 and 2021 (extracted 31 March 2022)
 There is a possibility of overlap between the number of beneficiaries between activity tags.

Figure 35: Planned and actual number of beneficiaries by year, strategic outcome and modality



NB: There is a possibility of double counting of unique beneficiaries within the same SO.

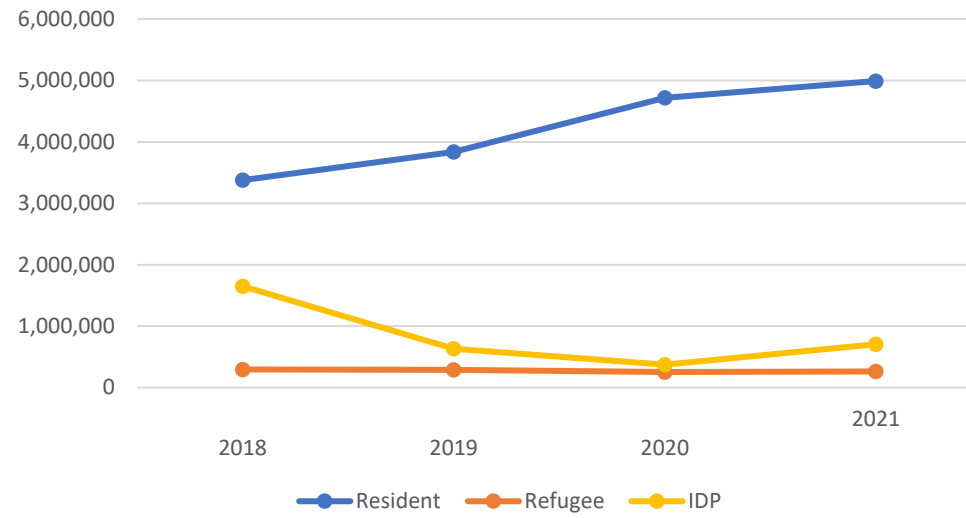
Sources: CM-R002b – Annual Beneficiaries by Strategic Outcome, Activity and Modality (CSP) v1.1 for 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

Table 14: Actual and planned beneficiaries by residence status and year (2018–2021)

Residence status	Number of beneficiaries 2018	Percentage planned 2018	Number of beneficiaries 2019	Percentage planned 2019	Number of beneficiaries 2020	Percentage planned 2020	Number of beneficiaries 2021	Percentage planned 2021
Resident	3,376,997	138%	3,836,978	160%	4,716,282	110%	4,990,186	116%
Refugee	295,027	91%	286,374	30%	253,792	93%	264,723	96%
IDP	1,649,750	98%	634,583	44%	373,253	105%	704,123	202%

Source: ACRs 2018, 2018, 2019, 2020, 2021.

Figure 36: Actual beneficiaries by residence status and year (2018–2021)



Source: ACRs 2018, 2018, 2019, 2020, 2021.

Table 15: Planned and actual beneficiaries (by SO/activity and sex) vs expenditure

Year	SO / Activity	Planned				Actuals				Analysis			
		NBP	Planned female beneficiaries	Planned male beneficiaries	Planned total beneficiaries	Expenditures	Actual female beneficiaries	Actual male beneficiaries	Actual total beneficiaries	Planned vs Actual female beneficiaries %	Planned vs actual male beneficiaries %	Planned vs actual total beneficiaries %	Expenditure vs NBP %
2018	URT 1	\$ 560,901,017	1,570,490	1,344,370	2,914,860	\$ 188,637,947	2,272,583	2,012,474	4,285,057	145%	150%	147%	34%
	URT 2	\$ 113,558,681	390,345	310,062	700,407	\$ 43,775,465	205,671	129,729	335,400	53%	42%	48%	39%
	Total SO1	\$ 674,459,698	1,960,835	1,654,432	3,615,267	\$ 232,413,412	2,478,254	2,142,203	4,620,457	126%	129%	128%	34%
	NTA 1	\$ 163,495,345	839,390	438,450	1,277,840	\$ 24,183,912	640,280	464,904	1,105,184	76%	106%	86%	15%
	Total SO2	\$ 163,495,345	839,390	438,450	1,277,840	\$ 24,183,912	640,280	464,904	1,105,184	76%	106%	86%	15%
	ACL1	\$ 65,871,003	270,000	230,000	500,000	\$ 23,695,807	316,088	270,562	586,650	117%	118%	117%	36%
	CSII												
	Total SO3	\$ 65,871,003	270,000	230,000	500,000	\$ 23,695,807	316,088	270,562	586,650	117%	118%	117%	36%
	CPA1, 2, 3, 4, 5, 6, 7												
	Total SO4	\$ 78,031,294				\$ 62,484,167							80%
Grand Total	\$981,857,340	3,070,225	2,322,882	5,393,107	\$342,777,298	3,434,622	2,877,669	6,312,291	112%	124%	117%	35%	
2019	URT 1	\$ 467,783,641	1,847,935	1,470,167	3318102	\$ 320,785,902	1,586,498	1,256,907	2,843,405	86%	85%	86%	69%
	URT 2	\$ 112,568,096	435,974	335,286	771260	\$ 54,097,349	185,783	142,843	328,626	43%	43%	43%	48%
	Total SO1	\$ 580,351,737	2,283,909	1,805,453	4089362	\$ 374,883,251	1,772,281	1,399,750	3,172,031	78%	78%	78%	65%
	NTA 1	\$ 114,069,379	826,187	452,440	1278627	\$ 78,719,673	761,854	341,424	1,103,278	92%	75%	86%	69%
	Total SO2	\$ 114,069,379	826,187	452,440	1,278,627	\$ 78,719,673	761,854	341,424	1,103,278	92%	75%	86%	69%
	ACL1	\$ 63,044,208	393,120	334,880	728000	\$ 40,585,803	317,624	270,568	588,192	81%	81%	81%	64%
	CSII												
	Total SO3	\$ 63,044,208	393,120	334,880	728,000	\$ 40,585,803	317,624	270,568	588,192	81%	81%	81%	64%
	CPA1, 2, 3, 4, 5, 6, 7												
	Total SO4	\$ 96,026,006	na	na	-	\$ 75,651,422	na	na	na	na	na	na	79%
Grand Total	\$853,491,330	3,503,216	2,592,773	6,095,989	\$569,840,148	2,851,759	2,011,742	4,863,501	81%	78%	80%	67%	
2020	URT 1	\$ 454,360,480	1826071	1454795	3280866	\$ 313,345,007	2193767	1797310	3991077	120%	124%	122%	69%
	URT 2	\$ 100,881,478	269242	194040	463282	\$ 71,703,324	169135	126517	295652	63%	65%	64%	71%
	Total SO1	\$ 555,241,957	2095313	1648835	3744148	\$ 385,048,331	2362902	1923827	4286729	113%	117%	114%	69%
	NTA 1	\$ 115,380,663	854242	465460	1319702	\$ 82,506,505	1161516	504308	1665824	136%	108%	126%	72%
	Total SO2	\$ 115,380,663	854242	465460	1319702	\$ 82,506,505	1161516	504308	1665824	136%	108%	126%	72%
	ACL1	\$ 62,541,908	429120	358880	788000	\$ 43,796,792	322836	275009	597845	75%	77%	76%	70%
	CSII												
	Total SO3	\$ 62,541,908	429120	358880	788000	\$ 43,796,792	322836	275009	597845	75%	77%	76%	70%
	CPA1, 2, 3, 4, 5, 6, 7												
	Total SO4	\$ 94,074,151	na	na	223,152,955	\$ 85,017,366	na	na	-	na	na	na	90%
Grand Total	\$827,238,679	3,378,675	2,473,175	5,851,850	\$596,368,995	3,847,254	2,703,144	6,550,398	114%	109%	112%	72%	
2021	URT 1	\$ 475,418,429	1,734,145	1,402,625	3136770	\$ 339,329,654	2,261,702	1,844,397	4106099	130%	131%	131%	71%
	URT 2	\$ 101,575,486	210,237	151,439	361676	\$ 53,638,494	182,862	138,737	321599	87%	92%	89%	53%
	Total SO1	\$ 576,993,915	1944382	1554064	3498446	\$ 392,968,148	2444564	1983134	4427698	126%	128%	127%	68%
	NTA 1	\$ 99,995,484	933903	497,325	1431228	\$ 67,974,104	1,412,428	619,598	2032026	151%	125%	142%	68%
	Total SO2	\$ 99,995,484	933903	497325	1431228	\$ 67,974,104	1412428	619598	2032026	151%	125%	142%	68%
	ACL1	\$ 55,700,076	448020	374,980	823000	\$ 52,481,068	400,101	340,827	740928	89%	91%	90%	94%
	CSII	\$ 17,777,937				\$ 7,059,624			0				40%
	Total SO3	\$ 73,478,013	448020	374980	823000	\$ 59,540,693	400101	340827	740928	89%	91%	90%	81%
	CPA1, 2, 3, 4, 5, 6, 7	\$ 84,736,082				\$ 66,363,762							
	Total SO4	\$ 84,736,082	na	na	-	\$ 66,363,762	na	na	-	na	na	na	78%
Grand Total	\$835,203,494	3,326,305	2,426,369	5,752,674	\$586,846,706	4,257,093	2,943,559	7,200,652	128%	121%	125%	70%	

NOTE: The table may include double counting of beneficiaries across activities. There is a possibility of overlap between the number of beneficiaries between activity tags.

Source for NBP and expenditure data: ACR5-A Annual Country Report v16 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

Sources for beneficiary data: CM-R020 – Adj Pars & Bens by Act Tag, Ben Grp, Gender, Age Grp v1.1 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

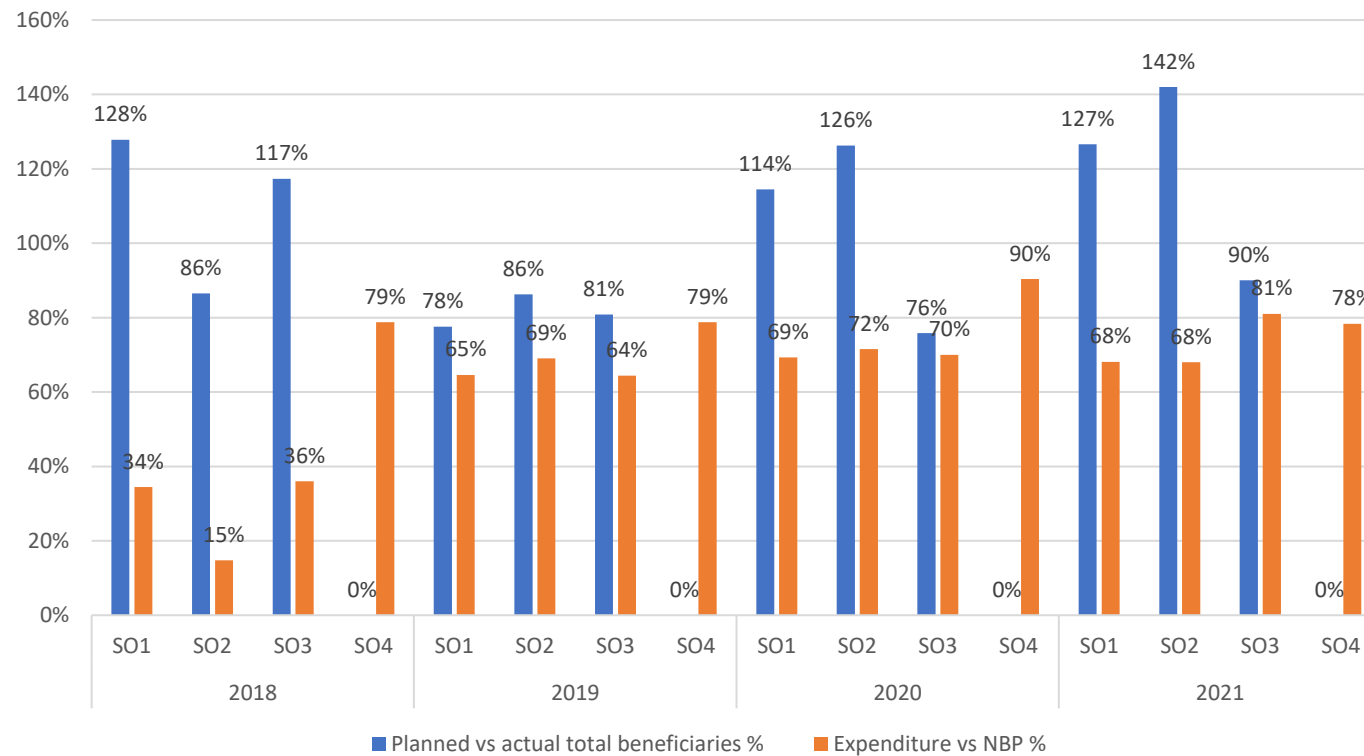
Table 16: Planned vs actual beneficiaries (%) and expenditure vs NBP (%) by strategic outcome and year

Year	Strategic Objective	Planned vs actual total beneficiaries %	Expenditure vs NBP %
2018	SO1	128%	34%
	SO2	86%	15%
	SO3	117%	36%
	SO4	na	79%
2019	SO1	78%	65%
	SO2	86%	69%
	SO3	81%	64%
	SO4	na	79%
2020	SO1	114%	69%
	SO2	126%	72%
	SO3	76%	70%
	SO4	na	90%
2021	SO1	127%	68%
	SO2	142%	68%
	SO3	90%	81%
	SO4	na	78%

Source for NBP and expenditure data: ACR5-A Annual Country Report v16 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

Sources for beneficiary data: CM-R020 – Adj Pars & Bens by Act Tag, Ben Grp, Gender, Age Grp v1.1 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

Figure 37: Planned vs actual beneficiaries (%) and expenditure vs NBP (%) by strategic outcome and year



NOTE: The table may include double counting of beneficiaries across activities.

Source for NBP and expenditure data: ACR5-A Annual Country Report v16 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

Sources for beneficiary data: CM-R020 – Adj Pars & Bens by Act Tag, Ben Grp, Gender, Age Grp v1.1 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

Table 17: Monthly average of total beneficiaries by state and year

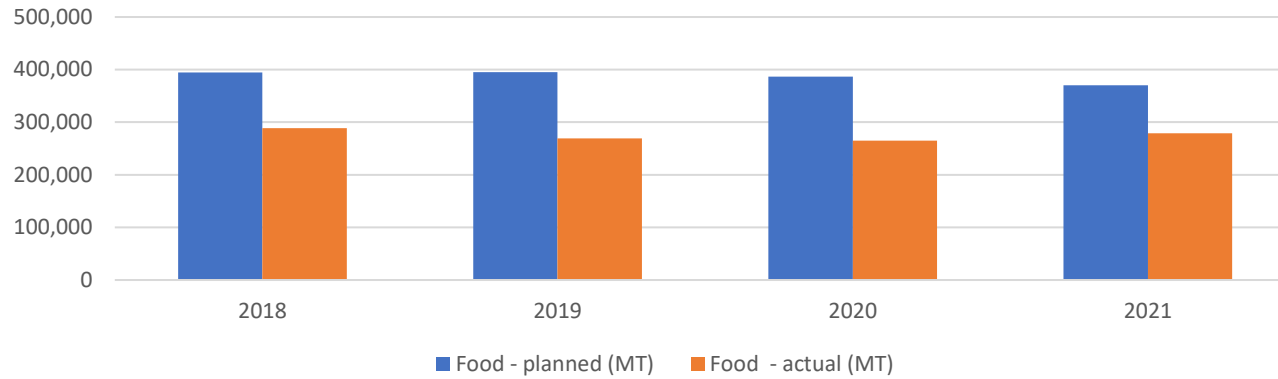
State	Monthly Average Total Beneficiaries			
	2018	2019	2020	2021
Central Equatoria	108066	188002	167457	171788
Eastern Equatoria	131508	160331	110435	144282
Jonglei	346774	366430	429493	703610
Lakes	246729	253298	228292	351367
Northern Bahr el Ghazal	302090	417647	252463	440710
Unity	571924	661777	468036	570111
Upper Nile State	328113	518626	508937	752171
Warrap	270599	312538	259521	466836
Western Bahr el Ghazal	128083	154662	100106	122332
Western Equatoria	57491	52506	47182	67781
(blank)	510961	752	285	4658

Nb: Beneficiaries cannot be summed up across years as they are likely to include the same individuals.

Source: CM-A003 Actuals – Beneficiaries – Detailed (monthly) 2018, 2019, 2020 and 2021 v3.4. extracted on 31 March 2022.

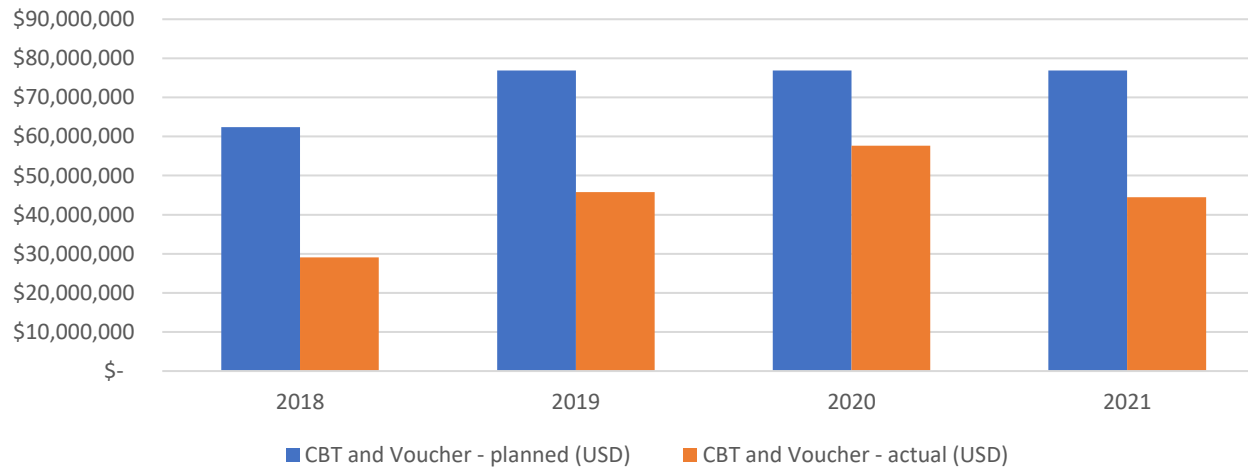
4. TRANSFERS

Figure 38: Total food (metric tons) planned and actual distributions by year (2018–2021)



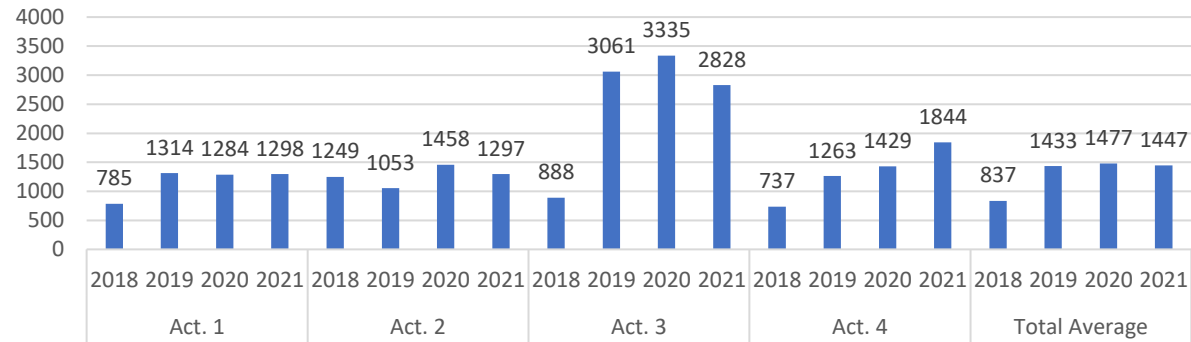
Sources: CM-R007 – Annual Distribution (CSP) – v1.4 for 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

Figure 39: Total cash and voucher planned and actual transfers by year (2018–2021)



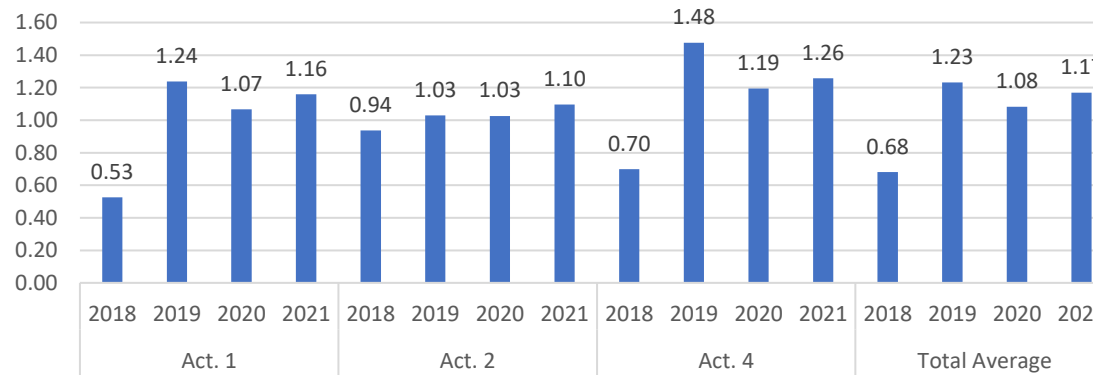
Sources: CM-R007 – Annual Distribution (CSP) – v1.4 for 2018, 2019, 2020 and 2021 (extracted 31 March 2022)

Figure 40: Total expenditure per metric ton of food distributed (USD)



Source: CM-R014 Food and CBT v2.0 extracted on 31 March 2022 for food transfer data, CPB – Plan vs Actuals Report v2.1 extracted on 31 March 2022 for transfer expenditure data

Figure 41: Total expenditure per value of cash transferred (USD)



Source: CM-R014 Food and CBT v2.0 extracted on 31 March 2022 for food transfer data, CPB – Plan vs Actuals Report v2.1 extracted on 31 March 2022 for transfer expenditure data.

Activity 3 does not include CBT as a modality.

5. OUTCOME INDICATORS

Table 18: Outcome indicators, targets and follow-ups, evaluability assessment

E	Evaluable
P.E	Partially Evaluable
N.E	Not Evaluable

Outcome indicator	Included in logframe in all years	Gender Disaggregated	Baseline	End-CSP Target	2021 Target	2021 Follow-up	2020 Follow-up	2019 Follow-up	2018 Follow-up	Evaluability
SO1 Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food										
Activity 01: Provide nutrition-sensitive food assistance to crisis-affected populations										
Food Consumption Score	YES	YES	Multiple indicators							E
<i>Food Consumption Score / Percentage of households with Acceptable Food Consumption Score</i>			25.75	>51	>48	60	34.8	45.85		
<i>Food Consumption Score / Percentage of households with Borderline Food Consumption Score</i>			38	<35	<35	26	43.1	36.05		
<i>Food Consumption Score / Percentage of households with Poor Food Consumption Score</i>			35.5	<14	<17	14	22.1	18.1		
Food Consumption Score – Nutrition	YES	YES	Multiple indicators							E
<i>Food Consumption Score – Nutrition – Iron (daily) %</i>			1.4	≥13	≥13	3	2.9	2.6	1	
<i>Food Consumption Score – Nutrition – Protein (daily) %</i>			17.8	≥19	≥20	45	19.8	32	21.7	
<i>Food Consumption Score – Nutrition – Vit A (daily) %</i>			7.5	≥9	≥10	16	15.8	20.3	18.3	
<i>Food Consumption Score – Nutrition – Iron (sometimes) %</i>			42.1	≥43	≥43	58	36.2	38.1	55.7	
<i>Food Consumption Score – Nutrition – Protein (sometimes) %</i>			59.3	≥50	≥60	43	59.4	49.5	52	
<i>Food Consumption Score – Nutrition – Vit A (sometimes) %</i>			29.6	≥27	≥28	42	60.4	41.2	40.5	
<i>Food Consumption Score – Nutrition – Iron (never) %</i>			56.6	≤25	≤51	39	60.9	59.2	43.3	
<i>Food Consumption Score – Nutrition – Protein (never) %</i>			22.9	≤18	≤16	11	20.8	18.5	26.3	
<i>Food Consumption Score – Nutrition – Vit A (never) %</i>	62.9	≤40	≤43	42	23.8	38.5	40.8			
Enrolment rate: School-feeding (on-site)	YES	YES	4.85	>6	>6	10		2.5		N.E
Enrolment rate : School-feeding (take-home rations)			4.85	>6	>6	23		2.5		

Attendance rate (new): School-feeding (on-site)			74	≥75	≥75	83					
Attendance rate (new): School-feeding (take-home rations)	YES	YES	74	≥75	>75	85					N.E
Proportion of children 6–23 months of age who receive a minimum acceptable diet	YES	YES	7.1	>23	>8	3.6	20	10.35			P.E
Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	YES	YES	11.37	≤10	<10	11	6.4	14.87	13.33		E
Food Expenditure Share	YES	YES	46.5	<26	<45	50	68	37.25	49		E
Minimum Dietary Diversity – Women	YES	NA	17	≥40	≥35	27.3	45	26.5			P.E
Retention rate			Multiple indicators								
<i>Retention rate/ Drop-out rate (Retention rate) : School-feeding (on-site)</i>				≥88							
<i>Retention rate/ Drop-out rate (Retention rate) : School-feeding (take-home rations)</i>	NO	YES	83	≥83	≥83						N.E
<i>Retention rate/ Drop-out rate (Drop-out rate) : School-feeding (on-site)</i>				≤12							
<i>Retention rate/ Drop-out rate (Drop-out rate) : School-feeding (take-home rations)</i>			17	≥17	<17						
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	YES	NA	0	≥5	≥1	0	0	3			E
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)			Multiple indicators								
<i>Livelihood-based Coping Strategy Index (Percentage of households not using coping strategies)</i>			23.05	≥28	≥25	38.1	44.6				
<i>Livelihood-based Coping Strategy Index (Percentage of households using crisis coping strategies)</i>	YES	YES	7.5	≤7	≤6	1.5	27.3				P.E
<i>Livelihood-based Coping Strategy Index (Percentage of households using emergency coping strategies)</i>			60.75	≥45	≥59	56	12.5				
<i>Livelihood-based Coping Strategy Index (Percentage of households using stress coping strategies)</i>			8.7	≤8.5	≤8	2	15.6				
Activity 02: Provide food, nutrition and school meals assistance to refugees											
Proportion of eligible population that participates in programme (coverage)	YES	YES	Multiple indicators								
<i>BSFP Refugees: Proportion of eligible population that participates in programme (coverage)</i>	YES	YES	84	≥70	≥70	85.8	82	77	86		E
<i>TSFP Refugees: Proportion of eligible population that participates in programme (coverage)</i>	YES	YES	39	>70	>70	92	126	97			

BSFP Refugees: Proportion of target population that participates in an adequate number of distributions (adherence)	YES	YES	0	>80	>85	85	96.3	88.3		P.E
TB Nutritional Recovery rate	YES	NO	69	≥75	≥75	87.4				N.E
TB Treatment Default rate	YES	NO	0	<15	<15	4.7	8			P.E
Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	YES	YES	12.14	≤5	≤6	6	3.25	15.98		P.E
Enrolment rate (School feeding: take-home rations)	YES	Yes	1.67	>6	>6	88				N.E
ART Default rate	YES	NO	0	<15	<15	4.7	8			P.E
ART Nutritional recovery rate	YES	NO	68	≥75	≥75	87.4				N.E
Food Consumption Score			Multiple indicators							
<i>Food Consumption Score / Percentage of households with Acceptable Food Consumption Score</i>	YES	YES	49	>49	>60	48	63.2	59		E
<i>Food Consumption Score / Percentage of households with Borderline Food Consumption Score</i>			35.5	<35	<26	35	28.8	27		
<i>Food Consumption Score / Percentage of households with Poor Food Consumption Score</i>			15.5	<15	≤14	17	8	14		
Food Consumption Score – Nutrition			Multiple indicators							
<i>Food Consumption Score – Nutrition – Iron (daily) %</i>	YES	YES	1.4	≥3	≥16	13	2.3	11.8		E
<i>Food Consumption Score – Nutrition – Protein (daily) %</i>			36.6	≥42	≥42	20	42	17.6		
<i>Food Consumption Score – Nutrition – Vit A (daily) %</i>			6.5	≥17	≥29	10	14.5	11.8		
<i>Food Consumption Score – Nutrition – Iron (sometimes) %</i>			58.15	≥56	≥58	43	45.3	70.6		
<i>Food Consumption Score – Nutrition – Protein (sometimes) %</i>			46.85	≥43	≥43	51	49.7	48.2		
<i>Food Consumption Score – Nutrition – Vit A (sometimes) %</i>			28.05	≥47	≥19	26	50	11.8		
<i>Food Consumption Score – Nutrition – Iron (never) %</i>			40.45	≤39	≤24	51	52.3	17.6		
<i>Food Consumption Score – Nutrition – Protein (never) %</i>			16.55	≤11	≤15	19	8.3	34.1		
<i>Food Consumption Score – Nutrition – Vit A (never) %</i>			65.9	≤36	≤52	41	35.5	76.5		
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)			Multiple indicators							
<i>Livelihood-based Coping Strategy Index (Percentage of households not using coping strategies)</i>	YES	YES	35.5	≥37	≥38.1	36	31.9			P.E
<i>Livelihood-based Coping Strategy Index (Percentage of households using crisis coping strategies)</i>			3	≤1.5	≤1.5	11	29			

Livelihood-based Coping Strategy Index (Percentage of households using emergency coping strategies)			57.1	≤55	≤56	47	18.7			
Livelihood-based Coping Strategy Index (Percentage of households using stress coping strategies)			4.4	≤4	≤2	6	20.5			
Food Expenditure Share	YES	YES	56	<50	<50	26	73	38.15		P.E
Minimum Dietary Diversity – Women	YES	NA	24	>30	>30	30	50	22.5		P.E
Proportion of children 6–23 months of age who receive a minimum acceptable diet	YES	YES	7.1	≥11	≥11	11.5	34	14.6		P.E
Economic capacity to meet essential needs (new)	NO	NO								N.E
MAM Treatment Recovery rate	YES	YES	88	>75	>75	97	95.67	94		P.E
MAM Treatment Mortality rate	YES	YES	0	<3	<3	0	0.83	0		P.E
MAM Treatment Non-response rate	YES	YES	5	<15	<15	1.4	2.51	4		P.E
MAM Treatment Default rate	YES	YES	4	<15	<15	1.81	1.79	2		P.E
Retention rate: School-feeding (take-home rations)	YES	YES	83	≥88	≥88					N.E
Drop-out rate: School-feeding (take-home rations)	YES	YES	17	≤12	≤12					N.E
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 03: Provide nutrition assistance to populations at risk of malnutrition										
Proportion of eligible population that participates in programme (coverage)			Multiple indicators							
<i>Proportion of eligible population that participates in programme (coverage): BSFP Malnutrition risk</i>	YES	YES	26	>70	>70	96	50	61	30	E
<i>Proportion of eligible population that participates in programme (coverage): TSFP Malnutrition risk</i>			23	>50	>50	66	66	75	55	
ART Default rate	YES	NO	5	<15	<15	4.2	14.2			P.E
ART Nutritional Recovery Rate	YES	NO	85	≥75	≥75	90	61.3			P.E
TB Treatment Recovery rate	YES	NO	96	≥75	≥75	92.7	65.9			P.E
TB Treatment Default rate	YES	NO	2	<15	<15	3.1	13.4			P.E
Proportion of target population that participates in an adequate number of distributions (adherence)	YES	YES	0	>66	>66	88	93.3	98		P.E
Proportion of children 6–23 months of age who receive a minimum acceptable diet	YES	YES	7.1	>15.2	>15.2	20	20	14		P.E
MAM Treatment Recovery rate	YES	YES	88	>75	>75	91.1	94.6	91	89	E
MAM Treatment Mortality rate	YES	YES	0	<3	<3	0	0.32	0.1	0	E
MAM Treatment Non-response rate	YES	YES	5	<15	<15	5.7	2.35	5	5	E

MAM Treatment Default rate	YES	YES	7	<15	<15	2.6	3.27	4	6	E	
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	YES	NA	0	≥2	≥2	2	2	2		P.E	
SO3 Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year											
Activity 04: Provide livelihood support and build resilience of targeted households											
Livelihood-based Coping Strategy Index (Average)	YES	YES	2.5	<1.82	<1.82	3		1.82	1.64	P.E	
Attendance rate (new)	NO									N.E	
Food expenditure share	YES	YES	58.5	<42	<42	72	67		47	P.E	
Proportion of the population in targeted communities reporting benefits from an enhanced asset base	YES	NO	0	≥92	≥90	85	77	83.6	82.2	E	
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	YES	NO	8.4	>8.4	>8.4					N.E	
Minimum Dietary Diversity – Women	YES	NA	19.5	>35	>30	29.7		42	23	P.E	
Food Consumption Score	YES	YES	Multiple indicators								E
<i>Food Consumption Score / Percentage of households with Acceptable Food Consumption Score</i>			27.8	>58	>55.65	41	50.3	55.65	49.2		
<i>Food Consumption Score / Percentage of households with Borderline Food Consumption Score</i>			34.95	<24	<24.2	37	35.6	24.2	34.2		
<i>Food Consumption Score / Percentage of households with Poor Food Consumption Score</i>			37.25	<19	<20.2	21	14.1	20.2	16.65		
Food Consumption Score – Nutrition	YES	YES	Multiple indicators								E
<i>Food Consumption Score – Nutrition – Iron (daily) %</i>			4.65	≥8	≥6	3	1	4.85	8.25		
<i>Food Consumption Score – Nutrition – Protein (daily) %</i>			14.05	≥16	≥15	31.6	35.4	51.1	38.1		
<i>Food Consumption Score – Nutrition – Vit A (daily) %</i>			11.4	≥14	≥13	21.2	28	40.85	11.7		
<i>Food Consumption Score – Nutrition – Iron (sometimes) %</i>			40.45	≥49	≥48	39.5	31.9	45.9	41.75		
<i>Food Consumption Score – Nutrition – Protein (sometimes) %</i>			44.3	≥45	≥45	50.2	53.3	36.95	48.25		
<i>Food Consumption Score – Nutrition – Vit A (sometimes) %</i>			33.35	≥39	≥38	45	50	23.95	26.3		
<i>Food Consumption Score – Nutrition – Iron (never) %</i>			54.9	<32	<47	57.5	67	22.6	49.95		
<i>Food Consumption Score – Nutrition – Protein (never) %</i>	41.7	<40	<40	18.2	11.3	11.95	13.6				

Food Consumption Score – Nutrition – Vit A (never) %			55.3	<51	<50	33.8	22	40.85	62.05	
Percentage of WFP food procured from smallholder farmer aggregation systems	YES	NA	1	≥6	≥5	0.35	0.34	0.25	0.15	E
Consumption-based Coping Strategy Index (Average)	YES	YES	14.83	<11	<10.48	16	5.35	10.48	10.31	E
Food Expenditure Share	YES	YES	58.5	<42	<42	72	67		47	E
Activity 11: Provide infrastructure development services for humanitarian access and community										
Attendance rate (new)	NO	NO								N.E
Consumption-based Coping Strategy Index (Average)	NO	NO								N.E
Dietary Diversity Score	NO	NO								N.E
Economic capacity to meet essential needs (new)	NO	NO								N.E
Enrolment rate	NO	NO								N.E
Food Consumption Score	NO	NO								N.E
Food Consumption Score – Nutrition	NO	NO								N.E
Food Expenditure Share	NO	NO								N.E
Livelihood-based Coping Strategy Index (Average)	NO	NO								N.E
Minimum Dietary Diversity – Women	NO	NO								N.E
Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	NO	NO								N.E
Percentage of WFP food procured from smallholder farmer aggregation systems	NO	NO								N.E
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	NO	NO								N.E
Proportion of the population in targeted communities reporting benefits from an enhanced asset base	NO	NO								N.E
Rate of smallholder post-harvest losses	NO	NO								N.E
Retention rate / Drop-out rate (new)	NO	NO								N.E
Value and volume of smallholder sales through WFP-supported aggregation systems	NO	NO								N.E
SO4 The humanitarian community has access to reliable common services until satisfactory alternatives are available										
Activity 05: Provide air services to the humanitarian community										

User satisfaction rate	YES	NO	91	>92	>92	91	86	91	94	E
Activity 06: Coordinate and facilitate access to common logistics services and information management in support to the humanitarian community										
User satisfaction rate	YES	NO	95	≥95	≥95	99	99	94	95	E
Activity 07: Provide bilateral logistics services on cost recovery basis for humanitarian actors to achieve their objectives										
User satisfaction rate	YES	NO	75	>80	>80	70	70	90		P,E
Activity 08: Provision of Security Emergency telecommunication services to the humanitarian community										
User satisfaction rate	NO	NO								N,E
Activity 09: Provide a digital beneficiary and transfer management service using corporate system SCOPE to humanitarian and development partners										
User satisfaction rate	NO	NO								N,E
Activity 10: Provision of IT data communication services to the humanitarian community										
User satisfaction rate	NO	NO								N,E
Activity 12: Provision of services on accommodation and common premises to humanitarian community										
										N,E

Sources: ACRs 2018, 2019, 2020, 2021; Logframe Outcome Indicator Checklist.

Nb: Activity 10 was included through BR4 but deactivated through BR6

Table 19: Outcome indicators achievement assessment: 2021 target and 2021 follow-up

Outcome indicator					Achievement assessment: 2021 Follow-up against 2021 Target		
	Baseline	End-CSP Target	2021 Target	2021 Follow-up	Achieved	Underachieved	Not evaluable
SO1 Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food							
Activity 01: Provide nutrition-sensitive food assistance to crisis-affected populations							
Food Consumption Score	Multiple indicators				Multiple indicators		
<i>Food Consumption Score / Percentage of households with Acceptable Food Consumption Score</i>	25.75	>51	>48	60	X		
<i>Food Consumption Score / Percentage of households with Bordeline Food Consumption Score</i>	38	<35	<35	26	X		
<i>Food Consumption Score / Percentage of households with Poor Food Consumption Score</i>	35.5	<14	<17	14	X		
Food Consumption Score – Nutrition	Multiple indicators				Multiple indicators		
<i>Food Consumption Score – Nutrition – Iron (daily) %</i>	1.4	≥13	≥13	3		X	
<i>Food Consumption Score – Nutrition – Protein (daily) %</i>	17.8	≥19	≥20	45	X		
<i>Food Consumption Score – Nutrition – Vit A (daily) %</i>	7.5	≥9	≥10	16	X		
<i>Food Consumption Score – Nutrition – Iron (sometimes) %</i>	42.1	≥43	≥43	58	X		
<i>Food Consumption Score – Nutrition – Protein (sometimes) %</i>	59.3	≥50	≥60	43		X	
<i>Food Consumption Score – Nutrition – Vit A (sometimes) %</i>	29.6	≥27	≥28	42	X		
<i>Food Consumption Score – Nutrition – Iron (never) %</i>	56.6	≤25	≤51	39	X		

Food Consumption Score – Nutrition – Protein (never) %	22.9	≤18	≤16	11	X		
Food Consumption Score – Nutrition – Vit A (never) %	62.9	≤40	≤43	42	X		
Enrolment rate: School-feeding (on-site)	4.85	>6	>6	10	X		
Enrolment rate: School-feeding (take-home rations)	4.85	>6	>6	23	X		
Attendance rate (new): School-feeding (on-site)	74	≥75	≥75	83	X		
Attendance rate (new): School-feeding (take-home rations)	74	≥75	>75	85	X		
Proportion of children 6–23 months of age who receive a minimum acceptable diet	7.1	>23	>8	3.6		X	
Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	11.37	≤10	<10	11		X	
Food Expenditure Share	46.5	<26	<45	50		X	
Minimum Dietary Diversity – Women	17	≥40	≥35	27.3		X	
Retention rate		Multiple indicators				Multiple indicators	
Retention rate/ Drop-out rate (Retention rate) : School-feeding (on-site)		≥88					X
Retention rate/ Drop-out rate (Retention rate) : School-feeding (take-home rations)	83	≥83	>83				X
Retention rate/ Drop-out rate (Drop-out rate) : School-feeding (on-site)		≤12					X
Retention rate/ Drop-out rate (Drop-out rate): School-feeding (take-home rations)	17	≥17	<17				X
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	0	≥5	≥1	0		X	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)		Multiple indicators				Multiple indicators	
Livelihood-based Coping Strategy Index (Percentage of households not using coping strategies)	23.05	≥28	≥25	38.1	X		
Livelihood-based Coping Strategy Index (Percentage of households using crisis coping strategies)	7.5	≤7	≤6	1.5	X		
Livelihood-based Coping Strategy Index (Percentage of households using emergency coping strategies)	60.75	≥45	≥59	56		X	
Livelihood-based Coping Strategy Index (Percentage of households using stress coping strategies)	8.7	≤8.5	≤8	2	X		
Activity 02: Provide food, nutrition and school meals assistance to refugees							
Proportion of eligible population that participates in programme (coverage)		Multiple indicators				Multiple indicators	
BSFP Refugees: Proportion of eligible population that participates in programme (coverage)	84	≥70	≥70	85.8	X		
TSFP Refugees: Proportion of eligible population that participates in programme (coverage)	39	>70	>70	92	X		
BSFP Refugees: Proportion of target population that participates in an adequate number of distributions (adherence)	0	>80	>85	85	X		
TB Nutritional Recovery rate	69	≥75	≥75	87.4	X		
TB Treatment Default rate	0	<15	<15	4.7	X		
Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	12.14	≤5	≤6	6	X		
Enrolment rate (School feeding: take-home rations)	1.67	>6	>6	88	X		
ART Default rate	0	<15	<15	4.7	X		
ART Nutritional recovery rate	68	≥75	≥75	87.4	X		
Food Consumption Score		Multiple indicators				Multiple indicators	
Food Consumption Score / Percentage of households with Acceptable Food Consumption Score	49	>49	>60	48		X	
Food Consumption Score / Percentage of households with Borderline Food Consumption Score	35.5	<35	<26	35		X	
Food Consumption Score / Percentage of households with Poor Food Consumption Score	15.5	<15	≤14	17		X	
Food Consumption Score – Nutrition		Multiple indicators				Multiple indicators	
Food Consumption Score – Nutrition – Iron (daily) %	1.4	≥3	≥16	13		X	
Food Consumption Score – Nutrition – Protein (daily) %	36.6	≥42	≥42	20		X	
Food Consumption Score – Nutrition – Vit A (daily) %	6.5	≥17	≥29	10		X	
Food Consumption Score – Nutrition – Iron (sometimes) %	58.15	≥56	≥58	43		X	
Food Consumption Score – Nutrition – Protein (sometimes) %	46.85	≥43	≥43	51	X		

Food Consumption Score – Nutrition – Vit A (sometimes) %	28.05	≥47	≥19	26	X		
Food Consumption Score – Nutrition – Iron (never) %	40.45	≤39	≤24	51		X	
Food Consumption Score – Nutrition – Protein (never) %	16.55	≤11	≤15	19		X	
Food Consumption Score – Nutrition – Vit A (never) %	65.9	≤36	≤52	41	X		
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)		Multiple indicators			Multiple indicators		
Livelihood-based Coping Strategy Index (Percentage of households not using coping strategies)	35.5	≥37	≥38.1	36		X	
Livelihood-based Coping Strategy Index (Percentage of households using crisis coping strategies)	3	≤1.5	≤1.5	11		X	
Livelihood-based Coping Strategy Index (Percentage of households using emergency coping strategies)	57.1	≤55	≤56	47	X		
Livelihood-based Coping Strategy Index (Percentage of households using stress coping strategies)	4.4	≤4	≤2	6		X	
Food Expenditure Share	56	<50	<50	26	X		
Minimum Dietary Diversity – Women	24	>30	>30	30		X	
Proportion of children 6–23 months of age who receive a minimum acceptable diet	7.1	≥11	≥11	11.5	X		
Economic capacity to meet essential needs (new)							X
MAM Treatment Recovery rate	88	>75	>75	97	X		
MAM Treatment Mortality rate	0	<3	<3	0	X		
MAM Treatment Non-response rate	5	<15	<15	1.4	X		
MAM Treatment Default rate	4	<15	<15	1.81	X		
Retention rate: School-feeding (take-home rations)	83	≥88	≥88				X
Drop-out rate: School-feeding (take-home rations)	17	≤12	≤12				X
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 03: Provide nutrition assistance to populations at risk of malnutrition							
Proportion of eligible population that participates in programme (coverage)		Multiple indicators			Multiple indicators		
Proportion of eligible population that participates in programme (coverage): BSFP Malnutrition risk	26	>70	>70	96	X		
Proportion of eligible population that participates in programme (coverage): TSFP Malnutrition risk	23	>50	>50	66	X		
ART Default rate	5	<15	<15	4.2	X		
ART Nutritional Recovery Rate	85	≥75	≥75	90	X		
TB Treatment Recovery rate	96	≥75	≥75	92.7	X		
TB Treatment Default rate	2	<15	<15	3.1	X		
Proportion of target population that participates in an adequate number of distributions (adherence)	0	>66	>66	88	X		
Proportion of children 6–23 months of age who receive a minimum acceptable diet	7.1	>15.2	>15.2	20	X		
MAM Treatment Recovery rate	88	>75	>75	91.1	X		
MAM Treatment Mortality rate	0	<3	<3	0	X		
MAM Treatment Non-response rate	5	<15	<15	5.7	X		
MAM Treatment Default rate	7	<15	<15	2.6	X		
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	0	≥2	≥2	2	X		
SO3 Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year							
Activity 04: Provide livelihood support and build resilience of targeted households							
Livelihood-based Coping Strategy Index (Average)	2.5	<1.82	<1.82	3		X	
Attendance rate (new)							X
Food expenditure share	58.5	<42	<42	72		X	
Proportion of the population in targeted communities reporting benefits from an enhanced asset base	0	≥92	≥90	85		X	
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	8.4	>8.4	>8.4				X

Minimum Dietary Diversity – Women	18	>35	>30	29.7		X	
Food Consumption Score	Multiple indicators				Multiple indicators		
<i>Food Consumption Score / Percentage of households with Acceptable Food Consumption Score</i>	27.8	>58	>55.65	41		X	
<i>Food Consumption Score / Percentage of households with Bordeline Food Consumption Score</i>	34.95	<24	<24.2	37		X	
<i>Food Consumption Score / Percentage of households with Poor Food Consumption Score</i>	37.25	<19	<20.2	21		X	
Food Consumption Score – Nutrition	Multiple indicators				Multiple indicators		
<i>Food Consumption Score – Nutrition – Iron (daily) %</i>	4.65	≥8	≥6	3		X	
<i>Food Consumption Score – Nutrition – Protein (daily) %</i>	14.05	≥16	≥15	31.6	X		
<i>Food Consumption Score – Nutrition – Vit A (daily) %</i>	11.4	≥14	≥13	21.2	X		
<i>Food Consumption Score – Nutrition – Iron (sometimes) %</i>	40.45	≥49	≥48	39.5	X		
<i>Food Consumption Score – Nutrition – Protein (sometimes) %</i>	44.3	≥45	≥45	50.2	X		
<i>Food Consumption Score – Nutrition – Vit A (sometimes) %</i>	33.35	≥39	≥38	45	X		
<i>Food Consumption Score – Nutrition – Iron (never) %</i>	54.9	<32	<47	57.5		X	
<i>Food Consumption Score – Nutrition – Protein (never) %</i>	41.7	<40	<40	18.2	X		
<i>Food Consumption Score – Nutrition – Vit A (never) %</i>	55.3	<51	<50	33.8	X		
Percentage of WFP food procured from smallholder farmer aggregation systems	1	≥6	≥5	0.35		X	
Consumption-based Coping Strategy Index (Average)	14.83	<11	<10.48	16		X	
Food Expenditure Share	58.5	<42	<42	72		X	
Activity 11: Provide infrastructure development services for humanitarian access and community							
SO4 The humanitarian community has access to reliable common services until satisfactory alternatives are available							
Activity 05: Provide air services to the humanitarian community							
User satisfaction rate	91		>92	91		X	
Activity 06: Coordinate and facilitate access to common logistics services and information management in support to the humanitarian community							
User satisfaction rate	95		≥95	99	X		
Activity 07: Provide bilateral logistics services on cost recovery basis for humanitarian actors to achieve their objectives							
User satisfaction rate	75		>80	70		X	
Activity 08: Provision of Security Emergency telecommunication services to the humanitarian community							
Activity 09: Provide a digital beneficiary and transfer management service using corporate system SCOPE to humanitarian and development partners							
Activity 10: Provision of IT data communication services to the humanitarian community							
Activity 12: Provision of services on accommodation and common premises to humanitarian community							

Figure 42: Achievement rates of outcome indicator targets 2021 (2021 follow-up vs 2021 target)

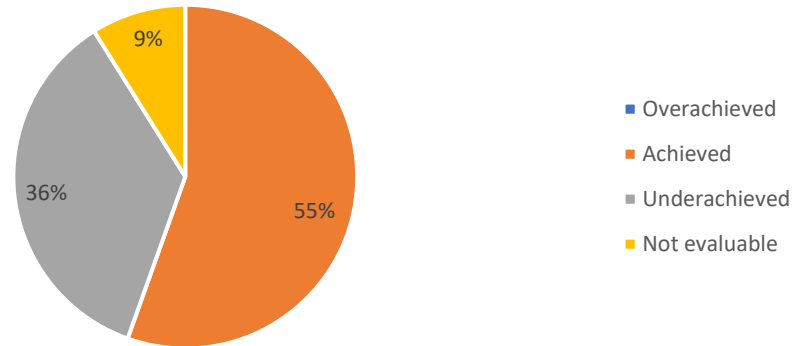
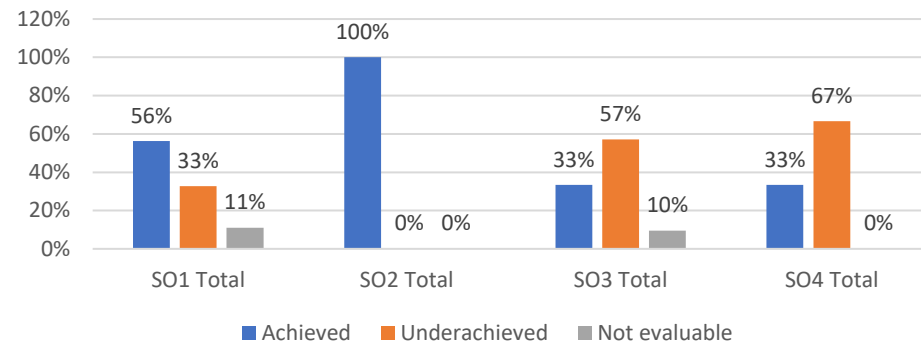


Table 20: Achievement rates of outcome indicators (2021 follow-up vs 2021 target) by strategic outcome

	Achieved	Underachieved	Not evaluable
SO1 total	56%	33%	11%
SO2 total	100%	0%	0%
SO3 total	33%	57%	10%
SO4 total	33%	67%	0%
Total	56	36	9
% of targets	55%	36%	9%

Figure 43: Achievement rates of outcome indicators (2021 follow-up vs 2021 target) by strategic outcome



6. CROSS-CUTTING INDICATOR ANALYSIS

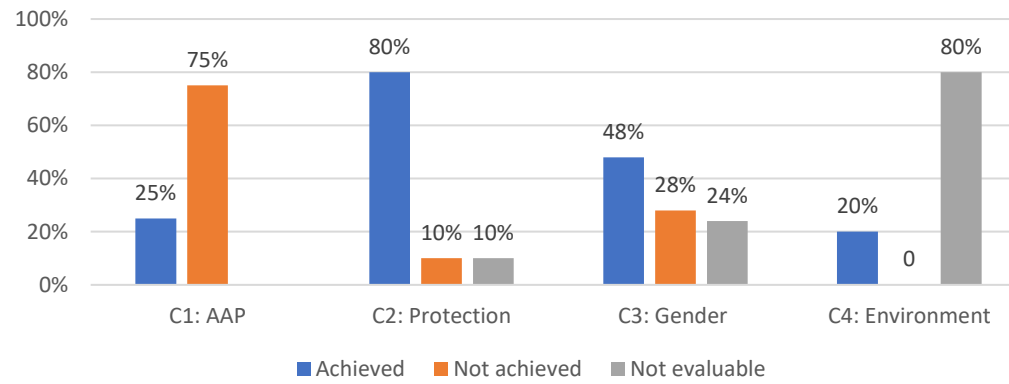
Table 21: Cross-cutting indicators, evaluability and 2021 achievement assessment

Cross-cutting indicator	Baseline	End-CSP Target	2021 Target	2021 Actual	Achievement
C1: Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences					
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Multiple indicators/ activities				
<i>Act 01: Crisis affected (General distribution)</i>	52	≥67	≥62	44	Not achieved
<i>Act 02: Refugees (General distribution)</i>	47		≥66	45	Not achieved
<i>Act 04: Resilience (Food assistance for asset)</i>	37	≥67	≥62	56	Not achieved
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	100	100	100	100	Achieved
C2: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity					
Proportion of targeted people accessing assistance without protection challenges					Not evaluable
Proportion of targeted people having unhindered access to WFP programmes (new)	Multiple indicators/ activities				
<i>Act 01: Crisis affected (General distribution)</i>	87.5	≥100	≥92	95	Achieved
<i>Act 02: Refugees (General distribution)</i>	100	≥100	≥100	100	Achieved
<i>Act 04: Resilience (Food assistance for asset)</i>		≥100	≥92	92	Achieved
Proportion of targeted people receiving assistance without safety challenges (new)	Multiple indicators/ activities				
<i>Act 01: Crisis affected (General distribution)</i>	96.65	≥100	≥97	97	Achieved
<i>Act 02: Refugees (General distribution)</i>	97.45	≥100	≥98	98	Achieved
<i>Act 04: Resilience (Food assistance for asset)</i>	94.25	≥100	≥97	97	Achieved
Proportion of targeted people who report that WFP programmes are dignified (new)	Multiple indicators/ activities				
<i>Act 01: Crisis affected (General distribution)</i>	97.9	≥100	≥100	100	Achieved
<i>Act 02: Refugees (General distribution)</i>	91.9	≥100	≥100	100	Achieved
<i>Act 04: Resilience (Food assistance for asset)</i>	98.15	≥100	≥100	100	Achieved
C3: Improved gender equality and women's empowerment among WFP-assisted population					
Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	Multiple indicators/ activities				
<i>Act 01: Crisis affected (General distribution)</i>	49	≥50	≥50	58	Achieved
<i>Act 02: Refugees (General distribution)</i>	38	≥50	≥50	58	Achieved
<i>Act 03: Residents (Food assistance for asset)</i>	50	≥60			Not evaluable
<i>Act 04: Residents (Food assistance for asset)</i>	50	≥60	≥60	51	Not achieved
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	Multiple indicators/ activities				
<i>Act 01: Decisions by women %</i>	85	≤73	≤73	85	Not achieved

Act 01: Decisions by men %	4	≤9	≤9	2	Achieved
Act 01: Decisions by both %	11	≥18	≥18	14	Not achieved
Act 02: Decisions by women %	63	≤63	≤63	76	Not achieved
Act 02: Decisions by men %	16	≤15	≤15	11	Achieved
Act 02: Decisions by both %	21	≥22	≥22	13	Not achieved
Act 04: Decisions by women %	69.33	≤57	≤57	61	Not achieved
Act 04: Decisions by men %	6.33	≤5	≤5	5	Achieved
Act 04: Decisions by both %	24.67	≥38	≥38	33	Not achieved
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity	Multiple indicators/ activities				
Act 01: Female		56	56	56	Achieved
Act 01: Male		46	46	46	Achieved
Act 01: Overall	0	100	100	100	Achieved
Act 02: Female		54	54	54	Achieved
Act 02: Male		46	46	46	Achieved
Act 02: Overall	0	100	100	100	Achieved
Act 03: Female		65	65	70	Not evaluable
Act 03: Male		35	35	30	Not evaluable
Act 03: Overall	0	100	100	100	Achieved
Act 04: Female	50	60	60	47	Not evaluable
Act 04: Male	50	40	40	53	Not evaluable
Act 04: Overall	100	100	100	100	Not evaluable
C4: Targeted communities benefit from WFP programmes in a manner that does not harm the environment					
Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified					Not evaluable
Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk	Multiple indicators/ activities				
Act 01: Crisis affected (General distribution)	0	0	0	0	Not evaluable
Act 02: Refugees (General distribution)	0	0	0	0	Not evaluable
Act 03: TSFP Malnutrition Risk (Food assistance for asset)	0	0	0	0	Not evaluable
Act 04: Resilience (Food assistance for asset)	0	≥50	≥50	100	Achieved

Source: ACR 2021, ET analysis

Figure 44: Cross-cutting indicator achievement rates 2021



Source: ACR 2021, ET analysis

7. COOPERATING PARTNERS

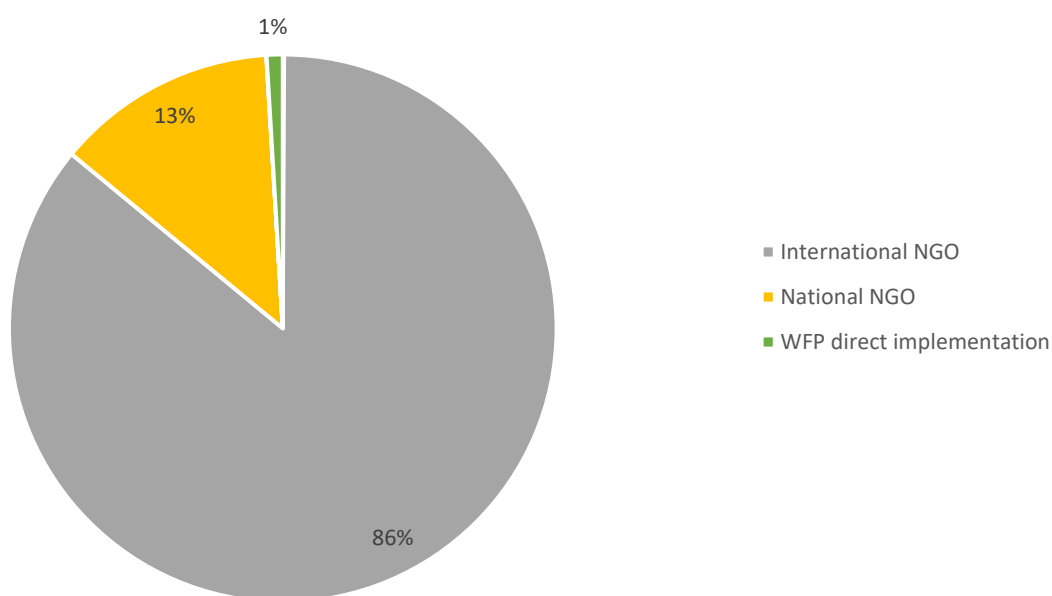
Table 22: Total beneficiaries by cooperating partner entity type (2018–2021)

Partner entity	Total beneficiaries
Community-based organization	470
Government counterpart	90620
International NGO	99565018
National NGO	15137784
UN agency	24612
WFP direct implementation	1096362
Grand total	115,914,866

Source: CM-A003 v3.4 (extracted on 9 December 2021) for 2018-2020, and CM-A003 v3.4 (extracted on 31 March 2022) for 2021 data.

Nb: Overlaps in beneficiary counting are not excluded. Excludes beneficiary data for which partner entity type data was not available ('blank' n=33,535,095)

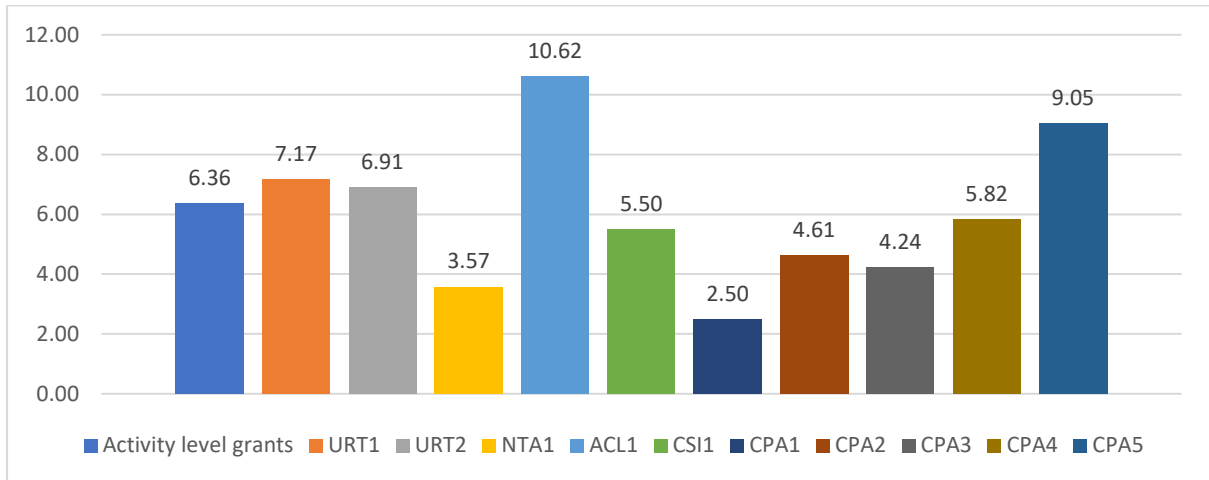
Figure 45: Total beneficiaries by cooperating partner entity type (2018–2021)



Source: *Ibid*

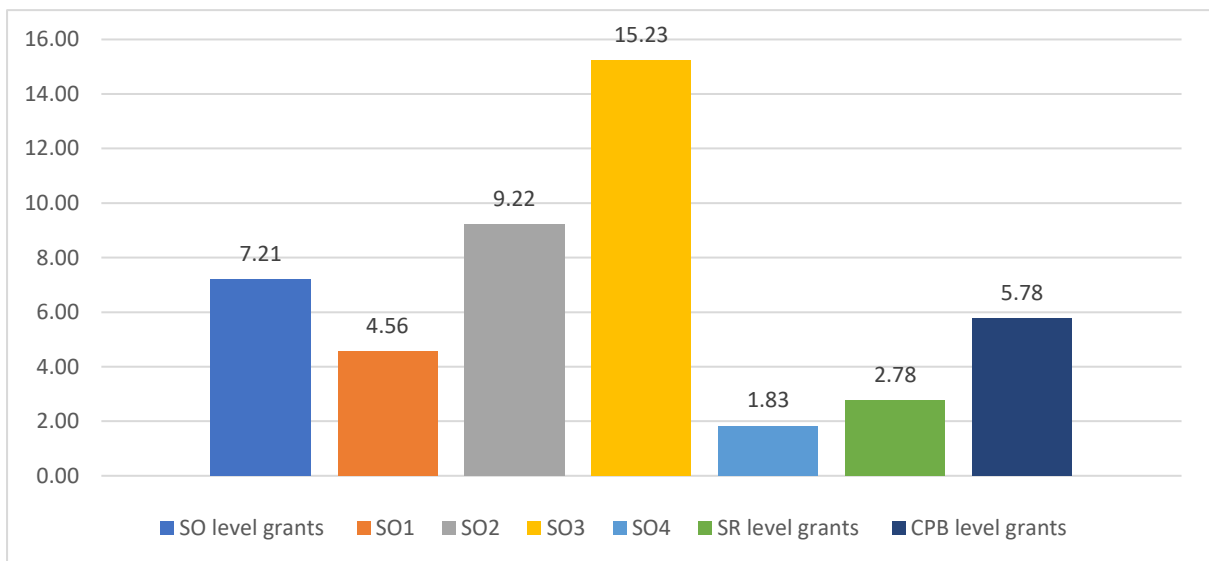
8. EFFICIENCY ANALYSIS

Figure 46: Activity level grants - average number of months from grant valid date to first allocation date



Source: CPB Grant Balances Report v3.0 extracted on 31 March 2022

Figure 47: SO, SR and CPB level grants - average number of months from grant valid date to first allocation date



Source: CPB Grant Balances Report v3.0 extracted on 31 March 2022

Table 23: Unprogrammed funds (excluding RT) by earmarking level and activity or SO

	Sum of Unprogrammed Total (Excl. RT)
Activity level	\$40,408,544.49
ACL	\$36,189,310.61
CPA	\$380,286.19
CSI	\$0.00
NTA	\$3,846,868.00
URT	-\$7,920.31
SO level	\$9,529,450.09
SO1	\$1,962,052.64
SO2	\$0.00
SO3	\$3,934.64
SO4	\$0.00
CPB level	\$3,106,262.36
DSC	\$946,638.51
SR level	\$28,407.88
Grand Total	\$46,455,840.52

Source: CPB Grant Balances Report v3.0 extracted on 31 March 2022

Table 24: Analysis of fund consumption cost categories

Cost Category	Needs Based Plan	Implementation Plan	IP as % of NBP	Actuals	Actuals as % of IP	Actuals as % of NBP
FOOD VALUE	\$ 844,554,999	\$ 655,643,691	78%	\$ 483,904,763	74%	57%
FTC - COOPERATING PARTNER COSTS	\$ 386,931,594	\$ 292,610,055	76%	\$ 195,154,461	67%	50%
FTC - OTHER FOOD RELATED COSTS	\$ 33,969,853	\$ 26,872,167	79%	\$ 11,355,996	42%	33%
FTC - PORT	\$ 80,372,949	\$ 59,358,346	74%	\$ 18,209,496	31%	23%
FTC - STORAGE	\$ 147,473,900	\$ 115,123,913	78%	\$ 118,897,410	103%	81%
FTC - SUPPLY CHAIN MANAGEMENT COSTS	\$ 122,062,055	\$ 99,733,711	82%	\$ 69,228,134	69%	57%
FTC - TRANSPORT	\$ 1,508,899,485	\$ 1,178,266,472	78%	\$ 602,607,380	51%	40%
CBT AND COMMODITY VOUCHER VALUE	\$ 395,361,128	\$ 311,225,520	79%	\$ 174,242,268	56%	44%
CBT - COOPERATING PARTNER COST	\$ 24,042,632	\$ 18,403,666	77%	\$ 17,141,710	93%	71%
CBT - DELIVERY COST	\$ 18,893,014	\$ 12,417,483	66%	\$ 1,069,309	9%	6%
CBT - MANAGEMENT COST	\$ 9,464,353	\$ 6,408,726	68%	\$ 1,775,948	28%	19%
CS - CAPACITY STRENGTHENING	\$ 82,118,863	\$ 77,606,523	95%	\$ 38,029,685	49%	46%
CS - COOPERATING PARTNER COSTS	\$ 30,054,290	\$ 24,261,126	81%	\$ 7,870,552	32%	26%
SD - SERVICE DELIVERY	\$ 438,725,078	\$ 405,049,843	92%	\$ 298,089,711	74%	68%
SD - COOPERATING PARTNER COSTS	\$ -	\$ -	-	\$ 5,550,308	-	-
IMP - ACTIVITY MANAGEMENT COSTS	\$ 410,430,988	\$ 315,259,615	77%	\$ 162,052,615	51%	39%
IMP - ASSESSMENTS COSTS	\$ -	\$ -	-	\$ 874,073	-	-
IMP - BENEFICIARY RELATIONSHIP MNGMNT	\$ -	\$ -	-	\$ 106,584	-	-
IMP - EVALUATION COSTS	\$ -	\$ -	-	\$ 207,279	-	-
IMP - MONITORING COSTS	\$ -	\$ -	-	\$ 109,265	-	-
IMP - OTHER IMPLEMENTATION INPUTS	\$ -	\$ -	-	\$ 15,039	-	-
DSC - ASSESSMENTS & EVALUATION COSTS	\$ 2,604,167	\$ 2,150,932	83%	\$ -	0%	0%
DSC - OTHER DSC COSTS	\$ 121,201,011	\$ 96,685,234	80%	\$ 33,708,355	35%	28%
DSC - WFP STAFF & STAFF RELATED COSTS	\$ 80,204,388	\$ 73,652,817	92%	\$ 52,829,722	72%	66%
Sub-total - Implementation costs	\$ 410,430,988	\$ 315,259,615	77%	\$ 163,364,854	52%	40%
Sub-total - Direct Support Costs	\$ 204,009,566	\$ 172,488,983	85%	\$ 86,538,078	50%	42%
Sub-total - Food and CBT value	\$ 1,239,916,128	\$ 966,869,211	78%	\$ 658,147,032	68%	53%
Sub-total - Food and CBT transfer costs	\$ 2,332,109,835	\$ 1,809,194,539	78%	\$ 1,035,439,844	57%	44%
Sub-total - Cooperating Partner costs	\$ 441,028,517	\$ 335,274,848	76%	\$ 225,717,030	67%	51%
Grand Total	\$ 4,737,364,748	\$ 3,770,729,840	80%	\$ 2,300,332,290	61%	49%

Source: CPB - Plan vs Actuals Report v2.1 extracted on 31 March 2022

Table 25: Analysis of fund consumption by activity

Activity	Needs Based Plan	Implementation Plan	IP as % of NBP	Actual Expenditures	Actual Expenditures as % of IP	Actuals as % of NBP
01 Nutrition-sensitive Food Assistance	\$ 2,534,168,813	\$ 2,045,737,122	81%	\$ 1,231,127,928	60%	49%
02 Food SM Nutrition assist. to refugees	\$ 539,082,390	\$ 358,873,830	67%	\$ 234,813,667	65%	44%
03 Nutr. assist. to malnutrition-risk	\$ 612,142,779	\$ 481,388,571	79%	\$ 266,632,300	55%	44%
04 Livelihood & rural HH resilience	\$ 373,613,938	\$ 271,634,392	73%	\$ 167,601,745	62%	45%
11 Infrastructure Development	\$ 35,622,184	\$ 35,557,098	100%	\$ 9,302,931	26%	26%
05 Air services for humanitarian comm.	\$ 236,911,622	\$ 225,242,903	95%	\$ 179,357,248	80%	76%
06 Logistics cluster	\$ 109,627,464	\$ 102,299,945	93%	\$ 88,625,927	87%	81%
07 Supply Chain Provision	\$ 24,886,896	\$ 17,149,991	69%	\$ 10,188,033	59%	41%
08 Security telecoms services	\$ 10,914,623	\$ 8,315,804	76%	\$ 6,299,327	76%	58%
09 Info mngt service SCOPE	\$ 55,232,307	\$ 51,122,086	93%	\$ 19,845,105	39%	36%
10 IT HISP	\$ 1,152,166	\$ 919,115	80%	\$ -	0%	0%
Direct Support Costs	\$ 204,009,566	\$ 172,488,983	85%	\$ 86,538,078	50%	42%
Grand Total	\$ 4,737,364,748	\$ 3,770,729,840	80%	\$ 2,300,332,290	61%	49%

Source: CPB - Plan vs Actuals Report v2.1 extracted on 31 March 2022

Table 26: Analysis of fund consumption by focus area

Focus Area	Needs Based Plan	Implementation Plan	IP as % of NBP	Actuals	Actuals as % of IP	Actuals as % of NBP
Crisis Response	\$ 4,124,119,060	\$ 3,291,049,367	80%	\$ 2,036,889,536	62%	49%
Resilience Building	\$ 409,236,122	\$ 307,191,490	75%	\$ 176,904,676	58%	43%
(blank) - DSC	\$ 204,009,566	\$ 172,488,983	85%	\$ 86,538,078	50%	42%
Grand Total	\$ 4,737,364,748	\$ 3,770,729,840	80%	\$ 2,300,332,290	61%	49%

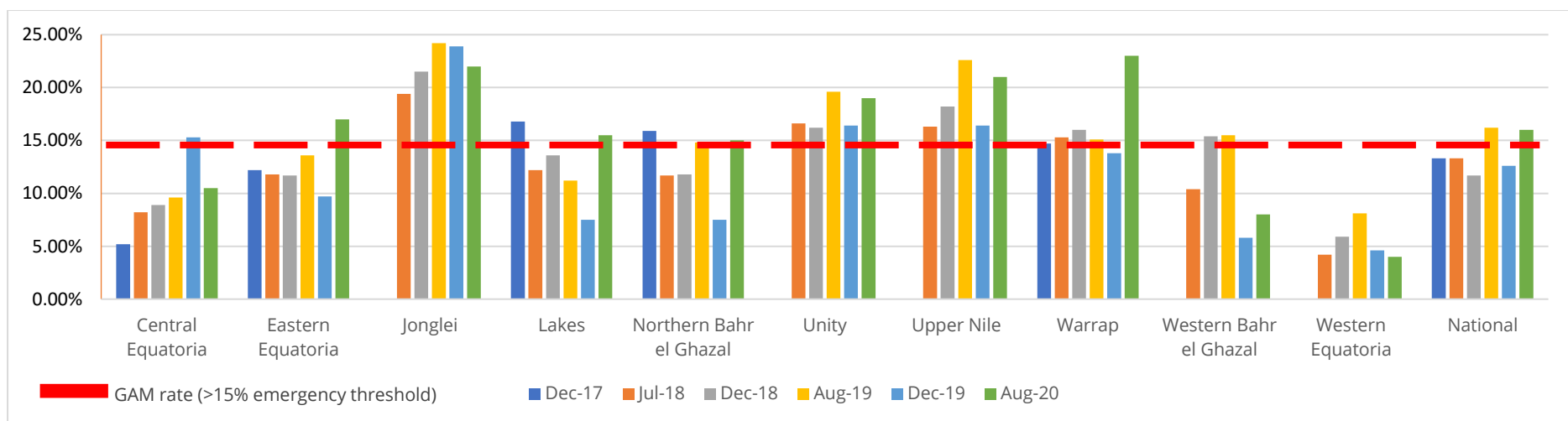
Source: CPB - Plan vs Actuals Report v2.1 extracted on 31 March 2022

Table 27: GAM rate by state and percentage of households food insecure

GAM rate (>15% emergency threshold)						
	Dec-17	Jul-18	Dec-18	Aug-19	Dec-19	Aug-20
Central Equatoria	5.20%	8.20%	8.90%	9.60%	15.30%	10.50%
Eastern Equatoria	12.20%	11.80%	11.70%	14%	10%	17%
Jonglei		19.40%	21.50%	24%	24%	22.00%
Lakes	16.80%	12.20%	13.60%	11%	8%	15.50%
Northern Bahr el Ghazal	15.90%	11.70%	11.80%	15%	8%	15.0%
Unity		16.60%	16.20%	19.60%	16.40%	19.00%
Upper Nile		16.30%	18.20%	22.60%	16.40%	21%
Warrap	14.70%	15.30%	16.00%	15%	14%	23.00%
Western Bahr el Ghazal		10%	15%	15.50%	5.80%	8.00%
Western Equatoria		4.20%	5.90%	8%	5%	4.00%
National	13.30%	13.30%	11.70%	16.20%	12.60%	16.00%

Source: FSNMS Rounds 21 to 26

Figure 48: GAM rate by state and percentage of households food insecure



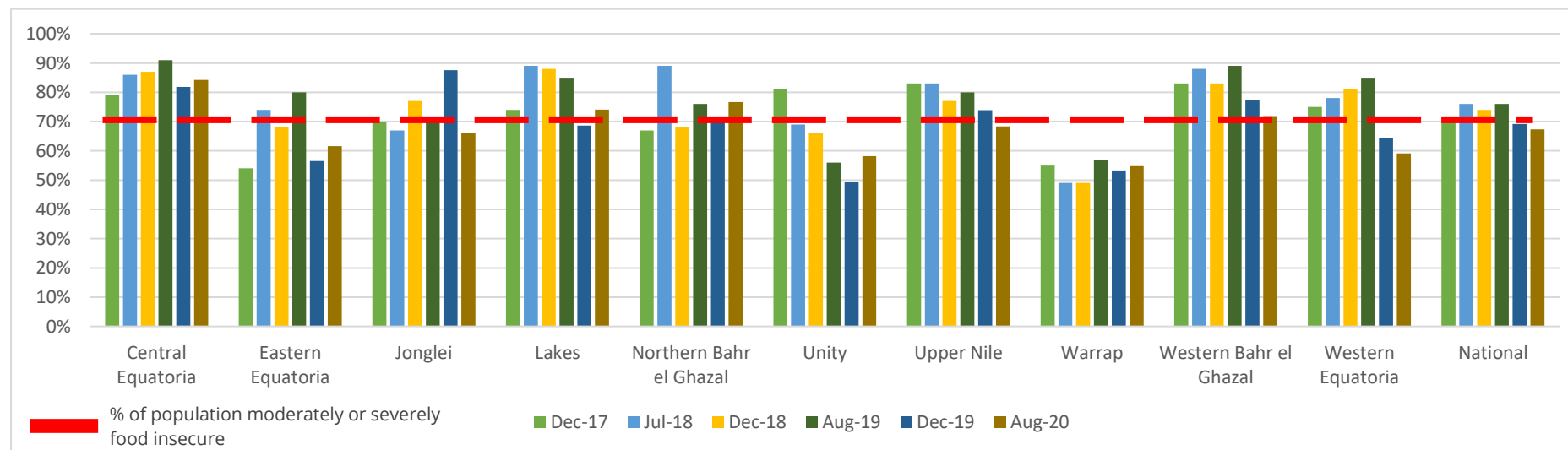
Source: FSNMS Rounds 21 to 26

Table 28: Percentage of population moderately or severely food insecure by state

Percentage of population moderately or severely food insecure						
	Dec-17	Jul-18	Dec-18	Aug-19	Dec-19	Aug-20
Central Equatoria	79%	86%	87%	91%	82%	84%
Eastern Equatoria	54%	74%	68%	80%	57%	62%
Jonglei	70%	67%	77%	71%	88%	66%
Lakes	74%	89%	88%	85%	69%	74%
Northern Bahr el Ghazal	67%	89%	68%	76%	70%	77%
Unity	81%	69%	66%	56%	49%	58%
Upper Nile	83%	83%	77%	80%	74%	68%
Warrap	55%	49%	49%	57%	53%	55%
Western Bahr el Ghazal	83%	88%	83%	89%	78%	72%
Western Equatoria	75%	78%	81%	85%	64%	59%
National	70%	76%	74%	76%	69%	67%

Source: FSNMS Rounds 21 to 26

Figure 49: Percentage of population moderately or severely food insecure by state



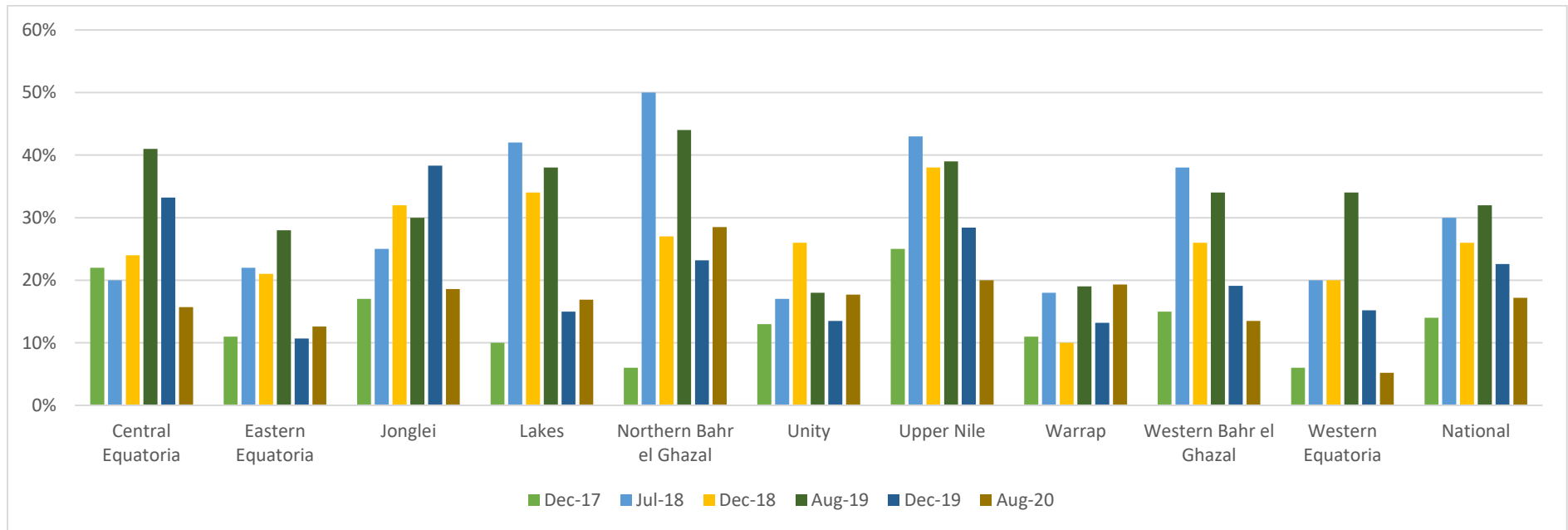
Source: FSNMS Rounds 21 to 26

Table 29: Percentage of population severely food insecure by state

Percentage of population severely food insecure						
	Dec-17	Jul-18	Dec-18	Aug-19	Dec-19	Aug-20
Central Equatoria	22%	20%	24%	41%	33%	16%
Eastern Equatoria	11%	22%	21%	28%	11%	13%
Jonglei	17%	25%	32%	30%	38%	19%
Lakes	10%	42%	34%	38%	15%	17%
Northern Bahr el Ghazal	6%	50%	27%	44%	23%	29%
Unity	13%	17%	26%	18%	14%	18%
Upper Nile	25%	43%	38%	39%	28%	20%
Warrap	11%	18%	10%	19%	13%	19%
Western Bahr el Ghazal	15%	38%	26%	34%	19%	14%
Western Equatoria	6%	20%	20%	34%	15%	5%
National	14%	30%	26%	32%	23%	17%
0-10%						
10-20%						
20-30%						
30-40%						
40%+						

Source: FSNMS Rounds 21 to 26

Figure 50: Percentage of population severely food insecure by state



Source: FSNMS Rounds 21 to 26

Table 30: Food/CBT value as a percentage of total food/CBT cost (food/CBT value + transfer costs) by CSP activity and year (NBP v IP v actual)

Activity	Modality	2018			2019			2020			2021			Cumulative (2019-2021)		
		NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual
01 Nutrition-sensitive food assistance	Food	15%	16%	34%	21%	24%	24%	23%	25%	27%	25%	22%	28%	21%	21%	27%
	CBT	87%	84%	95%	89%	90%	89%	90%	90%	92%	93%	94%	92%	90%	90%	91%
02 Food SM nutrition assistance to refugees	Food	25%	25%	41%	29%	24%	22%	32%	35%	37%	36%	31%	27%	30%	28%	32%
	CBT	73%	NA	92%	95%	94%	95%	95%	95%	97%	96%	96%	96%	92%	95%	96%
03 Nutrition assistance to malnutrition-risk	Food	29%	32%	71%	44%	56%	70%	44%	57%	59%	57%	55%	48%	41%	48%	60%
04 Livelihood and rural household resilience	Food	21%	18%	42%	26%	31%	13%	26%	31%	34%	27%	27%	27%	25%	26%	28%
	CBT	89%	86%	98%	70%	87%	80%	71%	83%	80%	69%	70%	74%	76%	81%	80%
Total	Food	20%	20%	38%	27%	29%	31%	28%	32%	33%	32%	29%	30%	27%	27%	33%
	CBT	86%	85%	94%	88%	91%	88%	88%	90%	91%	90%	76%	71%	88%	84%	84%

Sources: CPB - Plan vs Actuals Report v2.1 extracted on 31 March 2022, ACRs

Table 31: Total expenditure per metric ton of food distributed (USD) – plan vs actual

Activity	2018			2019			2020			2021			Cumulative (2018-2021)		
	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual
1	1,544	1,457	520	1,072	1,023	1,000	993	773	938	999	1,184	941	1,152	1,409	843
2	1,050	1,079	733	808	1,115	818	786	880	916	775	786	947	861	1,263	856
3	2,620	1,760	222	1,449	766	759	1,457	1,184	1,098	1,494	1,550	1,469	1,794	1,619	849
4	1,013	1,029	427	986	1,088	1,098	955	1,042	942	1,041	1,009	1,348	999	1,447	950
Total	1,548	1,424	509	1,059	1,008	961	1,007	824	948	1,000	1,152	1,006	1,157	1,413	851

Source: CM-R014 Food and CBT v2.0 extracted 31 March 2022, CPB - Plan vs Actuals Report v2.1 extracted on 31 March 2022, SSD 2021 Implementation Plan

Table 32: Total expenditure 1 USD value of cash transferred (USD)

Activity	2018			2019			2020			2021			Cumulative (2018-2021)		
	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual
1	0.15	0.19	0.05	0.12	0.11	0.12	0.11	0.11	0.09	0.08	0.07	0.08	0.11	0.11	0.09
2	0.37	N/A	0.09	0.06	0.06	0.05	0.05	0.05	0.03	0.04	0.04	0.04	0.08	0.05	0.05
4	0.12	0.16	0.02	0.43	0.16	0.25	0.43	0.16	0.25	0.44	0.42	0.35	0.31	0.24	0.24
Overall	0.17	0.18	0.06	0.14	0.10	0.13	0.42	0.20	0.25	0.11	0.11	0.13	0.14	0.12	0.11

Sources: CPB - Plan vs Actuals Report v2.1 extracted 31 March 2022, ACRs.

Annex 13: List of People Interviewed

Table 33: Summary of number of interviewees by key informant category and modality

Category	Number of interviewees		
	In-person	Remote	Total
Country office	4	27	31
Field office	12		12
Cooperating partner staff	38	8	46
Project Management Committees	54		54
UN agencies	2	6	8
Academics/local teachers	11		11
Local government	17		17
National government	2	3	5
Beneficiaries	202		202
RBN		14	14
HQ		6	6
Donors		13	13
Total	342	77	419

Table 34: Gender breakdown of total number of interviewees by key informant category

Category	Gender (% of total)	
	Male	Female
Country office	46%	54%
Field office	79%	21%
Cooperating partner staff (HQ)	100%	0%
Cooperating partner staff (field staff)	93%	7%
Project Management Committees	34%	66%
UN agencies	50%	50%
Academics/civil society	100%	0%
Local government	100%	0%
National government	67%	33%
Beneficiaries*	28%	72%
WFP RBN + HQ	35%	65%
Donors	58%	42%
Overall	55%	45%

*Nb: Figures for beneficiaries are based on gender split of 116 out of the 202 beneficiaries consulted. 86 beneficiaries were reached through large FGDs and genders of all individuals were not recorded.

Figure 51: Total number of interviewees completed by key informant category

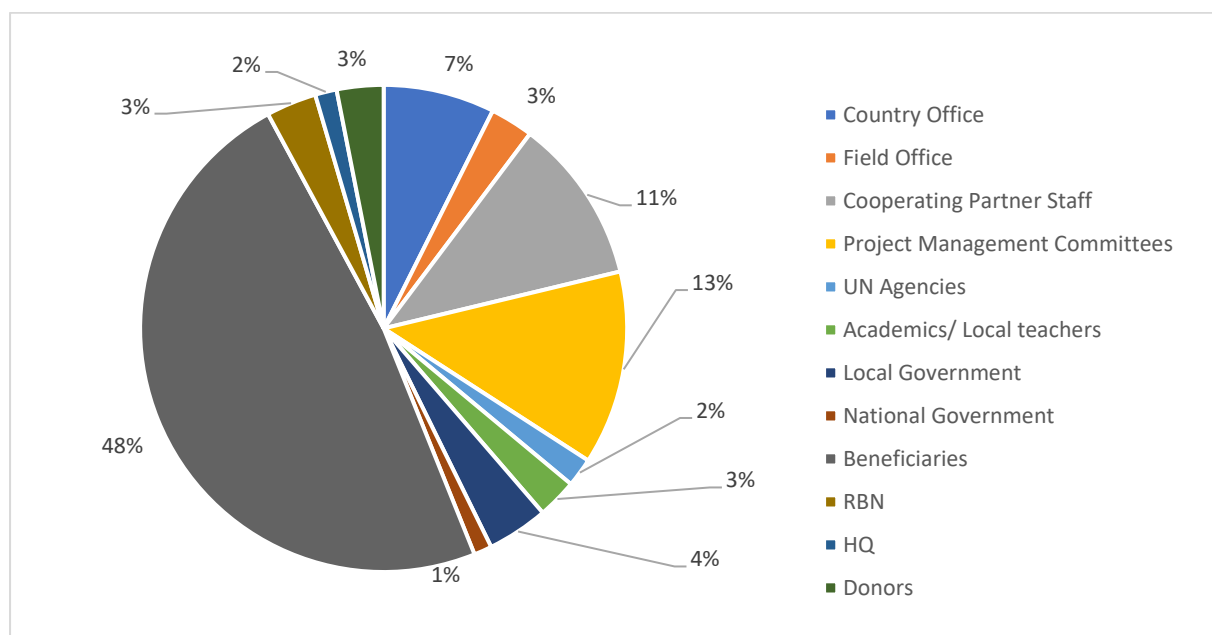


Table 35: List of people interviewed

Institution	Position	Name
WFP SOUTH SUDAN COUNTRY OFFICE		
WFP CO	Head of Innovation, SCOPE and CBT	David Thomas
WFP CO	Head of BPU	Harald Mannhard
WFP CO	Head Logistics Cluster	Fiona Lithgow
WFP CO	Head of Research, Assessment and Monitoring	William Nall
WFP CO	Head of SNR	Miyuki Yamashita
WFP CO	Head Nutrition Unit	Mona Shaikh
WFP CO	Donor Relations	Aleksandra Krajczynska
WFP CO	Head of VAM	Lia Pozzi
WFP CO	Urban Safety Nets, SNR	Shiho Akamatsu
WFP CO	Deputy Country Director	Adeyinka Badejo
WFP CO	Head of UNHAS	Geoffrey Mwangi
WFP CO	FSL Cluster Coordinator	Alistair Short
WFP CO	Head of Reporting	Althea Pickering
WFP CO	Head of Security	Himadri Thapa
WFP CO	Head of Partnerships	Asif Niaz
WFP CO	SNR, Activity Manager	Anna Soper
WFP CO	Gender Protection Unit	Shakeela Ellahi, Noreen Omondi
WFP CO	Emergency Unit	Melody Muchimwe Abebe Zewdu Kiganzi Nyakato
WFP CO	Head of Logistics	Nenad Grcovik
WFP CO	Head of Programme	Ernesto Gonzalez
WFP CO	Country Director	Matthew Hollingworth
WFP CO	Past CO Management	Simon Cammelbeek
WFP CO	MEAL Unit- Head and Deputy Head of Unit	Wilson Kaikai Grace Makhaira
WFP CO/ RBN	Past CO Management	Simon Cammelbeek

WFP SOUTH SUDAN FIELD OFFICES		
FO Kuajok, Warrap	Head of Field Office VAM Assistant Focal point for GFD/FLA Deputy Head of programme Programme Officer for FFA, School Feeding and Small Farmers Activities Nutrition Focal point	Kennedy Genag Joseph Ohire Mayend Deng Issac Mule Akech Andrew Kon Anyar
FO Abyei	Head of Field Office	Stephen Moseray
FO Bor, Jonglei	Jonglei Pilot Peace Project Coordinator Head of Programme Deputy Head of Programme	Lawrence Peter Martha Engole Peter Matio
FO Lakes	Head of Field Office Senior Programme Associates for SCOPE, Resilience and GFD Senior Programme Associate for Partnership, Planning and Reporting and Nutrition Coordination Head of Programme for Mingkaman Field Office and OCHA Deep Field Coordinator	Mary Stella Mavenjina Santino Akeen Ayony Deng Mayen Dhieu Mac Anyang Yuang
COOPERATING PARTNERS - COUNTRY HQ LEVEL		
Agency for Technical Cooperation and Development (ACTED)	Country Director	Robert Simpson
Joint Aid Management	Country Director	Abeba Amene
Norwegian Refugee Council	Representative	Sultan Mahmood
Norwegian People's Aid	Representative	Ekubazgi Fesshaye
Samaritan Purse	Country Director	Mark Bennett
Plan International	Country Director	George Otim
World Vision	Country Director	Mesfin Loha
Welthungerhilfe	Senior Head of Project	Baraza Aggrey
COOPERATING PARTNERS - FIELD STAFF LEVEL		
Action Against Hunger (ACF) Alek Warrap	Nutrition Programme Management and Acting Field Coordinator Nutrition Project Officer	Guwoly Stella Henry Dominic Anei
Abyei Community Action for Development (ACAD)	Gender and Protection Officer Nutrition Officer Project Manager Field Monitor Assistant Agriculture Officer	Abion Weng Abdulmajied Aguék Rokdit Deng Akot Deng Kiir Ayuel Mou Atem Deng Mou Mayen
ACTED Bor, Jonglei	Food Security and Livelihoods Team Leader	Chol Kuir Diing
Doctors with Africa, Lakes	Country Coordinator	
NPA, Lakes	NPA Pilot pastoral Programme	Dav Daniel, Kuir Kerubino, Manyiel
Save the Children – Bor, Jonglei	Bor Hospital Community Nutrition Worker	Majok Mathiang Ghai
World Vision International (Kuajok, Warrap)	58. Food Security Advisor	63. Chengetai Jiri 64. Garang Jiel Dhieu

	59. Senior Food Assistance Officer, Warrap 60. Monitoring and Evaluation Officer, Food Assistance Officer 61. Food Assistance Officer 62. Food Assistance Officer Quality Assurance Officer	65. Maker Alembany Malok 66. John Mawien 67. Joseph Muong Anei 68. Peter Marial
World Vision International (Tonj North County, Warrap)	69. Food Assistance Officer 70. Food Assistance and M&E Assistant 71. Nutrition Field Coordinator 72. School Feeding Field Coordinator 73. FFA Technician	74. Garang Aleu 75. Ayiei Guot Anyuon 76. John Gor 77. Bai Ayiei Bai 78. Dau Daniel Deng
CRS Yirol, Lakes State	CRS School Feeding Project Officer	Madey Barnabas Angong
Plan International, Lakes	FFA Agriculture Officer FFA Infrastructure Officer	Samuel Akech Chanyok Marial Chaping Makuei
NRC Warrap, Gorgrial West	Livelihood & Project Coordinator	Yai Deng
DONORS		
USAID	USAID South Sudan Representatives	Keri Dodge Francis Gale Taban Emmanuel Andrew Apostolopoulos
Canada	GAC South Sudan Representative	James Jackson
EU DG ECHO	EU DG ECHO South Sudan Representative	Mohamed Mechmache
EU DG INTPA	EU DG INTPA South Sudan Representative	Sergio Rejado Albaina
UK Government FCDO	FCDO South Sudan Representatives	Francesca Cofini Sarah Maynard Sushmita Das Hugh King
Germany	Germany Country Representative	Rosemarie Hille
WFP – Headquarters and Regional Bureau Nairobi		
WFP HQ – PRO-P	Conflict and Peace Advisor	Gaia Gozzo
WFP HQ – PRO-P	AAP – Humanitarian Protection Programme Policy Officer	Charlotte Lancaster
WFP HQ – PRO-P	Nexus Operationalization Advisor	Gabriella McMichael
WFP HQ – GEN	Gender Office	Zuzana Kazdova
WFP RBN	Senior Regional Programme Adviser	Ross Smith
WFP RBN	Regional Monitoring Advisor	Zarrina Kurbanova
WFP RBN	Emergency Preparedness and Response Advisor	Shaun Hughes
WFP RBN	Head of Partnerships and Innovation	Andreas Hansen
WFP RBN	Nutrition and School feeding regional advisors	Mutina Hambayi, Colleen O'Connor
WFP RBN	Programme Cycle Management, New CSP Consultant	Anoushka Boteju, Igor Bazemo, Wacheke Bobotti
WFP RBN	Social Protection and Cash Based Transfers Advisors	Danielle Trotter and Hiba Abouswaid
WFP RBN	Risk Management	Hamid Aboudou, Zaid Abbasi

WFP RBN/HQ	Resilience and Livelihoods	Dipayan Bhattacharyya and Vanessa Bonsignore
WFP RBN	Regional Supply Chain Advisor	Barbara Vanlogchem
OTHER UN AGENCIES		
UNOCHA	OCHA Country Representative	Khristele Younes
UNFAO	FAO Representative	Meshack Malo
UNICEF	UNICEF Representative	Hamida Ramadhani
UN Women	UN Women, Country Representative UN Women, Deputy Representative/Head of Programme	Peterson Magoola Paulina Chiwangu
UNCT	UN Country Team Resident Coordinator	George Kwamina Otoo
NATIONAL GOVERNMENT		
Ministry of Humanitarian Affairs and Disaster Management	DG for Early Warning	Betty Scopas
Ministry of Health	Director of Nutrition	Madam Khamisa Ayoub
Ministry of Gender, Child and Social Welfare	Acting Director, Department of Planning	Emmanuel Ladu Laku
Ministry of Road and Bridges	Director of Planning Director of Quality and Materials David Kenyi, Chief Surveyor	James Alam Eng. Justin Lado David Kenyi
LOCAL/STATE GOVERNMENT		
Jonglei State Ministry of Peace Building	Minister of Peace Building	Hon. Michael Malual Gabriel
Abyei Administrative Area	Director of Relief and Rehabilitation Commission	Santino Deng
Abyei Administrative Area	Director General, Ministry, Forestry, Animal Resources and Fisheries	Rou Mawien
Abyei Administrative Area	Chief Administrator Minister of Finance	Kuol Diem Kuol Malony Tong Ngor
Jonglei State Relief and Rehabilitation Commission	Chairperson Jonglei RRC Deputy Chairperson Jonglei RRC	Tuor Majak Elijah Mocnom
Lakes State, Yirol West County Relief and Rehabilitation	Yirol West County Relief and Rehabilitation Deputy coordinator RRC	Gabriel Anok
ACADEMIA/CIVIL SOCIETY		
University of Juba	Director of Planning, Innovations and Quality Assurance. Institute of Peace, Development and Security Studies	Prof. Nelson Leben Moro
	Food Security/Agriculture Expert	Michael Roberto Kenyi
PROJECT MANAGEMENT COMMITTEES		
PMC	Mother to mother group Mingkamann Primary Health Care	23 PMC members
PMC	Guarkou Cattle Camp Lakes State	12 PMC members
PMC	PMC ACTED, FFA Project Bor, AFOR BARR Payam.	6 PMC members

PMC / CNV	PMC/ Community Nutrition Volunteers - Save the Children - Bor hospital	PMC members and Community Nutrition Volunteers
PMC	PMC Save the Children, PHCC Langba, Bor	2 PMC members including Secretary
PMC	PMC Plan International FFA Lakes State	10 PMC members
PMC Agok	PMC, Representative for Mading Jok Thiang village PMC, Representative for Mabuony village PMC, Representative for Joljuk village PMC, Representative for Maker village PMC, Representative for Agok village PMC, Chairman for Mading Jok Thiang village PMC, Representative for Mading Jok Thiang village PMC, Representative for Joljuk village PMC, Representative for Agok village PMC, Representative for Mading Jok Thiang village PMC, Representative for Mabuony village	11 PMC members

Annex 14: Findings-Conclusions-Recommendations Mapping

Recommendation	Conclusions	Findings
<p>Recommendation 1: WFP, in its next country strategic plan for South Sudan, should avoid spreading itself too thinly</p>	<p>Conclusion 2: Targeting for GFD was a huge challenge given the scale of need due to protracted crises and funding constraints. Given available resources, WFP assistance was perceived to have been spread too thinly and was insufficient to fully address all needs</p>	<p>Finding 6: WFP South Sudan’s targeting strategy was based on needs-based planning exercises, with priority given to the most vulnerable based on the principle of reaching “those furthest behind”</p> <p>Finding 47: Resource allocations were based on needs/vulnerability levels as determined by the IPC food security classification and on geographic targeting which broadly and appropriately reflected needs although WFP support was perceived to have been “spread too thinly”</p> <p>Finding 48: Targeting has been a huge challenge. Food support was insufficient given scale of need and funding constraints. Beneficiaries have not always fully understood/agreed with targeting decisions. While WFP staff and some CPs reported that decisions on resource allocations were appropriate PCMs and some CPs also highlighted the mismatch between available resources and level of need.</p>
<p>Recommendation 2: WFP should consider a number of opportunities to maximize the longer-term and sustainable impact of its interventions, to ensure greater coherence across the portfolio including synergies between SOs and to better support graduation of beneficiaries from SO1 to other SOs</p>	<p>Conclusion 1: WFP is the leading provider of humanitarian assistance in South Sudan, reflecting its strong comparative advantage as an emergency responder. The programme was well aligned to national priorities and UNCF, but stronger engagement with national and state government is needed, if the focus on sustainability and country capacity strengthening (CCS) are to increase</p>	<p>Finding 1: The ICSP was aligned to Government policies and plans, with additional policies and plans developed over the lifespan of the ICSP, some with the assistance of WFP. Shortcomings to engagement with government stakeholders resulted in WFP opting for an ICSP rather than a CSP</p> <p>Finding 13: There was good coherence and alignment between the ICSP and UN Cooperation Framework (particularly Pillar 3) and agencies</p>

	<p>Conclusion 2: Targeting for GFD was a huge challenge given the scale of need due to protracted crises and funding constraints. Given available resources, WFP assistance was spread too thinly and was insufficient to fully address all needs</p>	<p>Finding 47: Resource allocations were based on needs/vulnerability levels as determined by the IPC food security classification and on geographic targeting which broadly and appropriately reflected needs although WFP support was perceived to have been “spread too thinly”</p>
	<p>Conclusion 3: The ICSP was useful as an overarching framework for WFP interventions in South Sudan. However, the context constrained working towards longer-term goals and the design of the ICSP did not engender an integrated approach to portfolio management</p>	<p>Finding 4: The ICSP has served as a useful framework for WFP engagement in South Sudan, but it lacked a long-term approach to addressing root causes of hunger</p>
	<p>Conclusion 5: WFP performance on food assistance and nutrition (SO1 and SO2) was rated highly by all stakeholders; however, overall performance of SOs fell short of ICSP targets, mainly due to the challenging context and COVID-19 disruption, as well as funding constraints and scale of needs</p>	<p>Finding 14: WFP was effective in saving lives and improving the food security of populations in IPC Levels 4 and 5. However, the level of assistance was not sufficient to reach food security targets</p> <p>Finding 16: WFP has been effective in the treatment of moderate acute malnutrition and improving the quality of diet, however the level of assistance in the preventive activities was insufficient in coverage</p> <p>Finding 18: Over time, WFP has scaled up its support for resilience-building activities. Performance against targets in terms of outputs was broadly good, although there was some disruption due to COVID-19</p> <p>Finding 19: FFA has been effective in improving self-reliance, food security and nutrition, and reducing tensions and violence. Evidence on the effectiveness of resilience efforts against floods is unclear</p> <p>Finding 21: The Logistics Cluster in South Sudan was seen as instrumental to, and a key enabler for, the successful implementation of the humanitarian response; strong support for</p>

		the Cluster helped to sustain a well-managed and fully funded common logistics service ¹⁶
	Conclusion 7: South Sudan’s context is extremely challenging, undermining potential to deliver sustainable impact	Finding 34: Conceived as a transitional document, the ICSP lacked a long-term vision. Sustainability was not sufficiently considered in design of the ICSP due to the prevailing assumption of significant food insecurity throughout the period covered by the ICSP
	Conclusion 8: Throughout ICSP delivery, WFP in South Sudan has been cognizant of the strong inter connections between promoting long-term food security, resilience and peacebuilding	Finding 36: The experience of WFP so far indicates some initiatives have the potential to be sustained going forward Finding 37: Throughout ICSP delivery, WFP in South Sudan has been cognizant of the strong interconnections between long-term food security, resilience and peacebuilding Finding 38: Since the 2020 Nobel Peace Prize, WFP has sought to position itself further as a peacebuilding actor ¹⁷ in South Sudan through a partnership approach. Finding 39: WFP faced significant challenges in making progress on the nexus during this ICSP
Recommendation 3: To deliver ambitions to increase the focus on resilience building in the next CSP for South Sudan, WFP needs to take a number of steps	Conclusion 3: The ICSP was useful as an overarching framework for WFP intervention in South Sudan. However, the context constrained working towards longer-term goals and the design of the ICSP did not engender an integrated approach to portfolio management	Finding 4: The ICSP has served as a useful framework for WFP engagement in South Sudan, but it lacked a long-term approach to addressing root causes of hunger Finding 69: Resilience-building results were hampered by limited internal staff capacity and expertise
	Conclusion 8: Throughout ICSP delivery, WFP in South Sudan has been cognizant of the strong inter connections between promoting long-term food security, resilience and peacebuilding	Finding 36: The experience of WFP so far indicates some initiatives have the potential to be sustained going forward Finding 37: Throughout ICSP delivery, WFP in South Sudan has been cognizant of the strong interconnections between long-term food security, resilience and peacebuilding

¹⁶ Logistics Cluster 2020. South Sudan Lessons Learned Report

¹⁷ WFP. 2020. South Sudan ACR

		<p>Finding 38: Since the 2020 Nobel Peace Prize, WFP has sought to position itself further as a peacebuilding actor¹⁸ in South Sudan through a partnership approach.</p> <p>Finding 39: WFP faced significant challenges in making progress on the nexus during this ICSP</p>
<p>Recommendation 4: Beneficiary registration and verification processes need to be made more efficient and research, assessment, monitoring and evaluation data and analyses better integrated with decision-making structures</p>	<p>Conclusion 2: Targeting for GFD was a huge challenge given the scale of need due to protracted crises and funding constraints. Given available resources, WFP assistance was spread too thinly and was insufficient to fully address all needs</p>	<p>Finding 7: WFP made substantial efforts to reach the most vulnerable and ICSP design placed an emphasis on addressing the needs of vulnerable women and girls</p> <p>Finding 47: Resource allocations were based on needs/vulnerability levels as determined by the IPC food security classification and on geographic targeting which broadly and appropriately reflected needs although WFP support was perceived to have been “spread too thinly”</p>
	<p>Conclusion 4: Adaptations of the programme, particularly in response to COVID-19, are assessed positively. More work is needed to better integrate research, assessment, monitoring and evaluation systems with decision-making processes</p>	<p>Finding 12: WFP adapted well to respond to needs during the COVID-19 pandemic</p> <p>Finding 58: There was significant data generated by WFP’s MEAL system. While some decisions are made on the basis of evidence generated, additional efforts are required to strengthen more systematically the link between evidence generation and decision making</p>

¹⁸ WFP. 2020. South Sudan ACR

<p>Recommendation 5: WFP should continue to strengthen approaches to delivery of a number of its cross-cutting themes, including AAP, conflict sensitivity and gender equality</p>	<p>Conclusion 6: WFP delivered a strong performance in terms of consideration of cross-cutting issues such as protection, adherence to humanitarian principles and emphasis placed on coverage of environmental risks. However, WFP needs to continue to build on its work to mainstream conflict sensitivity in programme design and delivery and support progress towards delivery of a gender-transformative approach</p>	<p>Finding 23: WFP was committed to humanitarian principles in delivery of assistance to affected communities</p> <p>Finding 24: Conflict sensitivity in programming was considered. To address challenges in translating the theory into practice, there has been considerable investment in capacity strengthening of staff in this area</p> <p>Finding 25: Protection issues are taken seriously, and risks mitigated</p> <p>Finding 28: Overall the number of beneficiaries making complaints is very small relative to total numbers of beneficiaries, with underreporting by cooperating partners and insufficient visibility of CFM among beneficiaries</p> <p>Finding 29: ICSP delivery placed an emphasis on gender equality and the empowerment of women</p> <p>Finding 31: Environmental risks were appropriately identified and managed in the delivery of assistance</p>
<p>Recommendation 6: WFP needs to strengthen partnership arrangements in a number of areas</p>	<p>Conclusion 1: WFP is the leading provider of humanitarian assistance in South Sudan, reflecting its strong comparative advantage as an emergency responder. The programme was well aligned to national priorities and UN CF, but stronger engagement with national and state government is needed, if the focus on sustainability and country capacity strengthening (CCS) are to increase</p>	<p>Finding 1: The ICSP was aligned to Government policies and plans, with additional policies and plans developed over the lifespan of the ICSP, some with the assistance of WFP. Shortcomings to engagement with government stakeholders resulted in WFP opting for an ICSP rather than a CSP</p> <p>Finding 13: There was good coherence and alignment between the ICSP and UN Cooperation Framework (particularly Pillar 3) and agencies</p>
	<p>Conclusion 8: Throughout ICSP delivery, WFP in South Sudan has been cognizant of the strong interconnections between promoting long-term food security, resilience and peacebuilding</p>	<p>Finding 36: The experience of WFP so far indicates some initiatives have the potential to be sustained going forward</p>

	<p>Conclusion 10: WFP activities in South Sudan are delivered in a cost-efficient way</p>	<p>Finding 49: Logistics efficiencies have continuously been explored by WFP and reliance on expensive air transport reduced but costs could be further contained with timely funding</p> <p>Finding 50: Transport performance (percentage of food uplifted at the requested time) during 2021 was below the regional (country office) average</p> <p>Finding 52: Changing the type of nutritious food products used helped to reduce distribution costs</p> <p>Finding 53: The quantity of locally procured food increased between 2018 and 2021, yet volumes remained relatively low, as a result of systemic challenges</p> <p>Finding 54: The biometric registration system, SCOPE, significantly improved efficiency by reducing duplications and subsequent beneficiary caseloads</p>
	<p>Conclusion 11: Funding shortfalls have been a major issue in the delivery of the ICSP</p>	<p>Finding 40: WFP has made a strong contribution to use of social protection (SP) approaches in South Sudan, although funding remains highly inadequate</p> <p>Finding 41: WFP could not fully deliver planned outputs due to funding constraints and shortfalls</p> <p>Finding 44: Multiple factors outside the control of WFP have affected the timeliness of assistance to beneficiaries</p>

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Annex 16: Acronyms

AA	Administrative areas
AAP	Accountability to affected populations
ABSS	Agricultural Bank of South Sudan
ACL	Asset creation and livelihoods
ACR	Annual Country Report
ARCSS	Agreement on Resolution of Conflict in South Sudan
ART	Antiretroviral therapy
BFSP	Blanket supplementary feeding programs
BR	Budget revision
BRACE	Building Resilience Through Asset Creation and Enhancement II
CBO	Community-based organization
CBT	Cash-based transfer
CCS	Country capacity strengthening
CEA	Cost effectiveness analysis
CFA	Cash for Assets
CFM	Community feedback mechanism
CFSVA	Comprehensive food security and vulnerability analysis
CMAM	Community management of acute malnutrition
CNV	Community Nutrition Volunteers
CO	Country office
COVID-19	Coronavirus disease 2019
CP	Cooperating partner
CPB	Country portfolio budget
CPE	Country Portfolio Evaluation
CRF	Corporate results framework
CSI	Capacity development/strengthening activities
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CSRF	Conflict Sensitivity Resource Facility
CODA	Conditional on-demand assistance
CVR	community violence reduction
DRC	Democratic Republic of the Congo
ELFSS	Evidence and Learning Facility in South Sudan
EM	Evaluation manager
EQ	Evaluation question
EQAS	Evaluation Quality Assurance System
ER	Evaluation Report
ET	Evaluation team
FAO	Food and Agriculture Organization
FCDO	UK – Foreign, Commonwealth and Development Office
FFA	Food for assets
FFS	Food for training
FGD	Focus group discussion

FLA	Field-level agreements
FNS	Food security and nutrition
FO	Field office
FRIMP	Feeder Road Improvement and Maintenance Project
FSL	Food security and livelihoods
FSNMS	Food Security Nutrition Monitoring System
GAM	Global acute malnutrition
GBV	Gender-based violence
GCMF	Global Commodity Management Facility
GEWE	Gender equality and women's empowerment
GFD	General food distribution
GoSS	Government of South Sudan
GPAA	Greater Pibor Administrative Area
HARISS	Humanitarian and Resilience Programme in South Sudan
HCT	Humanitarian country team
HGSF	Home grown school feeding
HISP	Humanitarian Internet Support Project
HQ	Headquarters (WFP)
HRP	Humanitarian response plan
IAHE	Inter-agency humanitarian evaluation
ICA	Integrated context analysis
ICSP	Interim Country Strategic Plan
ICSPE	Interim Country Strategic Plan Evaluation
IDP	Internally displaced person
IFP	Institutional feeding programme
INGO	International non-governmental organization
IOM	International Organization for Migration
IP	Implementation plan
IPC	Integrated Food Security Phase Classification
IPC	Integrated Phase Classification
IR	Inception Report
IRG	Internal reference group
ISC	Indirect support cost
KI	Key informant
KII	Key informant interviews
LTSH	Landside transport, storage and handling
M&E	Monitoring and evaluation
MAM	Moderate acute malnutrition
MEAL	Monitoring, evaluation, accountability and learning
MoAFS	Ministry of Agriculture and Food Security
MoU	Memorandum of understanding
MSSEC	Minimal stress severe extreme catastrophe
MT	Metric ton
NAS	National Salvation Front/Army
NBP	Needs-based plan
NDS	National Development Strategy 2018–2021

NGO	Non-governmental organization
OCHA	Office for the Co-ordination of Humanitarian Affairs
OECD DAC	(OECD) Development Assistance Committee
OEV	Office of Evaluation (WFP)
PDM	Post-distribution monitoring
PLHIV	People living with HIV
PfRR	Partnership for Recovery and Resilience
PLW/G	Pregnant and lactating women and girls
PMC	Project Management Committee
PPE	Personal protection equipment
PRRO	Protracted relief and recovery operation
QA	Quality assurance
RAN	Rural Aggregation Network
R-ARCSS	Revitalized Peace Agreement on Resolution of Conflict of South Sudan
RBN	Regional Bureau Nairobi
RRC	Relief and Rehabilitation Commission
SAM	Severe acute malnutrition
SDC	Swiss Development Cooperation
SDG	Sustainable Development Goals
SENS	Standardized Expanded Nutrition Surveys
SER	Summary Evaluation Report
SGBV	Sexual and gender-based violence
SO	Strategic outcome
SPLM	Sudan People's Liberation Movement
SSDP	South Sudan Development Plan 2011–2016
SSP	South Sudanese pound
TB	Tuberculosis
THR	Take home rations
ToC	Theory of change
ToR	Terms of Reference
UN	United Nations
UN CERF	United Nations Central Emergency Response Fund
UNAIDS	United Nations Programme on HIV/AIDS
UNCF	United Nations Cooperation Framework
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan
UNSDCF	United Nations Sustainable Development Cooperation Framework
URT	Unconditional resource transfers

USAID	United States Agency for International Development
USD	United States dollar
VAM	Vulnerability analysis mapping
WASH	Water, sanitation and hygiene
WFP	World Food Programme

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