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Evaluation of Sudan WFP Country Strategic Plan 2019-2023

Centralized Evaluation Report – Volume II Annexes

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Disclaimer

The opinions expressed are those of the evaluation team, and do not necessarily reflect those of the World Food Programme (WFP). Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designations employed and the presentation of material in the maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

The research on which this report is based was completed by September 2021, and the draft report prepared in the weeks following. There were major developments in governance and government in Sudan very recently. It is understood that changes which will follow these events may significantly impact WFP operations. However, this report was produced under different circumstances and does not reflect these developments.

Photocredits

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Annex 1: Summary ToR

Evaluation of Sudan WFP Country Strategic Plan 2019 - 2022

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 CSP (2019-2022) centres around five Strategic Outcomes focusing on emergency response, nutrition, resilience, service provision and social protection. Under the CSP, WFP has reinforced a long-term vision that recognizes the humanitarian-development-peace nexus and takes into account national food and nutrition security objectives, as well as emergency response capacity, while at the same time maintaining its focus on humanitarian action.

The overall budget of the Sudan CSP approved by the Executive Board was USD 2.27 billion for a total of 6.25 million beneficiaries. The CSP went through three budget revisions. The last budget revision, approved in February 2021, brought the overall budget to USD 2.69 billion and total planned beneficiaries remained unchanged.

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 Country Strategic Plan.

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 CSP 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 CSP 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 CSP in light of changing context, national capacities and needs; and to what extent the CSP 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 Sudan?

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, 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 CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

QUESTION 3: To what extent has WFP 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; 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 Country Strategic Plan, approved by the WFP Executive Board in November 2018, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from 2018, this includes activities prior to the Country Strategic Plan (2019 - 2022) to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

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

In light of recent developments related to the COVID19 pandemic, the inception phase will be conducted remotely. Depending on how the country and global contexts evolve, the data collection phase should be conducted through either fully or partially in-country fieldwork. Should the contextual and security situation allow it, the aim would be to hold the final learning workshop in Khartoum.

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 Sudan CSPE (i.e. agriculture, food security, livelihoods and resilience; nutrition and health and; emergency preparedness and response).

OEV EVALUATION MANAGER: The evaluation will be managed by Sergio Lenci, Senior Evaluation Officer in the WFP Office of Evaluation. He 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 August 2021 to inform the new CSP design process. A country learning workshop will be held in November 2021 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: April – June 2021

Remote Data collection: July – August 2021

Remote Debriefing: August 2021

Reports: September 2021 – February 2022

Learning Workshop: November 2021

Executive Board: November 2022

Annex 2: Methodology and approach to fieldwork

SCOPE AND APPROACHES

The unit of analysis for the evaluation (the evaluand) is the Country Strategic Plan (CSP) (2019–2022) rather than a “portfolio” of projects or activities. This is not a detailed evaluation of each of the 12 activities currently in the WFP portfolio. Rather, the focus is on a more holistic assessment of the relevance, coherence and pathways presented by a reconstructed theory of change (ToC), with an emphasis on how effectively WFP has navigated its way towards a more strategic approach to food security across the emergency, recovery/development, and peace nexus, in order to contribute to the strategic outcomes articulated by the CSP.

Due to the broad scope of the evaluation, a theory-based approach based on mixed methods was necessary to reach evidence-based answers to the evaluation questions. The evaluation drew on both qualitative and quantitative data sources and analysis methods, and data was collected from a mix of primary and secondary sources as explained below. As a theory-based evaluation, it was guided by a reconstructed ToC for the CSP (see Annex 4).

EVALUATION QUESTIONS/DESIGN

The core questions that the evaluation sought to answer are common to all Country Strategic Plan Evaluations (CSPEs). These are detailed in Table 1 below and are broken down further and expanded into specific lines of enquiry and indicators (with associated data sources and analysis methods) in the evaluation matrix (presented in Annex 7). The content and coverage of the evaluation matrix was informed by scoping interviews, document review (specifically a review of previous evaluations) and analysis of available quantitative data, during the inception/design phase.

Table 1: CSPE common evaluation questions (EQs)

EQ1 – To what extent is WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs – in particular in response to the COVID-19 pandemic?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
EQ2 – What is the extent and quality of WFP’s specific contribution to CSP Strategic Outcomes in Sudan?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP Strategic Outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality, and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3 – To what extent has WFP used its resources efficiently in contributing to CSP outputs and Strategic Outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?

3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
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 CSP?
4.2	To what extent has WFP been able to mobilize adequate, predictable, and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 pandemic and other unexpected crises and challenges?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

Other key pieces of evaluation design work which informed the evaluation matrix and data collection approaches included an evaluability assessment (to identify challenges and establish mitigations), the reconstruction and validation (with the country office (CO)) of the ToC (described above), quantitative analysis of the subject (based on secondary datasets) and a detailed stakeholder analysis exercise.

DATA COLLECTION METHODS

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

Document review

The evaluation reviewed a wide range of documentation throughout the process. The majority of documentation reviewed was internal to WFP, but external sources, from other organizations, government, academia, etc., were also useful for contextual analysis and triangulation with internal sources. A full evaluation bibliography is presented in Annex 13.

Key informant interviews (KIIs)

A large number of KIIs were undertaken to explore key issues in more depth and test hypotheses/assumptions identified in the inception phase/desk review. These made use of various interview guides based on the level of analysis – e.g., strategic level, sectoral/activity level, or a more in-depth discussion to inform a particular key theme (see Annex 8). Evidence was recorded utilizing a template based on the evaluation matrix (to facilitate efficient systematic coding).

KIIs were conducted at three levels/tiers:

- a. **Tier 1:** High-level, central consultations of senior headquarters (HQ), regional bureau (RB), country office (CO), government, United Nations (UN) stakeholders, etc., and any key informant who can easily be reached via online interviewing (area office (AO) staff may fall into this category), were primarily led by the internationally based team members with support from Sudan-based team members.
- b. **Tier 2:** Other Sudan-based interviews were conducted in-person by team members in the capital, especially in the cases where the team considered that value could be added, rather than diminished, by holding an interview solely in Arabic, without consecutive or simultaneous interpretation. Interviews outside of Khartoum with AOs/field offices (FO) and larger cooperating partners were also conducted in-person by this group (in El Obeid), and by phone/internet in other AOs.
- c. **Tier 3:** Interviews at the field level, where assistance reaches its final beneficiaries, were conducted by a network of researchers employed by national non-governmental organization (NGO) SUDIA. KIIs at this level included field-level cooperating partner staff, counterpart local government

officials, and representatives of affected populations (community leaders). This component of the work drew on both key informant interviews (KII) and focus group discussion (FGD) approaches to data collection.

Quantitative data

The evaluation gathered, with the support of the WFP Office for Evaluation (OEV) and the CO, and analysed a range of quantitative data from WFP. This has predominantly been in the form of data extracted from COMET by OEV covering transfers, beneficiaries, other outputs, outcomes, and cross-cutting outcomes, but also included supply chain-related data, vulnerability analysis and mapping (VAM) assessments and other CO-level documents. Analysis of the financial resources available to and used by WFP for the implementation of the CSP was used to help answer questions relating to efficiency and cost-effectiveness. The results of this analysis are presented in Annex 9.

Focus group discussions (FGDs)

The evaluation team worked with national NGO SUDIA to carry out a sample of FGDs in South Darfur, Red Sea and White Nile states. This sample was selected to cover WFP CSP Activities 1–7, men and women (separately), residence statuses (resident, refugee and internally displaced persons (IDP)), all modalities (in-kind, cash, capacity), the three broad regions of WFP's footprint in Sudan, and rural/urban/camp contexts. For a full explanation of the methodology and workplan for this particular component of data collection (also including local KIIs), see Annex 3 to this report.

PROPOSED AND ACTUAL SAMPLES

Sampling strategy at inception phase

The stakeholder analysis listed above informed the sampling strategy described in Table 2 below.

Table 2: Sampling strategy at evaluation design stage

Category	Definition	Sampling strategy
Internal stakeholders	Those in WFP responsible for planning and implementation of the current CSP (and prior Interim-CSP (ICSP)). Those responsible for implementation, and for contributing to designing the next CSP: senior management of WFP CO in Khartoum; programme officers and area offices, procurement, supply chain/logistics, United Nations Humanitarian Air Services (UNHAS), coordination clusters/sectors, admin staff. WFP HQ/RB technical units and divisions such as Nutrition, Asset Creation and Livelihoods, VAM, etc.	<ul style="list-style-type: none"> - Current and former country director (CD)/deputy country directors (DCD), head of programme - All strategic outcome (SO) managers/deputies - All cross-cutting units - All support service units - Informants from all WFP AOs (with largest samples in Kassala and Nyala and/or El Fasher for coherence/triangulation with local-level data KIIs/FGDs) - HQ/RB units as recommended by CO (those most involved in CSP design/implementation) - Gender balance - National/international staff balance
Beneficiaries	The ultimate recipients of food/cash-based transfers (CBT) and other types of humanitarian and development assistance, including training and technical support, crisis response, resilience-building or addressing root causes. They will be key informants, with the right to express their opinion and have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to their cultural and social context, efficient, effective, sustainable, and coherent.	Covering: <ul style="list-style-type: none"> - Beneficiaries of Activity 1 to Activity 7 (and all sub-activities) - Darfur, East Sudan, and Two Areas /Central Sudan (South Darfur, Kassala, Red Sea and Blue Nile or North Kordofan/White Nile) - IDPs, residents, refugees (and combinations of displaced/hosts) - Single gender (male/female) FGDs in most cases - Semi-urban/rural/camp settings - All modalities of assistance – CBT, in-kind, capacity

Federal government	Include a range of government ministries and agencies that manage CSP components in different areas, namely oversight of school feeding and nutrition interventions, supervision of family support programme, support to farmers, humanitarian aid oversight, early warning systems, etc. Their views on achievements, challenges, and inputs by WFP will be critical, particularly regarding country capacity-strengthening. Their perspectives on next CSP phase will also be valuable.	<ul style="list-style-type: none"> - Representatives of all the key ministries, higher councils or commissions identified - Other government bodies or officials as recommended by CO staff - ABS - National infrastructure partners/bodies
State government	Include the state governments and respective departments engaged in CSP components at AO level. They are responsible for building DRR capacity at grassroots level, implementation of health plans, overseeing the implementation of school feeding, selecting, and training farmers' organizations (FOs), etc. Their views on achievements, challenges, and inputs by WFP will be critical, particularly regarding capacity-strengthening.	<ul style="list-style-type: none"> - Counterpart (or direct implementing) state ministries for WFP activities in states sampled for local-level data collection (Kassala, South Darfur, Red Sea and Blue Nile or North Kordofan/White Nile) - Other state government departments/officials as recommended by AO or CO staff
UN	Responsible for the United Nations Development Assistance Framework (UNDAF) (2018–2021) and the next United Nations Sustainable Development Cooperation Framework, as the most important instrument for planning and implementation of the UN development activities at country level. Also responsible for coordination and coherent use of UN capacities towards delivering support to Sudan. UN Resident Coordinator (UNRC) and UN agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as thematic working groups on social protection, food security and nutrition, etc. Various UN agencies, particularly the Rome-based agencies – UN Food and Agriculture Organization (FAO) and International Fund for Agricultural Development (IFAD) – as well as United Nations Children's Fund (UNICEF) and UNHCR (United Nations High Commission for Refugees), participated in some CSP components.	<ul style="list-style-type: none"> - Partners with which WFP cooperates directly in CSP implementation - Priority to Rome-based agencies, UNICEF and UNHCR - UNRC, United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS), African Union-United Nations Hybrid Operation in Darfur (UNAMID) - Key cluster/working group partners - Users of WFP common services
Donors/IFIs	CSP activities have been supported by multiple donors, some providing multi-year funding. Donors are primary stakeholders, key informants, and users of the evaluation recommendations. Interested in understanding CSP overall results and whether their funds have been spent efficiently. To address COVID-19 challenges, WFP convened high-level collaboration between the UN, World Bank, and International Monetary Fund (IMF). "Breaking the Silos" approach supported closer collaboration between international financing institutions (IFIs), governments (including Sudan) and NGOs.	<ul style="list-style-type: none"> - Priority given to the ten largest donors to the CSP - Others as recommended by CO or other stakeholders - UN Central Emergency Response Fund (UN CERF)

<p>Others</p>	<p>The World Bank is both a partner and a funder of WFP in the Sudan Family Support Programme (SFSP). Both the country office (senior management and the technical leads), and the task manager and team in Washington, DC, represent significant stakeholders for SO5.</p> <p>Conflict analysis and peacebuilding: WFP won the 2020 Nobel Peace Prize in recognition for its work to deliver relief to vulnerable populations and lay the groundwork for peace in some of the world's most conflict-affected regions, such as Sudan. WFP has a strategic partnership with global conflict resolution organization, the International Crisis Group (ICG), and established in 2018 a knowledge partnership with the Stockholm International Peace Research Institute (SIPRI) to assess whether WFP's programming contributes to improving the prospects for peace. WFP also collaborates with the Conflict Sensitivity Facility (CSF) in Khartoum, and the Rift Valley Institute. The US Institute for Peace (USIP) is also a relevant stakeholder.</p> <p>Cooperating partners (CPs) include government authorities at AO level, civil society organizations, national and international NGOs.</p> <p>Networks include REACH, which provided data and analysis needs through a country-wide multi-sectoral needs assessment; SUN movement supports the scaling up of nutrition investments; GAIN supported study to evaluate the efficacy of foods fortified with sodium iron.</p> <p>The private sector collaborated across a range of portfolio activities and/or partnering with WFP at country level. WFP established robust partnerships/agreements with financial service providers and mobile network operators to implement CBTs under several activities during the CSP. Various national companies provided commercial services to WFP during the CSP implementation. The DAL Group has acted as a key service provider.</p>	<ul style="list-style-type: none"> - World Bank country office and DC-based team working on SFSP - CSF, ICG, Rift Valley Institute, Stockholm International Peace Research Institute (SIPRI), USIP Sudan/East or Horn of Africa programme leads and WFP liaison points (if formal partners) - CPs in states sampled for field-level data collection – covering all WFP activities as explained above - A further selection of key CPs selected to fill gaps left by field-level data collection (if required, in consultation with CO partnerships team) - REACH, SUN, GAIN – Sudan leads and/or WFP contact points - Direct private sector partners in food production, engineering, transport, and logistics as informed by literature review and recommended by WFP CO - DAL
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Actual KII sample at country/AO level and above

At the levels tier 1 and tier 2, described above, the proposed sample was successfully reached with a few exceptions. The main challenge was gaining access to federal government stakeholders, particularly those involved in the SFSP. Most of the major donors to WFP were reached (with some exceptions). The evaluation did not consult UNAMID/UNITAMS, global nutrition networks, think tanks and private sector players, due to the time constraints created by the very wide participation of WFP internal staff at CO level and below. A wide geographic sample of area and field office staff were consulted, but the in-person visit was made to El Obeid (rather than Kassala or El Fasher) at the request of the country office (to give better representation in the sample to Central Sudan).

The core evaluation team conducted interviews with 191 people. The majority were WFP staff at country office (61), area/field/sub-office (36), regional bureaus in Nairobi or Cairo (14), HQ (10) (including former Sudan CO staff) and other COs (3 former Sudan CO staff). The remainder were from donors/IFIs (15), WFP cooperating partners (15), other UN organizations in Sudan (13), and the Government of Sudan at national and sub-national levels (22). 120 interviewees were male and 71 were female. In terms of the locations within Sudan represented in the sample, the majority were in the capital Khartoum, but 12 states where WFP operates were also reached. The greatest number was in North Kordofan, where a short field mission

was undertaken (19), whilst a total of 24 interviewees were consulted in West, Central, South and North Darfur. Table 3 below summarizes the interview sample reached by the core team, and a full list is presented in Annex 12.

Table 3: Summary of KIIs conducted by the core evaluation team (by category, gender and location)

Category	#	Gender	#	Location (within Sudan)	#
<i>CO</i>	62	Male	120	Khartoum	100
<i>AO/FO</i>	36			North Kordofan	19
<i>RB</i>	14			West Darfur	8
<i>HQ</i>	10			North Darfur	6
<i>Other</i>	3			South Darfur	6
Sub-total WFP staff	117				
Donor/IFI	17	Female	71	Central Darfur	4
Cooperating partners	15			South Kordofan	4
Other UN	13			White Nile	4
Local government	11			West Kordofan	2
Federal government	11			Red Sea	2
				East Darfur	1
				Blue Nile	1
Total				177	

Actual sample of beneficiaries and field-level stakeholders

At the local/field level, the eventual sample reached also aligned closely to that proposed, with some notable exceptions:

- a. The replacement of Blue Nile State with White Nile State as one of the four data collection states (outlined as possibility in the inception report).
- b. Cancellation of Kassala state: This change was not planned for and was made at the last minute after three weeks of unsuccessful attempts to get a permit from the authorities (HAC) to carry out the fieldwork. As Kassala state (more precisely rural Aroma) was the only targeted location where Activity 5 was implemented, the cancellation of Kassala state also means that no data on Activity 5 has been collected.
- c. In White Nile State the fieldwork was planned to cover two localities, Al-Gabalein and Asalam localities, but due to the rains WFP reported that access to Asalam locality was not possible. After some discussion it was agreed that the interviews and FGDs that were supposed to be carried out in Asalam could be carried out in Al-Gabalein instead, where the activities targeted for the fieldwork were also available. The other development was that the staff/employees of the Ministry of Agriculture in White Nile State were on strike during the field visit. Attempts to meet with them outside their offices were not successful. Two FGDs were conducted in Al-Alagaya Refugee Camp in Al-Gabalein locality, one with men and one with women. The participants at these two FGDs exceeded the targeted number by almost double or more. This is because residents of the refugee camp all wanted to participate and know what the meeting (FGD) was about, and despite the camp manager trying to limit the number, the camp residents were adamant about their participation. This did not affect the quality of the data/information gathered, but it increased the time of completing the FGD considerably.
- d. In South Darfur, originally information received suggested that Activity 7, farmer to market, was implemented in Nyala town. After consultation with the South Darfur WFP office in Nyala, SUDIA was informed that this was not the case and that Activity 7 was only implemented in the locality of Bilail, which was consequently added as a data collection locality.

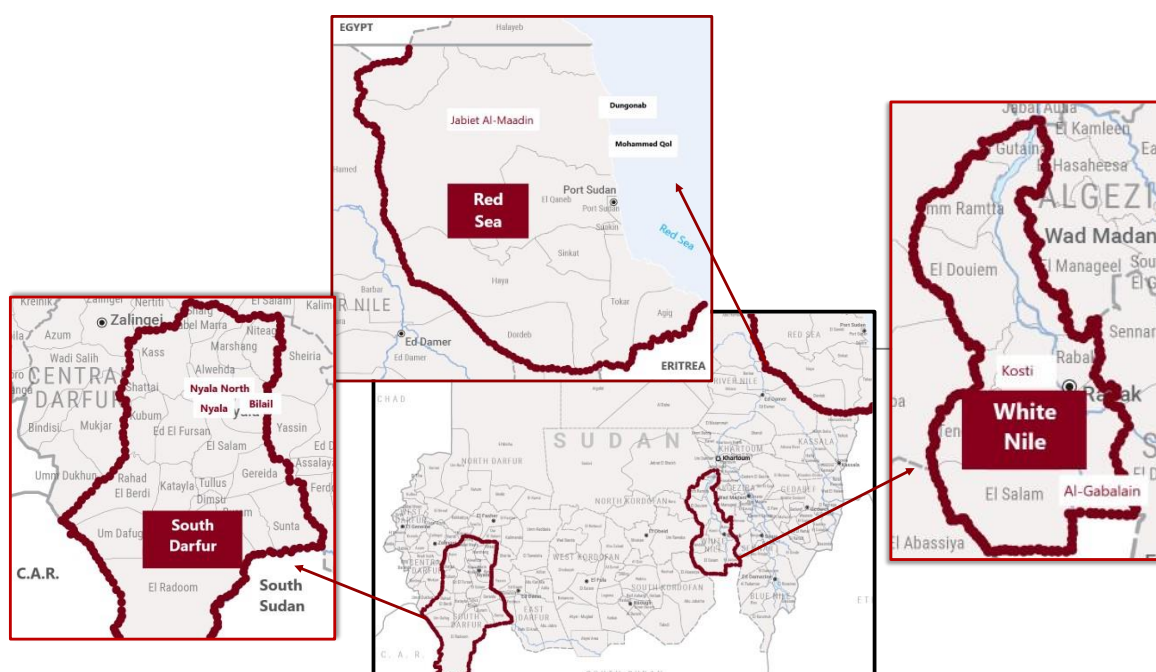
As such, FGD and KII data was collected across four states in Sudan where WFP is implementing a activities under the country strategic plan.

Table 4 and Figure 1 give an overview on the targeted states and localities:

Table 4: Geographic sample for field-level data collection

State	Localities	Villages/communities/camps
White Nile State	Kosti Al-Gabalein	Al-Alagaya Refugee Camp Al-Magabi village Al-Ghazaltain village Kosti
South Darfur State	Nyala North Nyala Bilail	Otash IDP Camp Diraij Camp Nyala town, Karari block Old Otash town
Red Sea State	Jabiet Al Maadin	Dongonab Mohamed Qol

Figure 1: Geographic sampling illustration



In total, 13 FGDs and 18 KIIs were conducted with a total of 174 respondents (82 male and 92 female). Table 5 below gives an overview on the type of interviews and respondents and a detailed list is presented in Annex 12. The respondents were selected by WFP cooperating partners in the respective locality. 153 WFP beneficiaries participated in FGDs – 65 men and 88 women. The best represented WFP activity within this sample was Activity 1 – URT (72) followed by Activity 6 – ACL (40). All activities were covered with the exception of Activity 5 (school-feeding), and the sample included residents, refugees and IDPs. 21 interviews were also conducted with 9 cooperating partner field staff, 7 community leaders,¹ 3 local government representatives and 2 WFP field staff. The majority of these interviewees were male (17).

Table 5: Summary of field-level data collection participants (KIIs and FGDs) by category, gender and location

Category	#	Gender	#	Location	#
Activity 1 – Unconditional resource transfers (inc. FFA)	72	Male	82	White Nile	85
Activity 2 – School meal activities	11				
Activity 3 – Malnutrition prevention activities	11				
Activity 4 – Malnutrition prevention activities	8				

¹ The community leaders interviewed were representatives of the so-called “native administration” – political figures in the hybrid system of local-level governance of land/people. They were from the hierarchy of nazirs, omdas and sheiks (where nazirs are the most senior) which work with the formal government at the locality level to some extent (varying by location).

Activity 5 – School meal activities	0				
Activity 6 – Asset creation and livelihoods (PSN)	40				
Activity 7 – Institutional capacity-strengthening (PHL)	11				
Sub-total beneficiaries	153				
Community leaders	7	Female	92	South Darfur	65
Local government	3				
Cooperating partners	9				
Other	2			Red Sea	24
Total					

DATA ANALYSIS

Data collected through the above-described methods was managed centrally in a secure evaluation database and analysed, triangulated, synthesized, and validated through the following set of processes and methods.

The evaluation assembled a large quantity of qualitative information in the form of document review notes, interview notes/transcripts, FGD transcripts, etc. In order to make the analysis of such a large body of information with multiple lines of inquiry manageable, the evaluation team “coded” the gathered information against the various elements of the evaluation matrix. This enabled all the evidence gathered in relation to any one indicator/critical assumption to be considered in one place and triangulated across sources/methods.

The evaluation team held workshops with internal and external stakeholders at country/regional level to discuss (and to some extent validate) key findings, conclusions, and recommendations before the final evaluation products were published. This approach has allowed for greater ownership of the evaluation’s recommendations by enabling those that will ultimately implement them to comment on their relevance and practicability.

EVALUABILITY CHALLENGES, MITIGATIONS, AND LIMITATIONS

During the inception phase, the evaluation team determined the extent to which the Sudan ICSP and CSP could be evaluated in an independent, reliable, verifiable, and useful fashion against the specified evaluation questions. During the evaluation, some further evaluability challenges also emerged. The table below describes the main challenges faced by the evaluation, how they were addressed, and the residual limitations of the exercise.

Challenge	Mitigation	Limitations
Vague or too broadly defined outcomes, and significant gaps between intended results at output and outcome level. For example, SO 2 and 3 of the CSP refer to (i) the sustainability of improved nutrition and (ii) the resilience to shocks within recipient populations. Outputs for (i) refer to nutritional education, mainly in schools. Outputs for (ii) refer to the nascent social safety net, technical assistance to farmers and capacity-building of government systems. The extent to which these produce the intended outcomes will depend	The evaluation applied a theory-based approach/contribution approach based on the reconstruction of a theory of change, and interrogation of the identified critical assumptions allowed the evaluation to make a plausible explanation of the extent to which WFP is contributing to the strategic outcomes, or at least, is implementing the correct strategy to make a contribution in future.	Ultimately, at this stage in the CSP period, the evaluation has not been able to arrive at definitive conclusions regarding the level of contribution WFP has made to the intended strategic outcomes.

<p>on timing, scale, buy-in from government and complementarity with other interventions.</p>		
<p>The measurability of indicators. The total number of indicators has varied across the years. In the CSP log frame (2019–2023) there were 36 (+6 cross-cutting) outcome indicators in April 2019, reduced to 31 (+10 cross-cutting) in April 2020. Common outcome indicators included across all log frames for the CSP were 27 (+6 cross-cutting).</p>	<p>In terms of trend analysis and the tracing of pathways between data points, the evaluation confined judgements to the 27 common indicators.</p>	<p>The resulting limitation is that trend analysis is mostly limited to food consumption scores, coping indices, moderate/severe acute malnutrition (MAM/SAM) response rates, school retention/drop-out with very few quantitative indicators relating to institutional capacity-strengthening (discussed further in the row below).</p>
<p>The coverage of indicators. SOs 1, 2 and 3 had the most outcome and output indicators reported, whilst there are far fewer indicators intended or reported for SOs 4 and 5. Within this, there is a general theme of weakness or absence of indicators concerning institutional capacity-strengthening and the triple nexus, across all SOs. Existing indicators focus on numbers of those trained and numbers and scope of training exercises completed. For example, the only reported indicator for Activity 7 (CSI) at output or outcome level is the number of farmers supported. This reveals very little about building capacities of national or local organizations and institutions, or about the development and entrenching of core competencies.</p>	<p>Where quantitative results data was not available, the evaluation's approach was twofold: (i) reduce the unit of analysis to particular localities/initiatives (e.g., SFSP) where a more complete picture could be established and seek to learn indicative lessons, which are likely to apply more generally; (ii) take a more qualitative approach to covering quantitative data gaps, e.g., by assembling FGDs of field staff/beneficiaries to generate discussion and gather experiences in the areas not sufficiently covered by quantitative indicators. In many cases, e.g., for indications of improved capacity, qualitative indicators are preferable to quantitative.</p>	<p>In the resulting qualitative assessments of institutional capacity-strengthening and the triple nexus, the perspective of government stakeholders at federal and state level was crucial to the analysis. The representation of government stakeholders (particularly federal) in the eventual sample, whilst reasonable, was not quite as significant as the team had hoped. To some extent this may have been simply representative of the fact that extensive engagement of the government in programming is relatively new for WFP. However, additional external perspective from Sudanese public institutions on WFP's CSP might have added some value.</p>
<p>Absence of national datasets and other independent assessments which can quantify levels of need. The evaluation found it challenging to measure the "coverage" and "targeting" of WFP interventions (EQ3.2) with the data available/provided. The most-respected measure of food security status in Sudan is the IPC, which itself draws heavily on data collected by WFP's VAM, and as such there is no true independent/third-party analysis of needs against which to compare WFP's targeting and</p>	<p>The evaluation team mitigated this challenge in the following ways: - Considering the NBP or (implementation plan) as the established quantification of needs (and prioritized needs) and measuring beneficiary coverage against planned numbers/locations - Analysing the findings of VAM assessments and comparing implementation plans with geographic trends in food insecurity, so as to assess macro-level targeting</p>	<p>The evaluation team was not able to present quantitative findings/conclusions regarding the extent to which targeting at micro/community level results in WFP assistance reaching the most vulnerable people.</p>

<p>coverage. Moreover, beneficiary lists and verification reports (possible key sources for assessing the quality of targeting at household level) were requested but not made available to the evaluation team.</p>	<ul style="list-style-type: none"> - Reviewing household targeting methodologies to assess their relevance/appropriateness - Conducting qualitative/indicative data collection at field level regarding beneficiary perceptions of targeting methods/decisions/outcomes. 	
<p>Cost-effectiveness (the relationship between resources and results at the level of “outcomes”) was challenging to assess. WFP wishes to be in a position to provide a cost for each outcome. However, with the vagueness and high level of abstraction of outcomes, plus the weak “boundary maintenance” among them, there seems to be little prospect of success.</p>	<p>The evaluation decided (and was advised by OEV) to rely on assessment of the strategy/ process used by WFP to improve efficiency and effectiveness (e.g., the extent to which alternative approaches/modalities were duly considered). The evaluation also dedicated more time to the quantitative measurement of efficiency (the closer relationship between resources and outputs), where more data was available and some comparisons with global averages were possible.</p>	<p>The challenge was not fully mitigated because the CO has conducted very little of its own cost-effectiveness analysis. As a result, on cost-effectiveness (EQ3.4) the evaluation is able to present findings relating to process rather than outcomes.</p>
<p>The timeframe covered by the evaluation. The CSPE was undertaken in mid-late 2021, and validated data (e.g., Annual Country Reports (ACRs) was only available for the years 2019 and 2020 at the time of the analysis. Naturally, this has implications for the completeness of reported results and attainment of expected outcomes.</p>	<p>This challenge was mitigated by the adoption of a true theory-based approach to the evaluation, focusing on ongoing pathways of change that should arise based on validated critical assumptions and regarding the unit of analysis to be the “strategy”, more so than the “programme”.</p>	<p>Within this framework, the arrival of 2021 data late in the evaluation process was not a major impediment, as it was complementary to the analysis rather than central/critical. However, as noted above, this theory-based evaluation is not able to make definitive/ quantitative conclusions regarding the level of contribution to the SOs.</p>
<p>The COVID-19 pandemic, and associated restrictions on international travel/in-person gatherings, presented a great degree of uncertainty at the time of the evaluation design. The situation had the potential to result in heavy reliance on secondary data.</p>	<p>The evaluation team designed and implemented a data collection approach which was hybrid (in-person/remote) and implemented at three levels (see above). This was possible to operationalize regardless of international or internal travel restrictions.</p>	<p>The hybrid approach to data collection successfully mitigated the challenges presented by COVID-19 and possibly even had advantages over a traditional approach (see comment below this table). However, the inability of the team to obtain a permit from HAC to collect data from beneficiaries in Kassala state narrowed the breadth of analysis the team was able to apply to SO2 and SO3 activities (root causes and resilience-building), and reduced the representation of eastern Sudan in the sample (however, Red Sea was covered).</p>

The lack of gender balance/gender expertise in the evaluation team and the field research team risked blind-spots and unintended biases.	This challenge was acknowledged and engaged with throughout the evaluation process and careful attention was paid to the gender dimension.	However, for the record, the evaluation team continues to acknowledge that its gender balance was not optimal.
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The evaluation was conducted in context of the COVID-19 pandemic. However, the evaluation team does not consider this to be a particular limitation. The hybrid approach of internationally based team members conducting remote (central and high-level interviews), complemented by nationally based team members working in the capital (in-person and remote) and visiting one AO, and by a dispersed team of local researchers consulting local informants and beneficiaries in several states, has proven successful. Such an approach would not have been pursued for an evaluation of this nature before the onset of the pandemic. However, it has brought many benefits in terms of the number and wide range of informants consulted, greater input of national expertise and local contextual knowledge, and quality of information gathered. The evaluation team would encourage OEV to pursue such a model in future evaluations.

ETHICS

Evaluations must conform to United Nations Evaluation Group (UNEG) ethical guidelines. Accordingly Landell Mills (LM) was responsible for safeguarding and ensuring ethics at all stages. During the inception phase the ethical issues in the first column of Table 6 below were identified, and by adhering to the mitigation measures described in the second column, the evaluation team minimized ethical risks and no further ethical issues/challenges arose during the exercise.

Table 6: Ethical issues/risks and safeguards

Ethical issues/risks	Safeguards
Ensuring informed consent	The evaluation team was fully transparent with all stakeholders in relation to the purpose of the assignment and use of data provided. During data collection the evaluators informed participants of the evaluation purpose, process and intended use/dissemination and obtained written/verbal consent to participate.
Protection of privacy, confidentiality, and anonymity	Data collected was used in a way that does not compromise sources. Specifically, personal data has been securely protected, and identities will not be exposed. Data protection has been ensured for all confidential information, including personal data of participants, and confidential data which was made available to the evaluation team for the purpose of the evaluation.
Cultural sensitivity	The team included Sudanese evaluation experts and researchers (male and female), which helped to ensure that cultural sensitivities were understood and respected. International consultants included in the team all had extensive previous experience in Sudan and the wider region. International consultants did not travel to the field to meet beneficiaries, thereby reducing the risk of “post-colonial” and unequal Global North–Global South power dynamics compromising the quality/reliability of fieldwork.
Respecting autonomy	The evaluators respected the dignity and self-worth of respondents, project participants, and other evaluation stakeholders and behaved in a non-discriminatory manner. Concerns and respect for human rights, child rights, and women’s rights were integrated; but questions in difficult or sensitive areas of enquiry were not neglected when necessary for the purposes of the assignment.
Do no harm	The work was conducted in accordance with the UNEG Ethical Guidelines for Evaluation and paid due attention to measures for the avoidance of harm. No team member’s behaviour increased risk of harm to another person or group.

Annex 3: Summary of Sudan CSP structure

Table 7: CSP strategic outcomes, activities, modalities, target groups and geographic coverage

Strategic outcome	Activity	Modalities	Target group	States
<i>Strategic Outcome 1: People affected by shocks in targeted areas have access to food, nutrition, and livelihoods during/after crises</i>	URT 01 (unconditional resource transfer): Provide food and CBT to people affected by shocks	Mixed distribution modalities (in-kind, cash and hybrid – GFD/FFA) and capacity-strengthening	2019: Newly displaced or newly emergencied people (GFD) and protracted displaced people (2+ years)(GFD/FFA) – affected by environmental or conflict-related shocks Since 2020: also targeting residents affected by economic shocks/COVID-19	GFD: Darfur states, Kordofan states, Blue Nile GFD/FFA: Darfur, Kordofan, White Nile, Gedaref, Kassala Expanded activities to residents in Khartoum and Red Sea in 2020
	SMP 02 (school meal activities): Provide nutrition-sensitive programming in schools	In-kind distributions (school meals on site) and capacity-strengthening	School-age children (pre-primary and primary) of protracted displaced people and activity supporters	Darfur states, South Kordofan and Blue Nile
	NPA 03 (malnutrition prevention activities): Provide preventative and curative nutrition activities to children aged 6–59 months and to pregnant and lactating women and girls (PLW/G)	In-kind distributions (MAM treatment, acute malnutrition prevention and home fortification) and capacity-strengthening	Children 0–59 months and PLW/G	Darfur states, Kordofan states, Blue Nile, Kassala
NPA 04: Provide curative and preventative nutrition activities to children aged 6–59 months and PLW/G and capacity-strengthening to national and state health institutions		West Kordofan, Gedaref, Kassala, Red Sea		
<i>Strategic Outcome 2: Food-insecure residents in targeted areas have sustainably improved nutrition by 2024</i>	SMP 05: Provide nutrition-sensitive programming in schools and capacity-strengthening support to national and state education institutions	Mixed distribution modalities (in-kind, cash and hybrid, on site and take-home) and capacity-strengthening	School-age children (pre-primary, primary and secondary) of residents and families (take-home rations)	North Kordofan, Kassala, Red Sea

Strategic outcome	Activity	Modalities	Target group	States
<i>Strategic Outcome 3: Food-insecure people in targeted areas and food systems have increased resilience to shocks by 2024</i>	ACL 06 (asset creation and livelihoods): Offer asset-creation activities and technical assistance through safety nets to help food-insecure households to reduce risk and adapt to climate change	CBT (cash and paper vouchers) and capacity-strengthening	Chronically food-insecure households in targeted areas	Darfur states, Kassala, Red Sea, Gedaref, North Kordofan, South Kordofan, Blue Nile
	CSI 07 (institutional capacity-strengthening): Provide capacity-strengthening support to farmers and local, state, and national agricultural institutions	Capacity-strengthening	Farmers and institutions	Kassala, Red Sea, Gedaref, White Nile, Darfur states, Blue Nile, North Kordofan, West Kordofan, South Kordofan
<i>Strategic Outcome 4: Humanitarian and development actors and national systems have access to expertise, services, and infrastructure in the areas of logistics (including air transport), ICT, administration, and infrastructure engineering</i>	CPA 08 (service provision and platforms): Provide technical and support services (logistics, ICT, administrative and project) to the humanitarian and development community and national entities/systems	Service delivery and capacity-strengthening	Humanitarian community and national partners	Nationwide
	CPA 09: Provide air transport services for personnel and light cargo alongside aviation sector technical assistance	Service delivery	Humanitarian community	Central (transport to UNHAS destinations)
	CPA 10: Provide food procurement services to the government and other stakeholders	Service delivery	Government institutions (consumers, indirectly)	Nationwide (consumption primarily in Khartoum and urban areas)
	CPA 11: CBT service provision for the Sudan Family Support Programme	Service delivery		
<i>Strategic Outcome 5: The social protection system in Sudan ensures that chronically vulnerable populations across the country are able to meet their basic needs all year round</i>	CSI 12: Provide advisory and technical services to federal and state governments and the private sector for strengthening food assistance delivery platforms and national and regional systems, including social safety nets programme management, early warning and emergency preparedness systems, and supply chain solutions and management	Capacity-strengthening	Government institutions (cash recipients – indirectly – not counted as WFP beneficiaries)	Nationwide (rollout starting in urban areas – 2021)

Figure 2: CSP “line of sight”

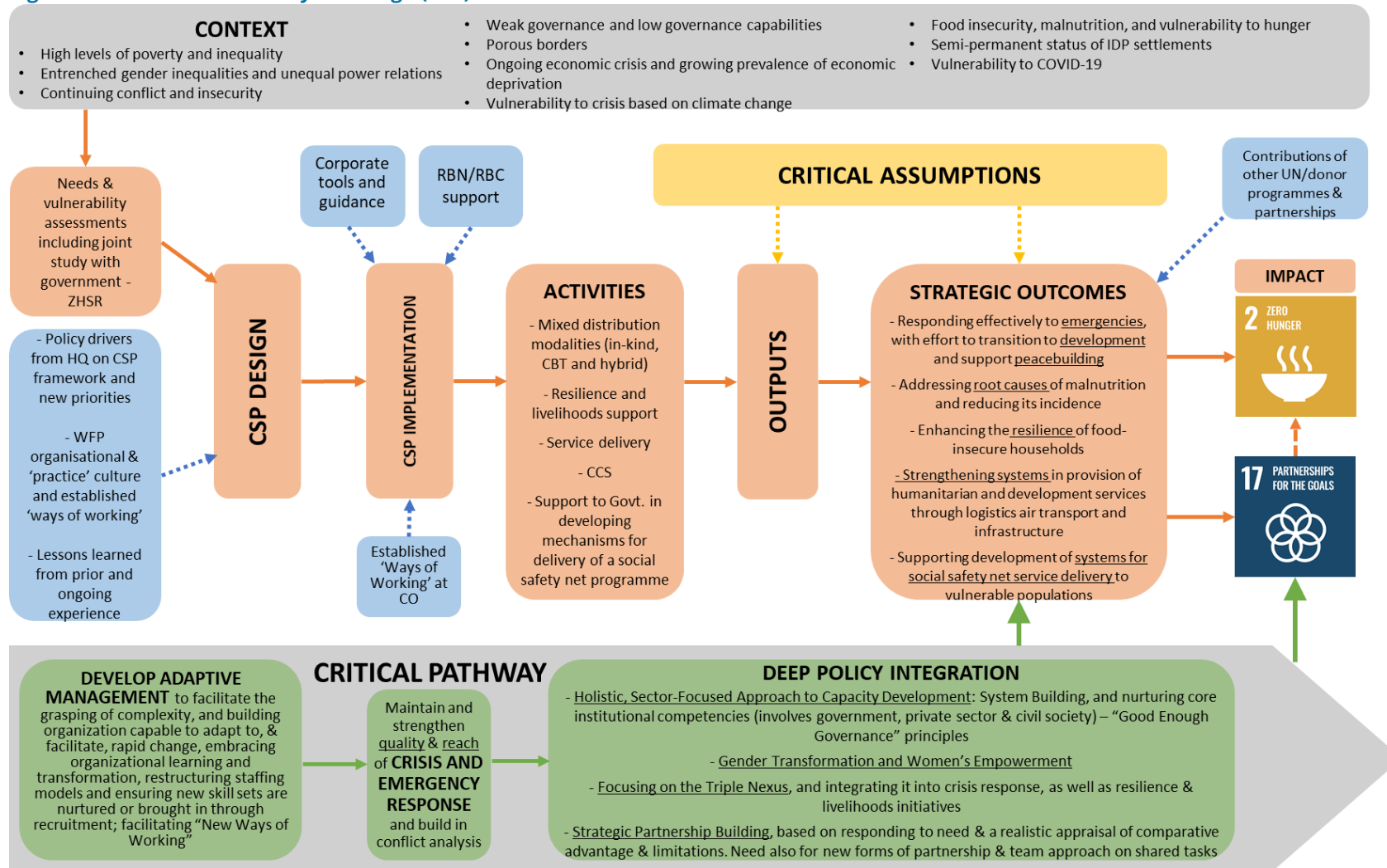
SUDAN (2019 - 2023)				
SR 1 – Access to food (SDG Target 2.1)	SR 2 – End malnutrition (SDG Target 2.2)	SR 4 – Sustainable food systems (SDG Target 2.4)	SR 8 - Enhance Global Partnership (SDG Target 17.16)	SR 5 - Strengthen capacity to implement (SDG Target 17.9)
CRISIS RESPONSE	ROOT CAUSES	RESILIENCE BUILDING	CRISIS RESPONSE	CRISIS RESPONSE
OUTCOME 1: People affected by shocks in targeted areas have access to food, nutrition and livelihoods during/after crises	OUTCOME 2: Food insecure residents in targeted areas have sustainably improved nutrition by 2024	OUTCOME 3: Food insecure people in targeted areas and food systems have increased resilience to shocks by 2024	OUTCOME 4: Humanitarian and development actors and national systems have access to expertise, services and infrastructure in the areas of logistics (including air transport), ICT, administration and infrastructure engineering	OUTCOME 5: The social protection system in Sudan ensures that chronically vulnerable populations across the country are able to meet their basic needs all year round
BUDGET SO 1: \$ 1,744,865,680	BUDGET SO 2: \$ 126,590,477	BUDGET SO 3: \$ 227,882,208	BUDGET SO 4: \$ 664,718,374	BUDGET SO 6: \$ 44,739,648
OUTPUTS: <ul style="list-style-type: none"> Targeted populations (new IDPs, refugees, residents) receive sufficient food and CBT to meet their basic food needs. Targeted populations participate in livelihoods and/or PFA activities to improve access to food. Targeted students, teachers and parents receive nutrition education sessions, an integrated package, enhancing nutritional knowledge, along with cooked school meals provided for children to meet their nutritional needs. Targeted children aged 6-59 months, PLW-G receive specialized nutritious foods and SBCC is provided to all caregivers in order to meet basic nutritional needs. Food-insecure people benefit from improved national capacities to coordinate, manage and implement food security and nutrition policies and programmes that ensure sustainable access to food. 	OUTPUTS: <ul style="list-style-type: none"> Targeted children aged 6-59 months, PLW/G receive specialized nutritious foods and SBCC is provided to all caregivers for treatment and prevention of wasting and stunting. Targeted students, teachers and parents receive nutrition education sessions, along with community school meals provided for children to meet their nutritional needs. Provide nutrition-sensitive programming in schools and capacity strengthening support to national and state education institutions. 	OUTPUTS: <ul style="list-style-type: none"> Targeted households participate in productive safety net programs and receive food/cash to help meet short-term food gaps, while in the long-term contributing to the reduction of disaster risk and climate change adaptation. Vulnerable smallholder farmers receive tools and services such as post-harvest management technologies, technical assistance and climate services to enhance their productivity and resilience. Food insecure people benefit from improved national capacities to coordinate, manage and implement food security and nutrition policies and programmes that ensure sustainable access to food. 	OUTPUTS: <ul style="list-style-type: none"> Information sharing and knowledge management are ensured through WFP's lead role in the Logistics and Emergency Telecommunications sector and the Inter-Agency Security Telecommunications Services. ICT networks and infrastructures (secure telecommunications, data and voice services) are maintained and upgraded as needed to ensure continuous and reliable service options enabling relevant stakeholders. Information-sharing and knowledge management are ensured through WFP's lead role in the logistics and emergency telecommunications sector and inter-agency security. Air services are provided for the humanitarian and development community. Vulnerable populations in Sudan benefit from services provided by the Government. CSIs are distributed to targeted beneficiaries. 	OUTPUTS: <ul style="list-style-type: none"> Capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities. Railway services are upgraded for the benefit of humanitarian and development actors. The sorghum value chain is improved through silo rehabilitation. Complaints and Feedback Mechanism (CFM) software is customized, installed and commissioned. Functional social assistance delivery mechanism (payment system (Management Information System- MIS), payment solution, Complaints and Feedback Mechanism (CFM)) is in place.
ACTIVITY 1: Provide food and CBT to people affected by shocks. (cat. URT; modality: food, CBT, C\$)	ACTIVITY 4: Provide curative and preventative nutrition activities to children aged 6-59 months and PLW/G. Capacity strengthening to national and state health institutions. (cat. NPA; modality: food, C\$)	ACTIVITY 6: Offer asset creation activities and technical assistance through safety nets to help food insecure households to reduce risk and adapt to climate change. (cat. ACL; modality: food, CBT, C\$)	ACTIVITY 8: Provide technical and support services (logistics, ICT, administrative and project) to the humanitarian and development community and national entities/systems (cat. CPA; modality: C\$, SD)	ACTIVITY 12: Provide advisory and technical services to federal and state governments and the private sector for strengthening food assistance delivery platforms and national and state systems, including social safety nets programme management, early warning and emergency preparedness systems, and supply chain solutions and management... (cat. C\$; modality: C\$)
ACTIVITY 2: Provide nutrition sensitive programming in schools. (cat. SMP; modality: food, C\$)	ACTIVITY 5: Provide nutrition-sensitive programming in schools and capacity strengthening support to national and state education institutions. (cat. SMP; modality: food, CBT, C\$)	ACTIVITY 7: Provide capacity strengthening support to farmers and local, state and national agricultural institutions. (cat. C\$; modality: C\$)	ACTIVITY 9: Provide air transport services for personnel and light cargo alongside aviation sector technical assistance (cat. CPA; modality: SD)	
ACTIVITY 3: Provide preventative and curative nutrition activities to children aged 6-59 months and PLW/G (cat. NPA; modality: food, C\$)			ACTIVITY 10: Provide food procurement to the Government of Sudan and other stakeholders (cat. CPA; modality: SD)	
			ACTIVITY 11: CBT service provision for the Sudan Family Support Programme (cat. CPA; modality: SD)	TOTAL BUDGET: \$ 2,697,582,766

Annex 4: Reconstructed theory of change

Theory of change (ToC) and critical assumptions

The evaluation's theory of change seeks to reconstruct the logic of the CSP, focusing on the drivers and constraints which influenced the shape that it has taken, both opportunities and challenges to be met on the journey towards achievement of the five strategic objectives. Due attention is given to the heavy weight of the context. At the same time, the ToC also includes a delineation of a "critical pathway", which includes a set of the major opportunities WFP must take advantage of in moving forward in embracing the requirements to be met in implementing the CSP in accordance with the core principles emphasized in the "strategic shift". In turn, the listing of critical assumptions summarizes the factors which will be in place if WFP is to deliver on its potential and work optimally towards fulfilling its strategic objectives and thus contributing to SDGs 2 and 17.

Figure 3: Reconstructed theory of change (ToC)



Source: Evaluation Team

Table 8 below presents the critical assumptions. The assumptions marked *** are outside the immediate influence/control of WFP. They are, nevertheless, preconditions/assumptions to be borne in mind and commented upon by the evaluation.

Table 8: Critical assumptions underpinning the CSP theory of change

	Inputs/outputs	Outcomes
Government, governance and peacebuilding	<ol style="list-style-type: none"> 1. WFP affirms its commitment to peacebuilding as a core component of the triple nexus and translates that commitment into practical action. Appropriate indicators have been developed to assess progress in this respect. 2. There are sufficient levels of continuity in government officials' posts, along with the motivation and management support, to facilitate their full engagement with capacity-strengthening opportunities.*** 3. There is consistency in the overall direction and purpose of government policy and strategy as a basis for focusing WFP priority setting.*** 	<ol style="list-style-type: none"> 4. In the aftermath of the Sudanese Revolution, there are opportunities at both national and state levels for government and partners to have greater ownership of the CSP. Commensurate with this is an increasing willingness and capacity (private sector, government institutions, NGOs, etc.) to achieve food/nutrition security and emergency/disaster responsiveness.*** 5. Government and security forces, along with armed militias, enable unhindered access to all regions and sub-regions of country.*** 6. Along with new partnership opportunities with others, WFP is able to implement and integrate fully the priorities of the triple nexus, gender transformation and holistic approaches to building system capacity in programme planning and implementation.
Partners and partnering	<ol style="list-style-type: none"> 7. WFP is engaged in ongoing, constructive dialogue with the Rome-based agencies (RBAs) and UN country team (UNCT), as well as other international partners and donors to provide full information and a detailed rationale to explain its "strategic shift", as spelled out in the Sudan and corporate CSPs. 8. WFP develops a consultative strategy for working out and maintaining a well-defined division of labour and approach to collaboration with its UN and other international partners and adapts appropriately in meeting partner concerns. 	<ol style="list-style-type: none"> 9. UNCT, RBAs and other international organizations accept new roles and "ways of working" taken on by WFP, without concerns over "mission creep".
Donor relations	<ol style="list-style-type: none"> 10. CO is able to measure, track and demonstrate the impact of its operations in a clear, consistent manner to external partners. 11. CO takes all necessary steps to enhance accountability, and minimize risks of expiring grants, undistributed food, and fraud and corruption. 	<ol style="list-style-type: none"> 12. Donors embrace WFP's "strategic shift" and allow sufficient levels and conditions of funding to provide for flexibility across all outcome areas within the CSP.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Organization, management and human resources</p>	<p>13. CO has the required competencies and experience to support key components of all outcome areas, and to enhance programme performance in those areas newly highlighted in the CSP, including gender transformation, the triple nexus and holistic approaches to capacity development.</p> <p>14. Management and supervision within the CO are adequate for the new ways of working and strategic priorities; cross-departmental collaboration, mutual support and performance feedback are optimal.</p> <p>15. Recruitment and rotation of managers and staff to CO and RBN reflects new strategic priorities and supports gender parity.</p> <p>16. HQ and RB provide effective, practical support and guidance to facilitate transitions in operational planning and implementation, as envisaged in CSP and corporate policy.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Programming and operations related</p>	<p>17. CO has sufficient capacity to undertake gender analysis, and staff and implementing partners have the necessary skills to implement gender transformation programming.</p> <p>18. WFP and its partners are able to adhere to humanitarian principles, and support across the programme is guided by accountability to the affected population.</p> <p>19. CO (or RBN or HQ) has developed sufficient capacity to undertake detailed conflict analysis in support of programming decision-making, and to continually update this analysis.</p> <p>20. Implementing partners have the capacity, and adhere to expected standards, in provision of contracted services.</p>	<p>21. CO staff and implementers are willing and able to adapt operations to address changing needs of vulnerable populations in all areas of the country.</p> <p>22. Data collected by the CO on needs and programme performance, as well as quality of data analysis provided, is/are of practical value and utilized in operational decision-making.</p>

Annex 5: Summary of analytical work conducted by the Sudan CO

Table 9 below presents a summary of analytical work conducted by WFP Sudan during the CSP period (and in some cases before (where the exercises are understood to have informed CSP design)). This summary is not exhaustive; however, it does present what the evaluation team believes to be the main analytical exercises conducted to assess vulnerability, monitor/evaluate programme performance, assess feasibility, etc., i.e., reports produced by monitoring and evaluation (M&E), vulnerability analysis and mapping (VAM), programme units and thematic units using field/programme data collection. Audits, operational/compliance reviews, procurement, supply chain reports, etc., are not included. Table 9 sorts the summaries by programme area and by date produced.

Table 9: Non-exhaustive summary of analytical work conducted by WFP Sudan 2016–2021

Title	Programme area	Type	Timeframe	Purpose/scope/methodology	Key findings/recommendations	Geographic focus
Comprehensive Food Security and Vulnerability Analysis (CFSVA)	N/A	Food security assessment	Annual – data collection typically from November to February	A survey of up to 35,000 households (residents) conducted in partnership with the state ministries of Production and Economic Resources across Sudan. Food security at locality level is assessed using the WFP	Between 2017 and 2021 the CFSVA has found approximately 30% of the resident population in the surveyed states to be moderately or severely food-insecure. Households headed by women are consistently found to be more food-insecure than households headed	Traditional “WFP states” from 2017–2019

			(harvest season)	corporate tool “Consolidated Approach to Reporting Indicators of Food Security (CARI)”. The estimated food-insecure population is profiled according to socio-economic/livelihood variables to assess risk factors and highlight vulnerable groups/areas. The CFSVA also includes further reporting on coping strategies, food consumption, food sources at household level with various demographic disaggregation. The CFSVA is one of the main data sources for the IPC, upon which WFP geographic targeting is based, and the HNO.	by men. In the Darfur region, North, West and Central Darfur have generally been found to be the most food-insecure states. In the rest of the country, the Kordofan states and Blue Nile (the “south”) has been found to be marginally more food-insecure than White Nile, Gedaref and Kassala (the “east”), with Red Sea being the exception. The northern and central states along the River Nile (Khartoum, River Nile, Jazeera, Sennar, Northern) are the least food-insecure and traditionally not places in which WFP worked or collected vulnerability data; however, they have been added to the exercise in recent years amid the economic crisis and scale-up of assistance to resident populations. See Annex 9 for an analysis of the food security trends (CARI) found by the CFSVA.	Expanded to Gezira, Northern, Sennar, River Nile and Khartoum from 2019/20
Food Security Monitoring System (FSMS)	N/A	Food security assessment	Bi-annual – usually May and November	A survey of 10,000 to 14,000 refugee and IDP households split approximately 50:50 between the “Darfur” and “Southern and Eastern Sudan” regions conducted in partnership with the state ministries of Production and Economic Resources. The survey aims to be representative at the “cluster” level (usually a collection of around three camps). Prevalence of food insecurity	Between 2017 and 2021 the FSMS found significant differences in the levels of food insecurity between refugees and IDPs in Darfur and elsewhere in Sudan. Displaced populations in Darfur continue to be the most food-insecure groups, with refugees (predominantly South Sudanese) the most food-insecure group. Prevalence of food insecurity among displaced populations elsewhere in Sudan is significantly lower, and conversely refugees are found to be less food-insecure than IDPs. However, since	North Darfur, South Darfur, West Darfur, Central Darfur, East Darfur, Kassala, Blue Nile, White Nile, West

				(CARI) is reported at the cluster level, and food-insecure households are profiled by socio-economic/livelihoods/displacement timing/food assistance variables to assess risk factors and, to some extent, the effectiveness of food assistance. The FSMS also collects data and reports on nutrition/dietary diversity, food basket costs/food expenditure share, food sources, food consumption scores, and coping mechanisms. The FSMS is a source for the IPC, HNO and HRP.	2017, the disparity between displaced people in Darfur and in Southern and Eastern Sudan has been narrowing due to gradually decreasing food insecurity in Darfur and increasing insecurity elsewhere. See Annex 9 for an analysis of the food security trends (CARI) found by the FSMS.	Kordofan, South Kordofan and North Kordofan
Market updates	N/A	Food security assessment	Monthly	Monthly reporting on the market price (retail and wholesale) of food commodities in locations where WFP operates, e.g., sorghum, goat, groundnuts, sesame, etc.	Aggregated data can be extracted from WFP VAM's DataViz platform: https://dataviz.vam.wfp.org/economic_explorer/prices . Extracted visualizations of retail prices for sorghum, wheat and millet are presented in the "Context" section above. In general, both wholesale and retail prices of key commodities increased steadily between 2017 and 2019 and more rapidly between 2019 and 2021.	Key markets nationwide

<p>Outcome monitoring reports</p>	<p>All SO1-3 activities</p>	<p>Overall performance monitoring</p>	<p>SO1 – biannual – mid-year (lean season) and end-year (harvest season) SO2 (nutrition) – monthly/year-end SO3 – annual – year-end</p>	<p>Periodic monitoring of selected WFP outcome indicators under each SDG2-oriented strategic outcome (SO). The indicators reported on align with those included in the annual country reports, e.g., food security, livelihoods, nutrition, climate resilience and on cross-cutting themes (gender, protection and accountability to affected people). In contrast to the ACR, however, these reports differentiate between Darfur and the rest of Sudan.</p> <p>SO1 (emergencies) monitoring is conducted biannually in collaboration with VAM (FSMS – covering IDPs/refugees only) and also draws on nutrition logbooks/databases. SO2 (non-emergency nutrition/SF) monitoring uses a combination of year-end HH surveys (for adherence and minimum acceptable diet) and monthly logbook/nutrition databases from partners (for nutrition treatment performance indicators and programme coverage). SO3 (PSN/PHL) monitoring is</p>	<p>See Annex 9 for trend analysis of outcome indicators extracted from annual country reports (which largely originate from CO outcome monitoring).</p> <p>Outcome monitoring has a number of limitations, identified by the CO and by the CSPE evaluation team:</p> <ul style="list-style-type: none"> - Representativeness – SO1 monitoring uses VAM’s FSMS, which is representative at cluster level but may not be representative at activity level when disaggregated by gender. - Attribution – as data is not collected from a control group of non-beneficiaries, any improvements/deterioration in status/wellbeing are impossible to directly attribute to WFP assistance. - Programme coverage – in recent years, SO1 activities have reached beyond IDPs/refugees to a large number of residents. As the FSMS is used to monitor outcomes, the resident population assisted is not included. 	<p>Nationwide – broadly following WFP activity footprint (with exceptions)</p>
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				<p>conducted with a year-end HH survey and FGDs of PSN participants and non-participants.</p> <p>In recent years, outcome monitoring reports also aggregate data from process monitoring (described below).</p>		
Gender and Age Marker – Monitoring	All SO1-3 activities	Gender monitoring	2018, 2019 and 2020	<p>Assessment of the integration of gender and age in the implementation of the CSP (each activity).</p> <p>Method: Set of questions cover four components (gender and age analysis, tailored activities, participation and benefits). Based on the assessment, each activity will be marked on scale 0–4 (4: Fully integrates gender and age; 3: Fully integrates gender; 2: Fully integrates age; 1: Partially integrates gender and age; and 0: Does not integrate gender or age).</p>	<p>GAM M for GFD/CBT = (2019 : 4: Fully integrates gender and age) and (2020: 3: Fully integrates gender)</p> <p>GAM M for school feeding (activity 2 & activity 5) = 1: Fully integrates age; or 2: Partially integrates gender and age</p> <p>GAM M for nutrition (activity 3 & activity 4) = 4 : Fully integrates gender and age</p> <p>GAM for activity (activity 6 & activity 7) = 3 :Fully integrates gender</p> <p>ET Note: GAM M and GAM D broadly indicate the programme strategy to gender and age but do not reflect the quality of the interventions. The participatory process and reflection to assign the marker and the follow-up after are the most important aspects.</p>	National

Activity/ Process/ Distribution/ Warehouse monitoring reports	All SO1-3 activities	Overall performance monitoring	Monthly	Regular (monthly/weekly) reports from WFP and third-party monitors based on surveys carried out at a large sample of sites. Reports are based on a combination of monitor observations and interviews with a small sample of beneficiaries and assess facilities, management, timeliness, accessibility, information/SBCC messaging, WASH, protection, gender balance and AAP aspects, etc.	In recent years, outcome monitoring reports have also aggregated data from process monitoring (although the methodology for doing so is not clear). The ET has not been able to observe trends due to limited aggregation, variation in indicators and the activities that they cover. However, the following observations can be made: - General Food Assistance: is generally “well organized”, “timely”, delivers the intended commodities and quantities, records and verifies identities of recipients and is accessible. However, ration boards are used only around 50% of the time and WASH facilities are not always provided/accessible. Nutrition messaging is rarely delivered, there is rarely soap provided for handwashing and interviewed beneficiaries are unlikely to be knowledgeable about the eligibility criteria/project duration, etc. - Nutrition: the vast majority of TSFP sites are appropriately located, accessible, deliver nutrition/hygiene messages, and record attendance. However, few have soap for handwashing (increasing to 50% in 2020 – amid the pandemic).	Nationwide – following WFP activity footprint
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					- For school feeding and PSN : aggregated process monitoring data was only reported in 2020 (end).	
Sudan PRRO 2008: Support for food security and nutrition for conflict- affected and chronically vulnerable populations: A mid-term operation evaluation (2015-2017)	All PRRO (Pre-CSP)	Evaluation	Jun 2017	An evaluation timed to ensure that its findings can feed into decisions on programme implementation and/or design of the country strategy plan (CSP), which sought to answer the following questions: a) How appropriate is the operation; b) What are the results of the operation; and c) Why and how has the operation produced the observed results? The period covered by this evaluation was late 2014 (development of the operation) to April 2017 (report writing of the evaluation report).	<p>Recommendations:</p> <ul style="list-style-type: none"> • The approach to partnership needs to be improved in line with principles of cooperation in the partnership strategy. WFP needs to demonstrate that it adds real value to local-level organizations, so they gradually own and implement solutions to food insecurity. • Leverage the CO's main assets of national scale, good relations with government, logistics management, and strong vulnerability assessment to join the dots between the needs of beneficiaries, the capacity requirements of cooperating partners, and the priorities of donors to ensure WFP remains relevant in the coming years. • Refocus food for assets (FFA) and food for training (FFT) to focus on the skills and assets they produce in the long term, rather than the food they deliver in the short term. • Consider ways of recasting women's FFA/FFT activities as a mechanism for social insurance where appropriate. 	National

Gender Analysis in the Context of Food Security	All (Pre-CSP)	Gender analysis	Dec 2017	<p>Purpose: Generate Sudan-specific gender analysis in the context of food security and nutrition (individual and institutional levels) to inform the CSP design.</p> <p>The analysis provides a description and analysis covering the three components: gender and food security at the public sphere, gender and food security at the private sphere, and gender at the policy level. The findings are meant to guide the design of the CSP activities.</p> <p>Method: Consultations and interviews with key informants (government, WFP and NGOs), focus group discussions with beneficiaries, mainly women, and review of existence documents</p>	<p>Findings:</p> <ul style="list-style-type: none"> - Gender relations in the public sphere are skewed in disfavour of women. The prevailing cultures and attitudes together with restrictive or discriminatory laws are depriving women to work with their maximum potential to ensure food availability and to have equal access to food. - In most rural areas of Sudan, family and social relations maintain hierarchical structures (the father is the head of the family with full authority). Women do most of the work inside and outside the household, yet the men control the income and decision-making. The change in gender roles induced by conflict and displacement is not necessarily accompanied by a positive change in gender relations. - Instability, conflict and natural disasters increase women's vulnerability more than men and can affect the stability of their food security differently. - Displaced women and girls are at a high risk of sexual abuse and rape, which are not adequately reported due to lack of protection and justice mechanisms, social stigma and cultural impunity of the perpetrators. The expulsion of INGOs has affected protection and capacity-building negatively. - Women are more represented in food committees and 	National
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					<p>less in other (in water committees). When women participate, it is considered as a privilege for them, but not as a right.</p> <ul style="list-style-type: none"> - Inequalities in ownership, access to and control of resources and assets negatively affect women's food production capacities and food security. - The poor understanding of gender analysis is seriously limiting the value of the limited existing gender-disaggregated data. - The available gender units within the government are neglected and have minimal capacity; thus, mandate is far from being achieved or achievable. <p>Recommendations:</p> <ul style="list-style-type: none"> - Cultural food preferences should inform the food packages of beneficiaries and the nutritional needs of specific groups. - Ensure gender mainstreaming is adopted as a necessary strategy in all agricultural and food security interventions and programmes. <p>Targeting men/boys during nutrition interventions is crucial to improving the family's eating habits and dietary composition.</p> <ul style="list-style-type: none"> - Recognize women as farmers and not just helpers and improve women's access to markets 	
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					<ul style="list-style-type: none"> - Promote women's training on farming adaptation, more gender-responsive extension services, i.e., considering all the roles of women and are closely linked to women's activities. - WFP and partners' staff need to improve their knowledge on gender concepts, including defining clear quantitative and qualitative indicators. 	
Comparative Assessment of Food Transfer Modalities	Unconditional resource transfers	Effectiveness analysis	Sep 2020	<p>A comparative analysis of CBT vs. in-kind modalities for general food assistance provided in the calendar of 2018 under the ICSP to IDPs in Darfur. The study used secondary data collected in November 2017 and 2018 to compare the output indicators and outcome indicators across the populations that received in-kind and CBT assistance. This enabled calculations of relative cost-efficiency (cost per ration delivered) and cost-effectiveness (cost per ration vs. an effectiveness score based on food security, livelihood and nutrition indicators).</p>	<p>The analysis found that:</p> <ul style="list-style-type: none"> - In-kind and CBT modalities were equally effective in reaching the planned number of beneficiaries. - Receipt of CBT was positively correlated with improved food consumption, dietary diversity and coping index scores, whilst receipt of in-kind assistance correlated negatively with these indicators in sample chosen. - Conversely, households receiving CBT engaged in negative livelihoods-based coping strategies more often than in-kind food recipients. But the overall "effectiveness score" for CBT was higher. - CBT was considered to be less "cost-effective" than in-kind food by the study due to its higher cost per ration, in this sample. - CBT was very positively correlated with increases in joint decision-making between men and women at household 	Darfur (IDPs)

					<p>level.</p> <p>It recommended:</p> <ul style="list-style-type: none"> - Indexation of transfer values to inflation - Expansion of mobile money for CBT delivery - Further studies on local economic impact of CBT provision <p>However, this study has many limitations:</p> <ul style="list-style-type: none"> - It looked only at IDPs in Darfur. - It did not differentiate between cash and vouchers. - The sample sizes for each modality in each year were very unbalanced and possibly not representative at modality level. - It lacked information on beneficiary preferences for CBT or in-kind – a key factor concerning relevance. - Spill-over effects of CBT provision could not be ruled out, e.g., contribution of CBT to local cereal prices. 	
Protection Assessment: Um Rakuba Refugee Camp/Village 8	Unconditional resource transfers	Feasibility assessment	Dec 2020	Rapid assessment mission to look at CBT opportunities in WFP response to the Tigray crises from a protection perspective	CBT recommended from a protection perspective due to its potential to reduce protection risks arising from in-kind distributions, e.g., harassment of women and girls and COVID-19 physical distancing.	Um Rakuba Refugee Camp and Village 8

Market Assessment: Um Rakuba Refugee Camp/Village 8	Unconditional resource transfers	Feasibility assessment	Dec 2020	Assessment by WFP (VAM, CBT and protection teams) to examine the option of providing assistance to Tigrayan refugees via CBT. Data was collected through semi-structured interviews using a market assessment tool, to understand market dynamics, including supply chain, prices and access.	The assessment concluded that CBT was viable and appropriate in the circumstances. The necessary mechanisms were in place to enable the market to digest a potential significant increase in cash. However, traders' and refugees' access to the market, prices of food and non-food items, and protection measures would need to be continuously monitored.	Um Rakuba Refugee Camp and Village 8
CBT opportunities in WFP response to support Ethiopian refugees in Sudan	Unconditional resource transfers	Feasibility assessment	Jan 2021	Rapid feasibility assessment for CBT in the Tigray refugee response based on market, protection, financial, cooperating partner, IT and security assessments and risk analyses, leading to recommendations on a way forward and a work plan.	The assessment found that the volatile situation at reception centres was not conducive to cash programming. However, at camp level, based on the market situation (see above), protection assessment (see above), IT measures enacted, security analysis and availability of a capable financial service provider (to WFP), the report recommended: <ul style="list-style-type: none"> - provision of cash by WFP to cover food needs only - continued exploration with other actors on partnerships for multi-purpose cash assistance (with WFP providing the food component) - consideration of the possibility for WFP to establish multi-purpose cash assistance without other actors to cover all 	Um Rakuba and Tunaydbah Refugee Camps/ Hamdayet and Village 8 transit centres

					basic needs (if other actors are not interested in or able to continue assistance)	
WFP Sudan – Tigray CBT Market Assessment – March 2021	Unconditional resource transfers	Feasibility assessment	Mar 2021	Survey of eight markets across refugee locations in Gezira, Gedaref and Kassala states using WFP's standard market functionality index (MFI). 283 traders were interviewed.	The assessment showed that the market functionality was adequate and in the medium range consistently across all regions with the exception of Village 8; however, strong global flaws on prices are highlighted affecting all markets. The two weakest dimensions were prices and service. Similar to the last MFI assessment of August 2020.	Markets in Gezira, Gedaref and Kassala states
Protracted Displacement Pilot Follow-up Review	Unconditional resource transfers	Project – baseline, follow-up, endline	Oct 2018	In 2018 Triangle Generation Humanitaire, Save the Children International and WFP conducted a pilot project in Kereinik IDP Camp in West Darfur which aimed to reduce dependency on assistance through multi-purpose cash, food security and livelihoods activities, and access to health and WASH services. The follow-up review collected data against WFP corporate indicators of food security as well as indicators relating to WASH, health, education and gender.	The follow-up found that: <ul style="list-style-type: none"> - Food consumption scores improved somewhat. - Food-based and livelihood coping strategies reduced significantly. - Dietary diversity actually reduced (possibly due to lack of adjustment to the cash ration size in line with inflation). - The number of vulnerable households (measured by food expenditure share) increased, probably due to economic circumstances (declining value of the SDG). - WASH (water access and knowledge) and health (vaccination, growth monitoring, maternal healthcare access and national health insurance registration) all 	Kereinik IDP Camp – West Darfur

					improved. - School dropout rates reduced.	
Multi-purpose cash assessment - baseline	Unconditional resource transfers	Project – baseline, follow-up, endline	May 2019	In 2019 WFP Sudan started implementing multi-purpose cash assistance (MPCA) for South Sudanese refugees in Bielel, El Firdous and El Nimer camps to support food-insecure households to meet basic needs. The baseline aimed to established benchmarks for food security, health, WASH, gender and protection against which programme performance can be evaluated.	The baseline assessment found high levels of food insecurity (by FCS), livelihood and consumption-based coping, vulnerability (by food expenditure share), and poor dietary diversity. Female-headed households were more vulnerable and most households obtained income from non-agricultural sources. Access to drinking water and receipt of SBCC WASH messaging was very high but recall of messages was low. Health indicators were mixed with reasonable adherence to maternal healthcare and child vaccinations but low incidence of growth monitoring. Very few households are able to save money and around one quarter are in debt. Joint gender decision-making was found to be low, but AAP indicators on programme awareness were quite high.	Bielel, El Firdous and El Nimer Camps
SFSP SMS e-voucher survey	Social protection	Project – baseline,	Mar 2021	Telephone survey of 921 voucher beneficiaries designed to measure	Most e-voucher beneficiaries were aware that they had enrolled in SFSP (95%), and most of their data was correct.	Khartoum

		follow-up, endline		beneficiary awareness of the SMS e-voucher system, cash withdrawal process and difficulties they face.	Less than 1% didn't receive SMS or call concerning their enrolment. 83% receive their monthly SMS payment alert (e-voucher). The main reason for not redeeming the transfer was "I don't know where/how to go and receive my cash", while the main challenge during the redemption was "the long queues". Most of them know their e-voucher (SMS) validity period (79%) – 10 days.	
SFSP Beneficiary Survey	Social protection	Project – baseline, follow-up, endline	Jun 2021	A small study on the SFSP pilot in Khartoum (Karari and Umbada) based on FGDs and beneficiary survey (189 respondents) aiming to better understand beneficiary views on different components of the overall project, and identifying ways to ameliorate challenges and improve systems.	Respondents had a positive view of SFSP overall. However, 97% did not know how people are selected for enrolment and 48% found the communication/guidance on eligibility and entitlement to be poor or very poor. Just 37% were well informed about the value of their entitlement and only 27% knew the duration of the project. Those surveyed had generally received the intended SMS communications but 20% were aware of others who had not (or did not understand it). How to redeem payments was very well understood by those surveyed, but only 25% were aware of the CFM.	Khartoum

					<p>Large numbers of beneficiaries suggested the following improvements: review of the transfer value and a larger number of agents/redemption locations.</p> <p>Most of the recommendations made by the study relate to the revamping of the SFSP communications strategy, e.g., establishing community focal points, etc.</p>	
Take-Home Ration project - baseline and endline	School feeding (take-home)	Project - baseline, follow-up, endline	2019	<p>In 2019, WFP implemented a take-home ration (THR) pilot project in three schools in Red Sea State. A baseline was established using secondary sources - school logbooks and the local CSFVA data. At the time of the endline data collection, WFP had changed the modality of assistance to a voucher system benefiting the households of female children enrolled in school, aiming to improve dietary diversity (with an SBCC component too).</p>	<p>The baseline found a very low level of food security (CARI), a very high level of vulnerability measured by food expenditure share, low dietary diversity, high levels of consumption-based coping, but a high level of health awareness, hygiene practices and receipt of SBCC messages. At the time of the baseline, enrolment rates had been declining for both boys and girls, but attendance rates for those enrolled were close to 100%.</p> <p>The follow-up data collection was not very comparable with the baseline. However, there were positive indications in terms of a large proportion of "acceptable" FCS scores, possible improved dietary diversity and a possibly significant reduction in consumption-based coping.</p> <p>WFP concluded that the transition from THRs to vouchers</p>	Red Sea State

					had been successful and decided to scale up this approach to the entire case load in Red Sea and Kassala. However, on the basis of an incomparable baseline and endline, the evidence for effectiveness is not conclusive.	
Micronutrient powders (MNPs) in schools	School feeding/nutrition	Project – baseline, follow-up, endline	Oct 2019	The survey is designed to measure change in school students' physical and cognitive level of performance due to the use of micronutrient powders (MNPs) in school meals. Baseline data was collected in a random sample of 47 schools, out of a total 90 schools, through observation of school sites, discussion with parents, teachers, cooks, and school meal focal points at each school. Also, per each school, 10 students were interviewed. For the last section (children), the students are to be registered and the endline will interview the same students. Teachers are to record the attendance of the interviewed students throughout the duration of the project.	<p>WASH: a majority of schools had adequate water for cooking/drinking/washing, but a majority had inadequate latrines and only 11% had hand soap.</p> <p>Facilities: school/cooking facilities were generally adequate, but 34% did not have functional cooking facilities and 80% did not have enough clean dishes/trays for food service.</p> <p>MNP knowledge was very high (i.e., awareness and how to use MNPs) and the information source was likely to be WFP.</p> <p>Child health: more than 20% of parents/teachers reported that children are “always” or “often” ill, 13% reported that children can “always” focus. 11% of students reported “eating less than usual” in the last week due to illness (33%), or loss of appetite (39%). 2% were suffering from night blindness, 10% had been sick in the past two weeks, and 58% of those who had been sick missed school. The most reported illness was fever/malaria (affecting 73% of</p>	North Darfur – Umkedada and Dar Es Salam localities

					those who had been sick). Nutrition: only 8% eat fruit and vegetables daily but 85% eat iron, protein and foods rich in Vitamin A every day.	
Transition from Hot Meals to High-Energy Biscuit	School feeding	Acceptability assessment	Mar 2020	WFP Sudan is enhancing the delivery of its schools meals programme using innovative approaches such high-energy biscuits (HEBs) to replace the traditional hot meals. HEBs are ready-to-eat and fortified with vital micronutrients. HEBs have a stable shelf life and provide immediate nutrition to children or adults without the need for water or cooking. In 2020, a rapid assessment was conducted to assess the acceptability of HEBs by students and school authorities. More than 200 students in 24 schools were interviewed in the Darfur region.	96% of schools reported increased attendance. Anecdotal evidence of some previously dropped out children returning to schools. 100% acceptance of HEBs by students, PTAs and schools. 73% of students save some to take home. However, schools would like larger ration sizes and to complement the programme with water, tanks and drinking vessels.	North Darfur (67%), Central Darfur and South Darfur
Two Areas schools assessment - Kauda	School feeding	Project – baseline, follow-up, endline	Mar 2021	Assessment of 78 schools in Kauda during February and March 2021, focusing on facilities, WASH, kitchens, food storage, fuel, cooks, PTAs and school fees. None of the schools were receiving WFP assistance,	School facilities were found to be poor – only 61% had desks, only 9% served any school meals, the majority were semi-permanent structures and 81% of classrooms require improvements. WASH – most schools have functioning/usable latrines and	Kauda, South Kordofan (“Two Areas”)

				UN/NGO/government funding and relied on school fees and PTAs for funding.	<p>handwashing facilities, but few have a functioning water source inside the school and none at all purify drinking water.</p> <p>Kitchens and food storage facilities – were generally found to exist and be adequate for safe and hygienic cooking and appropriate and secure storage.</p> <p>Cooks/fuel – 100% wood. Average of two cooks per school with a monthly wage of 1271 SDG.</p> <p>PTAs – PTAs were found to be very active (given absence of state/external support in running schools).</p> <p>Fees – 97% of schools charge fees, and 96% of communities have out-of-school children whose families cannot afford these fees.</p> <p>Currency used – SDG.</p>	
Two Areas schools assessment – Yabus	School feeding	Project – baseline, follow-up, endline	Mar 2021	Assessment of 25 schools in Yabus and the enclaves conducted during the first half of 2021. The 25 schools had been receiving WFP assistance under the school meals programme (SMP) since November 2020 but were not receiving any assistance other than from WFP, parent-teacher association/parent-teacher committee,	<p>School facilities were found to be poor – only 24% had stools, only 36% had enough classroom space, 60% of classrooms required improvement, and 64% were temporary structures.</p> <p>WASH – only 60% have functioning/usable latrines, only 13% of children wash hands, only 16% have a water source and 8% have water purification. Water is predominantly stored in jerry cans. Off-site water sources are usually less</p>	Yabus, Blue Nile (“Two Areas”)

				and/or from fees. The assessment focused on: school classrooms, kitchen facility, food storage facility, fuel, WASH, PTA/PTC, children drop-out, fees.	than 2km away (66%) but can be further. Kitchens and food storage facilities – only 16% of schools had kitchens and these were in poor condition (none were considered clean, 75% had signs of rodent activity). 36% had storage facilities, which were also poor. Cooks/fuel – 100% wood. Only 24% reported a shortage of cooks. PTAs – PTAs were found to be very active (given absence of state/external support in running schools). Fees – 32% of schools charge fees, and 59% of communities have out-of-school children whose families cannot afford these fees. Currency used – ETB.	
PDM for cash THR to girls in Red Sea and Kassala	School feeding (take-home)	Project – baseline, follow-up, endline	May 2021	A post-distribution monitoring (PDM) exercise to assess the efficiency and effectiveness of the cash assistance modality of the school feeding programme, including: household views and practices regarding education; livelihood and sources of income; food sources and consumption patterns; consumption-based coping strategies of households; awareness levels of households regarding the programme; household	The study found: - the programme assumptions regarding household size (used to measure cash transfer value) to be appropriate - just 1% of primary school-aged girls were out of school (compared with 7% of primary school-aged boys) - views of female participation in education are generally positive among households that receive cash (although less so for secondary-level education) and 31% of HHS would not have sent their daughters to school if WFP had not provided cash assistance	Red Sea and Kassala

			<p>dynamics with regards to gender roles and responsibilities; and experience of households with respect to protection and accountability measures.</p> <p>The survey used a two-part questionnaire including an observation module and interviews with the parents of (female) beneficiary child(ren) enrolled in school and receiving cash assistance. A random sample of 375 households covering 23 schools and 25 villages/clusters in 6 localities of Red Sea and Kassala was selected. The actual number of households reached was 424.</p>	<ul style="list-style-type: none"> - dietary diversity remains poor, indicating either that there is little awareness of the importance of consuming nutritious foods, or that cash assistance is not sufficient to meet the more diverse dietary needs - a large proportion of households were found to be food-insecure, as indicated by use of coping mechanisms - parents were well informed about the selection criteria, cash transfer values and compliance conditionality, but less so regarding the end of the assistance - recall of SBCC messages was reasonable - 100% of respondents expressed preference for cash over in-kind assistance - 78% of responding HHs reported sharing decision-making on cash use between men and women - 8% reported spending the cash on food only, 80% on food and other expense and 12% on other (non-food) expenses only <p>It recommended:</p> <ul style="list-style-type: none"> - Increased/modified SBCC to encourage cash utilization on food - Research on reasons for poor dietary diversity and whether this can be addressed by SBCC or not - Ensuring that information on when cash assistance will 	
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					end is included in orientation and IEC materials at distribution sites	
School Feeding baseline	School feeding	Project – baseline, follow-up, endline	Aug 2021	Survey conducted to provide updated benchmark data on the WFP SF programme by reviewing school facilities, storage and management practices, WASH practices, student eating habits and physical and mental health, parent and teacher understanding of micronutrients, and child perceptions of meal quality/quantity. The survey used two structured questionnaires for observation of facilities/practices and interviews with teachers, parents, cooks and students. A random sample of 327 schools in 10 states was selected – and was representative at national level, but not at state level. 2,193 people were interviewed.	<p>The study found:</p> <ul style="list-style-type: none"> - infrastructure to be generally adequate in WFP-assisted schools, with some issues needing attention, such as electricity, storage facilities - water is almost always available at schools but there are serious shortages of latrines and soap for handwashing - schools have poor school meal preparation facilities - eating habits of students suggest prioritization of calorie intake over diverse and nutritious diets (as assumed by WFP) - frequency of child illness and likelihood of lost learning time from such illness is high - community engagement with the programme is high, with the vast majority of schools having functioning PTAs - food is largely prepared in a hygienic manner but is much less likely to be stored hygienically and accounted for in logbooks - NFI distribution at the start of the programme had been slow - Enrolment rates increased from the previous year, more so for girls than boys, but promotion rates were higher for 	Gezira, Blue Nile, Gedaref, Kassala, Khartoum, North Kordofan, Red Sea, River Nile, South Kordofan, West Kordofan

					<p>boys than girls. Dropout rates are high and higher for males (11%) than females (9%). The main reasons for dropout are displacement, work and marriage. The attendance rates for those enrolled are high.</p> <p>It recommended:</p> <ul style="list-style-type: none"> - Advocacy with UNICEF for the co-location of WASH facilities at WFP-supported schools - WFP should work with communities and government to mobilize funds for schools' running costs - Work with partners (including UN) to mobilize WASH support, complemented by SBCC on diet and hygiene to reduce child sickness - Research on reasons for poor dietary diversity and whether this can be addressed by SBCC or not - Work with partners to complete distribution of NFIs, which has been slow and disrupted by COVID-19 	
Productive safety nets – Review Report	Productive safety net/food assistance for assets	Project – baseline, follow-up, endline	Oct 2018	A review to document lessons and achievements of the PSN programme in Sinkat (Red Sea), implemented by the Sudanese Red Crescent. It assessed relevance, efficiency, effectiveness and sustainability, through a mixed-methods	<p>Relevance – frequent drought and limited livelihood opportunities make a PSN approach very relevant in the locality.</p> <p>Effectiveness – mixed results: on the one hand, dietary diversity scores for beneficiary households improved substantially, 98% of participants felt that assets created</p>	Sinkat, Red Sea State

			<p>approach including desk review, interviews, FGDs, and a HH survey (257 HHs) compared against a food security assessment carried out in March 2017 (not a tailor-made baseline). The study was also limited by the absence of any counterfactual/control group and incongruent timing of data collection.</p>	<p>and training provided was beneficial to them, and vulnerability measured by food expenditure share reduced. On the other hand, food consumption scores and livelihood-based coping indices deteriorated compared with the baseline.</p> <p>Efficiency – cash was delivered erratically and not always on time.</p> <p>Sustainability – measures to increase the likelihood of assets continuing to yield benefits in the future have been put in place, e.g., maintenance committees.</p> <p>The review recommended that future PSN/FFA initiatives must:</p> <ul style="list-style-type: none"> - Address causes of vulnerability, e.g., addressing/mitigating effects of drought/animal disease in the case of Red Sea - Establish a single registry between GoS and WFP for social protection - Index cash transfer values to inflation - Develop a graduation strategy out of the programme - Pay special attention to female-headed households 	
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PHL baseline study	Post-harvest losses	Project – baseline, follow-up, endline	Jan 2019	<p>WFP PHL activities aim to support small and marginal, yet economically active farmers and smallholders. The intended outcomes are increased household food availability due to pre-farm gate losses, increased household income from the sale of surplus grain, improved capacity to access markets, improved food safety, health and nutrition through reduction of aflatoxin contamination, and motivation of the private sector to serve a new demand for hermetic storage.</p> <p>The baseline used a sample survey, key informant interviews (KIIs), focus group discussions (FGDs) and case studies. The survey reached a sample of 846 people.</p>	<p>The study collected information on household demographics, land access, utilization, cropping patterns, post-harvest management, gender dynamics and food security.</p> <p>The distinguishing demographic characteristic of the targeted households is that they are likely to be headed by women (78%). All are farmers, and on average, have access to more land than they utilize.</p> <p>71% of HHs reported experiencing losses at harvest stage and 52% reported losses at storage stage. Women’s participation in agricultural activity was found to be very high, but their influence over decisions in the sector is very low. Within the target population, very few are members of community groups and associations.</p> <p>Dietary diversity was found to be low in all states, food consumption scores were reasonable (and varied) and coping mechanisms were rarely utilized. However, food expenditure shares were found to generally be high, indicating vulnerability.</p>	North Darfur, South Darfur and East Darfur, White and Blue Nile states
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					Implementation challenges identified included: hermetic storage technology being very new to participants, the capacity of local markets to sustain the use of the new technologies, and lack of familiarity with WFP programming at local authority/community level.	
Study on Women Farmers' Post-Harvest Losses Reduction Project	Post-harvest losses	Gender analysis	Jun 2019	<p>Purpose: Assess the profile of women, assisted and/or potentially will be assisted through the post-harvest losses (PHL) project in the East and Darfur and predict the potential impact of the project on the women's livelihoods as well as their participation and role to inform the expansion of PHL.</p> <p>Method: Primarily qualitative (key informant interviews, focus group discussions with beneficiary women, desk review and gender analytical tools).</p>	<p>Findings:</p> <ul style="list-style-type: none"> - Gender gap exists between women and men farmers (varies between states and within the same state), hindering women's access to resources, particularly land, finance, and technology. Issues of ethnicity, traditions and customs are among the causes of the gender gap. - Female farmers proved to be more efficient, managing their small farms very well and follow expert instructions to the maximum. Thus, they are better users of hermetic bags. - Women farmers contribute significantly to the value chain at pre-production and production phases. However, their access to markets is limited, hindering their economic independence and control over income. <p>Recommendations:</p> <ul style="list-style-type: none"> - It is not enough to support women technically to empower them; changing behaviour and attitudes for more balance in the gender power relations is equally 	South Darfur and the East (Kassala and Gedaref)

					important. Adopting a rights-based approach is essential to ensure that women are an integral part of the whole value chain and are not forced to be out at a certain phase. - Organizing women in associations and groups improve their sense of power and give them a voice. - Strengthen skills (WFP, government and CPs) on gender, gender analysis, qualitative data collection and analysis.	
PHL baseline study (for scale-up)	Post-harvest losses	Project – baseline, follow-up, endline	Feb 2020	<p>A mixed-method baseline study to establish benchmarks and indicators monitor the progress of new WFP post-harvest loss activities (North and West Kordofan) in meeting their intended outcomes:</p> <p>The study used a quantitative survey of 761 participating HHs/farmers randomly sampled from village lists, FGDs with groups of 8–10 knowledgeable farmers, and KIIs with government officials and other development agencies.</p>	<p>The study collected information on household demographics, land access, utilization, cropping patterns and post-harvest management.</p> <p>PHLs were found to be driven primarily by sprouting and rotting, often resulting from harvest of immature crops in attempts to minimize pre-harvest losses due to pests and theft.</p> <p>Access to land was found to be sufficient for the surveyed household’s participation in crop production and post-harvest management, indicating that the project is relevant.</p> <p>The average production per HH was 8 bags of sorghum (90kg) and 5 bags of millet, with yields of 0.74 MT and 0.71</p>	West Kordofan and North Kordofan

					<p>MT per hectare respectively. Such yields are below national averages, but most farmers reported production of a surplus – a further indication of relevance.</p> <p>53% of surveyed HHs had an acceptable food consumption score.</p>	
PHL progress monitoring	Post-harvest losses	Project – baseline, follow-up, endline	May 2020	<p>A follow-up survey conducted between September 2019 and January 2020 to collect information on:</p> <ul style="list-style-type: none"> • Harvesting methods • Causes of post-harvest losses • Volume and value of crops lost due to poor harvest handling techniques • Participation in PHL trainings and content of trainings. <p>2,175 randomly selected farmer households were interviewed. 61% had received silos, 21% hermetic bags and 18% both silos and bags.</p>	<p>The survey collected a wide range of detailed information and the principal causes of losses during the growing, harvesting and storing of crops. The results showed that farmers largely harvest without using any machinery or hand tools. Large volume of losses occurs during harvesting. The leading cause of losses during harvesting, gathering, transporting and processing are insects, rodents and spillage. The results also showed a high implementation of techniques that the farmers were trained in, with the highest adherence occurring at the storage stage. In terms of gender and decision-making the results showed that land is mainly owned by men and decision-making on crop production to storage and marketing is dominated by joint decision-making by both men and women.</p>	North Darfur, South Darfur, West Darfur, White Nile, Blue Nile, Kassala

					However, the survey was not comparable with the Jan 2019 baseline, in terms of its demographic sample and the indicators against which it collected information.	
International Climate Initiative (IKI) baseline study	Productive safety net/food assistance for assets	Project – baseline, follow-up, endline	Jul 2020	<p>The project, which is funded by the International Climate Initiative (IKI), targets refugees, residents and internally displaced person (IDPs) households. It focuses on promotion and awareness-raising on safe access to cooking energy as well as household and community adaptation and resilience to climate and other shocks.</p> <p>A baseline study by WFP in collaboration with World Vision International (WVI) and Adventist Development and Relief Agency (ADRA). The study aimed to establish benchmarks for indicators that will be used to measure project performance and generating evidence for informing programme design in the area of climate change and energy access in Sudan. Information on the following themes was collected:</p>	<p>Livelihoods and food security – surveyed households were relatively food-secure but refugees were significantly more vulnerable than their host communities</p> <p>Access to cooking energy – IDPs and refugees rely very heavily on firewood for energy, which is collected by women (protection risk) and burned very inefficiently (traditional stoves rather than fuel-efficient stoves)</p> <p>Climate knowledge – knowledge of climate resilience strategies and climate resilience capacity was found to be very low</p> <p>Recommendations:</p> <ul style="list-style-type: none"> – Increase access to clean energy and energy-saving cooking technologies to lessen the burden borne by women in collection of firewood and preparation of meals. – Provide alternative sources of energy to reduce dependency on firewood for both cooking and lighting. – Increase awareness and adoption of climate change strategies to enhance the resilience capacity of targeted households and communities. 	White Nile, East Darfur

				<ul style="list-style-type: none"> • Access to cooking energy and related practices • Climate change knowledge and practices • Livelihoods, food security and coping strategies • Household expenditure patterns 	– Diversify household income sources and reduce vulnerability to agriculture-related shocks.	
SIDA baseline study – PHL/PSN	Productive safety net/post-harvest losses	Project – baseline, follow-up, endline	Nov 2020	<p>A baseline study to establish benchmarks for PHL and PSN activities supported by Sweden (SIDA). The baseline collected information on food security, livelihoods, climate change and post-harvest management knowledge levels, among other issues.</p> <p>The study focused on project sites in Kassala and North Kordofan. A sample of 450 households (15 HH in 30 clusters across the 2 states) was selected. However, the actual sample reached skewed heavily to Kassala.</p>	<p>Food security – 95% of surveyed households were food-secure (FCS), with relatively high dietary diversity and low incidence of coping mechanisms.</p> <p>Land access/utilization – the average household had access to 6 feddans and used 4.9 feddans to grow sorghum (94%) and sesame (19%).</p> <p>Agricultural practices – the survey found very high reliance on recovered seeds (instead of improved high-yield varieties) and very limited fertilizer use, resulting in yields far below the national average for sorghum/millet.</p> <p>Post-harvest loss – average of 2.4% for sorghum in woven bags and 0% for hermetic storage bags after 4 months.</p> <p>Asset ownership – households have very low ownership of productive assets and livestock.</p> <p>Recommendations:</p>	Kassala and North Kordofan

					<ul style="list-style-type: none"> - WFP should support access to agricultural inputs (seeds, fertilizer, HST) - Create market demand and conducive environment for HST products - Improve access to markets - Explore ways to boost production and create surpluses through partnerships (e.g., with FAO) - Promote climate-smart agricultural practices – initiatives must include but not be limited to water harvesting, promoting growing of short seasoned crop varieties, growing of fodder and timely destocking of livestock - Strengthen synergy between PSN and PHL so that HHs can benefit from improved production, harvesting and marketing of produce 	
Silos usage assessment	Post-harvest losses	Project – baseline, follow-up, endline	Nov 2021	A rapid survey on PHL silo usage among 179 farmers in South and East Darfur states, focused on land usage and crop patterns, silo utilization, silo benefits, and challenges to crop storage and handling among smallholder farmers.	Land usage/crop patterns: the project targets farmers cultivating between 5 and 10 feddans (those with less than 5 will not have significant surplus to store, and those with more than 10 are not considered smallholders) and the survey found the average number of feddans cultivated to be in this range. Groundnuts, millet, sorghum and sesame are the major crops cultivated. Based on the number of bags produced, groundnut surpluses are the most significant, and millet and groundnuts are stored at home	South Darfur, East Darfur

					<p>for the longest (indicating the need for storage solutions). 99% of farmers stored crops at home and 89% had experienced infestation/rodent losses.</p> <p>Silo utilization: the survey observed that most silos were located at households, but some were found in public places and some for sale in local markets. Silos were more likely to be used to store water than to store crops in both households and public places.</p> <p>Silo benefits: 89% of farmers noticed a difference in crops stored in silos compared with other storage methods.</p> <p>Challenges: large proportions of smallholder farmers report that lack of storage facilities, poor quality bags and size of silos are major challenges for crop storage and handling, enabling WFP to report its provision of silos and hermetic bags is a very relevant intervention.</p>	
Impact Evaluation: WFP's moderate acute malnutrition treatment and prevention	Nutrition (pre-CSP)	Evaluation	Feb 2018	This evaluation assessed the effectiveness of the ongoing WFP food-based prevention of moderate acute malnutrition programme, the blanket supplementary feeding programme (BSFP), when added to the targeted supplementary feeding programme (TSFP) as a package intervention.	<p>Recommendations:</p> <ul style="list-style-type: none"> • Better coverage and service delivery and effective community sensitization could potentially demonstrate a greater impact on the "at-risk" population and, therefore, on the incidence and prevalence of moderate, severe, and global acute malnutrition. • Improve coverage of both treatment and prevention interventions. 	Kassala

<p>programmes in Kassala</p>				<p>The key indicators measured were:</p> <ul style="list-style-type: none"> · Prevalence of moderate acute malnutrition (MAM), severe acute malnutrition (SAM), global acute malnutrition (GAM), and those "at risk of malnutrition" in children and pregnant and lactating women · Incidence of moderate, severe, and global acute malnutrition in children · Coverage and performance of the treatment and prevention programmes <p>Mixed methods were used to answer specific research questions along a theory of change pathway:</p> <ul style="list-style-type: none"> · A stepped wedge cluster control trial assessed prevalence · A nested, two-arm study evaluated incidence · A qualitative sub-study, employing key informant interviews, investigated coverage and performance of the targeted supplementary feeding and food-based prevention programmes, and also the impact 	<ul style="list-style-type: none"> • Prevention programmes should maximize learning outputs by including an operational research component at the design and/or a robust evaluation design that ensures linkages to other intervention coverage and programme costs. 	
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				of social and behaviour change communication.		
Acceptability study - LNS-MQ	Nutrition	Acceptability assessment	Apr 2021	Joint study with federal and state Ministry of Health (MoH) in Khartoum assessing the acceptability of lipid-based supplement medium quantity (LNS-MQ). LNS-MQ is a food supplement that is intended to prevent malnutrition. The study focused on the acceptability of the supplement in terms of taste, smell, colour and texture. A sentinel site was established in Khartoum state and selected respondents were interviewed on three (3) alternate days. A total of 60 respondents were interviewed. The sample was 1/3 each children under 5, pregnant women and lactating women. Close to 100% were well nourished (MUAC).	The product was found to be very acceptable, with around 90% indicating that they liked its taste/smell/colour/texture. 84% would use it if provided for free. 59% would purchase it if it was available in the market. It was generally consumed on its own. 100% of users understood how to use it.	Khartoum
Cost-benefit analysis for wheat flour fortification	Nutrition	Cost-benefit analysis	Aug 2018	The analysis was requested by WHO and conducted by a consultant. It sets out the health and economic benefits of mandatory wheat flour fortification with iron and folic	The study estimated potential for a 15 USD economic benefit for every 1 USD invested in flour fortification in Sudan. It recommended: - the analysis be shared with the MoH	National scope (however, only an

				acid in Sudan (improved health of adults, improved cognitive ability of children, increased economic productivity and reduced healthcare costs), the costs of implementing such a policy, and potential models for doing so.	- various models for implementation, including a revolving fund for premix procurement, a centralized procurement system to reduce premix costs and/or establishment of an investment fund by GoS for capital costs (with support of IFIs/UN agencies)	estimated 35% of the Sudanese population consumes wheat)
Mid-term assessment of stunting prevention programme	Nutrition	Project – baseline, follow-up, endline	2020	A community-based cross-sectional study to evaluate the progress of WFP nutrition and food security activities in three eastern Sudanese states with high infant and under-5 mortality rates, and high stunting rates. The evaluation collected household survey data, anthropometric data, FGDs and KIIs, and also used secondary data from WFP.	<p>The evaluation found mixed results at the mid-point of the “stunting project” – 18 months to 2 years after its start.</p> <ul style="list-style-type: none"> - Wasting (an indication of inadequate food intake and infection in the present) was found to have reduced quite considerably against the baseline (from 22% to 15%). - Stunting (an indication of inadequate food intake over long periods and in key growth phases) increased from 17% to 19%. - The percentage of mothers with MUAC less than 23cm increased; however, the prevalence of anaemia in women decreased considerably. - Exclusive breastfeeding rates actually decreased. - School feeding appeared to have improved retention rates and attainment rates. <p>The consultants made very broad recommendations:</p>	Red Sea, Kassala, Gedaref

					<ul style="list-style-type: none"> - Continuation and scale-up of the project - Enhanced coordination with government (with a defined unit) - Improvement of infrastructure at health centres and investment in staff - Scale-up of complementary PSN activities (especially in dairy) - Capacity-building of all internal project stakeholders 	
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Annex 6: Evaluation timeline

Phase 2 - Inception				
	Submit draft inception report (IR)	TL	29 June 2021	
	OEV quality assurance and feedback	EM	1 July 2021	
	Submit revised IR	TL	6 July 2021	
	IR review and clearance	EM	7 July 2021	
	IR clearance	OEV/DDE	12 July 2021	
	EM circulates final IR to WFP key stakeholders (CO) for their information + posts a copy on intranet	EM	12 July 2021	
	Country office deadline for comments on the report	CO	21 July 2021	
	Final IR revisions and clearance	TL/EM	3 August 2021	
Phase 3 - Data collection, including fieldwork				
	In-country/remote data collection	Team	10 August - 15 September 2021	
	Exit debrief (ppt) - describing data collection activities completed	TL	16 September 2021	
	Preliminary findings debrief	Team	7 October 2021	
Draft 0	Submit high-quality draft ER to OEV (after the company's quality check)	TL	20 October 2021	
	OEV quality feedback sent to TL	EM	27 October 2021	
Draft 1	Submit revised draft ER to OEV	TL	4 November 2021	
	OEV quality check	EM	8 November 2021	
	Seek OEV/DD clearance prior to circulating the ER to WFP stakeholders	OEV/DDE	15 November 2021	
	OEV shares draft evaluation report with WFP stakeholders for their feedback	EM/stakeholders	15 November 2021	
	Stakeholders' workshop (in-country or remote)		24-25 November 2021	
	Consolidate WFP comments and share with team	EM	29 November 2021	
	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments	ET	10 December 2021	
Draft 2	Review D2	EM	17 December 2021	

	Submit final draft ER to OEV	TL	7 January 2022	
Draft 3	Review D3	EM	14 January 2022	
	Seek final approval by OEV/D	OEV/DOE	21 January 2022	
SER	Draft summary evaluation report	EM	28 January 2022	
	Seek OEV/DOE of DD for clearance	OEV/DOE	28 January 2022	
	Revise SER as required	EM	31 January – 3 February 2022	
	Seek final approval by OEV/D	OEV/DOE	4 February 2022	
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	February 2021	
	Tail-end actions, OEV websites posting, EB round table, etc.	EM	March – June 2022	
	Presentation of summary evaluation report to the EB	D/OEV	November 2022	
	Presentation of management response to the EB	D/RMP	November 2022	

Annex 7: Evaluation matrix

The purpose of the evaluation matrix is to provide a clear analytical framework that helps to reduce subjectivity in the evaluative judgement, identifying for questions and sub-questions: (i) dimensions of analysis;; (ii) lines of inquiry and/or indicators as appropriate; (iii) data sources; (iv) data collection methods; and (v) data analysis.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is WFP’s strategic position, role, and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?					
1.1 To what extent is the country strategic plan relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
1.1.1 Alignment of strategic objectives to national policies, strategies, and plans	<p>What is the rationale behind the choice of the strategic objectives?</p> <p>The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies, and plans.</p> <p>The extent to which government welcomes WFP’s aspiration to take on new roles in development and system-building and gender transformation, as well as support for peacebuilding.</p> <p>The extent to which donors were consulted on WFP’s proposed strategic changes and their views and concerns given due consideration.</p> <p>The extent to which donors were and are in agreement with the “strategic shift”.</p>	<p>Degree of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies, and plans.</p> <p>Degree of matching of CSP activities and proposed interventions set out in government policies, strategies, and plans.</p> <p>Extent of engagement of senior government officials in the preparation and design of the CSP.</p> <p>Perception of senior government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies, and plans.</p> <p>Degree of donor concurrence with WFP’s strategic directions as set out in CSP.</p>	<p>WFP CSP and consecutive budget revision documents</p> <p>Zero Hunger Strategic Review (ZHSR)</p> <p>Published government policies, plans and programmes</p> <p>Senior government officials, senior management at WFP CO and HQ, and programme managers in CO – in both cases (government and WFP), those in place at time of CSP preparation and approval, and during early implementation</p> <p>Perspectives of donors, UNCT and other selected stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Systematic coding of interview data</p> <p>Triangulation across data collection methods and sources</p>

1.1.2 Alignment to national SDGs	The extent to which the strategic outcomes outlined in the CSP were/are aligned with government SDG goals and targets (a. at the time of CSP design; and b. at the time of later adjustments through budget revisions).	Degree of matching between CSP strategic outcomes and national SDG goals and targets. Explicit reference is made in CSP and later revisions and annual reports to national SDG frameworks. Stakeholder perspectives on degree of alignment of CSP objectives and activity sets with relevant national SDG priorities.	WFP CSP and consecutive budget revision documents; annual reports National SDG framework Senior government officials and senior management and programme managers at CO both during preparation and in early implementation	Document review Semi-structured interviews	Content analysis Systematic coding of interview data Triangulation across data collection methods and sources
1.1.3 Realignment and adjustment of strategic objectives, outputs, and activities to government priorities following “the Sudanese Revolution” and the change of regime, as well as COVID-19	To what extent did the CO make adjustments to the CSP and its programming subsequent to approval to reflect the changed circumstances of governance, while also considering the deterioration in the economic situation and impact of COVID-19? Were the adaptations to the CSP and the programme appropriate as a measured response to the changed situation?	Degree of fit between pressing needs and urgent priorities of new government and a country in transition and the restructured programme. Evidence of ability of WFP to plan and adapt its work in a dynamic and shifting environment. Evidence of WFP’s ability to assess the threat of COVID-19 to beneficiary populations, CO and area office staff and implementers, and to adopt appropriate risk mitigation strategies, while maintaining programming as much as possible.	WFP CSP and consecutive budget revision documents Annual plans; reports of programming sectors Interviews with government officials, WFP CO and HQ officials, donor representatives, NGOs and informed observers and selected donor representatives Interviews with implementers and representatives of beneficiary communities	Document review Semi-structured interviews and small groups, as appropriate	Content analysis Systematic coding of interview data Triangulation across data collection methods and sources
1.2 To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?					
1.2.1 CSP focus on the most vulnerable and marginalized populations	The extent to which CSP reflected the inputs from vulnerability assessments and analysis. The extent to which WFP undertook emergency preparedness planning in CSP design work. The coverage in vulnerability and other needs assessments of the differential situation of	Evidence that CSP design was focused on meeting the pressing needs of the most vulnerable and marginalized sectors of the population in terms of food insecurity. Evidence that the approach to emergency preparedness in the CSP differed from that which prevailed during the ICSP and previously and reflected “new ways of working”. Evidence that vulnerability assessments and zero hunger joint assessment provided	Comparison of assessment reports and their principal findings and the operational plans of WFP and rationale for decisions on resource allocation and targeting SCOPE data and reports and retailer management system outputs M&E reports	Zero Hunger Strategic Review WFP VAM vulnerability assessments ACRs Detailed budget allocation review <i>Interviews with:</i>	Content analysis Systematic coding of interview data and findings from other evaluations Triangulation across data collection methods and sources

	<p>specified marginalized populations, including women and girls and people with disability, by region and sub-region.</p> <p>The extent to which vulnerability and other food security and needs assessments were able to provide coverage for all regions and sub-regions, including those most remote and most affected by ongoing conflict, or threat of conflict.</p>	<p>the basis for the data analysis which led to the formulation of programming and beneficiary targeting decisions.</p> <p>Evidence of the range and depth of coverage provided in the assessments which informed decision-making.</p> <p>Evidence that WFP and partners identified, and engaged with, the most vulnerable women, men, and children in relation to the CSP.</p> <p>Evidence that the CSP appropriately balanced and combined humanitarian and development approaches.</p> <p>Evidence that the CSP addressed issues of inclusion and exclusion based on gender, age, sexual orientation, disability status.</p> <p>Evidence that the CSP ensured protection of affected communities in line with WFP protection guidance.</p>	<p>IPC analysis, assessments, and technical briefs</p> <p>Donor reports</p> <p>Partner capacity assessments/reviews and partner feedback</p> <p>Beneficiary feedback analyses</p> <p>Coordination forum, sectors/clusters and cash with group reports and meeting minutes</p> <p>Gender and protection risk assessment for cash-based transfers</p> <p>Perceptions of stakeholders and informed observers on adequacy and robustness of the ZHSR analysis and of the data analysis flowing from the VAM assessments</p> <p>Perceptions of stakeholders and informed observers on the transparency and effectiveness of WFP targeting methodology</p>	<p>WFP managers and staff involved in ZHSR, CSP design and implementation planning;</p> <p>Government officials involved in ZHSR;</p> <p>Staff of RBAs and UNCT involved in Sudan at time of CSP planning and initial implementation;</p> <p>Stakeholders and informed observers</p>	
1.2.2 Conflict sensitivity and differential regional strategies	<p>Conflict analysis is relevant in informing and facilitating WFP access to all regions and thus in helping to ensure that all vulnerable populations are reached.</p> <p>Did the CSP employ conflict sensitivity analysis in the design?</p> <p>Did the design for programme delivery in different regions and sub-regions (states) of the</p>	<p>Evidence of conflict analysis studies undertaken, or advice sought, and utilized in CSP preparation.</p> <p>Assessment of operational plans and strategies for delivery and programme content; appraisal of evidence of efforts to reflect the differential needs of different areas of the country; and the degree to which they have been/are impacted by conflict and the threat of conflict.</p> <p>Evidence concerning staff perceptions of need for and feasibility of undertaking</p>	<p>Review of CSP and associated documents and operational plans</p> <p>Interviews with WFP managers and staff in CO and at area field offices</p> <p>Interviews with WFP HQ specialists and RBC and RBN staff</p> <p>Interviews with NGOs and informed observers and</p>	<p>Document review</p> <p>Contextual analysis</p> <p>Semi-structured interviews and focus group sessions with staff</p>	<p>Content analysis</p> <p>Systematic coding of interview data</p> <p>Triangulation across data collection methods and sources</p>

	<p>country reflect an appropriate assessment of conflict and its drivers?</p> <p>Was the assessment updated regularly, and did the update inform decision-making?</p>	<p>conflict sensitivity analysis in programme design and implementation planning.</p>	<p>peacebuilding and/or conflict analysis experts</p>		
<p>1.2.3 Gender equality and women's empowerment (GEWE)</p>	<p>Did the programme design and implementation plans demonstrate an appropriate treatment of, and approach to, gender equality and a commitment to mainstreaming gender equality throughout, consistent with WFP gender policy?</p> <p>Was the CSP built on, and informed by, a timely and comprehensive country gender analysis?</p> <p>Did the CSP seek to enhance the equality of women and men and girls and boys?</p> <p>Did the CSP reflect a commitment to gender mainstreaming and gender-sensitive programming?</p>	<p>Verification of alignment of CSP with WFP gender policy.</p> <p>Assessment of the CSP for inclusion of gender-sensitive provisions in programme design, in outputs and activities, determination of beneficiaries, indicators and plans for collection of data disaggregated by gender, and appropriate utilization of gender markers.</p> <p>Assessment of presence or absence of gender mainstreaming and evidence for integration of gender transformation into CSP programming.</p> <p>Evidence of engagement in CSP design and implementation plans of gender equality experts and others knowledgeable about the situation of women in the regions and sub-regions of Sudan.</p>	<p>WFP gender policy and guidance</p> <p>ICSP and CSP documents; ACRs; logframes</p> <p>Information on beneficiary selection criteria and assessment of beneficiaries reached (monitoring reports)</p> <p>Interviews with managers and staff who were in CO and RBC at time of CSP development, and with gender advisors at RBC, RBN and HQ</p> <p>Interviews with those formulating implementation and monitoring plans</p> <p>Focus groups with female staff members (national and international) present in CO at time of its preparation and initial implementation</p> <p>Interviews with selected donor representatives involved at the time of CSP preparation and approval</p> <p>Interviews with UNCT, INGOs and other informed observers</p> <p>Meetings and interviews with Sudanese women's organizations</p>	<p>Document review</p> <p>Semi-structured interviews and focus-group sessions with staff</p> <p>Interviews with staff of UNCT and RBAs</p> <p>Interviews with GE advisors at WFP HQ and RBN/RBC; stakeholders in Sudan, and engaged with Sudan</p> <p>Focus group discussions (FGDs) with female and male beneficiaries</p> <p>Interviews with informed observers</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>

1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?					
1.3.1 The CSP maintains its relevance in the context of the dynamics of political and institutional change in Sudan, along with COVID-19, humanitarian crises and deteriorating economic conditions	<p>Demonstrated responsiveness of the CSP in adapting to urgent government requests for additional support, increased budgets and new services or activities in the face of emergent challenges.</p> <p>The extent to which the WFP was able to adjust to provide CCS support in areas and forms not anticipated at the time of CSP approval, but critical to the ability of government at all levels as well as local communities to address emergent challenges.</p> <p>The extent to which WFP assessed and adapted programming approaches and redesigned activities in the context of COVID-19, to mitigate risks to beneficiaries, cooperating partners and staff and to minimize disruptions and delays.</p> <p>The extent to which WFP coordinated its planning and service delivery patterns with government, UNCT and other international partners, as well as donors, to improve performance in the context of COVID-19.</p>	<p>Evidence of revisions to the CSP in the face of new and legitimate demands for further assistance and shifting priorities.</p> <p>Evidence that in the implementation of the CSP, WFP had built in appropriate and sensitive risk assessment and risk mitigation measures (including COVID-19), along with provision for regular monitoring and updating.</p> <p>Evidence of appropriate and well-informed planning by WFP as it sought to adjust and adapt to COVID-19.</p> <p>Evidence of comprehensive guidance from WFP HQ on appropriate steps to be taken in managing administration and operations and advising government and partners in light of the threat posed by COVID-19.</p>	<p>ICSP and CSP documentation and budget revisions: ACRs; records of CO management meetings; and communications between WFP and the Government of Sudan</p> <p>Review of other CSPE reports, with a focus on adaptation to COVID-19</p> <p>Interviews with senior managers at the CO, RBs and at HQ (i) during the period of CSP planning (re: risk). (ii) during implementation, and (iii) at the outset and during the various phases of COVID-19</p> <p>Interviews with government officials, current and former, and informed observers, including donor representatives; interviews with cooperating partners, particularly vis-a-vis experience in the context of COVID-19</p> <p>Comparison of adaptation to COVID-19 in other countries where WFP is a principal UN partner</p>	<p>Document review</p> <p>Records concerning inter-organizational cooperation</p> <p>Semi-Structured interviews</p> <p>FGDs with partner representatives.</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>
1.4 To what extent is the CSP coherent, aligned with the wider United Nations and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					

<p>1.4.1 The CSP has established and maintained valued partnerships which build on its comparative advantage and acknowledge areas where the support of others would be beneficial</p>	<p>The extent to which WFP drew on partnerships with other members of the UNCT, RBAs and other international organizations in planning for CSP implementation.</p> <p>The extent to which the CSP was flexible enough to respond to changing requirements as they arose.</p> <p>See also 4.3.1.</p>	<p>Evidence of practical cooperation with government and partners, reflecting WFP comparative advantage and building productive partnerships with other international organizations.</p>	<p>CSP and budget revisions; ACRs; UNCT documents</p> <p>Interviews with CO, RBC and RBN principals during the design and implementation periods; information from stakeholders, including UNCT, Rome-based agencies (RBAs), donors, INGOs, NGOs and informed observers</p>	<p>Document review</p> <p>Semi-structured interviews and small group discussions</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>
<p>1.4.2 Coherence and compatibility of WFP objectives and programming with other agencies within UN system and with those of other development agencies</p>	<p>The extent to which WFP CSP and programming priorities complement and reinforce those of RBAs and UNCT. Assessment of compatibility of WFP priorities and approaches with those set out in UNDAF and of other relevant international organizations.</p>	<p>Evidence of absence of duplication of programmes and complementarity of WFP approach to common issues, including CCS, GE, environment and accountability to affected populations (AAP), with those adopted by other UN agencies.</p> <p>Evidence that the CSP was coherent with and integrated into the broader UNDAF and planning processes for the UNSDAF.</p> <p>Evidence of assessment and alignment with a key stakeholder strategy for Sudan.</p> <p>Extent to which WFP harmonized strategic approaches through the UNCT, sector/cluster and working groups.</p> <p>Extent to which the CSP was complementary to the strategies of other UN agencies and main donors. Compliance with SPHERE standards.</p>	<p>CSP and budget revisions; ACRs, UNDAF, planning documents and reports of (selected) other agencies</p> <p>Coordination forum, sectors/clusters and cash with group reports and meeting minutes</p> <p>Information from stakeholders, including government staff, and staff of WFP and other UN agencies, including RBAs</p>	<p>Document review and interviews; small group meetings</p>	<p>Content analysis</p> <p>Systematic coding of interview data</p> <p>Triangulation across data collection methods and sources</p>
<p>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?</p>					
<p>2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP outcomes?</p>					
<p>2.1.1 Assessment of level of achievement of CSP outputs, as per plan, to date and targeted achievement by WFP for each output</p>	<p>The extent to which WFP has achieved the anticipated coverage of numbers of beneficiaries, and transferred the expected quantity of resources, as well as the range</p>	<p>Comparing achievement against targets.</p> <p>Evidence from stakeholder views on scope, coverage and quality of support provided, and on selection of modalities for assistance.</p>	<p>ACRs; monitoring reports; data review</p> <p>Donor reporting</p>	<p>Document review; data analysis</p>	<p>Content analysis</p> <p>Systematic coding of interview data</p>

	<p>of regions, sub-regions, and locations to be covered.</p> <p>Appropriateness and effectiveness of modalities selected and implemented to address food insecurity and provide emergency assistance.</p> <p>To what extent do IDPs accept the change from status-based to vulnerability-based targeting and the expansion of more conditional models of assistance?</p> <p>Delivery and completion of CCS activities.</p> <p>Levels of success in nurturing the creation of community assets and supporting enhanced livelihoods.</p> <p>Level of achievement in gender equity and inclusion. How has WFP CBT performed for response operations?</p> <p>What has been the decision-making process with the private sector (FSPs and MNOs), GoS, partners and donors concerning CBT?</p>	<p>Evidence from stakeholder perspectives of the extent to which the outputs accomplished to date have met expectations in line with CSP objectives.</p> <p>Evidence from national and local stakeholder perceptions of effectiveness and extent of CCS actions completed or in process.</p> <p>Evidence from stakeholder perceptions of effectiveness and value of community asset-building and support to enhanced livelihoods programming.</p> <p>Comparison of CCS enrolment and training completion data against targets; assessment of adequacy of CCS activities to building/strengthening capacity.</p> <p>Comparison of community assets put in place, compared with targets.</p> <p>Evidence of achievement of gender equity results.</p>	<p>SCOPE data and reports and retailer management system outputs</p> <p>IPC analysis, assessments, and technical briefs; complaints and beneficiary feedback data</p> <p>Coordination forum, sectors/clusters and cash with group reports and meeting minutes</p> <p>Donor reports</p> <p>WFP staff interview and focus groups (CO and area offices)</p> <p>Interviews with RBN staff</p> <p>Interviews with implementing partners and UN and other international agencies active in the same sphere and same locations</p> <p>Interviews with government officials</p> <p>Small group sessions/focus groups with beneficiary community representatives, including women, and IDPs</p>	<p>Semi-structured interviews, plus small group/FGDs</p>	<p>Triangulation across data collection methods and sources</p>
2.1.2 Achievement of CSP planned strategic outcomes (SOs) thus far, and quality of performance: extent to which outputs contributed to progress in working towards SOs	<p>Extent to which the CSP has achieved, or is on track to achieve, planned strategic outcomes.</p> <p>To what extent have WFP interventions achieved outcomes in relation to services (infrastructure,</p>	<p>Evidence of contributions to each SO, including any changes to key indicators.</p> <p>Evidence that pathways towards achieving SOs are on track and measurable:</p> <p>SO1: People affected by shocks in targeted areas have access to food, nutrition, and livelihoods during and after crises;</p>	<p>Review of documents, including ICSP, CSP, ACRs, monitoring reports, including outcome monitoring</p> <p>SPRs and other internal reports</p> <p>UNHAS user satisfaction surveys</p>	<p>Document review; data analysis</p> <p>Semi-structured interviews, focus groups and small group discussions.</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data</p>

	<p>UNHAS, logistics/transport, telecommunications)?</p> <p>Has the IDP profiling exercise contributed to the foundation of a nationally or locally owned strategy for durable solutions to displacement in Darfur, as envisaged in the CSP?</p>	<p>SO2: Food-insecure residents in targeted areas have sustainably improved nutrition by 2024;</p> <p>SO3: Food-insecure people in targeted areas and food systems have increased resilience to shocks by 2024;</p> <p>SO4: Humanitarian and development actors and national systems have access to expertise, services, and infrastructure in the areas of logistics (including air transport), information and communications technology, administration, and infrastructure engineering;</p> <p>SO5: The social protection system in Sudan ensures that chronically vulnerable populations across the country are able to meet their basic needs all year round.</p> <p>Comparison of what was intended and what was actually delivered.</p> <p>Comparison against SPHERE standards.</p> <p>Comparison against universal logistics standards (ULS).</p> <p>Review of treatment of gender, diversity, and inclusion in the supply chain.</p>	<p>SCOPE data and reports and retailer management system outputs</p> <p>IPC analysis, assessments, and technical briefs</p> <p>Donor reports</p> <p>Partner capacity assessments/reviews and partner feedback</p> <p>Coordination forum, sectors/clusters and cash with group reports and meeting minutes</p> <p>Interviews with CO and RBC, RBN managers and staff.</p> <p>Interviews with government officials and other stakeholders</p>		<p>collection methods and sources</p>
<p>2.1.3 Assessment of level of performance of logistics and supply chain and related services in supporting food assistance and assisting other international partners</p>	<p>Levels of performance against benchmarks set; perceptions of quality, adaptability, timeliness, and resourcefulness of services provided.</p> <p>Levels of achievement in building capacities of supply chain organizations, supervision mechanisms and personnel: appraisal of</p>	<p>Comparison of actual performance against benchmarks.</p> <p>Review of accounts of responses to unexpected challenges.</p> <p>Review of effectiveness of protocols, procedures, and SOPs in addressing normal issues impacting on supply line and air transportation services.</p> <p>Government and stakeholder perceptions of performance.</p>	<p>ACRs, SPRs, other internal reports</p> <p>UNHAS user satisfaction surveys and ARs</p> <p>WFP logs cluster strategy 2016–2018</p> <p>WFP HQ and CO supply chain ARs 2017–2020</p> <p>CO procurement ARs</p>	<p>Document review</p> <p>Structured and semi-structured interviews and FGDs</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>

	<p>evidence of capacity strengthened.</p> <p>Extent to which UNHAS has supported humanitarian operations for WFP and wider aid community.</p> <p>Extent to which the engineering division has been successful in its infrastructure rehabilitation (railway, silos) and staff housing projects.</p> <p>How complementary were the supply chain and engineering strategies of the CO with its partners (UN and others)?</p> <p>Extent to which networks and forums were used by WFP to build synergies with partners.</p> <p>Extent to which WFP leadership of the logistics cluster, emergency telecommunications sector has been effective.</p> <p>To what extent has the use of SCOPE enabled the success or otherwise of outcomes and to what extent is its use sustainable?</p> <p>Extent of technical support provided to the implementation of the family support program and of the results accomplished through that support.</p> <p>Proportion of supply chain activities for which environmental risks have been screened and, as</p>	<p>Comparison of service programme data with deliveries and needs.</p> <p>Comparison of casual analyses of food and nutrition insecurity with WFP strategy and programme narratives.</p> <p>Comparison against SPHERE standards.</p> <p>Comparison against universal logistics standards (ULS).</p> <p>Review of treatment of gender, diversity, and inclusion in the supply chain.</p>	<p>Logistics cluster and telecom sector reports</p> <p>Cash working group reports and meeting notes</p> <p>WFP and standby partners reports</p> <p>SCOPE, COMPAS and LESS reports/data queries</p> <p>M&E reports</p> <p>Meeting notes and technical briefs</p> <p>WFP situation reports</p> <p>CO supply chain reports, plus programme and budget pipeline information</p> <p>Information available from local traders</p> <p>Donor reports</p> <p>Partner capacity assessments/reviews and partner feedback</p> <p>Risk management tools and processes</p> <p>Miscellaneous reports (available through the CO or online) on cost-efficiency and effectiveness of operations</p> <p>UN, NGO, and other stakeholder plans and reports specifically for emergency preparedness and response, logistics and supply chain</p>		
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	required, mitigation actions identified.		operations and environmental impact Interviews with WFP partnership managers and staff at CO and RBN Interviews with staff of other UN agencies, international organizations, and government Interviews with supply chain, logistics, and aviation stakeholders		
2.1.4 Assessment of level of achievement in reaching CCS targets of all kinds at all levels. Assessment of relative importance of CCS as a component of CSP	How were CCS needs identified? How were civil society and private sector CCS needs mapped and by whom? Appropriateness of CCS approaches and of beneficiary selection, given the needs addressed. Presence or absence of system approaches in activity design and outputs. Extent to which a holistic (systemic) approach has been adopted in designing activities and specifying outputs. Extent to which a CCS approach to sectors has involved an effort to assess the role of the private sector, civil society, and local communities as well as government, and whether CCS planning takes in these actors.	Evidence of numbers and locus of activities and their duration and continuation over time. Evidence of quality of performance. Evidence of CO undertaking capacity gap analysis and identification. Evidence of engagement of the private sector, civil society, and local communities in CCS planning and activities in support of a whole-sector approach. Evidence of approaches taken to assess whether to support the privatization of supply chain, transport operations/management/vehicle maintenance services. Evidence of engagement of CO support services divisions in appropriate CCS planning and activities.	CSP and budget revisions; ACRs Partner and other capacity assessment reports Information from relevant WFP CO managers and staff and implementers, government officials at all levels, and beneficiary and trainer feedback; civil society and private sector interviews Interviews on CCS in CSP and revisions with officials at HQ, RBC and RBN, and UNCT, as well as other stakeholders	Document review Structured and semi-structured interviews and focus groups	Content analysis Systematic coding of interview data and findings from other evaluations Triangulation across data collection methods and sources

	Extent to which the CO support services divisions (procurement, IT, engineering) and operations divisions (logistics [including fleet operations and maintenance], and the digitization project, FSP) were able to play a role in building local capacities.				
2.1.5 Assessment of government support for and engagement with CCS programming	<p>Extent to which the government, or government ministries and/or agencies, have approached WFP to request support and advice in developing or strengthening national systems and mechanisms for planning, coordination, or delivery of services.</p> <p>Extent to which government or its ministries and/or agencies has responded positively to proposals from WFP and/or partners to support the building of national systems and capacities.</p> <p>Extent to which government or its ministries and agencies has cooperated with WFP in identification of capacity gaps, nationally or at state level.</p> <p>Extent to which appropriate government staff (federal and state level) are made available to participate in CCS programming, and that the same selected individuals</p>	<p>Evidence that government has sought out WFP support for system-level capacity development and that government has cooperated with WFP (or WFP and partners) in capacity gap analysis.</p> <p>Evidence of a positive response from government when WFP has approached government to discuss cooperation in building national capacities and systems on the basis of unmet needs and capacity gaps identified by WFP in the course of programming, planning and data analysis.</p> <p>Evidence of broad government support for cooperation with WFP in CCS programming at (i) system and (ii) individual levels.</p> <p>Evidence of utilization of sound and equitable selection criteria.</p> <p>Evidence that participants meet appropriate entry standards, and that gender sensitivity is apparent in selection process.</p> <p>Evidence that CCS support provided is valued by home government ministries and agencies and by participants, and that “graduates” are able to employ new skills and knowledge during the following 6–12-month periods.</p>	<p>Review of ACRs, logframes and CCS activity reports, and agreements between WFP and its implementers with relevant ministries and agencies</p> <p>Review of monitoring reports and other follow-up reporting on effectiveness of activities</p> <p>Review of external governance and political economy reports on Sudan</p> <p>Interviews with senior government managers, current or past, involved in discussions and formulation of agreements with WFP on CCS</p> <p>Interviews with CO managers and staff, including those who were in place in earlier years of CSP and ICSP</p> <p>Interviews with government managers and supervisors, and with government managers and officials who took part in CCS activities</p> <p>Interviews with implementers and trainers or advisors who</p>	<p>Document and data review</p> <p>Semi-structured interviews and focus groups</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>

	<p>continue to take part throughout the activity.</p> <p>Extent to which decisions on selection of participants reflects gender sensitivity.</p> <p>Extent to which government managers and HR departments participate in CCS planning and enable those who have obtained new knowledge and skills to utilize them.</p> <p>Extent to which government officials trained through CCS activities remain in posts during the subsequent 6–12-month periods where they may utilize newly acquired skills and knowledge.</p>		<p>took part in designing and implementing CCS programming</p> <p>Interviews with RBC and RBN and UNCT staff and other stakeholders</p> <p>Interviews with experts on Sudan governance</p>		
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, and other equity considerations)?					
2.2.1 To what extent has the CSP contributed to the achievement of cross-cutting priorities: adherence to humanitarian principles, protection, accountability to affected populations and GEWE?	<p>Assessing whether WFP has ensured in its planning, implementation, indicator selection and data collection and analysis, that cross-cutting issues are given priority.</p> <p>Examine whether achievement of targets for cross-cutting issues contributes directly to achievement of outputs and influences progress towards outcomes.</p> <p>The extent to which, in the course of CSP implementation, WFP asserts</p>	<p>Evidence that cross-cutting issues (humanitarian and protection principles, AAP, gender equality and other equity concerns) are embedded and addressed throughout the CSP and results frameworks, and addressed through focused indicators.</p> <p>Evidence that ACRs reflect a focus on cross-cutting issues as specified above.</p> <p>Evidence that interventions design and implementation modalities are based on proper risk assessment for gender, protection (including beneficiaries' safety, dignity and integrity), environment and do-no-harm and addressed through mitigation measures.</p>	<p>WFP corporate policy and guidance documents</p> <p>CSP (2019–2022) and ICSP (2017–2018) documents and later budget revisions</p> <p>CSP and ICSP annual and monitoring reports</p> <p>Records on beneficiary feedback and complaints received and WFP actions in response</p> <p>Information from WFP HQ, RBC and RBN and CO and area office managers and staff, including those who were involved in CSP design</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and small group discussion</p> <p>FLAs/MOUs for CSP activities</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>

	<p>and adheres to humanitarian and protection principles.</p> <p>Extent of participation of women and girls, people with disabilities, and other vulnerable groups in decision-making and consultation concerning planning and implementation of activities.</p> <p>The extent to which data is collected from beneficiary feedback and complaints, analysed, and then utilized in decision-making, design, and adjustment of CSP implementation plans.</p> <p>Extent to which agreements/plans for CSP activities screened for environmental and social risk.</p>	<p>Assess whether WFP has ensured in its planning, implementation, indicator selection and data collection and analysis that cross-cutting issues are given priority.</p> <p>Examination of whether achievement of targets for cross-cutting issues contributes directly to achievement of outputs and influences progress towards outcomes.</p> <p>Evidence that the importance of cross-cutting issues is reflected in decisions on adjustments to implementation plans and logframes.</p> <p>Evidence of participation of women and girls, people with disabilities, and other vulnerable groups in decision-making and consultation concerning planning and implementation of activities.</p> <p>Evidence that data from beneficiary feedback mechanisms are analysed and utilized in decision-making, design, and adjustment of CSP implementation plans.</p> <p>Evidence concerning the extent to which WFP asserts and adheres to humanitarian and protection principles, and how these commitments are put into practice reflected in reporting and results.</p> <p>Evidence that WFP CO and area office staff and implementers are trained in the application of humanitarian principles, are comfortable in putting them into practice and capable in doing so.</p> <p>Level of staff and implementers' understanding of the humanitarian principles as applicable to the different types of WFP operations.</p> <p>Evidence that trade-offs in application of humanitarian principles (when required)</p>	<p>and initial implementation planning</p> <p>HQ and RB staff interviewed will include those with special responsibility for cross-cutting issues</p> <p>Government officials, UNCT staff, INGOs, donors, and implementing partners</p> <p>Small group sessions and/or FGDs with beneficiary community representatives, including women</p>		
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		are informed by rigorous assessment of the situation and guided by best practices.			
2.2.2 Assessment of level of gender sensitivity in design and implementation of CCS activities	<p>Extent to which gender considerations are well reflected in CCS aspects of CSP design, activities, and outputs.</p> <p>Extent to which gender-sensitive approaches are central in planning and implementation of all outputs and activities.</p> <p>Extent to which gender equality and empowerment priorities are reflected in logframes.</p>	<p>Evidence of the embedding of the GE dimension in all CCS planning, implementation, and reporting.</p> <p>Evidence that gender equity, empowerment and sensitivity as organizing principles are in the design and implementation of CCS aspects of the CSP, and that this is reflected in results frameworks.</p> <p>Extent of involvement of gender specialists, as staff members or external, and/or staff with experience in giving priority to gender equity/sensitivity/empowerment in programme design and implementation.</p>	<p>Information from ICSP, CSP, ACRs, and logframes</p> <p>Interviews with CO managers and staff, and gender specialists at CO, HQ and RBC, who were involved during CSP design and early implementation Interviews with current CO and RBN managers and staff, including gender advisors, plus stakeholders on current implementation</p>	<p>Document review and content analysis</p> <p>Semi-structured interviews and small group discussions</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>
2.2.3 Assessment of how protection issues are identified and acted upon	<p>Extent to which protection issues lie at the forefront of all WFP programming.</p> <p>Extent to which WFP staff and partners are briefed on identifying protection issues, particularly in respect of vulnerable populations.</p> <p>Extent to which WFP and partners have been able to identify, mitigate and/or enhance the protection of the recipient populations.</p>	<p>Existing social protection policies and the functionality of the existing social protection platforms, e.g., SPTWG.</p> <p>Consistent knowledge of, and adherence of, good practice in relation to protecting WFP recipients.</p> <p>Evidence that the receipt of goods and services does not endanger or discriminate against any persons or targeted groups. This will include, for example, the protection of vulnerable (especially women, children, those with disabilities, minority groups) for whom the receipt of WFP services may exacerbate danger to themselves or their families.</p> <p>Evidence that measures have been taken to monitor post-distribution and ensure discreet and/or anonymous feedback of protection issues arising.</p>	<p>Documented incidents, follow-up records</p> <p>FGD discussions, KIIs</p> <p>Women-only FGDs</p> <p>People with disabilities interviewed</p> <p>Evidence presented by agencies other than WFP</p>	<p>Document review and content analysis</p> <p>Semi-structured interviews and small group discussions</p>	<p>Focus groups and small group discussions, where feasible (CO staff), private sector and civil society representatives</p>
2.3 To what extent are the achievements of the country strategic plan likely to be sustained?					

<p>2.3.1 Sustainability of achievements of the CSP in government institutions, as well as the private sector and civil society</p>	<p>Extent to which government planning reflects and/or encompasses the institutional objectives of the CSP.</p> <p>Degree of ownership by government institutions and commitment to reforms and new measures and programming approaches and partnerships introduced at national and state levels.</p> <p>Extent to which WFP has devised jointly with government institutions a transition plan that facilitates a phased-in takeover of responsibilities and withdrawal of WFP, or reduction and adjustment in its role.</p> <p>Extent to which government has moved towards taking financial responsibility by transferring programmes to government budget.</p> <p>Extent to which private sector and civil society actors have acted, or are planning to act, to maintain programmes and innovations introduced under the CSP.</p> <p>Extent to which organizational realignment of CO in line with WFP's "strategic shift" thus far has brought about improved congruity between resource allocation and strategic objectives.</p>	<p>Introduction of relevant new policies, regulations and/or policies by government, reflecting prior collaboration with WFP and the CSP's objectives.</p> <p>References to transition planning in CSP and subsequent budget revisions, as well as ARs.</p> <p>Evidence of CSP engagement with government institutions (federal/state) as implementers are informed by a capacity assessment that was utilized in preparing a capacity-strengthening plan.</p> <p>Evidence of progress towards government institutions taking on greater responsibility.</p> <p>Evidence of progress in government taking on financial responsibilities.</p> <p>Evidence obtained from stakeholder and informed observer perceptions of visible advance in government commitment and ownership.</p> <p>Evidence of concrete steps taken by the private sector and/or civil society organizations at national, regional, state, or local level to maintain and build on CSP results and innovations.</p> <p>Analysis of perceptions of qualified observers about how sustainable WFP-supported systems, services and capacity are likely to be, and why.</p> <p>Evidence of shifts in resource allocation, reflecting efforts to enhance financial and human resource support for activities which seek to facilitate the transition from emergency response to longer-term community resilience and livelihoods and GEWE, as well as CCS and linkages to peace processes.</p>	<p>ICSP and CSP; ACRs, press reports and government publications and formal statements</p> <p>Professional and academic analysis</p> <p>National budget data</p> <p>Interviews with government officials, including senior levels, at national, state, and local levels</p> <p>WFP: senior managers and staff at HQ, RBN and CO, as well as area offices</p> <p>UNCT and donor representatives</p> <p>Informed observers (e.g., Rift Valley Institute, ICG, etc.)</p> <p>Representatives of the private sector and civil society</p> <p>CO, area and field office managers and staff; finance and budget managers; RB, UNCT and donor representatives</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and small group discussions, where feasible (CO staff), private sector and civil society representatives</p> <p>Semi-structured interviews and small group discussions</p> <p>Budget analysis, ACRs</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluation</p> <p>Triangulation across data collection methods and sources</p>
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2.4 In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					
2.4.1 Strategic linkages along the axis of the triple nexus (humanitarian–development–peacebuilding)	<p>The extent to which the triple nexus is a priority in the CSP and how this is understood by WFP and other actors.</p> <p>The extent to which CSP implementation focuses on and facilitates progress in advancing the triple nexus in practice.</p> <p>The extent to which there were deliberate efforts to establish convergence between humanitarian and development activities in the CSP and during implementation.</p> <p>Note: Conflict sensitivity is addressed under 1.2.2 above.</p>	<p>How the CSP design integrates the triple nexus into programming.</p> <p>Evidence that in the implementation of the CSP the “new way of working” has been adopted, such that there has been support for enhanced collaboration among actors engaged in humanitarian work and those focused on development, including external partners.</p> <p>Evidence that implementation of the principles underlying the nexus have 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>ICSP, CSP documents, ACRs; HQ policy and guidance documents on the triple nexus</p> <p>UNDAF, Reports from UNCT and UN political mission</p> <p>Reports from Secretary-General</p> <p>Annual reports by UNCT</p> <p>Reports on Sudan by International Crisis Group (ICG), Rift Valley Institute, Conflict Sensitivity Facility (CSF), New Humanitarian, and other relevant sources, professional and academic</p> <p>Interviews with managers, staff and specialists at HQ, RBC and RBN and CO and area offices</p> <p>Interviews with government officials, UNITAMS and UNCT, donor representatives, and civil society</p> <p>Interviews with informed observers</p>	<p>Document analysis</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Reports from reputable professional and academic sources</p> <p>Triangulation across data collection methods and sources</p>
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes??					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.1.1 Timeliness of delivery in contributing to CSP outputs and outcomes	<p>The extent to which CSP activities have been delivered on the planned schedule, including budget revisions and annual plans.</p>	<p>Evidence of reported delivery against targets.</p> <p>Evidence of realistic target-setting for delivery.</p>	<p>ICSP and CSP documents and annual reports; budget reports; monitoring reports and data on timing of delivery to beneficiaries over time;</p>	<p>Document review</p> <p>Data analysis</p> <p>Semi-structured interviews and focus groups</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p>

	<p>Extent to which there are substantial additional costs to delivering assistance to the most hard-to-reach populations and justification in terms of results achieved.</p> <p>The extent to which dramatic changes in government regime and the impact of COVID-19 have had detrimental effects on planned delivery schedules.</p> <p>The extent to which risk mitigation strategies have assisted in reducing impact on beneficiaries of late delivery, and hence improving programme efficiency.</p> <p>Examination of factors influencing timeliness of implementation and delivery.</p> <p>The extent to which WFP managed its resources effectively to reduce expiration of grants.</p>	<p>Evidence that any adjustments in the timeframe are fully justified because of major changes in the context.</p> <p>Evidence of consistency of on-time performance over the period of the CSP and the ICSP before it. Evidence of complete explanations for continuing deviance from schedule for delivery.</p> <p>Evidence that budgetary resources were made available on time.</p> <p>Evidence of level of utilization of assigned budget by budget line.</p> <p>Perceptions of stakeholders.</p> <p>Evidence of time-bound grants being fully utilized for their intended purpose or underutilized and returned.</p>	<p>supply chain data; complaint and feedback data</p> <p>Interviews and meetings with responsible CO and area office managers and officers, implementers, government officials; beneficiary representatives and other stakeholders; FGDs with beneficiaries</p> <p>Donor representatives</p>	<p>Triangulation across data collection methods and sources</p>	
3.2 To what extent was coverage and targeting of interventions appropriate?					
3.2.1 Appropriateness of targeting and range and depth of coverage	<p>The extent to which the targeting and range of coverage of CSP activities are based on realistic, comprehensive, and up-to-date mapping and needs assessment of various segments of the vulnerable population.</p> <p>The extent to which coverage of beneficiaries and</p>	<p>Evidence on levels of coverage for the needs of all segments of the vulnerable population.</p> <p>Evidence on proportion of overall needs in country met by WFP and changes year-to-year.</p> <p>Comparison of coverage of needs met in different areas of the country and in rural and urban areas, and for distinctive food-insecure populations with attention to changes in patterns from year-to-year.</p>	<p>CSP and budget revision documents, ACRs, budget documents, vulnerability and other needs assessments, mapping, and monitoring reports, ZHSR; data analysis</p> <p>Interviews with HQ RBC and RBN, CO and area office senior managers, line managers and staff, including VAM and M&E staff and implementers</p>	<p>Document review</p> <p>Semi-structured interviews, focus groups and small group discussions</p> <p>FLAs/MOUs for CSP activities</p>	<p>Content analysis</p> <p>Coding from interview data</p> <p>Triangulation across data collection methods and sources</p>

	<p>geographic scope of coverage achieved desired objectives.</p> <p>Consideration of the appropriateness of decision-making on coverage of rural and urban settings and geographic areas.</p> <p>The extent to which new information from mapping and needs analysis, and/or requests from government for changes in the focusing, volume or type of assistance provided during CSP implementation led to major changes in targeting and implementation plans.</p> <p>The extent to which profiling and targeting approaches take into consideration the priority of facilitating building the connection between emergency response and resilience activities.</p>	<p>Evidence that targeting is based on up-to-date, broad-ranging, and comprehensive mapping and needs assessment.</p> <p>Evidence that changes in the context, in the circumstances of key populations, or challenges for government, led to major shifts in targeting and implementation plans and resource utilization.</p> <p>Evidence that approaches to profiling and targeting gave priority to building and strengthening the connection from emergency response to resilience activities.</p>	<p>Interviews with government officials and civil society representatives</p> <p>Interviews with donors and UNCT, plus other stakeholders and knowledgeable observers</p>		
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.3.1 Cost-efficiency of CSP implementation	<p>Extent to which CSP set out and followed guidelines or standards for cost-efficiency in delivery of assistance of different types, for different populations in different settings.</p> <p>Extent to which WFP was able to demonstrate cost-efficiency in its wheat purchases on international market on behalf of government.</p>	<p>Observation of changes in cost-efficiency and cost-effectiveness over time.</p> <p>Evidence that the CO developed and employed measures for cost-effectiveness under each set of activities for each output and strategic objective.</p> <p>Evidence that strategies for achieving greater cost-efficiency were considered and that WFP centrally developed benchmarks and guidelines which might be adapted to country circumstances.</p> <p>Evidence that cost-effectiveness analysis was included in the CSP design and in the</p>	<p>WFP budget data and ACRs, monitoring reports, logframes</p> <p>Interviews with senior management and managers at HQ, RBC and RBN and CO</p> <p>Interviews with donors, World Bank (re: SO5 and family support programme)</p> <p>Interviews with government officials and other stakeholders</p>	<p>Review of quantitative data and analysis of qualitative data</p> <p>Semi-structured interviews</p>	<p>Content analysis of reports and interview data</p> <p>Analysis of budget and financial data, and of cost analysis conducted by CO</p> <p>Triangulation across data collection methods and sources</p>

	<p>Extent to which CSP provided for measures through which to assess performance in linking resource utilization to results.</p> <p>Consideration of factors which contributed to, or reduced, prospects and performance in terms of cost-efficiency.</p> <p>Questions of economy and efficiency in provision of supply chain, logistics, engineering, UNHAS services (e.g., the use of air vs land, use of private transporters, WFP fleet operations).</p>	<p>internal review of the ICSP, and the corporate evaluation of the pilot CSPs.</p> <p>Evidence from analysis of selected unit costs:</p> <ul style="list-style-type: none"> • Cost per operation • Cost per activity • Operation and activity costs per recipient • Operation and activity costs per standard ration or per kilocalorie delivered • Changes in underlying cost drivers, e.g., landside transport, storage, and handling (LTSH) costs • Cost per percentage improvement in food consumption score. <p>Comparison of cost, quality, and timeliness in relation to other actors and/or WFP in other settings.</p> <p>Process analysis of decision-making, drawing on documentary record and stakeholder recollections.</p>	<p>UNCT and other stakeholder perceptions of WFP focus on cost-effectiveness and drivers of cost-efficiency</p> <p>Assessment of administrative costs and overheads as a percentage of overall programme delivery costs and variation across programming components, as well as year-to-year</p>		
3.4 To what extent were alternative, more cost-efficient measures considered?					
3.4.1 Consideration of alternative, more cost-effective measures	<p>The extent to which consideration was given to alternative forms of intervention in the CSP to enhance cost-efficiency.</p> <p>Extent to which cost-efficiency of activities was operationalized and monitored and reported on a regular basis.</p> <p>Extent to which considerations of cost-efficiency were included in the agenda for discussions with government and partners.</p>	<p>Evidence that considerations of cost-efficiency were included in the agenda for discussions with government and alternative options for programme intervention suggested.</p> <p>Evidence that cost-efficiency factors were considered in decision-making on partnerships and the contracting of implementers and suppliers.</p> <p>Evidence that situations arose, particularly in crisis emergency response where the requirement for urgency of response outweighed concerns for cost-efficiency.</p>	<p>CSP and ICSP documents, budget revisions, budget reports and data, ACRs, SPRs, and funding overviews</p> <p>Guidance for CBT reconciliation and transaction monitoring (2017)</p> <p>Interviews with CO and area office managers and staff, including finance and budget officers</p> <p>Interviews with government officials and implementing partners</p>	<p>Document review and data analysis</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Triangulation across data collection methods and sources</p>

<p>Extent to which WFP confronted circumstances where trade-offs were made between timeliness and cost-efficiency.</p> <p>What is the comparative cost-efficiency of CBTs and in-kind transfers?</p> <p>How was information on costs factored into decision-making on emergency responses?</p> <p>What measures have been taken to increase efficiency over time?</p>		<p>Interviews with donors, UNCT and other stakeholders</p> <p>WFP Supply Chain Optimization Guideline 2018</p> <p>Logistics cluster strategy 2016–2018</p> <p>WFP ethical standards for procurement and contracting in SC functions</p> <p>Materials available from government authorities</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>CO supply chain reports plus programme and budget pipeline information</p> <p>SCOPE data and reports; retail management system outputs</p> <p>COMPAS and LESS reports/data queries</p> <p>Information available from local traders</p> <p>M&E reports</p> <p>Donor reports</p> <p>Partner capacity assessments/reviews and partner feedback</p>		
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Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent did WFP analyse or use existing evidence on the basic food needs, food security and nutrition issues, to develop the CSP?					
4.1.1 Quality, representativeness, relevance, and geographic and population coverage in the data collection and analysis in CSP design <i>(See 3.2.1 above.)</i>	<p>The extent to which CSP design was informed by thorough and up-to-date evidence and analysis of food insecurity, nutrition levels and quality and resilience for different vulnerable populations.</p> <p>Extent to which the CSP was guided by lessons learned from previous experience.</p> <p>The extent to which the risk register for the CSP and risk mitigation measures were appropriate and evidence-based.</p>	<p>Evidence that CSP design reflected the joint government–WFP analysis of the ZHSR and that the design systematically responded to the specific needs of women and girls, boys and men, as well as of the populations of different regions and sub-regions of Sudan.</p> <p>Evidence of appropriate registration of risks and specification of parallel risk mitigation measures, as well as risk monitoring and review.</p> <p>Evidence of a systematic link between M&E data, needs assessment and planning.</p> <p>Quality and coverage of M&E systems</p>	<p>Zero hunger strategic review (ZHSR) and other needs assessments and reports used at design stage</p> <p>ICSP, CSP and budget revisions</p> <p>ACRs from 2017–2019</p> <p>Relevant evaluation reports and reviews</p> <p>Interviews with:</p> <p>WFP managers and staff at HQ, RBC and CO who were involved in design and in ZHSR process</p> <p>Government officials, UNCT, and donors, as well as other stakeholders</p>	<p>Document review and data analysis</p> <p>Semi-structured interviews and focus groups</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?					
4.2.1 Adequacy, predictability, and flexibility of resource provision for CSP	<p>The extent to which CSP implementation has been supported by optimal allocation of resources to all strategic objectives and outputs, with reliable financial flows.</p> <p>The extent to which WFP has been able to allocate resources to strategic objectives based on CSP policy priorities, rather than those dictated by donor earmarking.</p>	<p>Assessment of needs identified in comparison with resources mobilized for the period 2017–2018 (ICSP) and 2019–2021/22 (CSP) across all five strategic outcomes.</p> <p>Evidence on donor funding, by year and how allocated.</p> <p>Evidence of active fundraising through HQ, RBC and RBN, UNCT, as well as CO, including joint approaches with government.</p> <p>Evidence of efforts by WFP to secure funding from new donors.</p>	<p>CSP, ICSP documents and budget revisions, ACRs</p> <p>WFP fundraising strategy reports</p> <p>CO funding resource reports</p> <p>MOUs and cooperation agreements and donor reports covering Sudan</p> <p>HQ, RBC and RBN managers and staff (both those involved at planning and initial implementation stage and current staff)</p>	<p>Document review, financial data, and resource mobilization report analysis</p> <p>Semi-structured interviews and small group or focus group discussion</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>

		<p>Evidence from donors and stakeholders on factors influencing donor funding allocation decision-making.</p> <p>Evidence on stakeholder perspectives on the implications of any shortfalls, gaps, or imbalance in donor financing of CSP.</p> <p>Evidence on reliability and predictability of financial flows from donor sources and implications for CSP implementation.</p> <p>Review of planned and actual expenditures by strategic outcome and outputs.</p>	<p>Government officials, past and present</p> <p>Donors, UNCT and other stakeholders</p>		
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.3.1 Appropriateness and effectiveness of partnerships formed in support of planning and implementation of the CSP	<p>Extent to which WFP has sought out and utilized partnerships to further the CSP agenda.</p> <p>Extent of congruence of policies and priorities with principal international partners, and extent to which demonstrable benefits of collaboration may be seen in performance and results.</p> <p>Extent to which WFP has pursued and facilitated South-South partnerships to support government and other Sudanese organizations in fulfilling CSP CCS objectives.</p>	<p>Evidence of importance of partnerships in CSP implementation.</p> <p>Evidence of which partnerships might be described as strategic, and why.</p> <p>Evidence of coordinated activities with partners in pursuit of CSP outputs and outcomes.</p> <p>Evidence of benefits obtained from partnership in terms of results accomplished or in progress made.</p> <p>Evidence of quality and value of South-South cooperation and partnerships in contributing to the building of national capacities and/or introducing new professional or developmental approaches.</p>	<p>CSP and ICSP documents and budget revisions</p> <p>Formal partnership agreements and joint reports; ACRs</p> <p>Interviews with CO and RBC and RBN managers and staff</p> <p>Interviews with UNCT and RBAs</p> <p>Interviews with government officials and implementing partners; interviews with representatives involved in South-South partnerships</p> <p>Donors and other stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews and focus group discussions</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?					
4.4.1 Flexibility and organizational readiness in dynamic operational contexts	<p>Extent to which WFP CO has prepared itself and been equipped by HQ for implementing the CSP by reflecting WFP principles of organizational readiness:</p>	<p>Evidence on whether human resources available and internal organization for delivering the CSP are adequate to the task and “fit for purpose” in a dynamic, shifting context.</p>	<p>ICSP and CSP documents and budget revisions; corporate documents on organizational matters, including WFP strategic plan and mid-term</p>	<p>Document review</p> <p>Semi-structured interviews and</p>	<p>Content analysis</p> <p>Systematic coding of interview data</p>

	<ul style="list-style-type: none"> • Adequate human resources • Flexibility in structure and procedures • Structures and procedures geared to working for results • Adjustment of M&E to fit with changes in organization and its focus. <p>Extent to which WFP Sudan has been able to adapt and respond simultaneously to urgent needs deriving from the COVID-19 crisis, the Sudanese Revolution, the deterioration in economic conditions, and the sudden inflow of refugees from Tigray.</p>	<p>Evidence of whether CO organizational structure and procedures, along with leadership, have proved flexible and adaptable in terms of reallocating funding, or obtaining additional funds, and changing human resource deployments in responding to emergent needs and challenges.</p> <p>The degree to which budget performance for activities (funding vs implementation), positive or negative, is influenced by internal factors.</p> <p>Evidence of the degree to which CSP structures and procedures, including M&E, have had a positive or negative effect on results, including cross-cutting objectives.</p>	<p>review; ACRs and monitoring reports</p> <p>Donor reports</p> <p>Interviews with HQ, RBC and RBN and CO managers and staff in place at time of CSP design and early inception, as well as currently</p> <p>Interviews with government officials</p> <p>Interviews with donors, UNCT, RBAs and other stakeholders</p>	<p>focus group discussions</p>	<p>and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>
<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 CSP?</p>					
<p>4.5.1 Consideration of both internal and external factors facilitating or obstructing progress in WFP performance in making the “strategic shift” envisaged in the CSP</p>	<p>Analysis of internal factors: <i>(Factors within WFP control)</i></p> <p>Extent to which there has been adequate staffing of the CO in relation to needs and support to the “strategic shift”.</p> <p>Degree of CO success in maintaining continuity of staff, minimizing turnover and in effective recruitment of staff members with requisite skills and experience to support directions and approaches central to the CSP.</p>	<p>Evidence of staffing patterns in support of CSP priorities, the four and later five strategic objectives and the “strategic shift”.</p> <p>Evidence on types and levels, and consistency, of support provided to CO for CSP implementation by RBs and HQ.</p> <p>Evidence on quality and scope of data collection and analysis and utilization by CO management in decision-making to support a focus on results and the “strategic shift”.</p> <p>Evidence of effective information collection and analysis of each of the series of events and changes which confronted WFP and its</p>	<p>CSP and ICSP documents, human resources reports, ACRs, monitoring reports</p> <p>Donor reviews and reports</p> <p>Interviews with HQ, RBC and RBN managers and staff, and with CO and area office managers and staff</p> <p>Interviews with government officials</p> <p>Interviews with donors, UNCT and other stakeholders</p>	<p>Document and budget review</p> <p>Analysis of human resources data, including human resource budgets, year-by-year</p> <p>Semi-structured interviews</p> <p>FGDs and small group discussions</p>	<p>Content analysis</p> <p>Systematic coding of interview data and findings from other evaluations</p> <p>Triangulation across data collection methods and sources</p>

	<p>Extent of oversight and quality of support provided by RBC (later, RBN), as well as by relevant HQ divisions to key areas of programming.</p> <p>Extent to which quality and scope of data gathered and subsequent analysis has been adequate to support evidence- and results-based decision-making on programme planning and adjustments and supporting the “strategic shift”.</p> <p>Analysis of external factors: (Factors outside direct control of WFP)</p> <p>Extent to which WFP was able to adapt to:</p> <p>Major changes at the political and governance level, the Sudanese Revolution and the challenges and opportunities these circumstances presented;</p> <p>The COVID-19 crisis;</p> <p>The rapid deterioration in economic conditions, affecting not only WFP’s normal range of beneficiaries, but also both urban and rural populations not normally considered vulnerable to food insecurity or nutritionally challenged;</p> <p>The sudden influx of Tigrayan refugees in eastern Sudan;</p>	<p>ability to maintain programming and schedules and continue to focus on results.</p> <p>Evidence of effective adaptation to each of the challenges presented and of evidence-based decision-making to adjust programming in consequence of the changed circumstances.</p> <p>Evidence of delays, disruptions and blockages which led to major problems and of measures to resolve or work around them.</p> <p>Evidence of dialogue with donors to press for changes in allocation patterns to facilitate full implementation of all components of the CSP and an appropriate balance among programming components.</p>			
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	Donor tendency to earmark financial contributions to the activity level.				
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Annex 8: Data collection tools

Key informant interviews were conducted with the guidance of the tool below. It was not considered exhaustive and did not limit the questions the evaluation could and did ask. Furthermore, the evaluation team took an iterative approach to interview questions – adding or removing questions during interviews as a result of information gathered, in order to triangulate information and test hypotheses during the data collection process.

Table 10: Overarching interview guide

Internal (WFP) stakeholders	<p>Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?</p>	<ul style="list-style-type: none"> • At the outset of the CSP, how were needs identified by WFP and was this adequately done? Were you confident that targeting (geographical and group status) was undertaken well? • At that stage, what were the main priorities for WFP, and did it have the necessary capacities to carry these out? • What mechanisms were used to ensure that affected people were consulted and heard? • What work on emergency preparedness planning was conducted? • How were country capacity-strengthening (CCS) needs identified? • How were gender equality, gender mainstreaming, and gender transformation addressed in the needs assessment for the CSP and the linkages with WFP's strengths and policy priorities? • How were risks monitored, analysed, communicated, and managed? • How were civil society capacity gaps mapped, and by whom?
	<p>Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes??</p>	<ul style="list-style-type: none"> • To what extent have the specifics of Sudan's major policies informed WFP's priorities? Please give examples. To what degree have donor priorities influenced WFP decision-making? Again, please give examples. • To what extent has WFP achieved the anticipated coverage of numbers of beneficiaries, and transferred the expected quantity of resources, as well as the range of regions, sub-regions, and locations to be covered? • How appropriate and effective have been the modalities selected and implemented for relief of food insecurity and provision of assistance? • To what extent have WFP planned contributions to CSP strategic outcomes been realized?
	<p>Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?</p>	<ul style="list-style-type: none"> • To what extent does WFP meet identified needs in the fields of X, Y, Z? • In your view, have the outputs met the expectations of the CSP objectives? • Has WFP maximized synergies, and impact, across its different areas of expertise (resilience, emergency, nutrition...) to avoid siloed activities? • Has the delivery been proportional to needs and have there been any major gaps or duplication? • How effective was the WFP resourcing strategy for each SO and activity? • How did WFP strengthen GoS capacities (disaster preparedness and response)?

		<ul style="list-style-type: none"> • To what extent did WFP ensure the safety, dignity, and integrity of beneficiaries? • How closely did operations match planning timeframes?
	<p>Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</p>	<ul style="list-style-type: none"> • What was the rationale behind the choice of strategic objectives? As the CSP evolves, are you confident that these were the correct priorities, and are they being met? • Did WFP deploy an adequate mix of tools to address the Sudan context and the requirements of a food-insecure population? • To what extent have WFP capacities and capabilities for CBT developed to the degree that they strengthen the achievement of strategic objectives, and to what extent have such capabilities contributed to strengthening CBT performance at country level? • When delays were encountered, how quickly were they addressed and resolved? • In profiling and targeting beneficiaries and geographic locations, has priority been attached to identifying opportunities for building the connection from emergency response to resilience? • How useful have your monitoring systems been? Have they led to improved delivery of outputs and outcomes? • What strengths and weaknesses have you noticed in the country programme? To what extent is it possible to capitalize on strengths and address weaknesses?
Beneficiaries	<p>Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?</p>	<ul style="list-style-type: none"> • Do you feel that WFP has adequately identified your food and nutrition needs? • Are you satisfied that WFP is able to deliver food, cash, and other resources in a timely and efficient way? Have your own expectations of WFP been met? • If there have been particular periods of emergency or extra need, has WFP responded to these swiftly? How? • When there have been particular conflict or environmental risks, has WFP been able to access those most in need? Do you think that WFP and its partners understand and work well within the communities it serves? • Has WFP been able to identify and access the most vulnerable people in the community? How was this done? • Do you feel that you have been adequately consulted by WFP and its partners? If you have a complaint, what do you do? Are you satisfied that your own community representatives and the NGOs/CBOs can speak on your behalf, and can you easily contact them when you need to?
	<p>Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes??</p>	<ul style="list-style-type: none"> • Do you think that all the agencies on the ground work well together? Are there any problems of duplication or poorly coordinated services? • Do you have opportunities to discuss in general how services might be improved? With whom do you discuss this, and how often? • How has WFP improved your ability to deal with emergencies and seasonal shortages? In the last three years, have you experienced any improvements in the way you are able to respond to needs, and has WFP helped in this respect?

		<ul style="list-style-type: none"> To what extent do IDPs accept the change from status-based to vulnerability-based targeting and the expansion of more conditional models of assistance?
	Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<ul style="list-style-type: none"> WFP aims to contribute towards making communities stronger in facing hardships. Do you think that this has happened? How? Is what WFP offers (food, cash, help in building capacities) what you need from them? Are there any major gaps in terms of food-related needs that have not been filled? In the last two years have you noticed any changes in the way the government has responded to your needs? For example, have government officials been present and have they listened to and answered some of your needs? When WFP and its partners deliver services in the community, are they sensitive to the security and safety of the people?
	Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<ul style="list-style-type: none"> In the last three years, has WFP and its partners consulted you over your needs and asked you how they might best deliver services to you? Have there been any delays and how quickly were they addressed and resolved? Have WFP and its partners returned to the communities after giving assistance to check on how well the services were delivered?
Government at federal level	Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> In the planning stage of the CSP, did WFP consult with you over the changes they were making to their country programme? Did you agree with these changes and were they aligned with government priorities? In your view, what is the main contribution WFP makes towards government priorities and plans? Has WFP contributed towards central government emergency preparedness planning? How? Has WFP helped to build the government's ability to respond to food insecurity and emergencies? How? There are always risks in working in volatile environments. Did WFP consult with you over these, and did they manage the risks well? How was targeting (geographical and status group) undertaken, and does WFP access the neediest populations? What is your opinion on the efficiency of the NGOs and other organizations that WFP works with?
	Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes??	<ul style="list-style-type: none"> To what extent do you think that WFP has achieved the anticipated coverage of numbers of beneficiaries, and transferred the expected quantity of resources, as well as the range of regions, sub-regions, and locations to be covered? How appropriate and effective do you think the modalities selected and implemented for relief of food insecurity and provision of assistance by WFP have been? To what extent have CSP planned contributions to CSP strategic outcomes been realized?

		<ul style="list-style-type: none"> • Has WFP been good at communicating and coordinating its activities with you and with other actors? • Has WFP been able to convey lessons and learning from its experiences? How does it do this for you and other actors? • Do you think that WFP has worked well with other actors to maximize its impact in the communities it works with? • In terms of preparedness and response, do you see any significant improvements in the way WFP has worked over the last three years?
	Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<ul style="list-style-type: none"> • Do you think that the balance of funds coming from all donors towards food security in Sudan is appropriate? Has enough attention (and funds) been paid to non-emergencies? • What is your opinion regarding WFP's move towards building a social safety net for vulnerable people in Sudan? Is this beginning to work? • WFP has been purchasing grain on behalf of the government. How has this helped you in terms of maintaining and managing food stocks in the country? • Have there been any major gaps or failures in the way WFP has operated in Sudan? How have you dealt with these? • Do you think the current approach of WFP enables you to anticipate a time in the future when you will not depend on UN and other agencies to deal with food insecurity in Sudan, and that this will become solely the responsibility of government?
	Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<ul style="list-style-type: none"> • WFP has activities and approaches that range from emergency food aid to nutritional inputs and contributions to a long-term social safety net. Is the balance between these correct? • In terms of WFP performance and delivery, have there been any delays, and how quickly were they addressed and resolved? • Have you been able to effectively monitor the deliveries and outcomes of what WFP has done over the last three years?
Government at state level	Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> • Has WFP adequately identified needs in your area, and were you involved in this identification process? How was targeting (geographical and group) undertaken? • Has WFP identified where the main priorities lie, and assessed who is best to address these? • What work on emergency preparedness planning was conducted in your area, and how were you involved in this? Has this improved over the last three years, and how has it helped you? • Has WFP been able to assist you in developing skills and capacity to deal with the challenges you have in food security? • What kind of risks have you identified, and has WFP been able to work with you in mitigating these? • Do you think that WFP uses the best available agencies (NGOs, private sector, CBOs) to deliver its assistance?

	<p>Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes?</p>	<ul style="list-style-type: none"> • To what extent has WFP has achieved the anticipated coverage of numbers of beneficiaries, and transferred the expected quantity of resources, as well as the range of locations to be covered in your state? • Has WFP fulfilled its promises and given you the support you need? • How appropriate and effective have been the modalities selected and implemented for relief of food insecurity and provision of assistance in response to needs and the context in your state? • How well do you think WFP has done in identifying and responding to capacity-strengthening needs in your state? • Do you think that WFP has given the right degree of attention to gender equality and the needs of women and girls in its activities in the state? • Do the vulnerable people supported by WFP have the opportunity to provide feedback on the services provided? • With a number of agencies operating in the area, has the coordination between them been adequate, and are you kept informed of all their activities? • Can you think of examples where inter-agency collaboration has worked well? • Has the balance of WFP activities in your area been appropriate to the needs? If not, why not?
	<p>Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?</p>	<ul style="list-style-type: none"> • In your opinion, has WFP been efficient in its delivery of services? Has there been any duplication, delays or major gaps that should have been filled? • Has WFP been able to ensure the safety and dignity of beneficiaries?
	<p>Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</p>	<ul style="list-style-type: none"> • Have you worked with WFP and its partners in monitoring and recording the delivery and outcomes of their assistance? • What have been the major factors influencing the success or failure of activities so far?
<p>UN country team</p>	<p>Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?</p>	<ul style="list-style-type: none"> • Has WFP been a good "team player" and has this improved over the last two to three years? • What is the comparative strength WFP brings to UNCT? • Have you noticed any significant difference in the way WFP now operates in terms of overall strategy and levels of cooperation? • In terms of needs assessment and preparedness planning, how has WFP performed? • Does WFP offer an important contribution towards building national capacities?

		<ul style="list-style-type: none"> • How do you communicate, analyse, and manage risks collectively within UN agencies, and how does WFP contribute towards this? • From what you have seen, does WFP identify and work within the most vulnerable populations in Sudan?
	Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes??	<ul style="list-style-type: none"> • Have you observed improvements in the effectiveness of WFP operations in the last three years, and have they coordinated more closely with other UN agencies? • Has WFP effectively conveyed its findings and learning to other agencies? • Has there been a closer working relationship between UN agencies (including WFP) in recent years? Please give examples.
	Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<ul style="list-style-type: none"> • To your knowledge, have there been any major gaps, duplication, or misdirection in the WFP programme? • Understanding the constraints imposed by earmarked funds, has WFP used its resources in the most efficient manner? How effective was the WFP resourcing strategy for each SO and activity? • Has WFP had a significant impact on the building of national capacities with respect to food security? • As WFP expands its scope towards national safety nets, nutritional activities, and cash-based assistance, do you have any concerns over mission creep and/or duplication with other UN agencies?
	Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<ul style="list-style-type: none"> • Has WFP deployed an adequate mix of approaches and methods for the Sudan context and requirements of food-insecure populations? • To what extent have you been involved in the evolution of WFP programming in Sudan? Do you believe that strategically they are on the right track?
Key donors and IFIs	Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> • How much consultation was there regarding WFP's strategic changes over the last three years? Were you closely involved? • Are WFP's priorities in line with your own? Are you satisfied with the more strategic direction WFP is taking? • Do you feel that WFP has the appropriate capacity to deliver its objectives? • How often do donors meet with WFP collectively? Is this sufficient to ensure close coordination of the various food security initiatives under way in Sudan? • Does WFP regularly share its findings and learning with you and other donors?
	Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy,	<ul style="list-style-type: none"> • Have you had joint consultations with WFP and government? Do you feel that WFP objectives are in line with government policy? • As WFP looks towards long-term food security and social safety nets, does this signal a necessary shift in thinking

	planning and strategic outcomes??	<p>and, in your opinion, is it appropriate at this moment in Sudan's history?</p> <ul style="list-style-type: none"> • Does WFP align itself closely with other food aid providers towards making the biggest difference possible? • Do you think that WFP's balance between service provision and capacity development is correct? In terms of government "buy-in", have you noticed any changes in the last two years?
	Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<ul style="list-style-type: none"> • What percentage of your contribution to WFP is earmarked for particular activities? Are you concerned that this might compromise the balance of its programme and/or its strategic objectives? • Are you satisfied with WFP's reporting procedures, and do these inform your decisions over resources and allocations? • Have you seen any major overlaps or duplication between WFP and other service providers? • Does the fact that WFP operates at scale improve its efficiency?
	Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<ul style="list-style-type: none"> • Has WFP been able to deploy an adequate mix of delivery methods for the Sudan context and requirements of food-insecure populations? • Looking ahead, what are the prospects of Sudan being able to provide its own food security and social safety nets for the most vulnerable? • Does WFP's more strategic approach point the government (and donors) in the right direction for the foreseeable future?
Others (global initiatives/networks)	Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> • Is WFP the appropriate and best-equipped agency to deal with chronic food security issues in Sudan as well as emergencies? • Does WFP identify and respond adequately to needs as they arise? • To what extent has the government's attitude towards and level of cooperation with WFP (and others) improved recently? • Do the changes in government herald a "new era" in how food insecurity might be dealt with in future? • Is there likely to be greater involvement of civil society in decisions and implementation of food security programmes as we go forward? • What are the major risks that might impair a more holistic approach to food security?
	Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes?	<ul style="list-style-type: none"> • Have you been involved in any joint decision-making and/or consultations initiated by WFP? • Does WFP share its findings and learning with you and other agencies, and how useful has this been?

	Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<ul style="list-style-type: none"> • Has WFP effectively targeted its assistance? Are there any major gaps? • Strategically, has WFP got it right in terms of the balance between emergency response and the provision for long-term food security? • Does (or can) WFP make a significant impact on the capacity of the government to respond to needs as they arise? Is capacity development of government institutions the answer?
	Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<ul style="list-style-type: none"> • Does WFP have an adequate mix of methods and approaches to food security for the Sudan context? • What have been the major factors influencing the achievement or non-achievement of WFP objectives with respect to food security?
Cooperating partners	Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> • In light of WFP's more strategic approach to food security in Sudan, how has this affected the way you go about implementing your programme? • How have you identified priorities and capacities, and have you been able to convey these to WFP? • Have you been involved in emergency preparedness planning, and how was this conducted? • How would you describe your comparative advantage as an implementer and partner with WFP? • Have you been able to monitor risks, and has your analysis been communicated and used by WFP and/or others? • Are you satisfied with the manner in which targeting and allocations were decided? • Are you satisfied with the extent to which the recipient population have been consulted?
	Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes?	<ul style="list-style-type: none"> • At what level do you engage with government? Are you able to influence their approaches to dealing with food insecurity? • Has there been an effective feedback of learning from your activities? • How does WFP work with you, and how are you able to influence the direction their programme takes? • How have you changed your approach in the last two years to correspond with WFP's new ways of working?
	Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<ul style="list-style-type: none"> • Have you been given adequate resources to meet the demands made by your programme? • To what extent has WFP itself helped in building your capacities, either human or physical? • Have there been any issues of duplication or overlap with other agencies that were not foreseen? • Have there been any delays in WFP provision of finance and/or goods that have compromised the efficiency of your programme?

		<ul style="list-style-type: none"> • How closely do you coordinate your activities with local government on the ground? • Has your programme enhanced the safety and dignity of beneficiaries? How?
	Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<ul style="list-style-type: none"> • Have you made use of WFP's mix of tools for delivery, and are they appropriate to the Sudan context and requirements of food-insecure populations? • When delays were encountered, how quickly were they addressed and resolved? • Did monitoring lead to improved delivery of outputs and outcomes? • What have been the major factors influencing the achievement or non-achievement of objectives?
Private sector	Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> • How, where and in what capacity have you worked with WFP and its partners? • What particular comparative advantage have you brought to working with WFP? • Is there an important contribution the private sector can bring to addressing food insecurity in Sudan? • Were you involved in identifying needs prior to implementation of your work with WFP? • Have you been involved in communicating findings and learning from your work with WFP?
	Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes?	<ul style="list-style-type: none"> • To what extent has your work with WFP been coordinated with other agencies working on the ground? • How did your work comply with WFP's strategic objectives? Were adjustments made over time? • How are you able to report and monitor progress? Have adequate preparedness and response linkages been developed between different stakeholders?
	Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<ul style="list-style-type: none"> • Have you achieved planned outputs? What have been the impediments? • Have there been any major gaps or duplication in your work? • Have you been involved in strengthening GoS capacities (disaster preparedness and response) and how effective has this been? • How closely did operations match planning timeframes?
	Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<ul style="list-style-type: none"> • Has WFP provided you with appropriate methods, tools, and guidance to carry out your work? • Have there been any delays and how quickly were they addressed and resolved? • Did monitoring lead to improved delivery of outputs and outcomes? • What have been the major factors influencing the achievement or non-achievement of objectives?

In the case of local-level data collection activities with beneficiaries, local government, community leaders and front-line staff of WFP's cooperating partners, more structured and prescriptive data collection tools for different groups of informants (by CSP activity or stakeholder group) were developed, translated to Arabic and used in White Nile, South Darfur and Red Sea. These are presented in the tables below.

Table 11: Activity 1 FGD topic guide

<p>Key Question 1: To what extent is WFP's strategic position, role and specific contribution based on IDP/refugee needs as well as WFP strengths?</p>	<p>1.1 Do you feel that WFP has adequately identified your food and nutrition needs? Did WFP assistance enable you to meet your/your family's needs?</p> <p>1.2 Were there particular emergency periods or periods of extra needs to address your food and nutritional needs? Please describe such instances and tell us how WFP might have responded to these extra/emergency needs.</p> <p>1.3 Do you feel that WFP assistance is reaching the most vulnerable people (women, children, elderly, and people with disabilities) in your community? If not, then why not?</p> <p>1.4 Is it possible for you to provide feedback or a complaint to WFP and its partners, and how? Have any of you ever made a complaint to the WFP or its partner? And if yes, how was it dealt with?</p>
<p>Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes?</p>	<p>2.1 How has WFP's modality (or way) of delivering food and nutrition to you changed over the last three years? And how has this impacted your food and nutritional needs?</p>
<p>Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?</p>	<p>3.1 In the last two years have you noticed any changes in the way the government has responded to your needs? For example, have government officials been present and have they listened to and answered some of your needs?</p> <p>3.2 What, if any, insecurity or safety concerns might you have felt when receiving food and nutritional assistance from WFP/WFP partners?</p>
<p>Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</p>	<p>4.1 In the last three years, has WFP and its partners consulted you over your needs and asked you how they might best deliver services to you?</p> <p>4.2 After WFP (or partner) services have been delivered in your community, has anyone followed up afterwards to ask about how satisfied you were with the service?</p>

Table 12: Activity 2 FGD topic guide

<p>Key Question 1: To what extent is WFP's strategic position, role and specific contribution based on school children's needs as well as WFP strengths?</p>	<p>1.1 Do you feel that WFP has adequately identified your/your children's/school children's food and nutrition needs?</p> <p>1.2 Were there particular emergency periods or periods of extra needs to address your/your children's/school children's identified food and nutritional needs? Please describe such instances and tell us how WFP might have responded to these extra/emergency needs.</p>
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	1.3 Is it possible for you to provide feedback or a complaint to WFP and its partners, and how? Have any of you ever made a complaint to the WFP or its partner? And if yes, how was it dealt with?
Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes?	2.1 How has WFP's modality (or way) of delivering food and nutrition to you changed over the last three years? And how has this impacted your food and nutritional needs?
Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	3.1 In the last two years have you noticed any changes in the way the government has responded to your needs? For example, have government officials been present and have they listened to and answered some of your needs? 3.2 What, if any, insecurity or safety concerns might you/your children/school children have felt when receiving food and nutritional assistance from WFP/WFP partners?
Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	4.1 In the last three years, has WFP and its partners consulted you over your needs and asked you how they might best deliver services to you? 4.2 After WFP (or partner) services have been delivered in your community, has anyone followed up afterwards to ask about how satisfied you were with the service?

Table 13: Activity 3 and 4 FGD topic guide

Key Question 1: To what extent is WFP's strategic position, role and specific contribution based on PLWG/children (6–59 months) needs as well as WFP strengths?	1.1 Do you feel that WFP has adequately identified your food and nutrition needs? Did WFP assistance enable you to meet your/your family's needs? 1.2 Were there particular emergency periods or periods of extra needs to address your food and nutritional needs? Please describe such instances and tell us how WFP might have responded to these extra/emergency needs. 1.3 Is it possible for you to provide feedback or a complaint to WFP and its partners, and how? Have any of you ever made a complaint to the WFP or its partner? And if yes, how was it dealt with?
Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes?	2.1 How has WFP's modality (or way) of delivering food and nutrition to you changed over the last three years? And how has this impacted your food and nutritional needs?
Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	3.1 In the last two years have you noticed any changes in the way the government has responded to your needs? For example, have government officials been present and have they listened to and answered some of your needs? 3.2 What, if any, insecurity or safety concerns might you have felt when receiving food and nutritional assistance from WFP/WFP partners?

Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<p>4.1 In the last three years, has WFP and its partners consulted you over your needs and asked you how they might best deliver services to you?</p> <p>4.2 After WFP (or partner) services have been delivered in your community, has anyone followed up afterwards to ask about how satisfied you were with the service?</p>
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Table 14: Activity 6 and 7 FGD topic guide

Key Question 1: To what extent is WFP's strategic position, role and specific contribution based on community needs as well as WFP strengths?	<p>1.1 Have you participated in selecting the activities (type, location, etc.) and in what way have you participated? Do you think that the chosen activities are consistent with you and your community priorities/address the challenges you face? Do you have different priorities, and why?</p> <p>1.2 Were WFP/implementing partners able to deliver assistance, food/cash and other resources for the activities in a timely way? Have variety/quality of commodities changed? If yes, why?</p> <p>1.3 Is it possible for you to provide feedback or a complaint to WFP and its partners, and how? Have any of you ever made a complaint to the WFP or its partners? If yes, how was it dealt with?</p>
Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes?	<p>2.1 Do you think WFP/CP payment levels are fair and adequate? Have you received the correct amount of cash/food relevant to your participation? Were you able to meet your needs (buy food, etc.) during seasonal shortages?</p>
Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<p>3.1 In your view, what is the most important change brought about or expected from the activities that you participated in (economic/social, etc.)? Could you please give your thoughts about how these activities may have contributed to making your community stronger? Please explain.</p> <p>3.2 How, if at all, have these activities contributed to improving peace and social cohesion in your community?</p>
Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<p>4.1 In the last three years, has WFP and its partners consulted you over your needs and asked you how they might best deliver services to you?</p> <p>4.2 Following any WFP/WFP partner service being delivered in your community, has anyone followed up afterwards to ask about how satisfied you were with the service?</p>

Table 15: Community leaders interview guide

Key Question 1: To what extent is WFP's strategic position, role and specific contribution based on IDP/refugee needs as well as WFP strengths?	<p>1.1 Do you feel that WFP has adequately identified your community's food, nutrition and other needs? Did WFP assistance meet your community's needs?</p> <p>1.2 Were there particular emergency periods or periods of extra needs to address your food and nutritional needs? Please describe such instances and tell us how WFP might have responded to these extra/emergency needs?</p>
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	<p>1.3 Do you feel that WFP assistance is reaching the most vulnerable people (women, children, elderly, and people with disabilities) in your community? If not, then why not?</p> <p>1.4 Is it possible for you to provide feedback or a complaint to WFP and its partners, and how? Have any of you ever made a complaint to the WFP or its partner? And if yes, how was it dealt with?</p>
Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy, planning and strategic outcomes?	<p>2.1 How has WFP's modality (or way) of delivering food and nutrition to you changed over the last three years? And how has this impacted the food and nutritional needs in this community?</p> <p>2.2 Do you think that WFP has given the right degree of attention to gender equality and the needs of women and girls in its activities in the locality?</p>
Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<p>3.1 In the last two years have you noticed any changes in the way the government has responded to your needs? For example, have government officials been present and have they listened to and answered some of your community's needs?</p> <p>3.2 What, if any, insecurity or safety concerns might you have felt when receiving food and nutritional assistance from WFP/WFP partners?</p>
Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<p>4.1 In the last three years, has WFP and its partners consulted you over your needs and asked you how they might best deliver services to you?</p> <p>4.2 After WFP (or partner) services have been delivered in your community, has anyone followed up afterwards to ask about how satisfied you were with the service?</p>

Table 16: Cooperating partners interview guide

Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?	<p>1.1 In light of WFP's more strategic approach to food security in Sudan, how has this affected the way you go about implementing your programme?</p> <p>1.2 How have you identified priorities and capacities, and have you been able to convey these to WFP?</p> <p>1.3 Have you been involved in emergency preparedness planning, and how was this conducted?</p> <p>1.4 How would you describe your comparative advantage as an implementer and partner with WFP?</p> <p>1.5 Have you been able to monitor risks, and has your analysis been communicated and used by WFP and/or others?</p> <p>1.6 Are you satisfied with the manner in which targeting and allocations were decided?</p> <p>1.7 Are you satisfied with the extent to which the recipient population have been consulted?</p>
Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy,	<p>2.1 At what level do you engage with government? Are you able to influence their approaches to dealing with food insecurity?</p> <p>2.2 Has there been an effective feedback of learning from your activities?</p>

planning and strategic outcomes?	<p>2.3 How does WFP work with you, and how are you able to influence the direction their programme takes?</p> <p>2.4 How have you changed your approach in the last two years to correspond with WFP's new ways of working?</p>
Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?	<p>3.1 Have you been given adequate resources to meet the demands made by your programme?</p> <p>3.2 To what extent has WFP itself helped in building your capacities, either human or physical?</p> <p>3.3 Have there been any issues of duplication or overlap with other agencies that were not foreseen?</p> <p>3.4 Have there been any delays in WFP provision of finance and/or goods that have compromised the efficiency of your programme? When delays were encountered, how quickly were they addressed and resolved?</p> <p>3.5 How closely do you coordinate your activities with local government on the ground?</p> <p>3.6 Has your programme enhanced the safety and dignity of beneficiaries? How?</p>
Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	<p>4.1 Have you made use of WFP's mix of tools for delivery, and are they appropriate to the Sudan context and requirements of food-insecure populations?</p> <p>4.2 Did monitoring lead to improved delivery of outputs and outcomes?</p> <p>4.3 What have been the major factors influencing the achievement or non-achievement of objectives?</p>

Table 17: Local government interview guide

Key Question 1: To what extent is WFP's strategic position, role, and specific contribution based on Sudan's priorities and people's needs as well as WFP's strengths?	<p>1.1 Has WFP adequately identified needs in your locality, and were you involved in this identification process? How was targeting (geographical and group) undertaken?</p> <p>1.2 What work on emergency preparedness planning was conducted in your locality, and how were you involved in this? Has this improved over the last three years, and how has it helped you?</p> <p>1.3 Has WFP been able to assist you in developing skills and capacity to deal with the challenges you have in food security?</p> <p>1.4 What kind of risks have you identified, and has WFP been able to work with you in mitigating these?</p> <p>1.5 Do you think that WFP uses the best available agencies (NGOs, private sector, CBOs) to deliver its assistance?</p>
Key Question 2: What is the extent and quality of WFP's specific contribution to Sudan's policy,	<p>2.1 To what extent has WFP achieved the anticipated coverage of numbers of beneficiaries, and transferred the expected quantity of resources, as well as the range of locations to be covered in your locality?</p> <p>2.2 Has WFP fulfilled its promises and given you the support you need?</p>

<p>planning and strategic outcomes?</p>	<p>2.3 How appropriate and effective have the modalities been that were selected and implemented for relief of food insecurity and provision of assistance in response to needs and the context in your locality?</p> <p>2.4 How well do you think WFP has done in identifying and responding to capacity-strengthening needs in your locality?</p> <p>2.5 Do you think that WFP has given the right degree of attention to gender equality and the needs of women and girls in its activities in the locality?</p> <p>2.6 Do the vulnerable people supported by WFP have the opportunity to provide feedback on the services provided?</p> <p>2.7 With a number of agencies operating in the area, has the coordination between them been adequate, and are you kept informed of all their activities?</p> <p>2.8 Can you think of examples where inter-agency collaboration has worked well?</p>
<p>Key Question 3: To what extent has WFP used its resources efficiently in contributing to outputs and strategic outcomes in Sudan?</p>	<p>3.1 In your opinion, has WFP been efficient in its delivery of services? Has there been any duplication, delays or major gaps that should have been filled?</p> <p>3.2 Has WFP been able to ensure the safety and dignity of beneficiaries?</p>
<p>Key Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</p>	<p>4.1 Have you worked with WFP and its partners in monitoring and recording the delivery and outcomes of their assistance?</p> <p>4.2 What have been the major factors influencing the success or failure of activities so far?</p>

Annex 9: Quantitative analysis

Throughout the evaluation, beginning in the inception phase to gain a comprehensive understanding of the subject, the evaluation team conducted detailed quantitative analysis of various WFP datasets. Data analysed was largely extracted from WFP corporate databases by OEV or shared by the CO, and covers (i) budget/funding data; (ii) planned and actual transfers (CBT/in-kind); (iii) planned and actual beneficiaries; (iv) outcome indicators; and (v) cross-cutting indicators. Various disaggregation of these data and cross-comparisons of indicators enabled the team to build a quantitative picture of the subject to be evaluated, refine the evaluation scope, and establish a sampling strategy for qualitative primary data collection. During and following data collection, quantitative analysis has been used to reinforce and triangulate qualitative findings. **Quantitative sources have been utilized to the greatest extent in the analysis of the CSP's efficiency and targeting (EQ3).** This annex presents and interprets a selection of tables and figures illustrating the analysis conducted across the five areas listed above, followed by a detailed presentation of quantitative analysis conducted to inform the sub-questions under EQ3. **While Volume I of this report makes some reference to draft ACR data which became available in January 2022, this annex was compiled as a working document during the evaluation's main analysis phase (August–October 2021) and has a data cut-off point of September 2021.**

BUDGET AND FUNDING DATA

In terms of budget share, crisis response activities continue to account for the majority of WFP activity in Sudan. Following the most recent budget revision, 88 percent of the CSP budget (needs-based plan – NBP) is for “crisis response” activities under SO1 (response to shocks), SO4 (support services) and SO5 (capacity-strengthening). This compares with 84 percent of funding for crisis response across the RBN countries (according to interviews). Just 5 percent and 8 percent respectively is allocated for “root causes” (SO2) and “resilience building” (SO3) focus areas. Table 18 and

Figure 4 below illustrate how the CSP budget, broken down by SO, has evolved since late 2018.²

Correspondingly, at the activity level, the most significant activities by needs-based budget size are Activity 1 – unconditional resources transfers for people affected by shocks (50 percent); Activity 11 – CBT service provision for the Sudan Family Support Programme (12 percent – between 2021 and 2022 only); and Activity 3 – preventative and curative nutrition activities for people affected by shocks (11 percent). Table 19 below details the budget for each CSP activity following the most recent approved budget revision.³

Table 18: Sudan CSP budget revisions by strategic outcome 2018–2021

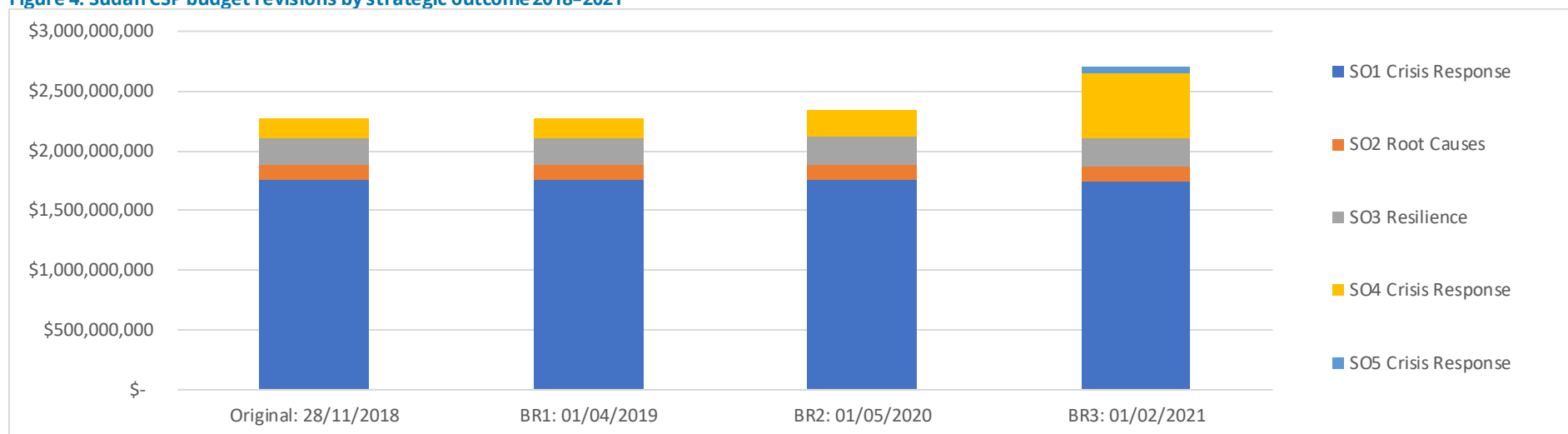
SO, and focus area	Original: 28/11/2018	%	BR1: 01/04/2019	%	BR2: 01/05/2020	%	BR3: 01/02/2021	%
SO1 Crisis response	\$1,752,708,405	77%	\$1,752,552,679	77%	\$1,756,644,817	75%	\$1,744,853,560	65%
SO2 Root causes	\$126,506,598	6%	\$126,496,616	6%	\$126,274,888	5%	\$125,390,477	5%
SO3 Resilience	\$223,707,474	10%	\$229,558,940	10%	\$229,253,219	10%	\$227,682,806	8%
SO4 Crisis response	\$168,637,681	7%	\$168,616,046	7%	\$232,909,496	10%	\$554,716,374	21%

² Note: totals by SO include non-operational direct and indirect support costs.

³ Note: totals by activity include non-operational direct and indirect support costs.

SO5 Crisis response	\$ -	0%	\$ -	0%	\$ -	0%	\$44,739,549	2%
Total	\$2,271,560,158	100%	\$2,277,224,281	100%	\$2,345,082,420	100%	\$2,697,382,766	100%

Figure 4: Sudan CSP budget revisions by strategic outcome 2018–2021



Note: SO totals include both direct and indirect support costs in addition to operational costs.

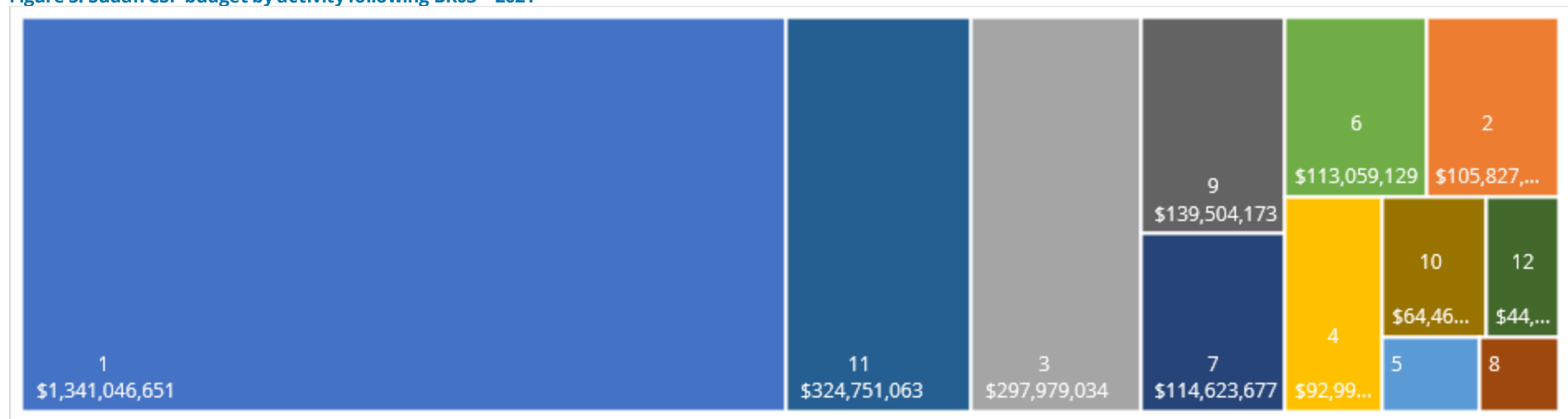
Source: CSP document and BR documents – (i) 2019_CSP (2019–2023); (ii) Sudan CSP SD02 Rev. 01 Narrative; (iii) 2020_CSP_BR02; (iv) Sudan CSP SD02 BR03 – Narrative post EB review version (02.02.2021)_0 (2)

Table 19: Sudan CSP budget revisions by activity 2018–2021

	Activity	Original: 28/11/2018	BR1: 01/04/2019	BR2: 01/05/2020	BR3: 01/02/2021	%
SO1	1 Unconditional general food assistance	\$1,348,184,208	\$1,348,064,531	\$1,349,995,605	\$1,341,046,651	50%
	2 Provide nut programming in schools	\$105,301,840	\$105,292,107	\$106,549,000	\$105,827,876	4%
	3 Preventative and curative nutrition	\$299,222,358	\$299,196,041	\$300,100,212	\$297,979,034	11%
SO2	4 Preventative and curative nutrition	\$93,821,693	\$93,813,491	\$93,643,044	\$92,994,936	3%
	5 Provide nut programming in schools	\$32,684,905	\$32,683,125	\$32,631,844	\$32,395,541	1%
SO3	6 Asset creation activities	\$108,118,363	\$113,967,465	\$113,785,328	\$113,059,129	4%
	7 Provide livelihood support	\$115,589,111	\$115,586,483	\$115,467,891	\$114,623,677	4%
SO4	8 Provide supply chain services	\$27,918,144	\$27,915,167	\$27,864,166	\$25,993,490	1%
	9 Provide air services	\$140,719,537	\$140,705,871	\$140,440,852	\$139,504,173	5%
	10 Food procurement for Sudan Govt.	\$ -	\$ -	\$64,604,479	\$64,467,648	2%
	11 Sudan Family Support Programme – services	\$ -	\$ -	\$ -	\$324,751,063	12%

SO 5	12 Family Support Programme – capacity-strengthening	\$ -	\$ -	\$ -	\$44,739,549	2%
	Total	\$2,271,560,159	\$2,277,224,281	\$2,345,082,421	\$2,697,382,765	100%

Figure 5: Sudan CSP budget by activity following BR03 – 2021



Note: Activity totals include both direct and indirect support costs in addition to operational costs.

Source: Country Portfolio Budget and BR documents – (i) 2018.11_CPB Final; (ii) 2019.06_Sudan CSP SD02 Rev.01 – Approved Budget Plan by Activity; (iii) 2020.05_Sudan CSP SD02 BR02; (iv) 2021.02_SD02-NBP-BR03)

At this approximate ‘mid-point’ of CSP implementation (considering that the original CSP spanned 2019–2023), the best measure of level of funding for each SO or activity is an **imperfect comparison** of the cumulative budget requirement to the end of 2021 and the allocated resources to date (18 August 2021). This analysis indicates that the best funded activity is Activity 10 (food procurement for the Government of Sudan) at 241 percent of the anticipated cumulative requirement to the end of 2021. However, this activity is **anomalous**, given that WFP is reimbursed for the wheat procured and an agreement for an additional 200,000 MT has been reached in 2021, seemingly without the need for a formal (or “fundamental”) budget revision. Aside from this, the best-funded activities are Activity 1 (emergency resource transfers) and Activity 2 (emergency nutrition in schools) at 116 percent and 114 percent of cumulative requirements to the end of 2021, respectively. On the support services side, Activity 8 (supply chain services) is currently the best-funded at 124 percent.

The least well-funded activities to date are the most recent additions to the CSP relating to the Sudan Family Support Programme (SFSP) – Activity 11 (CBT service provision) and Activity 12 (capacity-strengthening) at 27 percent and 18 percent, respectively. Of the original activities, the least well-funded are the emergency (Activity 3) and non-emergency nutrition (Activity 4) activities, with 42 percent and 49 percent funding to date. Overall, the evaluation team understands that the WFP operation in Sudan is well funded in comparison with other CSPs – the best funded among the RBN countries in percentage terms (according to interviews). A full cumulative financial overview is presented below (Table 20).

Table 20: Cumulative financial overview – needs-based plan, allocated resources and expenditures (to 2021)

Focus Area, Strategic Outcome, Activity, Other			Cumulative Needs-based Plan (2019-2023)				NBP to end-2021		Allocated resources and actual expenditures					
FA	SO	Act.	Total NBP as per original CSP	% of total	Total needs-based plan as per last BR	% of total	Needs based plan requirement to end-2021	% of total	Allocated resources to date - Aug 2021	% funded to date	Expenditures to date - Aug 2021	% of NBP implemented to date	% of allocated resources used to date	
			USD		USD		USD		USD					
Crisis response	SO 1	01 Unconditional general food assistance	\$ 1,196,092,570	53%	\$ 1,199,985,617	44%	\$ 674,537,972	44%	\$ 784,542,002	116%	\$ 591,521,875	49%	75%	
		02 Provide nut programming in schools	\$ 93,405,631	4%	\$ 94,701,636	4%	\$ 55,956,383	4%	\$ 63,675,981	114%	\$ 51,487,777	54%	81%	
		03 Preventative and curative nutrition	\$ 265,426,557	12%	\$ 266,722,558	10%	\$ 157,074,199	10%	\$ 66,232,273	42%	\$ 46,890,010	18%	71%	
	Non act. specific					\$ -		\$ 5,506,114						
Sub-total SO1			\$ 1,554,924,758	68%	\$ 1,561,409,811	58%	\$ 887,568,555	58%	\$ 919,956,370	104%	\$ 689,899,662	44%	75%	
Root causes	SO 2	04 Preventative and curative nutrition	\$ 83,231,530	4%	\$ 83,231,530	3%	\$ 47,967,630	3%	\$ 23,504,365	49%	\$ 19,514,096	23%	83%	
		05 Provide nut programming in schools	\$ 29,016,645	1%	\$ 29,016,645	1%	\$ 12,712,026	1%	\$ 9,472,794	75%	\$ 7,239,689	25%	76%	
	Non act. specific					\$ -		\$ -						
Sub-total SO2			\$ 112,248,175	5%	\$ 112,248,175	4%	\$ 60,679,656	4%	\$ 32,977,159	54%	\$ 26,753,785	24%	81%	
Resilience building	SO 3	06 Asset creation activities	\$ 95,949,841	4%	\$ 101,134,974	4%	\$ 54,721,667	4%	\$ 33,526,502	61%	\$ 22,788,134	23%	68%	
		07 Provide livelihood support	\$ 102,717,168	5%	\$ 102,717,168	4%	\$ 30,365,335	2%	\$ 25,130,541	83%	\$ 14,407,976	14%	57%	
	Non act. specific					\$ -	0%	\$ 718,704						
Sub-total SO3			\$ 198,667,009	9%	\$ 203,852,142	8%	\$ 85,087,002	6%	\$ 59,375,747	70%	\$ 37,196,110	18%	63%	
Crisis response	SO 4	08 Provide Supply Chain Services	\$ 24,762,426	1%	\$ 24,762,426	1%	\$ 14,936,773	1%	\$ 18,487,402	124%	\$ 10,307,617	42%	56%	
		09 Provide air services	\$ 124,818,107	5%	\$ 124,818,107	5%	\$ 74,519,625	5%	\$ 65,003,554	87%	\$ 52,217,757	42%	80%	
		10 Food Procurement for Sudan Govt.			\$ 61,307,800	2%	\$ 57,307,800	4%	\$ 138,027,219	241%	\$ 97,751,797	159%	71%	
		11 Sudan Family Support Programme (SFSP) - Services			\$ 312,000,000	12%	\$ 170,385,000	11%	\$ 45,578,269	27%	\$ 2,199,104	1%	5%	
	Sub-total SO4			\$ 149,580,533	7%	\$ 522,888,333	19%	\$ 317,149,198	21%	\$ 267,096,444	84%	\$ 162,476,275	31%	61%
	SO 5	12 SFSP - Capacity Strengthening			\$ 40,197,038	1%	\$ 26,092,515	2%	\$ 4,808,081	18%	\$ 1,043,171	3%	22%	
Sub-total SO5					\$ 40,197,038	1%	\$ 26,092,515	2%	\$ 4,808,081	18%	\$ 1,043,171	3%	22%	
Non SO specific								\$ 6,753,178						
Total operational			\$ 2,015,420,475	89%	\$ 2,440,595,499	90%	\$ 1,376,576,926	90%	\$ 1,290,966,979	94%	\$ 917,369,003	38%	71%	
Total direct support (DSC)			\$ 117,499,863	5%	\$ 117,499,863	4%	\$ 67,728,978	4%	\$ 54,851,331	81%	\$ 42,121,977	36%	77%	
Total indirect support (ISC)			\$ 138,639,822	6%	\$ 139,287,405	5%	\$ 77,421,182	5%	\$ 63,028,170	81%	\$ 63,028,170	45%	100%	
Grand total cost			\$ 2,271,560,160	100%	\$ 2,697,382,767	100%	\$ 1,521,727,086	100%	\$ 1,408,846,480	93%	\$ 1,022,519,150	38%	73%	

Note: NBP figures (yellow) cover 2019 to the end of 2021 (31/12/21), while allocated resources and expenditures figures cover until 18 August 2021.

Source: Country Portfolio Budget, Needs Based Plan and Standard Country Report – i) 2018.11_CPB Final; ii) 2021.02_SD02-NBP-BR03; iii) 2021.08.18_ACR1-A -
_Standard_Country_Report_Cumulative financial overview as at 18 August 2021.

Resources utilized are best examined for the calendar years of 2019 and 2020, given that expenditure reporting is likely to lag somewhat behind reporting on contributions and allocated resources. Table 21 shows expenditure as a percentage of the CSP budget (NBP). Overall, resources utilized as a percentage of the annual budget increased from 68 percent (2019) to 87 percent (2020), possibly due to an increase in the availability of funds (see Table 20 above – by August 2021 some CSP activities had total “allocated resources” greater than NBP requirements to the end of 2021) and/or a need to respond quickly to the deteriorating food security situation resulting from the economic crisis and COVID-19. The activities for which budget utilization increased most significantly from 2019 to 2020 were Activity 1 (unconditional resource transfers), Activity 2 (nutrition programming in schools), Activity 8 (supply chain services) and Activity 10 (food procurement). Meanwhile, budget utilization for non-emergency activities (SO2/SO3) decreased in percentage terms.

Table 21: Annual financial overview 2019, 2020 and 2021 to date

Focus Area, Strategic Outcome, Activity, Other			2019			2020			2021		
FA	SO	Act.	Needs-based plan 2019	Expenditures 2019	Exp as % of NBP	Needs-based plan 2020	Expenditures 2020	Exp as % of NBP	Needs-based plan 2021	Expenditures 2021 (to date - 18 Aug 21)	Exp as % of NBP
			USD	USD	%	USD	USD	%	USD	USD	%
Crisis response	SO 1	01 Unconditional general food assistance	\$ 216,510,177	\$ 161,048,893	74%	\$ 228,148,617	\$ 248,619,155	109%	\$ 229,879,179	\$ 181,853,827	79%
		02 Provide nut programming in schools	\$ 17,608,346	\$ 11,988,773	68%	\$ 19,106,161	\$ 22,917,719	120%	\$ 19,241,877	\$ 16,581,285	86%
		03 Preventative and curative nutrition	\$ 47,611,235	\$ 19,080,537	40%	\$ 51,757,227	\$ 15,968,563	31%	\$ 57,705,738	\$ 11,840,910	21%
	Sub-total SO1	\$ 281,729,758	\$ 192,118,203	68%	\$ 299,012,005	\$ 287,505,437	96%	\$ 306,826,794	\$ 210,276,022	69%	
Root causes	SO 2	04 Preventative and curative nutrition	\$ 14,838,450	\$ 7,448,099	50%	\$ 15,795,944	\$ 4,741,123	30%	\$ 17,333,236	\$ 7,324,874	42%
		05 Provide nut programming in schools	\$ 3,220,478	\$ 2,961,609	92%	\$ 4,534,604	\$ 1,771,448	39%	\$ 4,956,944	\$ 2,506,632	51%
	Sub-total SO2	\$ 18,058,928	\$ 10,409,708	58%	\$ 20,330,548	\$ 6,512,571	32%	\$ 22,290,180.26	\$ 9,831,506.00	44%	
Resilience building	SO 3	06 Asset creation activities	\$ 20,242,428	\$ 11,849,782	59%	\$ 16,269,337	\$ 8,778,246	54%	\$ 18,209,902	\$ 2,160,106	12%
		07 Provide livelihood support	\$ 4,753,641	\$ 6,259,867	132%	\$ 8,537,936	\$ 4,585,530	54%	\$ 17,073,758	\$ 3,562,579	21%
	Sub-total SO3	\$ 24,996,069	\$ 18,109,649	72%	\$ 24,807,273	\$ 13,363,776	54%	\$ 35,283,661	\$ 5,722,685	16%	
Crisis response	SO 4	08 Provide Supply Chain Services	\$ 5,385,802	\$ 1,113,100	21%	\$ 4,743,935	\$ 5,458,292	115%	\$ 4,807,036	\$ 3,736,225	78%
		09 Provide air services	\$ 24,723,120	\$ 18,833,600	76%	\$ 24,838,186	\$ 19,553,575	79%	\$ 24,958,319	\$ 13,830,582	55%
		10 Food Procurement for Sudan Govt.	\$ -	\$ -		\$ 55,307,800	\$ 56,000,538	101%	\$ 2,000,000	\$ 41,751,259	2088%
		11 Sudan Family Support Programme (SFSP) - Services	\$ -	\$ -		\$ 904,763	\$ 102,607	11%	\$ 169,480,237	\$ 2,096,497	1%
	Sub-total SO4	\$ 30,108,922	\$ 19,946,700	66%	\$ 85,794,684	\$ 81,115,012	95%	\$ 201,245,592	\$ 61,414,563	31%	
	SO 5	12 SFSP - Capacity Strengthening	\$ -	\$ -		\$ 9,336,569	\$ 204,518	2%	\$ 16,755,946	\$ 838,653	5%
	Sub-total SO5	-	\$ -		\$ 9,336,569	\$ 204,518	2%	\$ 16,755,946	\$ 838,653	5%	
Total operational			\$ 354,893,677	\$ 240,584,260	68%	\$ 439,281,079	\$ 388,701,314	88%	\$ 582,402,172	\$ 288,083,429	49%
Total direct support (DSC)			\$ 21,412,834	\$ 12,194,174	57%	\$ 22,956,484	\$ 17,086,272	74%	\$ 23,359,660	\$ 12,841,531	55%
Total indirect support (ISC)			\$ 24,601,880	\$ 19,405,152	79%	\$ 25,876,209	\$ 19,504,511	75%	\$ 27,456,249	\$ 24,118,507	88%
Grand total cost			\$ 400,908,391	\$ 272,183,586	68%	\$ 488,113,772	\$ 425,292,097	87%	\$ 633,218,081	\$ 325,043,467	51%

Source: Needs-based Plans and ACR Financial Reports (i) 2021.05.14_ACR5-A_-_Annual_Country_Report_31 Dec 2019; (ii) 2021.05.14_ACR5-A_-_Annual_Country_Report_31 Dec 2020; (iii) 2021.08.18_ACR1-A_-_Standard_Country_Report_Cumulative financial overview as at 18 August 2021.

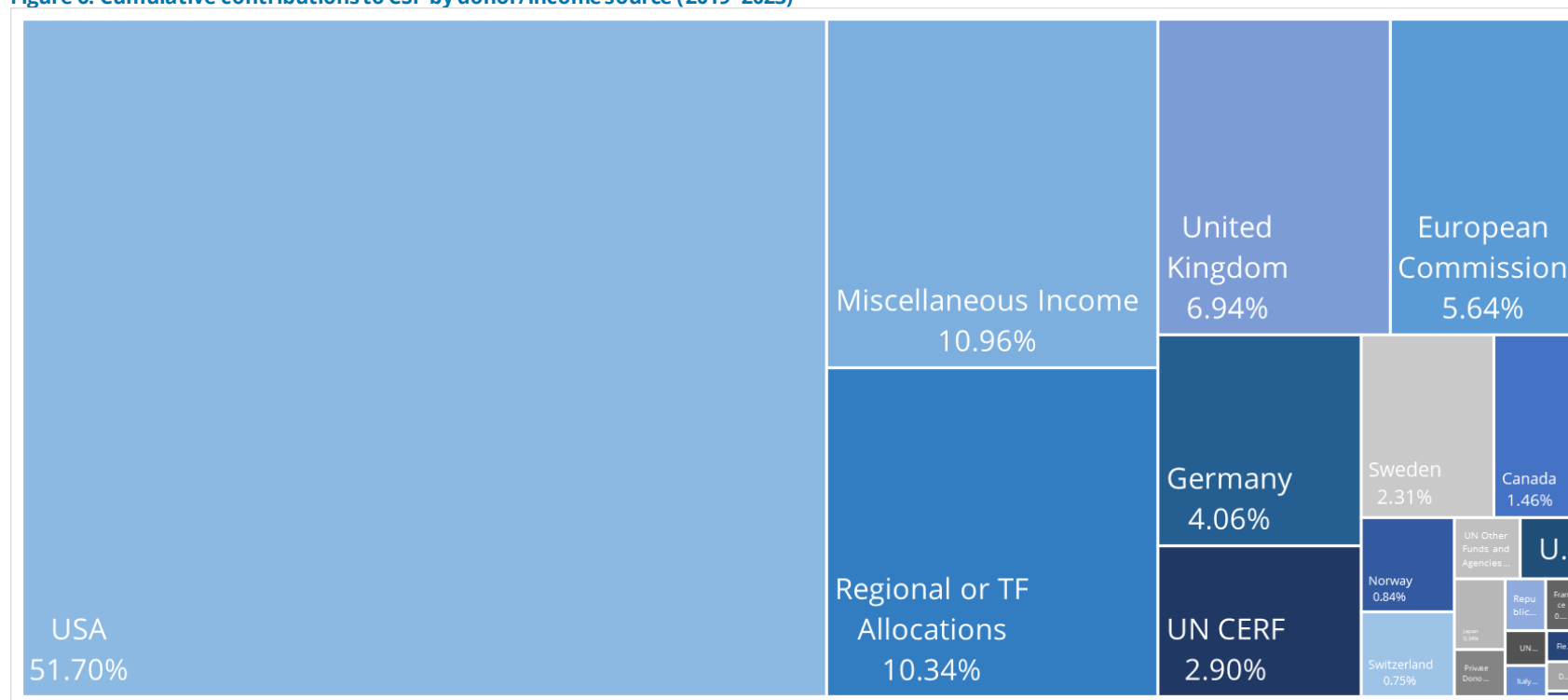
As illustrated by Table 22 below, the CSP is 50.3 percent funded as of August (almost exactly the mid-point of the strategy – 2019–2023). From 2019 to 2020, the annual resources available increased from USD 440 million to USD 543 million. This increase came from larger contributions from some donors (the most significant of which were Sweden, Germany, Japan and Norway), but more so from an increased UN CERF allocation, increased “regional or TF allocations”, and an increase in “miscellaneous income”, presumably largely the result of government reimbursement for wheat procured by WFP.

Table 22: Resource situation for total duration of CSP – 2019–2023 (revised to 2022) – total contributions by donor/income source

	Total USD	%
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Andorra	18,405	0.0%
Canada	19,601,964	0.7%
Denmark	1,172,031	0.0%
European Commission	75,261,050	2.8%
Flexible funding	1,292,000	0.0%
France	2,111,794	0.1%
Germany	54,788,778	2.0%
Greece	36,408	0.0%
Italy	1,578,354	0.1%
Japan	4,500,000	0.2%
Lithuania	28,409	0.0%
Malta	29,869	0.0%
Miscellaneous income	145,736,214	5.4%
Norway	11,210,660	0.4%
Private donors	2,965,429	0.1%
Regional or TF allocations	137,447,191	5.1%
Republic of Korea	2,589,500	0.1%
Resource transfer	26,411,736	1.0%
Russian Federation	116,534	0.0%
Sweden	31,179,866	1.2%
Switzerland	9,977,340	0.4%
UN CERF	38,500,363	1.4%
UN country-based pooled funds	1,816,801	0.1%
United Arab Emirates	4,561,723	0.2%
United Kingdom	91,405,962	3.4%
UN other funds and agencies (excl. CERF)	5,048,490	0.2%
USA	687,271,430	25.5%
Total	1,356,658,298	
% NBP funded	50.3%	

Figure 6: Cumulative contributions to CSP by donor/income source (2019–2023)



Source: 2021.08.18_CPB_Resource Situation (Factory)

Figure 7: Directed multilateral contributions to the Sudan CSP (2019–2023) by level of earmarking

Level	Directed multilateral contributions (USD)	%
Country level	705,646,585	76.6%
Strategic result level	85,466,480	9.3%
Strategic outcome level	105,928,225	11.5%
Activity level	24,583,712	2.7%
Grand total	921,625,002	100.0%

Source: 2021.08.18_Earmarking 18 August

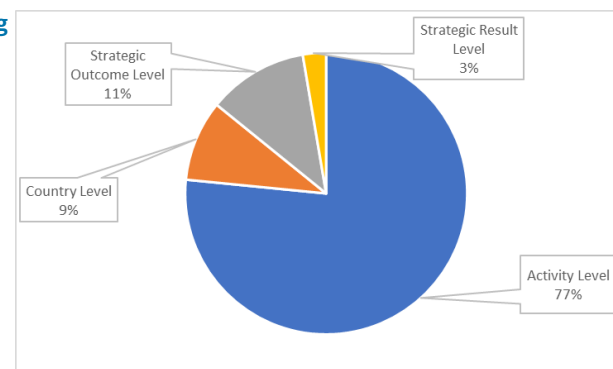


Table 23 shows “directed multilateral contributions”⁴ between 2016 and 2022, which rose from USD 155 million in 2016 to USD 321 million in 2020, with USD 294 million reported to date for the year 2021. The largest contributors of this kind of funding in the 2016 to 2022 period are the USA, the United Kingdom, the European Commission, Germany, the UN CERF, Sweden, Canada, Switzerland, Norway, and Japan. The USA has provided more than 50 percent of the total directed multilateral contributions in all but one of the last five complete years (2016–2020) and, as illustrated by Source: 2021.08.18_Earmarking 18 August

Figure 8 below, it is possible that WFP’s reliance on US funding is increasing.

Table 23: Sum of directed multilateral contributions by donor year (2016–2022) – USD

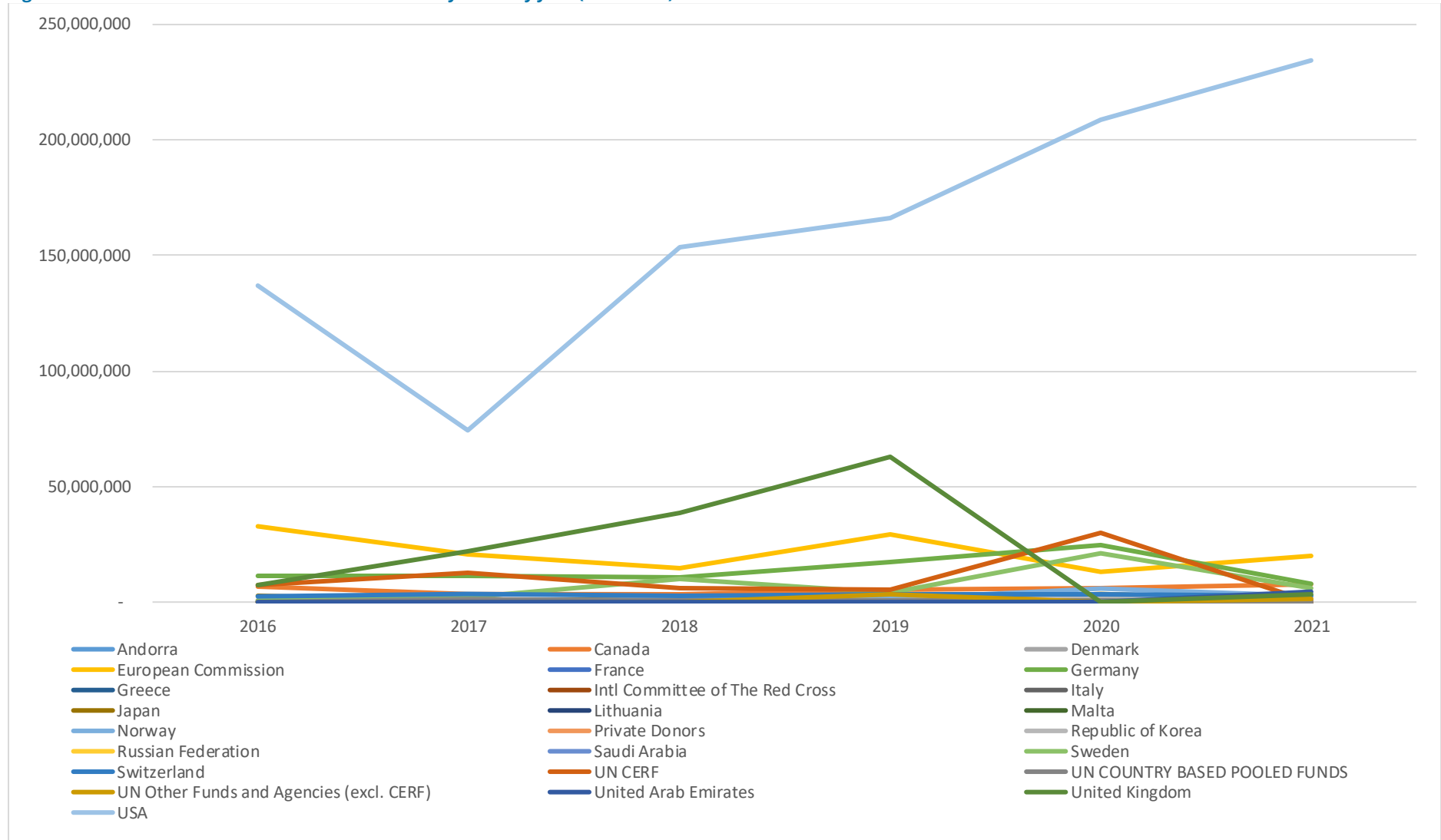
Donor	2016	2017	2018	2019	2020	2021	2022
Andorra	-	-	-	-	17,773	-	-
Canada	6,700,012	3,450,722	3,651,904	5,091,185	5,890,909	7,704,527	-
Denmark	-	404,274	-	-	1,002,054	-	-
European Commission	32,795,182	20,334,411	14,614,992	29,489,693	13,096,128	19,931,485	-
France	-	257,453	-	948,516	592,417	597,372	-
Germany	11,337,868	11,143,402	10,990,924	17,198,872	24,670,454	7,900,999	4,149,336
Greece	-	-	-	-	35,842	-	-
Intl Committee of The Red Cross	357	582,537	-	-	-	-	-
Italy	552,888	-	1,592,719	-	-	-	-
Japan	2,700,000	1,000,000	1,500,000	-	3,500,000	1,000,000	-
Lithuania	-	-	-	-	27,996	-	-
Malta	-	-	-	-	29,869	-	-
Norway	-	-	1,190,902	1,230,500	5,874,720	2,919,538	-
Private donors	-	452,188	219,252	436,794	1,116,083	1,496,450	-
Republic of Korea	533,509	386,000	289,500	289,500	1,800,000	250,000	250,000
Russian Federation	-	1,000,000	-	-	-	-	-
Saudi Arabia	182,230	93,707	-	-	-	-	-
Sweden	596,445	1,884,948	9,966,519	3,836,739	21,114,879	5,810,223	-
Switzerland	2,459,280	3,509,764	2,662,407	3,500,587	3,047,586	2,699,784	-
UN CERF	7,046,175	12,600,593	6,350,748	5,605,217	29,980,000	-	-
UN country-based pooled funds	-	1,250,244	1,000,000	998,000	748,511	-	-
UN other funds and agencies (excl. CERF)	-	-	-	3,368,856	-	1,679,634	-
United Arab Emirates	-	-	-	-	61,723	4,500,000	-
United Kingdom	7,498,842	22,289,734	38,556,153	62,875,832	-	3,477,051	-

⁴ “Directed multilateral contribution shall mean a contribution, other than a response to an appeal made by WFP for a specific emergency operation, which a donor requests WFP to direct to a specific activity or activities initiated by WFP or to a specific programme or programmes.” FAO. Amendments to WFP General Rules, April 2019 <http://www.fao.org/3/mz308en/mz308en.pdf>

USA	137,057,010	74,350,707	153,323,997	166,188,880	208,535,112	234,469,547	-
Annual total	209,459,798	154,990,683	245,910,017	301,059,171	321,142,054	294,436,610	4,399,336

Source: 2021.08.18_Earmarking 18 August

Figure 8: Sum of directed multilateral contributions by donor by year (2016–2022) – USD



Source: 2021.08.18_Earmarking 18 August

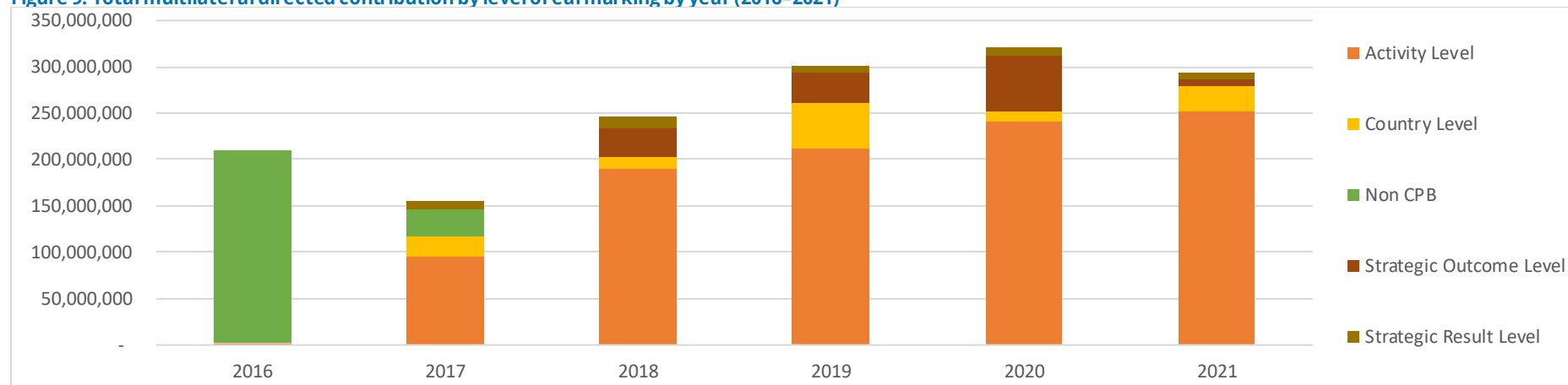
A key aim of country strategic planning is to mobilize flexible funding at the level of results rather than activities. To date, directed multilateral contributions to the CSP have been predominantly earmarked at activity level (77 percent) and the remaining 23 percent at strategic outcome, strategic result, and country level. This overall picture is illustrated in Figure 7. Table 24 and

Figure 9 break down earmarking levels by year (2016–2021) and find no obvious trend either towards earmarking at activity level nor away from it. Among the ten largest donors between 2016 and 2022, there are some significant differences in earmarking practices.

Table 24: Total multilateral directed contribution by level of earmarking by year (2016–2021)

Year	Activity level (USD)	Country level (USD)	Non-CPB (USD)	Strategic outcome level (USD)	Strategic result level (USD)	Total (USD)
2016	1,541,102		207,918,697			209,459,798
2017	94,789,088	22,564,461	28,558,625	719,973	8,358,536	154,990,683
2018	189,853,424	13,463,692	-	31,178,327	11,414,573	245,910,017
2019	211,688,454	49,751,183	-	31,905,780	7,713,753	301,059,171
2020	240,940,232	10,131,201	-	61,384,278	8,686,344	321,142,054
2021	252,767,899	25,584,096	-	7,900,999	8,183,615	294,436,610
Total	991,580,199	121,494,633	236,477,322	133,089,358	44,356,821	1,526,998,334

Figure 9: Total multilateral directed contribution by level of earmarking by year (2016–2021)



Source: 2021.05.17_Earmarking 17 May

Table 25 reveals that just 4 percent of US contributions during the period were earmarked at outcome level or above (i.e., above activity level). In contrast, major European donors (and Canada) have been more inclined to provide flexible funding earmarked at outcome, result, or country level. 82 percent of funding from Germany falls into this category, as does more than 65 percent of funding from Canada, Switzerland, and Norway combined.

Table 25: Total multilateral directed contribution by earmarking level – 10 largest donors only (cumulative – 2016–2022)

Donor	Non-CPB (USD)	Activity level (USD)	Strategic outcome level (USD)	Strategic result level (USD)	Country level (USD)	Grand total (USD)	% at outcome level and above
USA	155,926,270	749,749,829	-	33,456,078	-	939,132,176	4%
United Kingdom	7,498,842	65,106,889	9,724,047	-	48,890,783	131,220,561	45%
European Commission	32,113,372	44,064,443	15,912,703	7,795,022	10,444,866	110,330,407	31%
Germany	12,156,981	3,860,358	61,524,162	-	9,850,356	87,391,857	82%
UN CERF	7,046,175	22,799,799	30,699,973	-	1,036,786	61,582,733	52%
Sweden	1,283,932	20,835,985	5,784,816	1,218,621	14,045,408	43,168,761	49%
Canada	9,673,989	2,073,747	13,592,992	-	7,148,531	32,489,259	64%
Switzerland	5,226,011	743,033	-	-	11,910,364	17,879,408	67%
Norway	-	3,688,202	-	-	7,527,457	11,215,659	67%
Japan	3,700,000	5,000,000	-	1,000,000	-	9,700,000	10%

Source: 2021.05.17_ACR4-A-Financial_Detail_by_Contribution; 2021.05.17_Earmarking 17 May

Flexibility of funding can also be measured in terms of the length of grant validity given by donors and the extent to which individual grants are linked to others as part of multi-year funding pledges. Table 26 below compares the duration (time between grant valid from date and grant expiry date) of contributions raised against the ICSP (2017–2018) with those raised against the CSP (2019–2021). This analysis provides further evidence that the assumption that country strategic planning would lead to longer-term and more flexible funding practices on the part of donors does not appear to have held true. 18 percent of donor contributions to the ICSP were shorter than 12 months in duration. This has decreased to 2 percent for donor funding to the CSP. The CSP has raised a greater proportion of funding with 12–24-month validity periods (where most grants from the USA fall, by default), but a smaller proportion of CSP funding has been 25–60 months and open-ended. **Grant duration may not tell the whole story**, given that donors may make relatively short-term grants but as part of a multi-grant and multi-year funding pledge. However, from the ICSP period to the CSP period, the proportion of donor funding that is part of a multi-grant pledge (naturally covering multiple years) has also halved. This 8 percent is very much in line with the average across the RBN countries, according to interviews conducted (92 percent of which is not part of a multi-year pledge).

Table 26: Length of donor grant funding validity (ICSP and CSP) and multi-year pledges

	Less than 12 months	12–24 months	25–36 months	37–60 months	60+ months and open-ended	% of donor funding that is part of a multi-year pledge
ICSP (2017–2018)	\$42,493,540.22 18%	\$130,837,813.82 57%	\$50,932,665.80 22%	\$2,705,524.30 1%	\$3,481,551.61 2%	16%
CSP (2019–2022)	\$16,057,493.65 2%	\$751,973,427.73 87%	\$78,579,812.81 9%	\$7,184,057.81 1%	\$7,715,492.87 1%	8%

Source: CPB_Grant_Balances_Report_v3.0

OUTPUTS/TRANSFERS

The trend between 2017 and 2020 has been for WFP to transfer less food than planned across all food stuffs. The commodities with the highest rates of transfer compared with planned volumes are sorghum, millet and other cereals, lentils/pulses and oils/fats. Commodities with the lowest transfer rates compared with plans include micronutrient powders, RUSF, high-energy biscuits and wheat. Annual comparisons are challenged by the different categorizations of commodities in different years. Overall, food transfers compared with plans improved from 54 percent to 58 percent from 2017 to 2018, reduced to 44 percent in 2019, and improved significantly in 2020 (69 percent) – largely accounted for by increased delivery of grains, lentils and salt. In contrast, cash and voucher transfers (CBT) have (when combined and totalled in USD) been overdelivered compared with plans in both 2019 and 2020, reversing a trend of under-delivery in 2017 and 2018. As **Error! Reference source not found.** and Figure 10 show, CBT totals in 2017 and 2018 were significantly below the amounts planned, but in 2019 and 2020 the total value of cash and vouchers (USD) transferred was in excess of the amounts planned (particularly for voucher transfers). In 2020 this was by a significant margin – 198 percent of planned vouchers and 104 percent planned cash.

Table 27: Planned and actual food distribution per year by food type (MT) – 2017–2020

Commodity	2017 – planned	2017 actual	% planned	2018 – planned	2018 actual	% planned	2019 – planned	2019 – actual	% planned	2020 – planned	2020 – actual	% planned
Iodised salt	2,027	537	26%				5,025	1,675	33%	5,060	2,550	50%
Lentils/pulses/vegetables	24,524	13,795	56%	24,434	10,414	43%	30,515	13,740	45%	31,110	20,416	66%
RUSF	7,820	1,926	25%				12,908	14	0%	14,203	-	0%
Sorghum/millet/cereals	217,033	122,257	56%	206,969	129,590	63%	224,907	126,001	56%	262,487	201,427	77%
Oils and fats	5,266	2,834	54%	7,023	2,959	42%	15,076	6,874	46%	15,180	8,338	55%
Corn/soya blend/"super cereal"	8,832	2,983	34%	-	-	-	9,061	346	4%	9,540	949	10%
Micronutrient powder	135	14	10%	-	-	-	121	13	11%	123	17	14%
High-energy biscuits	-	-	-	-	-	-	446	64	14%	1,116	127	11%
Wheat	-	-	-	-	-	-	39,856	240	1%	1,601	-	0%
Split peas	-	-	-	-	-	-	-	1,068	-	-	2,083	-
Fruits and nuts	-	70	-	-	39	-	-	-	-	-	-	-
DSM	-	124	-	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	2,475	719	29%	-	-	-	-	-	-
Mixed and blended foods	-	-	-	15,825	4,327	27%	-	-	-	-	-	-
TOTAL	265,637	144,540	54%	256,726	148,048	58%	337,915	150,035	44%	340,420	235,907	69%

Source: Annual Distribution Summaries and ACRs: (i) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2017; (ii) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2018; (iii) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2019; (iv) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2020

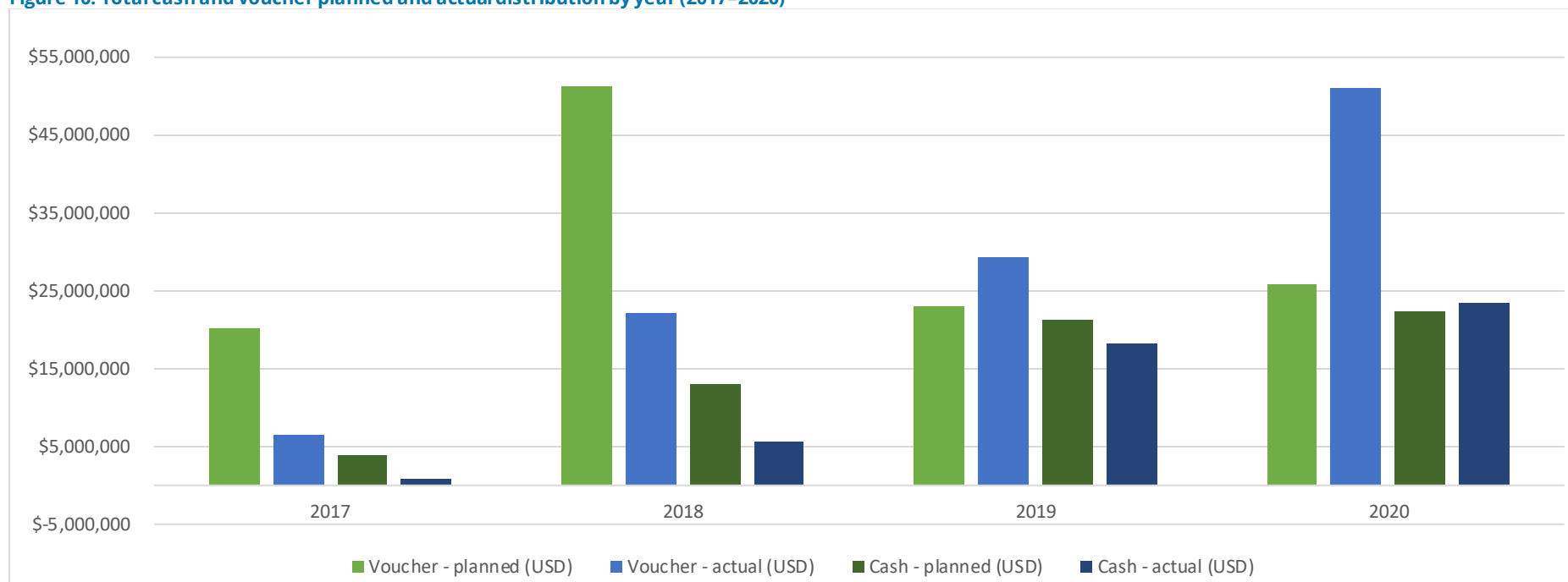
Table 28: Total food, cash and voucher planned and actual distribution by year (2017–2021)

	2017	2018	2019	2020	2021 to Sept
Food – planned (MT)	265,637	256,726	337,915	340,420	357,215
Food – actual (MT)	144,540	148,048	150,035	235,907	258,175
Food % of planned	54%	58%	44%	69%	N/A
Voucher – planned (USD)	\$20,209,602	\$51,240,258	\$23,011,812	\$25,747,565	\$5,837,863
Voucher – actual (USD)	\$6,428,061	\$22,104,751	\$29,312,533	\$51,033,761	\$2,055,184

Voucher – % of planned	32%	43%	127%	198%	N/A
Cash – planned (USD)	\$3,895,803	\$13,051,833	\$21,322,921	\$22,392,390	\$63,551,641
Cash – actual (USD)	\$891,586	\$5,664,374	\$18,267,699	\$23,357,017	\$41,208,930
Cash – % of planned	23%	43%	86%	104%	N/A

Source: Annual Distribution Summaries and ACRs: : (i) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2017; (ii) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2018; (iii) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2019; (iv) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2020. ACRs for FOOD ONLY in 2017 and 2018. 2021 data shared by CO

Figure 10: Total cash and voucher planned and actual distribution by year (2017–2020)



Source: Annual Distribution Summaries: (i) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2017; (ii) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2018; (iii) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2019; (iv) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2020

BENEFICIARIES

The total number of beneficiaries, both targeted and actually reached by WFP, in Sudan between 2016 and 2019 was relatively stable. Total numbers targeted were between 4.6 million and 4.9 million in each of these four years, and total number reached were between 3.6 million and 4.1 million (74–85 percent coverage). In each year WFP planned to reach a larger number of females than males – usually between 500,000 and 600,000 more, possibly due to vulnerability targeting of female-

headed households, and nutrition activities which target adult females but not adult males. Between 2016 and 2019, WFP usually reached a slightly greater proportion of the planned number of male beneficiaries than the planned female beneficiaries, but always reached a greater absolute number of women and girls than men and boys (see Table 29 below).

Table 29: Summary of planned and actual male and female beneficiaries by year (2016–2021)

Year		Female	%	Male	%	Total	%
2017	Planned	2,706,144	74%	2,169,791	74%	4,875,935	74%
	Actual	2,012,438		1,597,984		3,610,422	
2018	Planned	2,690,218	83%	2,161,115	86%	4,851,333	84%
	Actual	2,239,102		1,859,108		4,098,210	
2019	Planned	2,776,276	76%	2,094,384	81%	4,870,660	78%
	Actual	2,118,694		1,691,416		3,810,110	
2020	Planned	2,820,093	157%	2,323,625	145%	5,143,718	151%
	Actual	4,428,327		3,358,808		7,787,135	
2021 to Sept.	Planned	4,386,647	N/A	3,589,075	N/A	7,975,722	N/A
	Actual	4,085,782		3,342,912		7,428,694	

Source: ACRs 2017, 2018, 2019 and 2020. 2021 data shared by CO.

The major change in the numbers of beneficiaries reached came in 2020. In this year, when the economic crisis in Sudan worsened and the COVID-19 pandemic hit, WFP scaled up to reach more than 7.7 million people – 157 percent of the planned number of females and 145 percent of the planned number of males (an exception to the gender trend in the previous years). This major increase in WFP’s reach is largely due to a significantly increased number of residents reached under SO1 (crisis response) – a focus area primarily intended to reach IDPs, refugees and residents affected by short-term environmental shocks, rather than longer-term economic shocks. Close to 1 million additional IDPs were also reached, possibly due to new displacement in Darfur and recently negotiated access to IDPs in the Two Areas. The number of refugees reached also doubled to over 600,000, which the evaluation team assumes to be predominantly refugees from South Sudan in the southern states and a smaller number of Ethiopians from Tigray in the east. 133,188 returnees (in Darfur) were also assisted during 2020 – a major increase on 2019. These changes are illustrated by Table 29 and

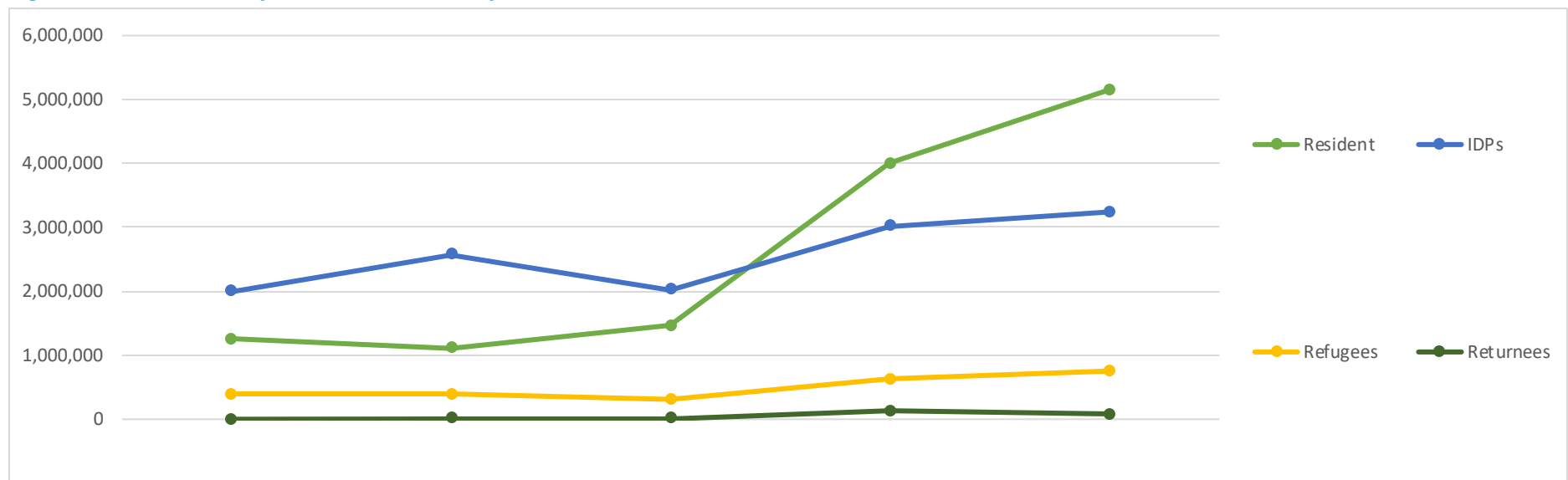
Figure 11 below.

Table 30: Beneficiaries by residence status and year (2017–2021)

Residence status	2017	2018	2019	2020	2021*
Resident	1,253,409	1,107,513	1,458,556	4,000,674	5,154,176
IDP	1,994,700	2,579,885	2,024,696	3,018,389	3,242,236

Refugee	389,313	396,696	310,420	626,884	753,643
Returnee	0	14,116	16,439	133,188	80,511

Figure 11: Beneficiaries by residence status and year (2017–2021)



*N.b. 2017 to 2020 figures are actuals, 2021 figures are planned

Source: 2021.05.14_CM-R001b_-_Annual_Country_Beneficiaries_(CSP)_2017 - 2023); 2021 Implementation Plan

Table 31 and Table 32 provide a detailed breakdown of planned and actual beneficiaries by SO and activity between 2016 and 2020, also disaggregated by sex. Prior to the CSP, the reported number of actual beneficiaries against the activities of the ICSP in 2017 and 2018 were extremely low or absent completely. However, there was much more reporting against the PRRO (2016–2017), with around 100 percent reach in the emergency general distribution activity across both male and female categories, but much lower coverage of the planned number of female beneficiaries in the emergency nutrition category. In the non-emergency activities between 2016 and 2017, the overall reach was 65–70 percent of planned for both males and females, with the lowest reach in malnutrition prevention activities.

In the CSP years (2019 and 2020) there was a major increase in the number of male and female beneficiaries reached by Activities 1 and 2 (URT and SMP in emergency settings) from 2019 to 2020 as explained above (close to double the planned reach). However, there was only a modest increase in the percentage reach for emergency nutrition activities (NPA3), which reached between 31 percent and 42 percent of planned beneficiaries during these years and were more successful in reaching the planned number of boys than the planned number of women and girls. Under SO2, the percentage reach for non-emergency nutrition activities (NPA4) reduced from 2019 to 2020, from 66 percent for females and 82 percent for males to 46 percent for both. 2019 saw a significant scale-up of school feeding under SO2, resulting in a reach around four times as great as what was planned. These numbers were not sustained into 2020, possibly because these beneficiaries were now reached by the expanded scope of SO1 to include a greater number of residents. Under SO3 (resilience building), WFP's productive safety net programme (ACL6)

reached 67.5 percent of its planned beneficiaries in 2019 and 72.3 percent in 2020 (male and female). No data was reported on the number of people reached by farmer-to-market capacity-strengthening (CSI7).

Table 31: Planned and actual beneficiaries with breakdown by strategic objective/activity, disaggregated by sex (2016–2018)

Strategic Outcome/Activity Category	2016						2017						2018					
	Planned		Actual		Actuals as a % of		Planned		Actual		Actuals as a % of		Planned		Actual		Actuals as a % of	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
SO1: Save lives and protect livelihoods in emergencies																		
General Distribution (GD)	1,416,006	1,112,577	1,360,009	1,112,734	96.0%	100.0%	1,064,409	870,880	1,133,722	947,593	106.5%	108.8%						
Nutrition: Prevention of Acute Malnutrition	87,697	21,924	44,888	26,137	51.2%	119.2%	99,403	24,850	75,715	52,616	76.2%	211.7%						
Subtotal SO1	1,503,703	1,134,501	1,404,897	1,138,871	93.4%	100.4%	1,163,812	895,730	1,209,437	1,000,209	103.9%	111.7%						
SO2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies																		
Food-Assistance-for-Assets	682,276	682,276	528,457	487,805	77.5%	71.5%	453,652	453,652	250,335	204,030	55.2%	45.0%						
Food-Assistance-for-Training	12,587	12,587	17,573	14,379	139.6%	114.2%	14,771	12,086	32,327	26,296	218.9%	217.6%						
Nutrition: Prevention of Acute Malnutrition	290,791	114,286	12,931	5,878	4.4%	5.1%	378,580	146,869	20,974	13,152	5.5%	9.0%						
Nutrition: stand-alone Micronutrient Supplementation	273,160	273,160	14,253	10,902	5.2%	4.0%	193,246	193,246	148,557	96,424	76.9%	49.9%						
Nutrition: Treatment of Moderate Acute Malnutrition	275,660	165,396	165,905	101,662	60.2%	61.5%	216,789	146,868	195,654	130,549	90.3%	88.9%						
School Feeding (on-site)	485,531	505,348	514,629	548,935	106.0%	108.6%	492,867	512,984	478,087	539,120	97.0%	105.1%						
School Feeding (take-home rations)	2,763	2,876	13,398	11,413	484.9%	396.8%	4,909		10,610	5,736	216.1%							
Subtotal SO2	2,022,768	1,755,929	1,267,146	1,180,974	62.6%	67.3%	1,754,814	1,465,705	1,136,544	1,015,307	64.8%	69.3%						
SO1: Populations impacted by disasters in targeted areas meet their basic food and nutrition needs during and in the aftermath of crises																		
URT 1: Provide unconditional general food assistance to people affected by shocks							897,942	731,716	172,905	148,992	19.3%	20.4%	904,187	736,805	n.a.	n.a.	n.a.	n.a.
NPA 2: Provide preventative and curative nutrition activities to children under 5 and Pregnant and Lactating Women.							164,969	106,045	122	92	0.1%	0.1%	256,292	164,693	n.a.	n.a.	n.a.	n.a.
Subtotal SO1							1,062,911	837,761	173,027	149,084	16.3%	17.8%	1,160,479	901,498	n.a.	n.a.	n.a.	n.a.
SO2: Food insecure residents in targeted areas have sustainably improved nutrition by 2024																		
URT 3: Provide integrated conditional & unconditional food assistance packages to vulnerable households							645,344	486,839	244,911	184,757	38.0%	38.0%	797,408	601,553	n.a.	n.a.	n.a.	n.a.
NPA 4: Provide preventative and curative nutrition activities to children under 5 and PLW							134,524	87,902	-	-	0.0%	0.0%	255,774	165,789	n.a.	n.a.	n.a.	n.a.
SMP 5: Provide nutrition-sensitive programming in schools							166,369	173,159	-	-	0.0%	0.0%	166,369	173,159	n.a.	n.a.	n.a.	n.a.
CAR 6: Provide safe access to fuel and energy activities for IDPs and refugees (SAFE)							63,342	47,784	-	-	0.0%	0.0%	104,694	85,659	n.a.	n.a.	n.a.	n.a.
Subtotal SO2							1,009,579	795,684	244,911	184,757	24.3%	23.2%	1,324,245	1,026,160	n.a.	n.a.	n.a.	n.a.
SO3: Food insecure people in targeted areas and food systems have increased resilience to shocks by 2024																		
NPA 7: Provide preventative and curative nutrition activities to resident communities							222,530	152,897	-	-	0.0%	0.0%	451,373	290,781	n.a.	n.a.	n.a.	n.a.
SMP 8: Provide nutrition-sensitive programming in schools							268,102	276,619	7,965	7,035	3.0%	2.5%	270,021	278,600	n.a.	n.a.	n.a.	n.a.
CSI 9: Strengthen capacities of national institutions and the SUN network							-	-	-	-	-	-	-	-	-	-	-	-
Subtotal SO3							490,632	429,516	7,965	7,035	1.6%	1.6%	721,394	569,381	n.a.	n.a.	n.a.	n.a.
SO4: Humanitarian and development actors and national systems have access to expertise, services and infrastructure in the areas of logistics (including air transport), ICT, administration and infrastructure engineering																		
ACL 10: Offer asset creation activities through safety nets to reduce risk and support climate adaptation for food insecure household							24,958	18,828	-	-	0.0%	0.0%	246,840	186,213	n.a.	n.a.	n.a.	n.a.
SMS 11: Provide livelihood support to farmers							72,590	54,761	-	-	0.0%	0.0%	49,904	37,646	n.a.	n.a.	n.a.	n.a.
CSI 12: Strengthen capacities of national and local institutions to enhance resilience							-	-	-	-	-	-	-	-	-	-	-	-
Subtotal SO4							97,548	73,589	-	-	0.0%	0.0%	296,744	223,859	n.a.	n.a.	n.a.	n.a.
Total without overlap	2,585,914	2,031,790	2,126,675	1,775,482	82.2%	87.4%	2,706,144	2,169,791	2,012,438	1,597,984	74.4%	73.6%	2,690,218	2,161,115	2,239,102	1,859,108	83.2%	86.0%

Nb: This table includes double counting of beneficiaries across activities. Source: COMET report CM-R020, data extracted on 29/09/20, 2020 data updated with data extracted on 06/04/21 (CM-R020_-_Adj_Pars_&_Bens_by_Act_Tag_Ben_Grp Gender,_Age_Grp v1.1(1))

Table 32: Planned and actual beneficiaries with breakdown by strategic objective/activity, disaggregated by sex (2019–2020)

Strategic Outcome/Activity Category	2019						2020					
	Planned		Actual		Actuals as a % of		Planned		Actual		Actuals as a % of	
	F	M	F	M	F	M	F	M	F	M	F	M
SO1: People affected by shocks in targeted areas have access to food, nutrition and livelihoods during/after crises												
URT 01: Provide food and CBT to people affected by shocks	1,804,434	1,361,239	1,230,201	928,046	68.2%	68.2%	1,742,211	1,314,302	3,595,521	2,727,895	206.4%	207.6%
SMP 02: Provide nutrition sensitive programming in schools	410,425	426,413	377,341	391,412	91.9%	91.8%	410,416	426,422	767,258	735,996	186.9%	172.6%
NPA 03: Provide preventative and curative nutrition activities to children aged 6-59 months and PLW/G	1,121,303	596,894	343,935	234,248	30.7%	39.2%	1,208,705	645,282	430,075	271,050	35.6%	42.0%
Subtotal SO1	3,336,162	2,384,546	1,951,477	1,553,706	58.5%	65.2%	3,361,332	2,386,006	4,792,854	3,734,941	143%	157%
SO2: Food insecure residents in targeted areas have sustainably improved nutrition by 2024												
NPA 04: Provide curative and preventative nutrition activities to children aged 6-59 months and PLW/G and capacity strengthening to national and state health institutions	361,149	189,062	238,537	154,982	66.0%	82.0%	389,823	205,801	180,082	93,682	46.2%	45.5%
SMP 05: Provide nutrition-sensitive programming in schools and capacity strengthening support to national and state education institutions	75,277	69,983	298,597	304,712	396.7%	435.4%	106,484	98,279	154,811	176,197	145.4%	179.3%
Subtotal SO2	436,426	259,045	537,134	459,694	123.1%	177.5%	496,307	304,080	334,893	269,879	67.5%	88.8%
SO3: Food insecure people in targeted areas and food systems have increased resilience to shocks by 2024												
ACL 06: Offer asset creation activities and technical assistance through safety nets to help food insecure households to reduce risk and adapt to climate change	131,323	99,068	88,589	66,831	67.5%	67.5%	131,323	99,068	94,841	71,654	72.2%	72.3%
CSI 07: Provide capacity strengthening support to farmers and local, state and national agricultural institutions	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal SO3	131,323	99,068	88,589	66,831	67.5%	67.5%	131,323	99,068	94,841	71,654	72.2%	72.3%
SO4: Humanitarian and development actors and national systems have access to expertise, services and infrastructure in the areas of logistics (including air transport), ICT, administration and												
CPA 08: Provide technical and support services (Logistics, ICT, administrative and project) to the humanitarian and development community and national entities/systems												
CPA 09: Provide air transport services for personnel and light cargo alongside aviation sector technical assistance												
CPA 10: Provide food procurement services to the government and other stakeholders												
Subtotal SO4	-	-	-	-	-	-	-	-	-	-	-	-
Total without overlap	2,776,276	2,094,384	2,118,694	1,691,416	76.3%	80.8%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

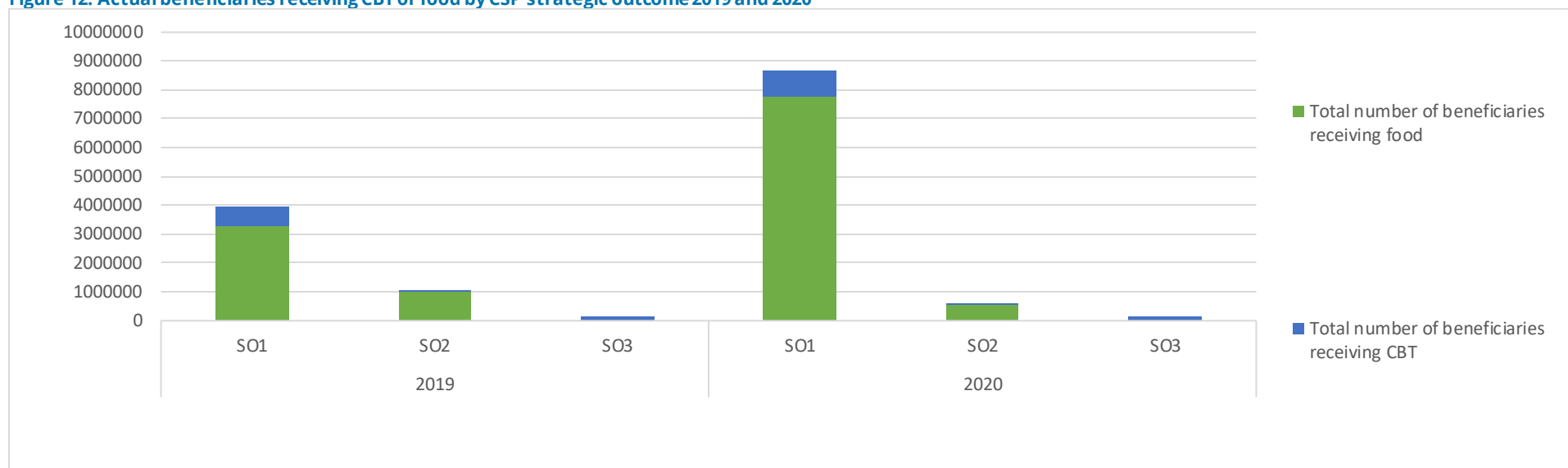
Nb: This table includes double counting of beneficiaries across activities. Source: COMET report CM-R020, data extracted on 29/09/20, 2020 data updated with data extracted on 06/04/21 (CM-R020_-_Adj_Pars_&_Bens_by_Act_Tag_Ben_GrpGender_Age_Grp_v1.1(1))

Comparison of the modalities used by WFP between the pre-CSP era and since 2019 is **challenged by the absence of data for 2018 and the transition from PRRO to ICSP in 2017**. However, it is clear that in 2019 to 2020 the planned transition towards cash has been proceeding gradually but faster than planned under SO1, where 122 percent and 160 percent of planned beneficiaries received CBT in 2019 and 2020, respectively. The shift to cash under SO2 (school meal vouchers) has been much slower, reaching just 4 percent of planned beneficiaries in 2019 and 19 percent in 2020 (an increase possibly explained by COVID-19 school closures and the use of take-home cash rations). Under SO3 (ACL6), CBT is the only modality used (in-kind transfers were planned in 2019 but not implemented). Table 35 provides a full breakdown of planned and actual beneficiaries by modality and SO (2017–2020). Figure 12 below illustrates that although the shift from in-kind to CBT is progressing, the vast majority of WFP beneficiaries in Sudan continue to receive in-kind food.

Table 33: Planned and actual beneficiaries by strategic outcome and modality (CBT or food) – 2017–2020

Year	Strategic objective	Activity	PLANNED		ACTUAL		Actual versus planned beneficiaries receiving food	Actual versus planned beneficiaries receiving CBT
			Total number of beneficiaries receiving food	Total number of beneficiaries receiving CBT	Total number of beneficiaries receiving food	Total number of beneficiaries receiving CBT		
2017	Total SO1	URT1; NPA2	1,875,616	25,056	317,032	5,086	17%	20%
	Total SO2	URT3; NPA4; SMP5; CAR6	1,328,332	489,217	21,763	407,905	2%	83%
	Total SO3	NPA7; SMP8	920,147		15,000		2%	
	Total SO4	ACL10; SMS11	127,350	43,785			0%	0%
	Grand total		4,251,445	558,058	353,795	412,991	8%	74%
2018	Total SO1	URT1; NPA2	2,037,971	24,006	n.a.	n.a.	n.a.	n.a.
	Total SO2	URT3; NPA4; SMP5; CAR6	515,801	14,080	n.a.	n.a.	n.a.	n.a.
	Total SO3	NPA7; SMP8	1,290,775		n.a.	n.a.	n.a.	n.a.
	Total SO4	ACL10; SMS11	338,350	182,253	n.a.	n.a.	n.a.	n.a.
	Grand total		4,182,897	220,339	n.a.	n.a.	n.a.	n.a.
2019	Total SO1	URT1; SMP2; NPA3	5,218,777	557,075	3,251,550	680,725	62%	122%
	Total SO2	NPA4; SMP5	595,470	100,000	992,402	4,425	167%	4%
	Total SO3	ACL6	160,000	230,390		155,420	0%	67%
	Grand total		5,974,247	887,465	4,243,952	840,570	71%	95%
2020	Total SO1	URT1; SMP2; NPA3	5,309,839	566,363	7,770,239	906,539	146%	160%
	Total SO2	NPA4; SMP5	650,387	150,000	576,237	28,535	89%	19%
	Total SO3	ACL6		230,391		166,495		72%
	Grand total		5,960,226	946,754	8,346,476	1,101,569	140%	116%

Figure 12: Actual beneficiaries receiving CBT or food by CSP strategic outcome 2019 and 2020



Nb: no disaggregated data available for 2018. Source: COMET report CM-R002b, data extracted on 30/09/2020

To better understand the geographic footprint of WFP in Sudan and to inform field-level sampling, the evaluation team analysed the numbers of beneficiaries by area office and state (with disaggregation by residence status and CSP activity), focusing on the planned number of beneficiaries in 2021. In 2021 WFP planned to reach beneficiaries in 16 out of the 18 states of Sudan, including River Nile, Khartoum, and Gezira, where WFP has not traditionally worked. The states in which by far the most beneficiaries are targeted are North, West, Central and South Darfur, and South Kordofan, where the majority of beneficiaries will receive GFD/FFA and other SO1 activities. Smaller numbers of beneficiaries are to be targeted by predominantly SO1 emergency activities in East Darfur, White Nile, and Blue Nile. In West Kordofan, North Kordofan, Red Sea, Kassala and Gedaref, beneficiaries are planned across a wide range of activities in SO1, SO2 and SO3. In River Nile, Gezira, and Khartoum, only school feeding and nutrition activities under SO2 were planned. See

Figure 13 and Table 34 below.

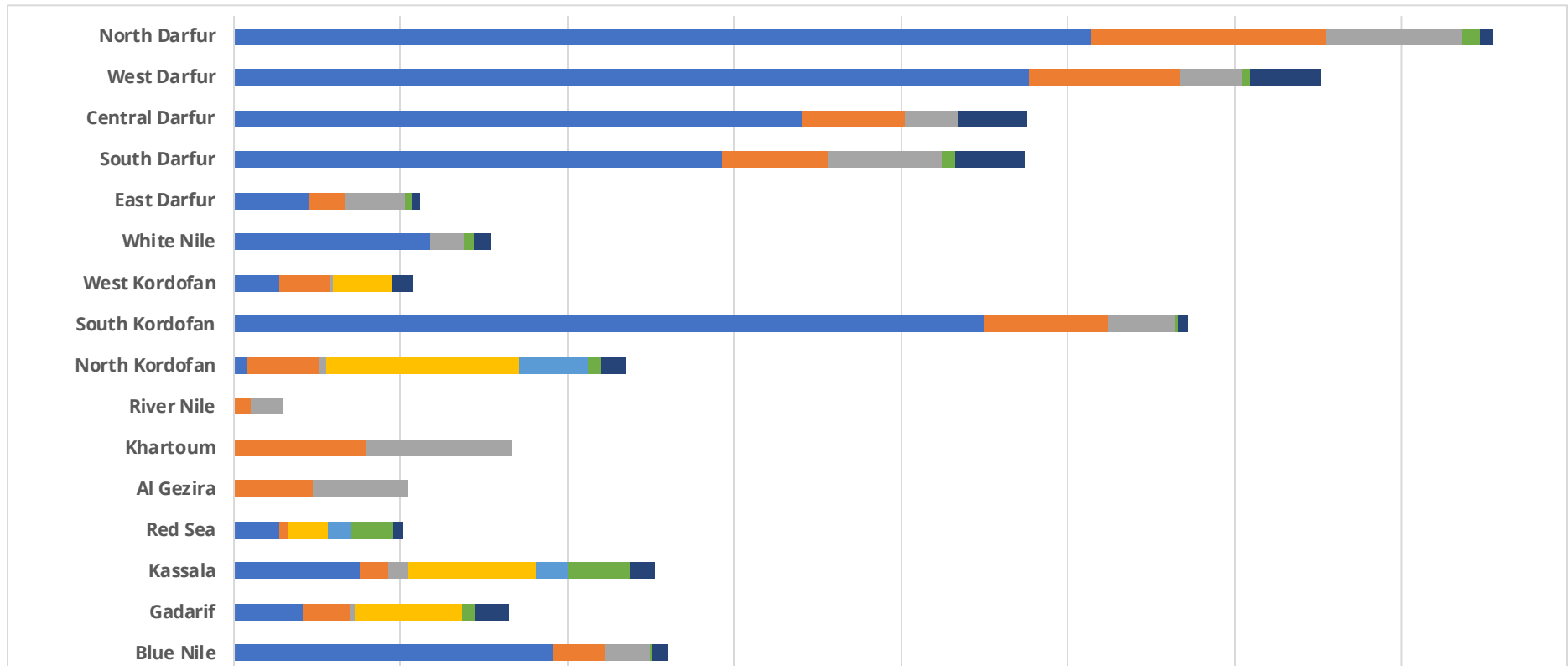
Table 34: Total planned number of unique beneficiaries by CSP activity, area office, and state (2021)

AO and state	SO1			SO2		SO3		Grand total
	1 - URT	2 - SMP	3 - NPA	4- NPA	5 - SMP	6 - ACL	7 - CSI	
KA_AO	672,093	161,003	83,873	330,284	64,914	142,025	102,000	1,556,192
Blue Nile	382,888	62,249	53,441			1,695	19,500	519,773
Gedaref	83,098	55,004	7,222	128,819		15,000	40,000	329,143
Kassala	151,309	34,567	23,210	152,479	38,141	75,000	30,000	504,705
Red Sea	54,798	9,184	-	48,986	26,774	50,330	12,500	202,571
KH_AO	274,122	328,076						602,198
Al Gezira		94,699	115,336					210,035
Khartoum		159,231	174,520					333,751
River Nile		20,192	38,220					58,412
ND_AO	1,027,888	281,598	163,247			21,755	15,000	1,509,488
North Darfur	1,027,888	281,598	163,247			21,755	15,000	1,509,488
OBD_AO	1,203,840	294,842	132,700	300,508	83,987	33,370	87,000	2,136,247
North Kordofan	15,724	87,243	7,012	230,940	83,987	15,490	30,000	470,396
South Kordofan	898,416	148,819	79,908			5,380	12,000	1,144,523
West Kordofan	54,909	58,781	5,886	69,568			25,000	214,144
White Nile	234,791		39,894			12,500	20,000	307,185
SED_AO	674,394	170,027	209,035			24,190	94,000	1,171,645
East Darfur	89,748	43,670	71,905			7,330	10,000	222,653
South Darfur	584,646	126,356	137,130			16,860	84,000	948,992
WCD_AO	1,634,651	303,735	136,911			11,500	168,000	2,254,797
Central Darfur	682,001	122,879	62,910				84,000	951,790
West Darfur	952,650	180,856	74,001			11,500	84,000	1,303,007

Total	5,212,866	1,485,326	1,053,841	630,792	148,901	232,840	466,000	9,230,566
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Source: Implementation Plan 2021

Figure 13: Total planned number of unique beneficiaries by CSP activity, area office, and state (2021)



Source: Implementation Plan 2021

The residence status of planned beneficiaries in each state of Sudan was also of interest to the evaluation team and was used to assist sampling. Planned IDP beneficiaries are concentrated in the Darfur states and South Kordofan/Blue Nile (the Two Areas). Refugees are predominantly located in White Nile/West Kordofan/East Darfur (South Sudanese) and Kassala and Gedaref (Ethiopian/Eritrean). WFP assists residents in all 16 of the above states; the largest planned numbers are in the Darfur states and the Two Areas, and residents are the primary or exclusive beneficiaries in northern, central, and eastern states such as Red Sea, Khartoum, Gezira, River Nile, Gedaref, Kassala, West/North Kordofan but also represent a slight majority in the Two Areas and West Darfur. Returnees targeted are located only in Central and North Darfur. See Table 35 and

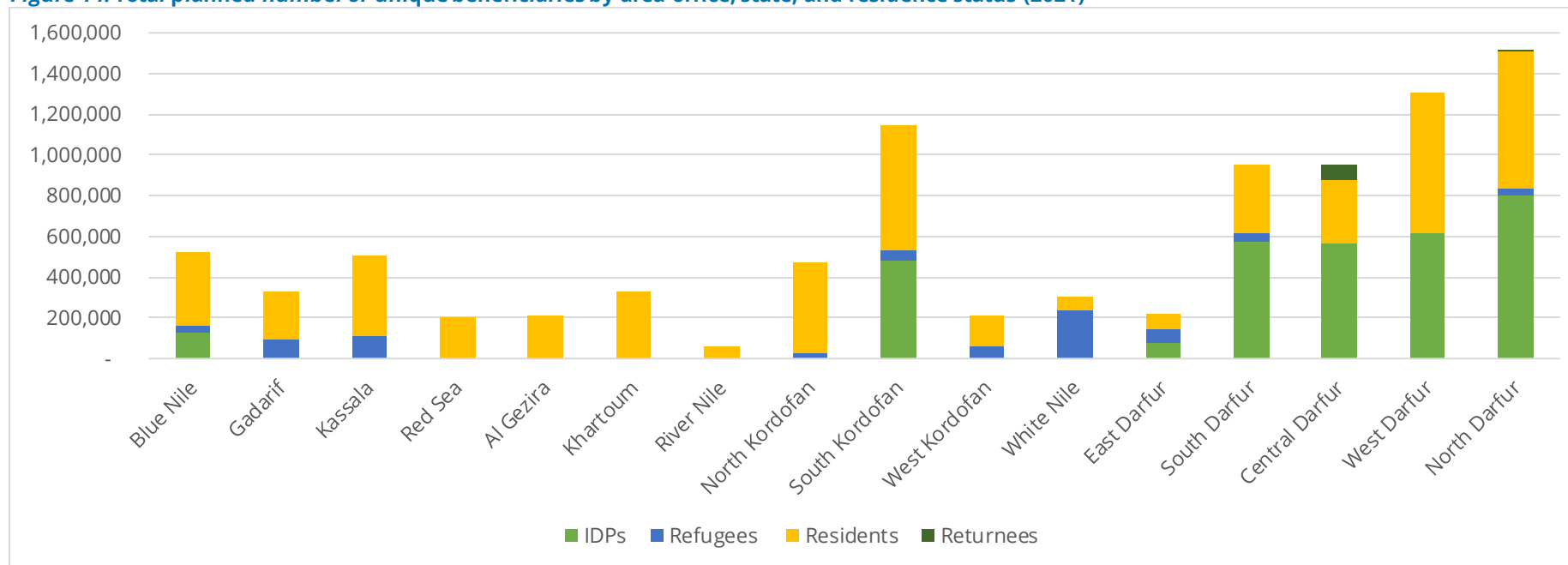
Figure 14 below.

Table 35: Total planned number of unique beneficiaries by area office, state, and residence status (2021)

	IDPs	Refugees	Residents	Returnees	Grand total
KA_AO	129,938	227,249	1,199,005		1,556,192
Blue Nile	129,938	27,410	362,425		519,773
Gedaref	-	90,320	238,823		329,143
Kassala	-	109,519	395,186		504,705
Red Sea	-	-	202,571		202,571
KH_AO	-	-	602,198		602,198
Al Gezira	-	-	210,035		210,035
Khartoum	-	-	333,751		333,751
River Nile	-	-	58,412		58,412
OBD_AO	481,290	371,122	1,283,835		2,136,247
North Kordofan	-	22,736	447,660		470,396
South Kordofan	481,290	46,557	616,676		1,144,523
West Kordofan	-	60,795	153,349		214,144
White Nile	-	241,034	66,151		307,185
SED_AO	647,613	118,529	405,503		1,171,645
East Darfur	76,267	70,115	76,271		222,653
South Darfur	571,346	48,414	329,232		948,992
WCD_AO	1,178,809	5,974	992,503	77,511	2,254,797
Central Darfur	562,273	5,974	306,032	77,511	951,790
West Darfur	616,536	-	686,471		1,303,007
ND_AO	804,586	30,769	671,132	3,000	1,509,488
North Darfur	804,586	30,769	671,132	3,000	1,509,488
Grand Total	3,242,236	753,643	5,154,176	80,511	9,230,566

Source: Implementation Plan 2021

Figure 14: Total planned number of unique beneficiaries by area office, state, and residence status (2021)



Source: Implementation Plan 2021

OUTCOMES (INCLUDING CROSS-CUTTING)

All outcome indicator baselines, follow-up values and targets (CSP-end and year-end) as reported in the 2019 and 2020 annual country reports (ACRs) are collated in Table 36 below, along with a percentage rate of achievement calculated by the evaluation team. As explained in section 1.3 above and Annex 5, the data sources for these reported outcome values are annual and biannual monitoring exercises conducted by the CO M&E units (with support from VAM). SO1 (emergencies) monitoring is conducted biannually in collaboration with VAM (FSMS – covering IDPs/refugees only) and also draws on nutrition logbooks/databases. SO2 (non-emergency nutrition/SF) monitoring uses a combination of year-end HH surveys (for adherence and minimum acceptable diet) and monthly logbook/nutrition databases from partners (for nutrition treatment performance indicators and programme coverage). SO3 (PSN/PHL) monitoring is conducted with a year-end HH survey and FGDs of PSN participants and non-participants.

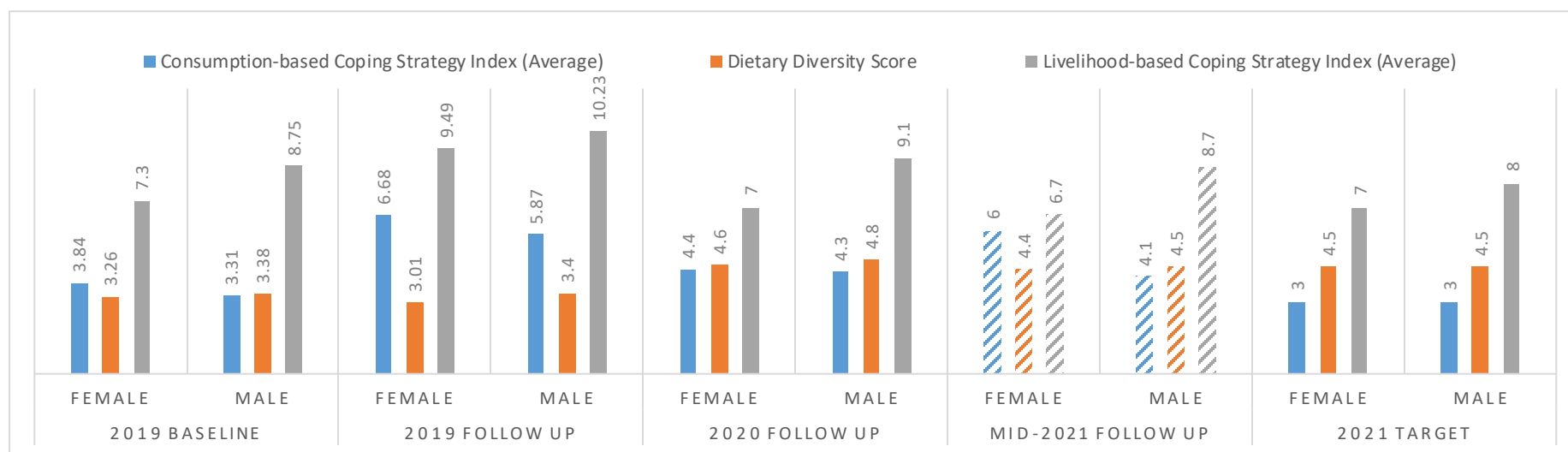
Outcome monitoring has a number of limitations, identified by the CO and by the CSPE evaluation team:

- a. **Representativeness** – SO1 monitoring uses VAM’s FSMS, which is representative at cluster level but may not be representative at activity level when disaggregated by gender.

- b. **Attribution** – as data is not collected from a control group of non-beneficiaries, any improvements/deterioration in status/wellbeing are impossible to directly attribute to WFP assistance.
- c. **Programme coverage** – in recent years, SO1 activities have reached beyond IDPs/refugees to a large number of residents. As the FSMS is used to monitor outcomes, the resident population assisted is not included.

Food consumption scores, coping indices, nutrition scores and dietary diversity have generally improved for the sampled **Activity 1 (URT)** beneficiaries (understood to be predominantly IDPs and refugees) from 2019 to 2020 (both for male- and female-headed households). The overall percentage of sampled beneficiaries with an “acceptable” FCS improved from a baseline of 34 percent to 53 percent in the 2020 follow-up, but dropped again to 45 percent in 2021. The percentage with a “poor” consumption score declined from 24 percent in 2019 to 11 percent in 2021, but increased slightly to 13 percent in 2021. Consumption-based and livelihood-based coping strategies deteriorated against baseline values in 2019 (potentially due to the disruption of the revolution and deteriorating economic situation). Significant improvement on the previous year was measured in 2020 (although not to a level that met the targets set), followed by minimal changes in 2021 (except for increased consumption-based coping by households headed by women).

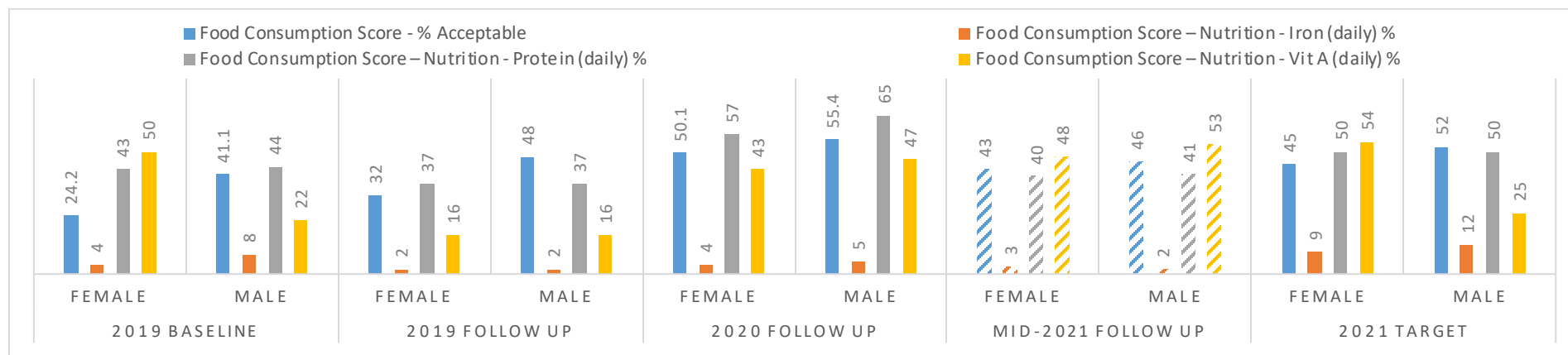
Figure 15: Selected Activity 1 outcome indicators



Source: ACRs

Nutrition indicators for sampled URT1 beneficiaries also deteriorated in 2019, in terms of iron, vitamin A and protein consumption. Some improvement was found in 2020, with targets for daily consumption of protein being met or exceeded. However, iron consumption levels by both men and women and vitamin A consumption by women remained at or below baseline levels. Outcome monitoring in mid-2021 found that daily iron and protein consumption decreased again, whilst vitamin A consumption increased slightly. Dietary diversity scores showed no improvement against the baseline in 2019, improved somewhat in 2020, then deteriorated very slightly in 2021.

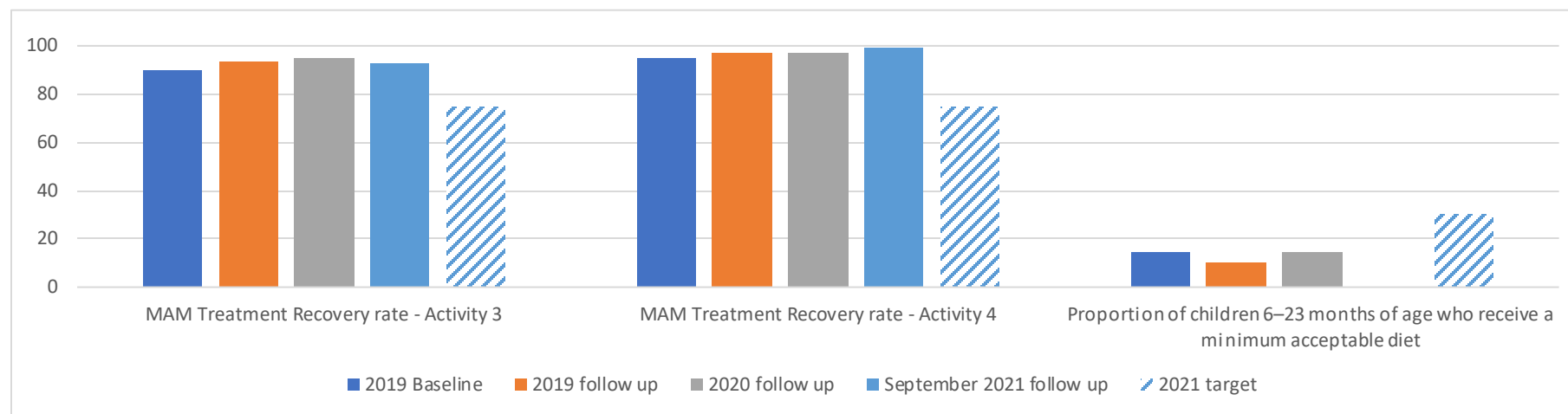
Figure 16: Activity 1 food consumption and nutrition indicators



Source: ACRs

In the **nutrition activities (NPA3 and NPA4)**, standard corporate targets for MAM treatment recovery, mortality, non-response, and default rates have been consistently met and exceeded. (However, NPA4 coverage and adherence declined in 2020 (this is illustrated further below under the EQ3 analysis of coverage).) However, **this does not truly provide any evidence of progress towards a higher-level strategic outcome** as it does not provide any indication that the nutritional status of the population is improving, merely that WFP treatment of acute malnutrition is medically effective in saving/preserving life. The indicator that may measure progress in this regard is the “proportion of children that receive a minimum acceptable diet”. No progress against baseline values has been found by outcome monitoring to 2020 and targets have not been achieved.

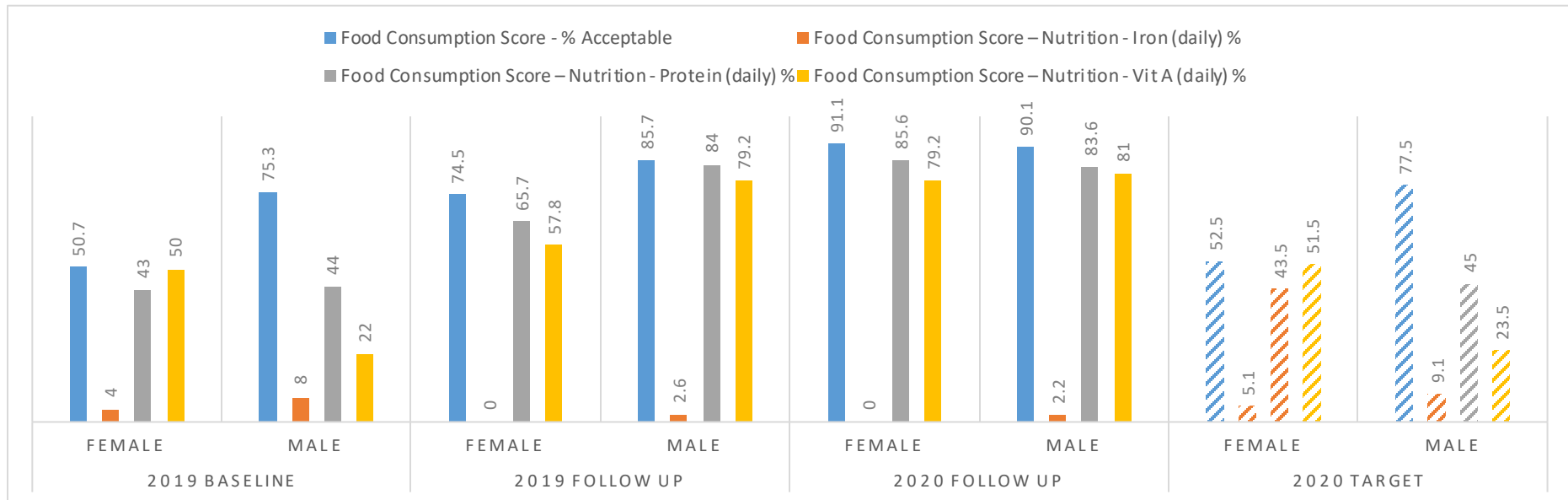
Figure 17: Activity 3 and 4 nutrition indicators



Source: ACRs

In **SO3, Activity 6 (productive safety net programmes)**, food consumption scores and nutrition indicators generally improved during the period. From the baseline to 2019 follow-up, significant improvements could be seen for male-headed households but much more minimal improvements for female-headed households. However, this initial gender disparity was not repeated in the 2020 follow-up. Most food consumption and nutrition targets have been achieved, or considerably exceeded. However, **these targets were set at a low level, just above the baseline values** measured (indicating the purpose of the programme as a safety net to prevent deterioration in food security status, rather than to enhance it). The exceptional indicator is iron consumption, which has remained very low/decreased and not reached targets. This may suggest a lack of nutrition sensitivity on the part of the CBT modality.

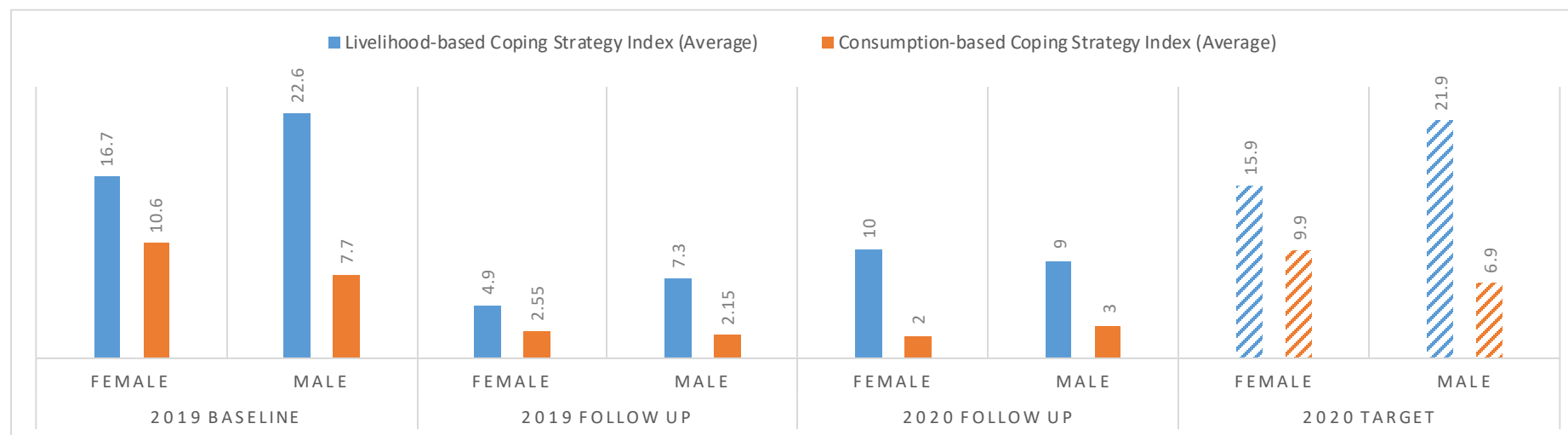
Figure 18: Activity 6 (ACL) food consumption and nutrition indicators



Source: ACRs

The trends in coping strategies for ACL participants are very positive, according to the outcome data available. In the baseline, both male and female households recorded very high (negative) average coping scores. These reduced significantly in the 2019 follow-up but increased slightly by 2020. Nonetheless, the target of an improvement against the baseline has been comfortably exceeded.

Figure 19: Coping indices indicators for productive safety net programmes – Activity 6



Source: ACRs

There are few reported indicators for the “non-programme” activities of the CSP – service provision, capacity-strengthening, SFSP, etc. The only indicator that can be compared across years is the UNHAS user satisfaction rate, which improved from 2019 to 2020.

Outcome-level **cross-cutting indicators** are included and reported across the areas of AAP, protection, gender equality and women’s empowerment and environment (see

Table 37). The following trends can be observed:

AAP: A low proportion of beneficiaries are informed about the programme in terms of who is included, what people will receive and for how long – 28 percent in the 2019 sample and 24 percent in 2020, against a baseline of 14 percent. Beneficiary feedback is documented, analysed, and integrated in programming across around 90 percent of activities, however.

Protection: Substantial proportions of sampled beneficiaries report accessing assistance without protection or safety challenges, and in an unhindered way (96–100 percent). However, a much lower proportion consider WFP assistance to be dignified (62 percent of women and 59 percent of men).

Gender: joint decisions on the use of food/cash/vouchers between men and women increased from a reported 22 percent of households in 2019 to 51 percent of households sampled in 2020. The proportion of food assistance decision-making body members who are women increased from 31 percent in the 2019 sample to 51 percent in the 2020 sample.

Environment: very few WFP activities in Sudan are screened for environmental risks – 13 percent in 2019 and 0 percent in 2020.

Table 36: Outcome baselines, targets and values as reported in annual country reports, with rates of achievement calculated by the evaluation team (2019–2020)

Outcome indicator	Logframe version						2019 ACR									2019 rate of achievement			2020 ACR									2020 rate of achievement			CSP-end target					
							Baseline set			Follow-up			Year-end target						Baseline set			Follow-up			Year-end target											
	V 1.0 Apr 2018	V 2.0 Apr 2019	V 3.0 Aug 2019	V 4.0 Nov 2019	V 5.0 Apr 2020	V 6.1 May 2021	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall			
SO1 People affected by shocks in targeted areas have access to food, nutrition, and livelihoods during/after crises																																				
01 URT Provide food and CBT to people affected by shocks																																				
Food consumption score – % acceptable	X	X	X	X	X	X	24.2	41.1	33.6	32	48	42	>	30	50	45	107%	96%	93%	24.2	41.1	33.6	50.1	55.4	53.2	>	33	51	47	152%	109%	113%	>	40	55	50
Food consumption score – % borderline							47.1	39.3	42.8	44	41	42	<	45	32	40	102%	78%	95%	47.1	39.3	42.8	36.2	35.3	35.7	<	33	32	33	91%	91%	92%	<	40	29.5	37.5
Food consumption score – % poor							28.7	19.6	23.6	24	11	16	<	25	18	22	104%	164%	138%	28.7	19.6	23.6	13.7	9.3	11.1	<	23	10	15	168%	108%	135%	<	20	15.5	18
Consumption-based coping strategy index (average)	X	X	X	X	X	X	3.84	3.31	3.54	6.68	5.87	6.16	<	3	3	3	45%	51%	49%	3.84	3.31	3.54	4.4	4.3	4.3	<	3	3	3	68%	70%	70%	<	3	3	3
Livelihood-based coping strategy index (average)	X	X	X	X	X	X	7.3	8.75	8.1	9.49	10.23	9.97	<	8	9	8	84%	88%	80%	7.3	8.75	8.1	7	9.1	8.22	<	8	9	8	114%	99%	97%	<	7	8	7
Food consumption score – nutrition – iron (daily) %	X	X	X	X	X	X	4	8	7	2	2	2	>	6	9	8	33%	22%	25%	4	8	7	4	5	4	>	7	10	10	57%	50%	40%	>	6	9	8
Food consumption score – nutrition – protein (daily) %							43	44	44	37	37	37	>	46	45	45	80%	82%	82%	43	44	44	57	65	62	>	48	47	47	119%	138%	132%	>	43	46	44
Food consumption score – nutrition – vit A (daily) %							50	22	26	16	16	16	>	51	23	28	31%	70%	57%	50	22	26	43	47	45	>	53	25	30	81%	188%	150%	>	51	23	28
Food consumption score – nutrition – iron (sometimes) %							82	84	83	58	58	58	<	82	84	83	141%	145%	143%	82	84	83	57	67	63	<	81	83	82	142%	124%	130%	<	83	85	84
Food consumption score – nutrition – protein (sometimes) %							56	54	55	57	57	57	<	56	54	55	98%	95%	96%	56	54	55	51	48	49	<	55	53	54	108%	110%	110%	<	57	54	56
Food consumption score – nutrition – vit A (sometimes) %							23	36	34	36	36	36	<	23	36	34	64%	100%	94%	23	36	34	19	18	18	<	22	35	33	116%	194%	183%	<	24	37	35
Food consumption score – nutrition – iron (never) %							14	8	10	40	40	40	<	12	7	9	30%	18%	23%	14	8	10	39	28	33	<	11	6	8	28%	21%	24%	<	11	6	8
Food consumption score – nutrition – protein (never) %							1	2	1	7	7	7	<	1	0	1	14%	0%	14%	1	2	1	6	5	6	<	0	0	0	0%	0%	0%	<	0	0	0
Food consumption score – nutrition – vit A (never) %							27	42	40	48	48	48	<	26	41	38	54%	85%	79%	27	42	40	24	17	20	<	26	41	39	108%	241%	195%	<	25	40	37
Economic capacity to meet essential needs (new)		X	X	X	X	X	1.7	4.4	3.4				>	5	5	5				1.7	4.4	3.4				>	6	6	6				>	15	15	15
Dietary diversity score	X	X	X	X	X	X	3.26	3.38	3.33	3.01	3.4	3.26	>	4	4	4	75%	85%	82%	3.26	3.38	3.33	4.6	4.8	4.7	>	5	5	5	92%	96%	94%	>	4.5	4.5	4.5
Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base	X	X	X	X	X	X																														
02 SMP Provide nutrition-sensitive programming in schools																																				
Drop-out rate (new)		X	X	X	X	X	5.1	6.2	5.7				<	5	5	5										<	4	4	4				<	4	4	4
Retention rate (new)		X	X	X	X	X	94.9	93.8	94.3				>	95	95	95										>	96	96	96				>	96	96	96
03 NPA Provide preventative and curative nutrition activities to children aged 6–59 months and PLW/G																																				
Proportion of eligible population that participates in programme (coverage)	X	X	X	X	X	X			99.7			57	>			99.7			57%			99.7			56	>			90			62%	=			100
Proportion of target population that participates in an adequate number of distributions (adherence)	X	X	X	X	X	X			47			50.1	>			50			100%			47			73	>			66			111%	>			66
MAM treatment recovery rate	X	X	X	X	X	X			89.6			93.3	>			75			124%			89.6			95	>			75			127%	>			75

Outcome indicator	Logframe version						2019 ACR									2019 rate of achievement			2020 ACR									2020 rate of achievement			CSP-end target					
							Baseline set			Follow-up			Year-end target						Baseline set			Follow-up			Year-end target											
	v 1.0 Apr 2018	v 2.0 Apr 2019	v 3.0 Aug 2019	v 4.0 Nov 2019	v 5.0 Apr 2020	v 6.1 May 2021	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall			
MAM treatment mortality rate	X	X	X	X	X	X			0			0.1	<			3			3000%			0			0.1	<			3			3000%	<			3
MAM treatment non-response rate	X	X	X	X	X	X			2.8			3.2	<			15			469%			2.8			3	<			15			500%	<			15
MAM treatment default rate	X	X	X	X	X	X			7.5			3.2	<			15			469%			7.5			3	<			15			500%	<			15
SO2 Food-insecure residents in targeted areas have sustainably improved nutrition by 2024																																				
04 NPA Provide curative and preventative nutrition activities to children aged 6–59 months and PLW/G and capacity-strengthening to national and state health institutions																																				
Proportion of eligible population that participates in programme (coverage)	X	X	X	X	X	X			96.3			36	>			50			72%			99.7			34	>			50			68%	=			100
Proportion of target population that participates in an adequate number of distributions (adherence)	X	X	X	X	X	X			41			50.1	>			50			100%			41			32	>			66			48%	>			66
Proportion of children 6–23 months of age who receive a minimum acceptable diet	X	X	X	X	X	X			14.8			10	>			24.8			40%			14.8			14.9	>			25			60%	>			70
MAM treatment recovery rate	X	X	X	X	X	X			95.2			97.1	>			75			129%			95.2			97	>			75			129%	>			75
MAM treatment mortality rate	X	X	X	X	X	X			0.1			0	<			3						0.1			0	<			3				<			3
MAM treatment non-response rate	X	X	X	X	X	X			2.2			0.4	<			15			3750%			2.2			1	<			15			1500%	<			15
MAM treatment default rate	X	X	X	X	X	X			2.6			2.5	<			15			600%			2.6			3	<			15			500%	<			15
Proportion of beneficiaries who recall and practise a key nutrition message	X	X					n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.
Prevalence of stunting among targeted children under 2 (height-for-age as %)	X	X					n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.
05 SMP Provide nutrition-sensitive programming in schools and capacity-strengthening support to national and state education institutions																																				
Drop-out rate (new)		X	X	X	X	X	4.86	4.99	4.93				<	4	4	4				4.86	4.99	4.93				<	4	4	4				<	4	4	4
Retention rate (new)	X	X					n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.
SABER school feeding national capacity (new)		X	X	X	X	X																														
SO3 Food-insecure people in targeted areas and food systems have increased resilience to shocks by 2024																																				
06 ACL Offer asset-creation activities and technical assistance through safety nets to help food-insecure households to reduce risk and adapt to climate change																																				
Food Consumption score – % acceptable	X	X	X	X	X	X	50.7	75.3	72.7	74.5	85.7	82.8	>	52	77	74	143%	111%	112%	50.7	75.3	72.7	91.1	90.1	90.6	>	52.5	77.5	74.5	174%	116%	122%	>	54	79	76
Food consumption score – % borderline							31.5	15.9	17.8	21.6	11.9	14	<	31	15	17	144%	126%	121%	31.5	15.9	17.8	7.4	6	6.7	<	30.9	14.9	16.9	418%	248%	252%	<	30	14	16
Food consumption score – % poor							17.8	8.8	9.9	3.9	2.4	2.8	<	17	8	9	436%	333%	321%	17.8	8.8	9.9	1.5	3.9	2.8	<	16.9	7.9	8.9	1127%	203%	318%	<	16	7	8
Consumption-based coping strategy index (average)	X	X	X	X	X	X	10.6	7.7	8	2.55	2.15	2.25	<	10	7	8	392%	326%	356%	10.6	7.7	8	2	3	4	<	9.9	6.9	7.9	495%	230%	198%	<	9.5	6.5	7
Livelihood-based coping strategy index (average)	X	X	X	X	X	X	16.7	22.6	21.9	4.9	7.3	6.7	<	16	22	21	327%	301%	313%	16.7	22.6	21.9	10	9	16	<	15.9	21.9	20.9	159%	243%	131%	<	15	21	20
Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base	X	X	X	X	X	X			18.9			81	>			28.9			280%			18.9			79	>			35			226%	>			50
Food consumption score – nutrition – iron (daily) %	X	X	X	X	X	X	4	8	7	0	2.6	1.9	>	5	9	8	0%	29%	24%	4	8	7	0	2.2	1.2	>	5.1	9.1	8.1	0%	24%	15%	>	6	10	9

Outcome indicator	Logframe version						2019 ACR									2019 rate of achievement			2020 ACR									2020 rate of achievement			CSP-end target					
							Baseline set			Follow-up			Year-end target						Baseline set			Follow-up			Year-end target											
	V 1.0 Apr 2018	V 2.0 Apr 2019	V 3.0 Aug 2019	V 4.0 Nov 2019	V 5.0 Apr 2020	V 6.1 May 2021	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall			
Food consumption score – nutrition – protein (daily) %							43	44	44	65.7	84	79.2	>	44	45	45	149%	187%	176%	43	44	44	85.6	83.6	84.6	>	43.5	45	44	197%	186%	192%	>	44	46	44
Food consumption score – nutrition – vit A (daily) %							50	22	26	57.8	79.2	73.7	>	51	23	27	113%	344%	273%	50	22	26	79.2	81	80.2	>	51.5	23.5	27.5	154%	345%	292%	>	52	24	28
Food consumption score – nutrition – iron (sometimes) %							82	84	83	85.2	88.5	87.6	<	82	84	83	96%	95%	95%	82	84	83	26.7	32.8	30	<	81	83	82	303%	253%	273%	<	82	84	83
Food consumption score – nutrition – protein (sometimes) %							56	54	55	32.4	15	19.5	<	56	54	55	173%	360%	282%	56	54	55	13.3	14.7	14.1	<	55	53	54	414%	361%	383%	<	56	54	55
Food consumption score – nutrition – vit A (sometimes) %							23	36	34	32.4	17	21	<	23	36	34	71%	212%	162%	23	36	34	18.8	15.5	17.1	<	22	35	33	117%	226%	193%	<	23	36	34
Food consumption score – nutrition – iron (never) %							14	8	10	14.8	9	10.5	<	13	7	9	88%	78%	86%	14	8	10	73.3	65.1	68.9	<	12.9	6.9	8.9	18%	11%	13%	<	12	6	8
Food consumption score – nutrition – protein (never) %							1	2	1	2	1	1.3	<	0	1	0	0%	100%	0%	1	2	1	1	1.7	1.4	<	0.9	1.9	0.9	90%	112%	64%	<	0	0	0
Food consumption score – nutrition – vit A (never) %							27	42	40	9.8	3.8	5.3	<	26	41	39	265%	1079%	736%	27	42	40	2	3.4	2.8	<	25.9	40.9	38.9	1295%	1203%	1389%	<	25	40	38
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	X	X	X	X	X	X			23.5												23.5			97	>			60				=			70	
Food expenditure share	X	X					n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	
07 CSI Provide capacity-strengthening support to farmers and local, state, and national agricultural institutions																																				
Rate of smallholder post-harvest losses	X	X	X	X	X	X			16				<									16				<			13				<			13
Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	X	X					n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	
SO4 Humanitarian and development actors and national systems have access to expertise, services, and infrastructure in the areas of logistics (including air transport), ICT, administration, and infrastructure engineering																																				
09 CPA Provide air transport services for personnel and light cargo alongside aviation sector technical assistance																																				
User satisfaction rate	X	X	X	X	X	X			0			82	>			90			91%			0			92.64	>			90			103%	=			100
SO5 The national and state systems in Sudan allow chronically vulnerable populations across the country to meet their basic needs all year round																																				
12 CSI Provide advisory and technical services to federal and state governments and the private sector for strengthening food assistance delivery platforms and national and regional systems, including social safety nets programme management, early warning and emergency preparedness systems, and supply chain solutions and management																																				
Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity-strengthening (new)						X	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity-strengthening (new)						X	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.				n.a.	n.a.	n.a.	

n.a. = Not applicable (the indicator was not included in the version of the logframe valid at the time of ACR reporting)

Blank = Indicator not reported

Source: ACRs

Table 36 (continued): Supplementary outcome monitoring data for SO1 in 2021 (not finalized)

SO1 outcome monitoring (IDPs & refugees)		June 2021 follow-up			2021 targets		
Indicator	Detailed indicators	Value	Male	Female	Value	Male	Female
Food consumption score (FCS)	Percentage of household with poor FCS	13%	12%	15%			
	Percentage of household with borderline FCS	42%	42%	42%			
	Percentage of household with acceptable FCS	45%	46%	43%	49%	52%	45%
Consumption-based coping strategy (average)		5.5	4.1	6	3	3	3
Livelihoods-based coping strategy (average)		7.9	8.7	6.7	7	8	7
Food consumption score-N	Percentage of households that consumed vitamin A-rich foods daily in the past 7 days	51%	53%	48%	30%	25%	54%
	Percentage of households that consumed protein-rich food daily in the past 7 days	41%	41%	40%	50%	50%	50%
	Percentage of households that consumed hem iron-rich food daily in the past 7 days	3%	2%	3%	12%	12%	9%
Dietary diversity score (average)		4.4	4.5	4.4	4.5	4.5	4.5
Proportion of targeted population that participated in adequate number of distributions		54%					

SO1 ACTIVITY 3 – January to September 2021	
Indicator	Value (%)
MAM treatment recovery rate	93
MAM treatment default rate	4
MAM treatment non-response rate	3
MAM treatment mortality rate	0
SO2 ACTIVITY 4 – January to September 2021	
Indicator	Value (%)
MAM treatment recovery rate	99
MAM treatment default rate	1
MAM treatment non-response rate	0
MAM treatment mortality rate	0

Source: CO M&E Unit

Table 37: Cross-cutting indicator baseline, targets, and values (2019 and 2020)

Cross-cutting indicator	Logframe version						2019 ACR									2020 ACR									CSP-end target					
	v 1.0 Apr 2018	v 2.0 Apr 2019	v 3.0 Aug 2019	v 4.0 Nov 2019	v 5.0 Apr 2020	v 6.1 May 2021	Baseline set			Follow-up			Year-end target			Baseline set			Follow-up			Year-end target			Female	Male	Overall			
							Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall						
C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences																														
C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	X	X	X	X	X	X	14	14	14	28	28	28	80	80	80	14	14	14	24	24	24	>80	>80	>80	>80	>80	>80	>80	>80	>80
C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed, and integrated into programme improvements				X	X	X	-	-	83	-	-	88	100	100	100	-	-	83	-	-	90	100	100	100	100	100	100	100	100	100
C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity, and integrity																														
C.2.1: Proportion of targeted people accessing assistance without protection challenges	X	X	X	X	X	X	96	94	95	96	96	96	95	95	95	96	94	95	100	100	100	>95	>95	>95	>95	>95	>95	>95	>95	>95
C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)				X	X	X	100	100	100				100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)				X	X	X	16	16	16				90	90	90	16	16	16	62	59	61	>90	>90	>90	90	90	90	90	90	90
C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)				X	X	X	97	97	97				100	100	100	97	97	97	96	96	96	100	100	100	100	100	100	100	100	100
C.3 Improved gender equality and women's empowerment among WFP-assisted population																														
C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	Decisions by women %	X	X	X	X	X	X			49			59			40			49			42			<40			<35		
	Decisions by men %	X	X	X	X	X	X			11			19			20			11			6			<10			<5		
	Decisions by both %	X	X	X	X	X	X			40			22			40			40			52			>50			>60		
C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	X	X	X	X	X	X			37			31			50			37			51			50			>50			
C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity	X	X	X	X	X	X																								
C.4 Targeted communities benefit from WFP programmes in a manner that does not harm the environment																														
C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	X	X	X	X	X	X			0			13.3			>20			0			0			>25			100			
C.4.1*: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk						X	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.			

n.a. = Not applicable (the indicator was not included in the version of the logframe valid at the time of ACR reporting)

Blank = Indicator not reported

Source: ACRs

Table 38: Planned and actual beneficiaries (by SO/activity and sex) vs expenditure

Year	Strategic objective	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 %
2017	Total SO1 – URT1; NPA2		1,062,911	837,761	1,900,672		173,027	149,084	322,111	16%	18%	17%	
	Total SO2 – URT3; NPA4; SMP5; CAR6		1,009,579	795,684	1,805,263		244,911	184,757	429,668	24%	23%	24%	
	Total SO3 – NPA7; SMP8		490,632	429,516	920,148		7,965	7,035	15,000	2%	2%	2%	
	Total SO4 – ACL10; SMS11		97,548	73,589	171,137		-	-	-	0%	0%	0%	
	Grand total (without overlap)	\$ -	2,706,144	2,169,791	4,875,935	\$ -	2,012,438	1,597,984	3,610,422	74%	74%	74%	
2018	Total SO1 – URT1; NPA3		1,160,479	901,498	2,061,977		n.a	n.a	n.a	n.a	n.a	n.a	
	Total SO2 – URT3; NPA4; SMP5; CAR7		1,324,245	1,026,160	2,350,405		n.a	n.a	n.a	n.a	n.a	n.a	
	Total SO3 – NPA7; SMP9		721,394	569,381	1,290,775		n.a	n.a	n.a	n.a	n.a	n.a	
	Total SO4 – ACL10; SMS12		296,744	223,859	520,603		n.a	n.a	n.a	n.a	n.a	n.a	
	Grand total (without overlap)	\$ -	2,690,218	2,161,115	4,851,333	\$ -	2,239,102	1,859,108	4,098,210	83%	86%	84%	
2019	URT1	\$216,510,177	1,804,434	1,361,239	3,165,673	\$161,048,893	1,230,201	928,046	2,158,247	68%	68%	68%	74%
	SMP2	\$17,608,346	410,425	426,413	836,838	\$11,988,773	377,341	391,412	768,753	92%	92%	92%	68%
	NPA3	\$47,611,235	1,121,303	596,894	1,718,197	\$19,080,537	343,935	234,248	578,183	31%	39%	34%	40%
	Total SO1	\$281,729,758	3,336,162	2,384,546	5,720,708	\$192,118,203	1,951,477	1,553,706	3,505,183	58%	65%	61%	68%
	NPA4	\$14,838,450	361,149	189,062	550,211	\$7,448,099	238,537	154,982	393,519	66%	82%	72%	50%
	SMP5	\$3,220,478	75,277	69,983	145,260	\$2,961,609	298,597	304,712	603,309	397%	435%	415%	92%
	Total SO2	\$18,058,928	436,426	259,045	695,471	\$10,409,708	537,134	459,694	996,828	123%	177%	143%	58%
	ACL6	\$20,242,428	131,323	99,068	230,391	\$11,849,782	88,589	66,831	155,420	67%	67%	67%	59%
	Total SO3	\$20,242,428	131,323	99,068	230,391	\$11,849,782	88,589	66,831	155,420	67%	67%	67%	59%
	Grand total (without overlap)	\$320,031,114	2,776,276	2,094,384	4,870,660	\$214,377,693	2,118,694	1,691,416	3,810,110	76%	81%	78%	67%
2020	URT1	\$228,148,617	1,742,211	1,314,302	3,056,513	\$248,619,155	3,595,521	2,727,895	6,323,416	206%	208%	207%	109%
	SMP2	\$19,106,161	410,416	426,422	836,838	\$22,917,719	767,258	735,996	1,503,254	187%	173%	180%	120%
	NPA3	\$51,757,227	1,208,705	645,282	1,853,987	\$15,968,563	430,075	271,050	701,125	36%	42%	38%	31%
	Total SO1	\$299,012,005	3,361,332	2,386,006	5,747,338	\$287,505,437	4,792,854	3,734,941	8,527,795	143%	157%	148%	96%
	NPA4	\$15,795,944	389,823	205,801	595,624	\$4,741,123	180,082	93,682	273,764	46%	46%	46%	30%
	SMP5	\$4,534,604	106,484	98,279	204,763	\$1,771,448	154,811	176,197	331,008	145%	179%	162%	39%
	Total SO2	\$20,330,548	496,307	304,080	800,387	\$6,512,571	334,893	269,879	604,772	67%	89%	76%	32%
	ACL6	\$16,269,337	131,323	99,068	230,391	\$8,778,246	94,841	71,654	166,495	72%	72%	72%	54%
	Total SO3	\$16,269,337	131,323	99,068	230,391	\$8,778,246	94,841	71,654	166,495	72%	72%	72%	54%
Grand total (without overlap)	\$335,611,890	n.a.	n.a.	n.a.	\$302,796,254	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	90%	

N.b. Includes double counting of beneficiaries across activities.

Source: COMET report CM-R020, data extracted on 06/04/21: (i) 2021.05.14_ACR5-A_-_Annual_Country_Report_31 Dec 2019; (ii) 2021.05.14_ACR5-A_-_Annual_Country_Report_31 Dec 2020; CM-R020_-_Adj_Pars_&_Bens_by_Act_Tag_Ben_Grp_Gender_Age_Grp.v1.1 (1))

SPECIFIC QUANTITATIVE ANALYSIS OF EFFICIENCY, COVERAGE AND TARGETING

The sub-questions under EQ3 are those that most require quantitative analysis to contextualize and/or triangulate qualitative findings. This section presents the results of the evaluation team’s analysis of the various WFP datasets that can shed light on extent of timeliness, economy, efficiency and effectiveness in WFP Sudan’s use of resources. The evaluation question also includes a sub-question on targeting, with reference to programme coverage and equity, which the team has found to be the most challenging dimension to analyse quantitatively.

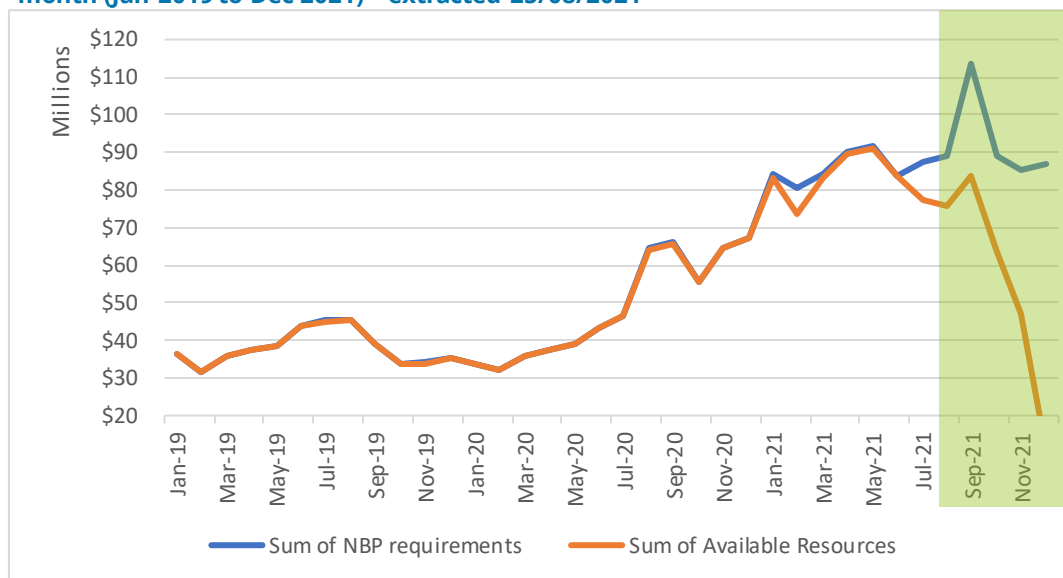
3.1 To what extent were outputs delivered within the intended timeframe?

For the purpose of this analysis, “timeliness” is defined as the **“extent to which goods, activities and outputs are delivered within their intended timeframe, with attention to quality”**.⁵ Based on a review of available data and requests to OEV/CO, it was established that the best quantitative measures of overall timeliness in the implementation of the CSP would be financial execution rates and automatically/manually generated supply chain indicators.

Financial execution rates

Figure 200 presents analysis of the country office pipeline in SDG between January 2019 and August 2021, comparing the total sum of available resources against the requirements projected by the needs-based plan (NBP) in each calendar month. In the calendar years of 2019 and 2020, the resources available to WFP Sudan were in line with the requirements of the NBP, even when overall requirements increased significantly due to the accelerating economic crisis and impact of COVID-19 in mid to late 2020. During 2021, there have been “pipeline breaks” (months in which available resources did not match NBP requirements). Looking forward, at the time of data extraction (August 2021), significant gaps between available resources and requirements can be observed for the later months of 2021. To some extent, this may be a normal situation for a humanitarian organization, but it may also be due to lower donor commitments resulting from the impact of COVID-19 on donor economies. Based on interview data, the ET understands that the RBN countries have a collective “ask” of around USD 5 billion for the coming year, of which only USD 1.5 billion is pledged thus far. However, this would still represent the region’s largest ever financial portfolio.

Figure 20: Sum of needs-based plan requirements vs sum of available resources by month (Jan 2019 to Dec 2021) – extracted 25/08/2021



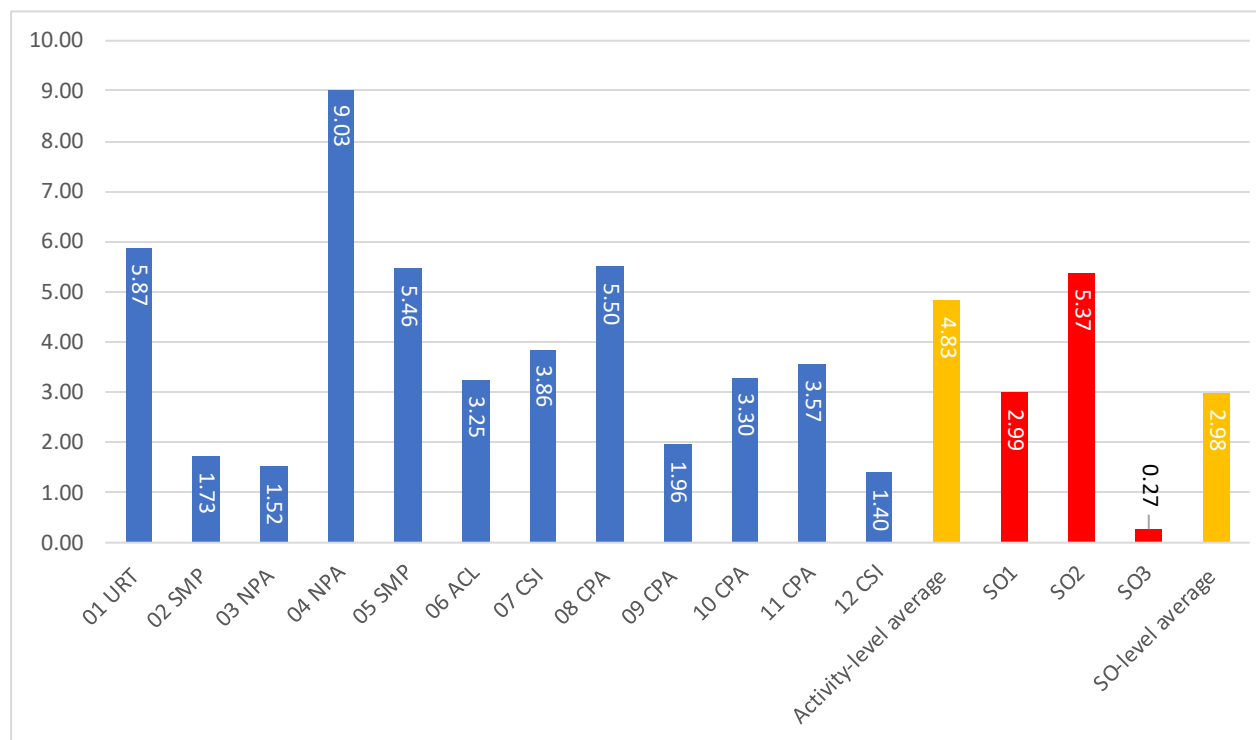
Source: 2021.09.03_Pipeline_Data”. N.b. orange line obscures blue line before 2021. Shaded green area represents the future pipeline needs and resources after the time of data extraction (August 2021)

⁵ WFP OEV Technical Note on Efficiency Analysis in CSPEs (draft).

A further financial indicator of timeliness is the time (in months) that elapses between funding availability and its first use (disbursement). Figure 21 shows the average time elapsed for contributions earmarked at activity level (by each activity) and SO level (by SO) during the CSP period to date. Grants earmarked at the higher SO level generally start reaching beneficiaries faster than those earmarked at activity level, on average by 2.98 months compared with 4.83 months. SO2 resources (Activities 4 and 5) have been slower to begin disbursement than resources earmarked to other SOs.

Figure 21: Time elapsed (months) between funding availability and first disbursement (by activity or SO) – extracted 03/09/2021

Earmarking level and activity/SO	Average number of months from grant availability to first use
01 URT	5.87
02 SMP	1.73
03 NPA	1.52
04 NPA	9.03
05 SMP	5.46
06 ACL	3.25
07 CSI	3.86
08 CPA	5.50
09 CPA	1.96
10 CPA	3.30
11 CPA	3.57
12 CSI	1.40
Activity-level average	4.83
SO1	2.99
SO2	5.37
SO3	0.27
SO-level average	2.98



Source: 2021.09.03_CPB_Grant_Balances_Report

A snapshot of the level of programming and consumption of available funds can also be an indicator of the timeliness, or otherwise, of delivery. Table 39 compares amounts programmed for each activity with actual expenditure from the start of the CSP to August 2021, as well as amounts assigned to activities but not yet programmed. The most significant unprogrammed amounts are for Activity 1 (GFD/CBT), Activity 3 (nutrition in emergencies), Activity 8 (supply chain services), Activity 10 (wheat procurement for the government) and Activity 12 (capacity-strengthening for national social protection – SFSP). Traditional “programme” activities along with wheat procurement and supply chain services have the highest levels of fund consumption, while “farmer to market” and SFSP capacity-strengthening funds have the lower levels of consumption. Service delivery for the SFSP has by far the lowest level of fund consumption (3%) at the time of data extraction.

Table 39: Actual expenditure vs programmed funds by CSP activity (2019–2021) – extracted 09/08/2021

Activities	Total programmed (fund)	Actuals (expenditure)	Percentage fund consumption	Unprogrammed
01 URТ	\$723,790,860	\$574,946,287	79%	\$27,042,105
02 SMP	\$61,102,538	\$45,395,462	74%	\$41
03 NPA	\$54,511,367	\$39,545,279	73%	\$4,740,547
04 NPA	\$20,518,217	\$15,977,323	78%	\$906,380
05 SMP	\$9,705,065	\$6,972,838	72%	\$7,140
06 ACL	\$31,202,059	\$22,786,970	73%	\$865,767
07 CSI	\$22,400,725	\$14,359,870	64%	\$539,452
08 CPA	\$17,147,554	\$10,302,490	60%	\$3,285,789
09 CPA	\$61,875,490	\$52,165,886	84%	\$234,742
10 CPA	\$98,205,897	\$91,414,200	93%	\$39,821,321
11 CPA	\$64,804,508	\$2,183,776	3%	\$1,577,121
<i>Direct support costs</i>	\$54,436,555	\$41,296,516	76%	N/A
12 CSI	\$3,230,960	\$1,026,051	32%	\$3,583,180
Grand Total	\$1,222,931,795	\$918,372,948		

Source: Source: CPB Expenditure SDCO as of 09.08.2021 CSP (shared by CO)

A similar analysis of programmed funds against actual expenditure but by cost category (Table 40), rather than CSP activity, shows that funds for the procurement of food are consumed to the greatest extent (91%), followed by CBT value costs and delivery costs for both food and CBT. Service delivery and capacity-strengthening funds are consumed to the least extent (45% and 54% respectively).

Table 40: Actual expenditure vs programmed funds by cost category (2019–2021) – extracted 09/08/2021

Cost category	Total programmed	Actuals	Percentage fund consumption
Food transfer value	\$358,493,888	\$327,894,155	91%
CBT transfer value	\$173,198,480	\$146,296,897	84%
Capacity-strengthening	\$36,350,113	\$19,580,503	54%
Food transfer cost	\$300,366,800	\$196,003,501	65%
CBT transfer cost	\$18,355,969	\$14,330,608	78%
Service delivery	\$137,020,456	\$61,591,067	45%
Implementation	\$144,709,534	\$111,379,701	77%
Adjusted DSC	\$54,436,555	\$41,296,516	76%
Grand total	\$1,222,931,795	\$918,372,948	75%

Supply chain (procurement and transport) KPIs

A number of supply chain performance indicators reported at country level by WFP relate directly to timeliness and enable a comparison across quarters and years and against other WFP operations in broadly comparable contexts. Table 41 and Table 42 below present and colour-scale the values of CO supply chain KPIs for Sudan, Nigeria, Malawi, Ethiopia and South Sudan. **Comparable data was provided to the evaluation team by quarter between 2016 and 2019, but from 2020 onwards such indicators have not been collated in a single location, and as such have been extracted from other, more fragmented sources.** For indicators where the unit is a number of days, a smaller number colour-codes as green and the highest number colour-codes as red; for indicators with percentages the colour scale is reversed.

Procurement is a standalone function within the CO and is managed separately from logistics. As a measure of performance, the number of days is taken on average to pay suppliers. The Sudan CO generally compared favourably against other COs during 2017 to 2018 but less favourably from mid-2019 to 2020 (according to the available data). For the number of days between planned dispatch and actual uplift, Sudan's performance is more consistent than others and generally compares favourably between 2016 and 2019. On lead times for delivery to cooperating partners (CPs), Sudan's performance between 2016 and 2019 was quite similar to comparator COs, with the poorest performance in the first half of 2019.

Table 41: Selected K3 CO supply chain indicator values relating to timeliness for Sudan CO and selected other COs (2016-2020) – A

KPI	Methodology	WFP CO	2016	2017			2018				2019			2020
				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q2
Number of days it takes to pay a supplier from the service or goods delivery date (GRN date)	This indicator measures the average processing lead time (i.e. time lag between receipt date and date of posting event). The values are calculated for all work items for which at least one posting event is recorded in the document's history. This approach considers the posting date as it looks merely on measuring processing lead time in order to prompt finance office process improvement. The lead time until payment date (WINGS clearing date) is not measured as it is affected by the payment terms for each supplier.	Sudan		17	19	18	18	18	18		14	21	30	26
		Nigeria			12	28	32	45	24		30	25	25	
		Malawi		26	33	26	20	15	19		16	14	17	
		Ethiopia	13	19	18	26	24	32	35		24	17	8	9
		South Sudan				24	27	23	17		35	10	10	35
Number of days between STO planned dispatch date and actual uplift date	The average difference in days between STO validity start date and first dispatch date.	Sudan	4	4	4	5	7	5	5	4	3	5	7	
		Nigeria	8	4	4	5	4	6	4	3	3	3	3	
		Malawi	9	11	13	13	10	18	17	10	12	12	12	
		Ethiopia	7	4	5	7	6	13	11	10	7	12	8	
		South Sudan	3	3	3	3	4	5	5	2	2	2	34	
		Sudan	3	7	7	6	10	14	4	6	4	5	6	

Lead time for delivery to CP	The average difference in days between dispatch document dates from WFP or third-party warehouses to cooperating partner (CP) and handover document dates in the CP storage location for each cooperating partner.	Nigeria	3	5	6	5	5	5	5	4	4	6	6
		Malawi	3	8	10	8	4	3	3	4	3	13	4
		Ethiopia	4	5	6	5	8	7	7	13	4	5	9
		South Sudan	3	5	5	4	5	5	6	10	7	9	11

Sources: 2019.Q3_sc_performance_indicators (collated), RBN logistics KPI dashboards, EB reports on global losses, DOTS reports on % post-delivery losses, losses due to expired BDD

As explained below, in late 2017 there was a serious fuel shortage in Sudan that necessitated WFP taking on the international and local procurement, and operational provision of fuel, with services being managed as an additional common service,⁶ initially under WFP administration and latterly the LET, due to the need for extra logistics capacity. This seems to have had a very positive effect on transport performance, particularly when compared with other WFP operations in the region. WFP Sudan compares generally favourably to the comparators between 2016 and 2019. Transport document accuracy and timeliness was also very good (99–100 percent in every quarter for which data was available).

Table 42: Selected K3 CO supply chain indicator values relating to timeliness for Sudan CO and selected other COs (2016–2020) – B

KPI	Methodology	WFP CO	2016	2017			2018				2019		
				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Tonnage uplifted as per the agreed date (STO) – transporter performance	Percentage of food quantity lifted and issued from WFP, supplier, factory and third-party warehouses with dispatch dates between the STO validity start date and end date, against total quantity dispatched for the relevant stock transport order (STO).	Sudan	92%	88%	92%	91%	92%	88%	78%		91%	85%	74%
		Nigeria	69%	91%	96%	92%	94%	84%	81%			75%	80%
		Malawi	51%	52%	54%	77%	57%	58%	55%			66%	68%
		Ethiopia	80%	79%	85%	78%	69%	75%	75%		75%	64%	70%
		South Sudan	85%	85%	87%	88%	96%	95%	95%		74%	90%	84%
Transport documents are accurate and issued on time	Percentage of stock transport orders (STOs) which are raised or created within transport time planning. Assumption: Planning time for issuing STO is 7 days prior or equal to the STO document date.	Sudan	100%	99%	99%	99%	99%	99%	98%		99%	99%	99%
		Nigeria	27%	70%	72%	79%	91%	92%	94%		49%	67%	83%
		Malawi	100%	99%	99%	99%	100%	100%	100%		75%	84%	89%
		Ethiopia	98%	98%	99%	99%	94%	96%	96%		91%	92%	93%
		South Sudan	98%	99%	100%	100%	100%	100%	100%		99%	100%	100%
Delivery quantity accuracy	Percentage of total good receipt quantities against the ordered	Sudan	100%	92%	66%	54%	100%	98%	99%	100%	100%	84%	98%
		Nigeria	88%	97%	94%	95%	100%	100%	99%	100%	100%	95%	98%

⁶ All bilateral logistics services were provided on a 100 percent cost recovery basis plus 4.5 percent overhead – except during logistics cluster activation – through the bilateral service provision platform.

quantities for commodity purchase orders (CPO) and internal purchase orders (IPO); with CPO, IPO, and good receipts document date within the reference period.	Malawi	98%	98%	78%	98%	100%	94%	99%	97%	96%	93%	100%
	Ethiopia	99%	97%	91%	97%	100%	89%	99%	96%	97%	89%	98%
	South Sudan	100%	99%	90%	98%	99%	97%	97%	98%	96%	96%	99%

Sources: 2019.Q3_sc_performance_indicators (collated), RBN logistics KPI dashboards, EB reports on Global Losses, DOTS reports on % post-delivery losses, losses due to expired BDD

3.2 To what extent was coverage and targeting of interventions appropriate?

This sub-EQ is about the “equity of targeting”: defined by OEV as the **“extent to which targeting is fair and effective in reaching the most vulnerable population groups”**.⁷ The evaluation team has found this difficult to measure in a quantitative manner with the data available/provided. The most-respected measure of food security status in Sudan is the IPC, which itself draws heavily on data collected by WFP’s VAM, and as such **there is no true independent/third-party analysis of needs against which to compare WFP’s targeting and coverage.**

Coverage

The available data does, however, provide opportunities to assess levels of coverage in terms of participation, adherence and actual numbers of beneficiaries compared with planned numbers, at a macro level. In WFP’s nutrition activities, data is collected against “outcome-level” indicators for coverage (proportion of eligible population participating) and adherence (proportion that participates in an adequate number of distributions). Table 43 presents these indicators for 2019 and 2020. They show that coverage of nutrition activities has been quite low compared with targets in 2019 and 2020; however, adherence targets have generally been achieved (with the exception of Activity 4 in 2020). **These indicators are not disaggregated by gender.**

⁷ WFP OEV Technical Note on Efficiency Analysis in CSPEs (draft).

Table 43: Outcome indicators on coverage and adherence in nutrition programme

Outcome indicator	2019 ACR									2019 rate of achievement	2020 ACR									2020 rate of achievement	CSP-end target						
	Baseline set			Follow-up			Year-end target				Baseline set			Follow-up			Year-end target				Female	Male	Overall				
	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall		Female	Male	Overall	Female	Male	Overall	Female	Male	Overall								
03 NPA Provide preventative and curative nutrition activities to children aged 6-59 months and PLW/G																											
Proportion of eligible population that participates in programme (coverage)			99.7			57 >			99.7			57%			99.7			56 >			90			62% =			100
Proportion of target population that participates in an adequate number of distributions (adherence)			47			50.1 >			50			100%			47			73 >			66			111% >			66
04 NPA Provide curative and preventative nutrition activities to children aged 6-59 months and PLW/G and capacity strengthening to national and state health institutions.																											
Proportion of eligible population that participates in programme (coverage)			96.3			36 >			50			72%			99.7			34 >			50			68% =			100
Proportion of target population that participates in an adequate number of distributions (adherence)			41			50.1 >			50			100%			41			32 >			66			48% >			66

Source: ACRs

Programme coverage can also be assessed at output level in terms of numbers of beneficiaries reached by an activity in a given location compared with what WFP planned and budgeted for. This analysis is best conducted for Activity 1, unconditional resource transfers (although some, i.e., FFA, are conditional) because it is by far the largest activity in the CSP portfolio and is designed to respond immediately to the predicted and emerging food needs of populations (households/families rather than individuals) that have experienced a shock or are chronically vulnerable/food-insecure. Table 44 and Table 45 present the planned number of Activity 1 beneficiaries (implementation plan) and actual number reached for every month of the CSP period to date in every state, with a calculated percentage (reach vs. planned) and colour-scaling to highlight low coverage or gaps in activity delivery.

This analysis and visualization show that the two states in which WFP has found it most difficult to reach its intended number of Activity 1 beneficiaries are Blue Nile and South Kordofan, the states in which the “Two Areas” of control by non-state armed groups are located. Rebel-controlled Blue Nile only became accessible to WFP in late 2019/early 2020, and a major scale-up of Activity 1 in the state was planned for late 2020 onwards. Numbers of people actually reached were low in early 2021 but improved significantly by May–July. A major scale-up of Activity 1 assistance to South Kordofan has also been attempted by WFP, first during the 2019 lean season and then progressively from January 2020 to present, with a planned total of 854,000 beneficiaries in July 2021. While beneficiary numbers are increasing, WFP has only reached between 15 percent and 44 percent of planned numbers in the last 12 months for which data is available.

In the Darfur region, the states most affected by periods of violent conflict and new displacement (Central, West and North Darfur) have seen periods in which actual beneficiary numbers have fallen below what was planned (within Activity 1). In North Darfur, there were periods of around 50 percent reach in mid-2019 and mid-2020

and an apparent decline in percentage reach following the UNAMID drawdown from January 2021. A similar but less severe trend (with less drop-off in 2021) can be observed for Central and West Darfur, while in the somewhat more stable South and East Darfur (with smaller caseloads, with a greater proportion of refugees and residents) higher percentage reach figures were achieved more consistently.

In White Nile, host to a large refugee caseload from South Sudan, WFP has consistently reached 85–100 percent of the planned number of Activity 1 beneficiaries month by month. The same trend is observable for much smaller Activity 1 caseloads in West Kordofan, North Kordofan, Kassala and Gedaref. During the COVID-19 emergency, WFP expanded Activity 1 to Khartoum, Sennar and Red Sea states. In direct partnership with the government, very large numbers of newly vulnerable urban residents were reached in Khartoum during the spring and summer months of 2020. Later in 2020, a similar scale-up was attempted in Red Sea state and planned to continue into 2021 – this achieved less impressive results in terms of actual reach against plans.

Table 44: Planned and actual monthly beneficiaries of Activity 1 (URT) by state (2019 – July 2021) – Part 1 (Blue Nile to North Darfur)

Month	Blue Nile			Central Darfur			East Darfur			Gedaref			Kassala			Khartoum			North Darfur		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
2019-01	80,239		0%	265,679	16,825	6%	94,571	60,348	64%	3,606	3,365	93%	8,533	36,583	429%				319,598	93,172	29%
2019-02	80,239	21,763	27%	265,679	261,696	99%	94,571	74,992	79%	3,606	3,372	94%	8,533	36,748	431%				365,609	300,649	82%
2019-03	80,239	68,299	85%	267,095	251,588	94%	94,571	71,465	76%	4,316	3,421	79%	40,799	36,833	90%				366,719	267,514	73%
2019-04	80,239	68,299	85%	482,493	247,714	51%	108,426	75,760	70%	4,316	3,683	85%	50,225	37,410	74%				543,850	187,420	34%
2019-05	80,239	58,154	72%	487,698	270,239	55%	108,426	89,474	83%	4,316	3,702	86%	49,522	38,036	77%				543,850	241,248	44%
2019-06	80,239	58,154	72%	488,457	308,208	63%	108,426	89,263	82%	4,316	3,685	85%	53,300	39,261	74%				544,721	320,213	59%
2019-07	80,239	58,154	72%	488,457	225,322	46%	108,426	102,062	94%	4,316	4,004	93%	53,300	40,109	75%				531,328	263,408	50%
2019-08	80,239	58,154	72%	488,457	205,525	42%	100,766	95,185	94%	4,316	4,293	99%	53,300	39,638	74%				531,328	247,031	46%
2019-09	68,239	58,154	85%	488,457	252,271	52%	94,571	98,026	104%	4,316	4,299	100%	53,300	37,366	70%				537,337	338,983	63%
2019-10		43,126		275,993	280,178	102%	94,571	102,641	109%	4,316	4,503	104%	53,300	37,776	71%				368,482	364,246	99%
2019-11		58,591		271,996	276,118	102%	94,571	102,988	109%	4,316	4,505	104%	53,300	38,432	72%				368,482	402,778	109%
2019-12		90,591		271,996	314,239	116%	94,571	94,120	100%	4,316	4,500	104%	53,300	38,916	73%				368,482	377,841	103%
2020-01	68,299	58,591	86%	285,828	143,271	50%	71,484	96,005	134%	4,600	4,463	97%	40,900	39,337	96%				284,830	195,810	69%
2020-02	68,299	68,299	100%	295,681	203,213	69%	71,484	96,230	135%	4,600	4,466	97%	40,900	38,944	95%				284,830	316,121	111%
2020-03	68,299	48,364	71%	295,681	201,666	68%	71,484	95,740	134%	4,600	4,446	97%	40,900	39,428	96%				284,830	327,015	115%
2020-04	68,299	55,744	82%	466,237	208,143	45%	86,872	101,227	117%	4,600	4,486	98%	40,900	39,680	97%	50,694	50,640	100%	414,726	376,723	91%
2020-05	68,299	72,299	106%	730,770	436,467	60%	87,397	96,618	111%	4,600	4,486	98%	40,900	39,285	96%	1,749,306	790,242	45%	416,869	419,767	101%
2020-06	68,299	72,299	106%	730,770	625,464	86%	87,397	94,522	108%	4,600	4,491	98%	40,900	39,506	97%		761,580		727,313	419,659	58%
2020-07	68,299	51,850	76%	730,790	425,037	58%	87,397	73,181	84%	4,600	4,491	98%	40,900	39,372	96%		232,710		759,229	423,936	56%
2020-08	68,299	50,754	74%	730,770	381,759	52%	87,397	98,815	113%	4,600	8,996	196%	40,900	78,822	193%				995,515	473,674	48%
2020-09	68,299	54,054	79%	730,770	363,572	50%	87,397	115,307	132%	4,600	4,498	98%	61,585	86,397	140%	18,846	19,001	101%	995,515	484,902	49%
2020-10	142,609	163,495	115%	730,770	503,152	69%	103,662	89,202	86%	4,600	7,970	173%	39,900	130,592	327%		877		865,619	741,925	86%
2020-11	319,200	187,650	59%	535,528	670,118	125%	79,009	66,234	84%	4,600	39,469	858%	40,900	77,331	189%				865,619	739,029	85%
2020-12	319,200	188,400	59%	535,510	647,648	121%	79,009	66,437	84%	4,600	24,858	540%	40,900	105,604	258%				869,151	736,245	85%
2021-01	319,200	23,375	7%	514,798	363,606	71%	79,009	70,816	90%	1,958	44,112	2253%	99,028	79,833	81%				843,461	561,481	67%
2021-02	319,200	87,240	27%	565,806	607,530	107%	77,629	69,582	90%	1,958	58,862	3006%	99,028	79,861	81%				843,461	609,233	72%
2021-03	319,200	80,761	25%	565,806	431,411	76%	77,629	71,710	92%	76,958	56,296	73%	124,028	39,295	32%				874,439	535,524	61%
2021-04	319,200	48,317	15%	575,286	400,104	70%	77,629	71,677	92%	48,458	62,759	130%	108,328	89,447	83%				1,027,888	594,545	58%
2021-05	375,496	183,122	49%	670,110	633,489	95%	88,842	71,639	81%	57,478	48,453	84%	132,004	47,265	36%				1,027,888	680,366	66%
2021-06	382,888	281,498	74%	730,111	642,376	88%	88,842	72,020	81%	60,614	8,831	15%	133,608	66,464	50%				1,027,888	721,230	70%
2021-07	382,888	250,164	65%	730,111	559,859	77%	88,842	72,551	82%	64,038	9,461	15%	70,453	73,186	104%				1,027,890	588,348	57%
Total			59%			72%			95%			109%			93%			102%			67%

Table 45: Planned and actual monthly beneficiaries of Activity 1 (URT) by state (2019 – July 2021) – Part 2 (North Kordofan to White Nile)

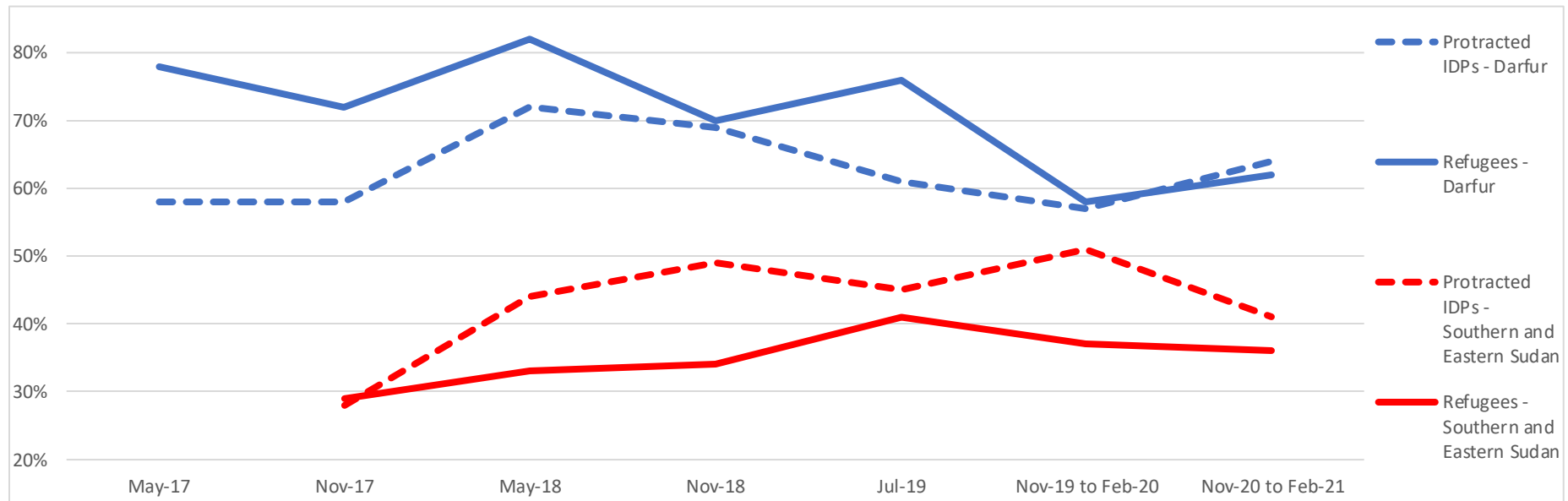
Month	North Kordofan			Red Sea			Sennar			South Darfur			South Kordofan			West Darfur			West Kordofan			White Nile		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
2019-01	6,436	6,583	102%							274,410	196,828	72%	39,343	1,670	4%	108,383	29,877	28%	43,435	17,700	41%	159,035		0%
2019-02	6,524	6,583	101%							326,288	205,795	63%	39,502	27,370	69%	68,808	53,386	78%	43,435	10,964	25%	161,223	152,461	95%
2019-03	6,688	6,583	98%							358,006	230,483	64%	64,561	13,195	20%	108,383	72,035	66%	43,494	23,157	53%	165,278	154,436	93%
2019-04	6,769	6,399	95%							412,546	242,563	59%	64,635	41,784	65%	171,392	111,323	65%	43,494	16,172	37%	167,265	155,684	93%
2019-05	6,924	6,545	95%							416,513	311,341	75%	221,630	41,128	19%	173,111	144,062	83%	43,494	23,118	53%	183,587	155,684	85%
2019-06	6,956	6,583	95%							416,513	258,806	62%	221,660	174,147	79%	182,894	163,348	89%	43,494	12,664	29%	184,379	161,141	87%
2019-07	7,026	6,583	94%							416,513	341,087	82%	221,725	117,331	53%	182,894	70,617	39%	43,494	26,628	61%	186,123	117,771	63%
2019-08	7,048	6,479	92%							293,615	194,309	66%	74,892	76,828	103%	182,894	117,273	64%	43,494	33,790	78%	186,651	164,174	88%
2019-09	7,060	8,259	117%							293,615	358,269	122%	74,904	31,101	42%	180,221	135,961	75%	43,494	40,095	92%	186,944	186,295	100%
2019-10	7,069	17,566	248%							278,377	365,068	131%	74,913	47,001	63%	117,212	115,049	98%	43,494	26,002	60%	187,167	161,241	86%
2019-11	7,104	6,569	92%							274,410	295,207	108%	74,944	52,306	70%	116,342	366,245	315%	43,494	41,677	96%	175,532	162,199	92%
2019-12	7,126	7,515	105%							274,410	354,578	129%	64,965	60,666	93%	116,342	110,163	95%	43,489	41,694	96%	176,084	162,403	92%
2020-01	7,126	7,587	106%							275,925	301,173	109%	241,441	17,050	7%	104,888	72,400	69%	45,158	11,843	26%	177,321	152,913	86%
2020-02	7,126	7,649	107%							283,053	308,848	109%	241,536	170,739	71%	154,835	187,025	121%	46,474	43,476	94%	177,519	153,092	86%
2020-03	7,126	7,625	107%							283,053	302,799	107%	245,999	152,275	62%	182,869	137,745	75%	46,474	49,458	106%	177,893	159,297	90%
2020-04	7,126	6,133	86%							455,430	336,684	74%	272,704	32,062	12%	247,193	156,437	63%	46,474	49,671	107%	178,267	167,274	94%
2020-05	7,126	6,133	86%							455,430	465,674	102%	272,751	96,106	35%	205,822	94,164	46%	46,474	50,499	109%	187,399	145,653	78%
2020-06	7,126	6,259	88%							455,430	464,819	102%	272,794	174,023	64%	188,568	204,834	109%	46,474	46,225	99%	187,773	168,621	90%
2020-07	7,126	6,259	88%							455,430	447,804	98%	272,839	85,677	31%	835,240	192,453	23%	46,474	46,225	99%	188,147	136,719	73%
2020-08	7,126	6,069	85%							448,302	468,660	105%	472,884	180,593	38%	835,240	210,106	25%	46,474	36,339	78%	188,521	172,756	92%
2020-09	7,126	6,069	85%	30,000	29,235	97%		15,161		575,963	595,000	103%	472,929	170,113	36%	835,488	381,398	46%	46,474	36,339	78%	196,048	178,468	91%
2020-10	7,126	16,060	225%	54,798	59,235	108%		7,995		418,431	505,463	121%	462,337	150,512	33%	748,752	528,154	71%	46,474	95,115	205%	189,269	177,362	94%
2020-11	7,126	6,215	87%	54,798	29,235	53%		52,013		418,431	392,777	94%	726,212	153,579	21%	747,033	677,633	91%	46,474	52,234	112%	180,885	169,063	93%
2020-12	7,126	6,255	88%	54,798		0%				418,431	266,850	64%	726,257	269,363	37%	747,033	770,144	103%	46,474	52,640	113%	181,475	125,035	69%
2021-01	7,862	6,242	79%	54,798		0%				277,413	263,191	95%	745,221	113,666	15%	702,377	341,849	49%	54,900	41,179	75%	192,480	185,402	96%
2021-02	7,862	6,242	79%	54,798		0%				277,413	260,054	94%	732,221	271,766	37%	702,377	669,498	95%	54,900	38,054	69%	192,480	187,461	97%
2021-03	7,862	6,222	79%	54,798	35,235	64%				284,541	264,319	93%	732,221	285,194	39%	704,528	792,743	113%	54,900	52,208	95%	197,714	189,071	96%
2021-04	7,862	5,716	73%	35,235	35,235	100%				448,501	259,483	58%	644,550	117,238	18%	874,397	474,229	54%	54,900	41,952	76%	216,759	190,839	88%
2021-05	7,862	5,659	72%	35,235	7,047	20%				578,477	266,979	46%	641,217	219,896	34%	868,885	791,733	91%	54,900	23,079	42%	220,729	190,839	86%
2021-06	7,862	5,711	73%	35,235	7,047	20%				578,477	282,382	49%	641,217	282,042	44%	868,885	792,380	91%	54,900	43,762	80%	223,129	199,712	90%
2021-07	7,862		0%	35,235		0%				578,477	258,191	45%	854,118	272,272	32%	868,888	786,134	90%	54,900	54,731	100%	225,029	154,666	69%
Total			97%			40%						84%			36%			74%			81%			85%

Targeting

While assessment of broad geographic programme coverage is reasonably straightforward, **the extent to which assistance has reached the most vulnerable people/groups is much harder to quantitatively assess with the available data.** Between 2017 and 2021, the FSMS found significant differences in the levels of food insecurity between refugees and IDPs in Darfur and elsewhere in Sudan. Displaced populations in Darfur continue to be the most food-insecure groups, with refugees (predominantly South Sudanese) the most food-insecure group. Prevalence of food insecurity among displaced populations elsewhere in Sudan is significantly lower, and conversely refugees are found to be less food-insecure than IDPs. However, since 2017, the disparity between displaced people in Darfur and in Southern and Eastern Sudan has been narrowing due to gradually decreasing food insecurity in Darfur and increasing insecurity elsewhere (Figure 22).

Comparison of WFP’s state-level targeting (Activity 1) with these food security trends among displaced populations confirms that the prioritization of assisting the displaced is appropriate (given that they are very likely to be food-insecure). The continuing targeting of large refugee and IDP caseloads in the Darfur states is certainly appropriate, because these are judged to be the most food-insecure people in the country (the gradual decline in food insecurity could be attributable to WFP assistance or other factors). However, the scale-up of assistance to IDP populations in South Kordofan and Blue Nile is also very appropriate, given the increased food insecurity of this group. The more minimal deterioration in the basic food security status of refugees in south and eastern Sudan may suggest that WFP’s regular and consistently delivered assistance to South Sudanese refugees in White Nile over many years and more recent rapid assistance to Tigrayan refugees in Gedaref and Kassala has been effective in meeting the basic food consumption requirements of a significant proportion of the most vulnerable people.

Figure 22: Proportion of refugees and IDPs that are “food-insecure” by region (CETA and Darfur)

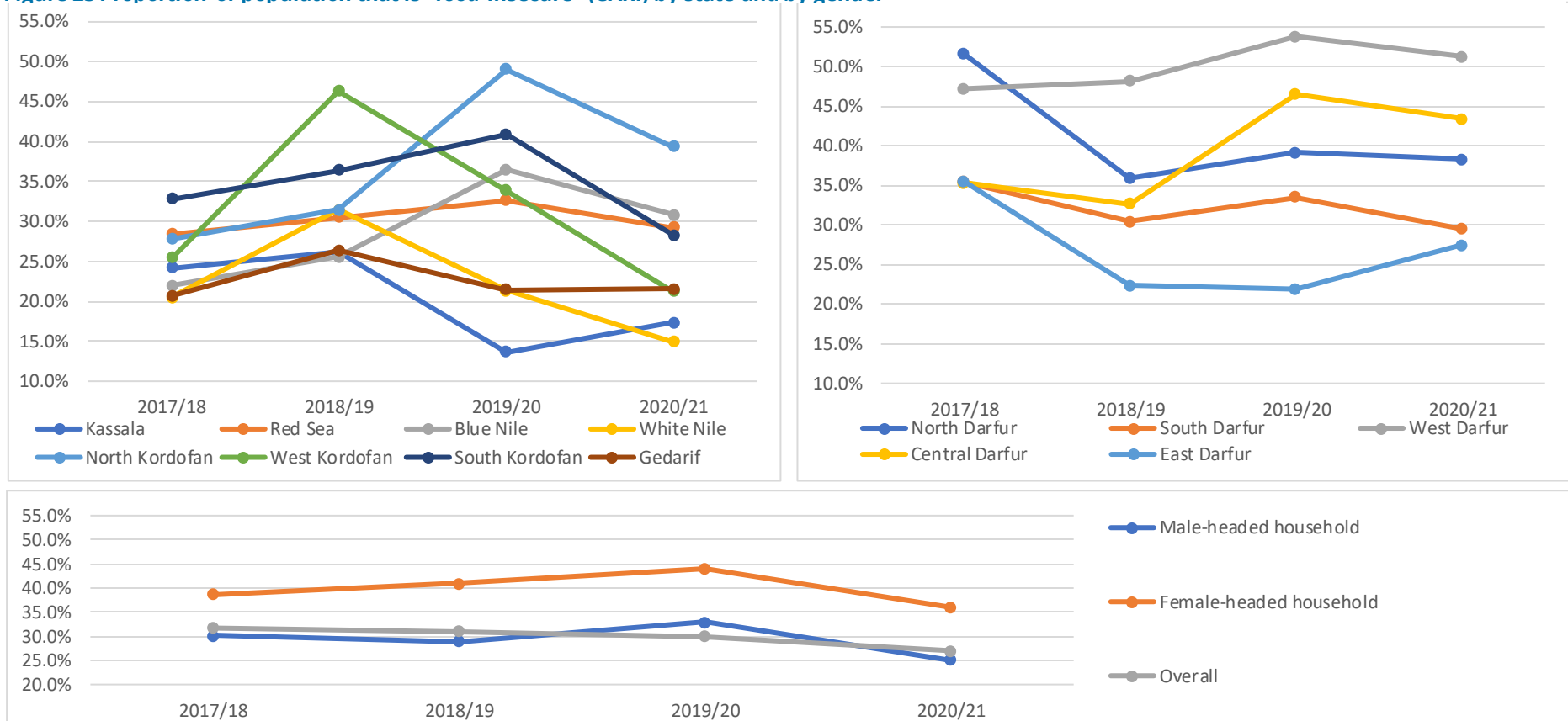


Source: Food security monitoring system (FSMS) – displaced populations

Between 2017 and 2021 the CFSVA has found approximately 30 percent of the resident population in the surveyed states to be moderately or severely food-insecure. Households headed by women are consistently found to be more food-insecure than households headed by men. In the Darfur region, North, West and Central

Darfur have generally been found to be the most food-insecure states. In the rest of the country, the Kordofan states and Blue Nile (the “south”) has been found to be marginally more food-insecure than White Nile, Gedaref and Kassala (the “east”), with Red Sea being the exception. The northern and central states along the River Nile (Khartoum, River Nile, Jazeera, Sennar, Northern) are the least food-insecure and traditionally not places in which WFP worked or collected vulnerability data; however, they have been added to the exercise in recent years amid the economic crisis and (COVID) scale-up of assistance to resident populations (Figure 3).

Figure 23 Proportion of population that is “food-insecure” (CARI) by state and by gender



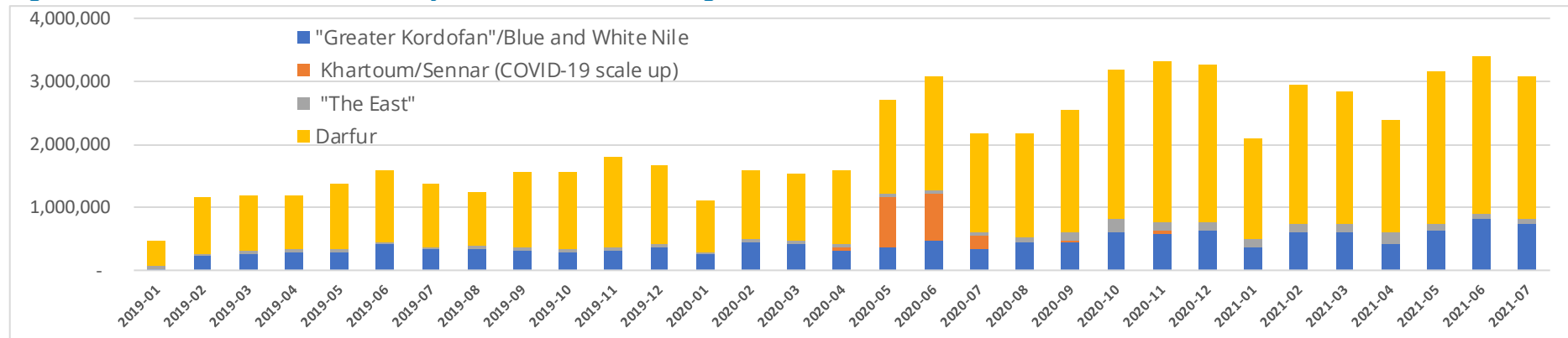
Source: Comprehensive food security and vulnerability analysis (residents) – CFSVA

A similar comparison of WFP’s macro-level targeting of resident populations under Activity 1, by state and by gender, confirms that is generally appropriate. First, the targeting of greater numbers of female beneficiaries (female-headed households) is proportionate with the increased likelihood that such households experience food insecurity. Across the country, female-headed households are consistently found to be more vulnerable than those headed by men (by 15 to 20 percentage points – Figure).

Geographic targeting decisions also generally align with the levels of vulnerability identified. The targeting of very large resident caseloads in North, Central and West Darfur (Figure 13) is consistent with the CSFVA finding that these states are the most food-insecure in the region (and also with conflict sensitivity considerations concerning levels of assistance to displaced and host populations). Blue Nile and South Kordofan are also considered to be some of the most food-insecure states for residents by the CSFVA and may exhibit some similarities in terms of conflict dynamics and host-displaced relations/tensions. As such, WFP's targeting of large numbers of residents in these states is appropriate (even if the level of coverage/delivery has fallen below ambitions). One possible anomaly identified in the comparison is North Kordofan, which has the highest level of food insecurity as measured by the two most recent CSFVA exercises, but very little Activity 1 assistance planned/delivered. However, considerable caseloads for school feeding and nutrition activities as well as resilience programmes are planned for 2021 in the state, and similar can be said for other, more stable contexts in which WFP primarily plans to assist residents (e.g., central, eastern and riverain states) – Figure 13.

Overall, as shown by the tables above, the targeting trend has been of WFP expanding its caseloads (under Activity 1) to include more beneficiaries who are outside of Darfur and/or who are not displaced. The overall footprint of WFP's Activity 1 has expanded significantly during the CSP period in almost all states/regions of the country. However, beneficiaries in the Darfur states remain the majority. This overall strategy for targeting assistance is very much consistent with the continued needs in traditional areas of operation as well as the more recent needs created by the economic situation in the country (compounded by COVID-19).

Figure 244: Actual beneficiaries reached by month (2019–2021) and region*



Source: Implementation Plan 2021* Blue: North, South, West Kordofan, Blue and White Nile. Orange: Khartoum and Sennar. Yellow: North, South, East, West and Central Darfur. Grey: Gedaref, Kassala, Red Sea. Source: 2021.09.03_CM-A003_Actuals_-_Beneficiaries_-_Detailed_(monthly)

The overall, macro-level, geographic targeting strategy pursued by WFP in Sudan is clearly appropriate and responsive to macro trends in vulnerability and food insecurity, when assessed quantitatively based on the datasets available. However, **the extent to which targeting at the micro/community level results in WFP assistance reaching the most vulnerable people is much harder to establish based on the secondary data available to the evaluation team.** The country office shared targeting methodology guidelines for both IDP/refugee and resident populations with the evaluation team. According to these documents, the quality of the targeting outcome in reaching the most vulnerable is to be measured by randomly returning to 10 percent of the identified households and verifying vulnerability with a “poverty score questionnaire”. The evaluation team requested that the CO share the “verification reports” that would result from such exercises on several occasions, but these reports (if they exist) have not been shared. As such, the evaluation has not had access to quantitative secondary data with which to assess the actual quality of targeting at community level.

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

Assessment of the extent to which WFP's activities were cost-efficient requires analysis in two dimensions. First, in "economy", defined as the **"extent to which inputs are acquired at the lowest possible cost and losses are kept under control, with attention to input quality"** and second, "cost-efficiency" itself, defined as the **"extent to which activities are maximized at the lowest possible cost, with attention to quality of delivery and externalities"**.

Overall measures of economy

Economy can be assessed by a comparison of the costs of goods and services procured by WFP compared with the estimated costs at the time of budgeting/planning, and also against average local/international prices for the same or similar products.

Table 46 details the anticipated cost of food per metric ton in each CSP activity that transfers food to beneficiaries (1 to 5) in the four- to five-year needs-based plan, the annual implementation plan, and the actual cost (calculated as MTs delivered divided by actual "food value" expenditure, i.e. excluding all food transfer costs).

Table 46: Average food value cost per MT (excluding transfer costs), CSP activity – planned requirement (NBP/IP) vs actual distribution (Jan 2019–Aug 2021)

Activity	Modality	2019			2020			2021 – to Aug			Cumulative (2019–2021)		
		NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual
Activity 1 – URT	Food	\$264	\$263	\$366	\$262	\$269	\$381	\$262	\$314	\$401	\$262	\$288	\$384
Activity 2 – SMP	Food	\$424	\$424	\$245	\$453	\$419	\$1,260	\$453	\$412	\$373	\$443	\$417	\$662
Activity 3 – NPA	Food	\$1,995	\$1,989	\$2,120	\$2,013	\$2,884	\$3,688	\$2,029	\$2,407	\$5,382	\$2,014	\$2,451	\$3,539
Activity 4 – NPA	Food	\$1,612	\$1,612	\$2,247	\$1,631	\$1,561	\$1,549	\$1,648	\$2,282	\$6,085	\$1,632	\$1,863	\$2,874
Activity 5 – SMP	Food	\$361	\$361	\$838	\$361	\$321	\$149	\$361	\$331	\$1,845	\$361	\$340	\$705
Overall	Food	\$380	\$339	\$407	\$389	\$338	\$767	\$406	\$389	\$699	\$391	\$361	\$648

Sources: Needs-based plan (2021.02_SD02-NBP-BR03), country portfolio budget (2021.08.18_CPB_-_Plan_vs_Actuals_Report_as at 18 August 2021) and commodities distributed (from 2021.09.03_CM-A002_Actuals_-_Commodities by location – includes *non-validated* MT figures).

The reasons for the higher price per MT of food than in the CO's plans are not entirely clear to the evaluation team. But it is presumed that they are due to higher than anticipated commodity prices and shipping rates. Higher average MT prices cannot be explained by greater than planned purchase/distribution of higher-value products, e.g. MNPs, etc. As Table 47 illustrates, higher-value commodities were distributed in lower quantities than planned in both 2019 and 2020, and as a result sorghum accounted for a greater proportion of the annual distribution than foreseen by the NBP.

Table 47: Planned and actual percentage of total food distribution by food type (2019 and 2020)

	2019 – planned	2019 – actual	2020 – planned	2020 – actual
Iodised salt	1.49%	1.12%	1.49%	1.08%
Lentils	9.03%	9.16%	9.14%	8.65%
RUSF	3.82%	0.01%	4.17%	0.00%
Sorghum/millet	66.56%	83.98%	77.11%	85.38%

Vegetable oil	4.46%	4.58%	4.46%	3.53%
Corn/soya blend	2.68%	0.23%	2.80%	0.40%
Micronutrient powder	0.04%	0.01%	0.04%	0.01%
High-energy biscuits	0.13%	0.04%	0.33%	0.05%
Wheat	11.79%	0.16%	0.47%	0.00%
Split peas	0.00%	0.71%	0.00%	0.88%

Sources: (i) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2017; (ii) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2018; (iii) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2019; (iv) 2021.05.14_CM-R007_-_Annual_Distribution_(CSP)_2020 and Annual Country Reports

A key factor in minimizing the ultimate cost per MT of food transferred to beneficiaries is the control of losses, both pre-delivery and post-delivery and due to expiry ("best before date"). These KPIs are closely monitored by country offices, RBs and HQ. Table 48 shows that since 2019, the Sudan CO has performed well in terms of the minimization of losses compared with possibly comparable countries in the region and Africa more widely, as indicated by the red to green colour-scaling.

Table 48: Percentage of pre- and post-delivery losses in Sudan and other COs 2016–2021

KPI	Methodology	WFP CO	2016	2017			2018				2019				2020	2021 to Sept
				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Annual		
% of post-delivery losses	Percentage of total post-delivery losses compared against total goods receipt of local commodity purchase order (CPO) and total goods receipt of overland and ocean stock transport order (STO)	Sudan	0.08%	0.08%	0.13%	0.28%	0.02%	0.02%	0.41%	0.42%	0.01%	0.03%	0.03%	0.02%	0.08%	0.06%
		Nigeria	0.02%	0.05%	0.06%	0.21%					3.07%	0.05%	0.63%	1.25%	0.76%	0.06%
		Malawi	0.01%	0.07%	0.12%		2.57%	1.62%	0.88%	0.67%	0.29%	0.01%	0.04%	0.11%	0.96%	0.00%
		Ethiopia	0.08%	0.15%	0.08%	0.13%	1.07%	1.08%	0.48%	0.45%	0.11%	0.01%	0.63%	0.25%	0.01%	0.02%
		South Sudan	2.45%	0.16%	0.19%	0.41%					3.38%		0.07%	0.11%	0.09%	0.75%
% of pre-delivery losses	Percentage of total pre-delivery losses compared against total goods receipt of international commodity purchase order (CPO)	Sudan	0.42%	0.21%	0.24%	3.93%	0.19%	0.02%	0.37%	0.01%	0.15%		0.04%			
		Nigeria	0.04%	0.08%	0.07%	0.23%						0.01%	0.25%			
		Malawi	0.11%	0.42%	0.49%	1.40%	15.92%	3.01%	1.08%	0.89%		0.01%	0.00%			
		Ethiopia	0.37%	0.91%	0.64%	0.51%	0.19%	0.13%	0.17%	0.27%	0.02%	0.07%	0.28%			
		South Sudan	1.10%	0.35%	0.34%	0.46%	0.21%			0.28%	0.01%	10.35%	8.29%			

Sources: 2019.Q3_sc_performance_indicators (collated), RBN logistics KPI dashboards, EB reports on global losses, DOTS reports on % post-delivery losses, losses due to expired BDD.

Table 49: USD and MT lost due to expired best before date (BDD) in Sudan and other COs

KPI	Methodology	WFP CO	2018				2019			2020				2021		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q1	Q2	Q3	Q4	Q1	Q2	Q3
\$ and MT change in food losses due to	Change in metric ton and US\$ value in total losses registered where loss reason is 'overlong storage' or the loss document date is greater	Sudan	(2 MT)	47 MT	(46 MT)	6 MT	0 MT	46 MT	53 MT		0 MT	1 MT	35 MT	0 MT	6 MT	1 MT
			(\$1,537)	\$63,356	(\$63,091)	\$3,229	\$160	\$12,052	\$20,174		\$103	\$503	\$38,271	\$269	\$2,005	\$407
		Nigeria	0 MT	1 MT	(2 MT)	0 MT	4 MT	5 MT	91 MT							
			\$0	\$317	(\$775)	\$37	\$2,991	\$3,127	\$69,964							

expired best before date	or equal with Shelf life expiration date (SLED)/BBD compared total losses between current review period against the previous period. *Measuring total tonnage (\$ value) instead of quarter-to-quarter change from Q1 2019.	Malawi	18 MT	(129 MT)	(4 MT)	(29 MT)	0 MT	0 MT	0 MT							
			(\$1,278)	(\$43,114)	(\$764)	(\$22,048)	\$0	\$52	\$163							
		Ethiopia	13 MT	(20 MT)	0 MT	3 MT	0 MT	2 MT	1,064 MT		76 MT		16 MT	27 MT		142 MT
			\$11,331	(\$13,717)	\$416	\$2,577	\$180	\$180	\$653,374		\$35,970		\$10,602	\$21,120		\$74,978
		South Sudan	(18 MT)	13 MT	(9 MT)	(1 MT)	0 MT	15 MT	17 MT	6 MT	2 MT	11 MT	403 MT	19 MT	41 MT	16 MT
			(\$19,835)	\$13,867	(\$5,884)	(\$4,227)	\$183	\$20,121	\$22,402	\$2,374	\$1,785	\$11,651	\$444,793	\$20,059	\$52,132	\$20,405

Sources: 2019.Q3_sc_performance_indicators (collated), RBN logistics KPI dashboards, EB reports on global losses, DOTS reports on % post-delivery losses, losses due to expired BBD.

Wheat procurement for the Government of Sudan

Activity 10 (the provision of food procurement services on behalf of the Government of Sudan) was added to the CSP in 2020 when WFP signed an agreement with the Ministry of Finance and Economic Planning to import 200,000 metric tons of wheat – equivalent to approximately 10 percent of Sudan’s wheat import requirement for the year. The government was to repay WFP in Sudanese pounds (SDG) to enable the Central Bank of Sudan to retain more than USD 50 million in hard currency.⁸ A significant challenge in procurement has been currency devaluation. Between 2018 and 2021 the Sudanese pound to US dollar exchange rate declined from SDG9.00/USD to SDG445.00/USD. WFP purchased wheat on the international market to help the government balance local currency expenditure with foreign exchange and help improve bread supply to the (urban) Sudanese population.

Approximately 193,000 MT of wheat was procured via the GCMF in five tranches and an additional 81,455 MT through dedicated donor funding. WFP also locally purchased ready-to-use supplementary food on behalf of the Ministry of Health, as well as a third of the sorghum and nearly all salt required by WFP beneficiaries.

The government had agreed that WFP would not lose money through the wheat swap process and so granted preferential foreign exchange rates.⁹ Ninety percent of transactions were undertaken via the ‘unofficial’ exchange rate (15% below the parallel market rate), which generated more local currency than expected.¹⁰ This was used for local operating costs including those related to CBT and SFSP. Initially, the government delayed their [local] payment of cost refunds to WFP, which prompted the CO to activate wheat purchases in tranches only after a previous tranche has been paid for.

Table 50: Activity 10 (wheat procurement for the GoS) – details by tranche

Tranche	Tonnage (MT)	Date the purchase was initiated by WFP	Date of payment from GoS ¹¹	Date of delivery by WFP of	USD value	SGD reimbursement	USD per MT	Effective SDG–USD exchange rate	Official (fixed) exchange rate at payment date (OANDA)	Parallel exchange rate (WFP DataViz) at payment date
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⁸ The International Monetary Fund (IMF) [reported in March](#) 2020 that Sudan’s international reserves were low, estimated at USD 1.4 billion in October 2019, equivalent to two months of imports. In 2019, Sudan imported 2.7 million tonnes of wheat valued at USD 1.1 billion (source: Central Bank of Sudan).

⁹ WFP was the only agency allowed the preferential exchange rate.

¹⁰ The availability of additional local currency enabled WFP to convert some operating contracts from USD to SDG, generating savings due to devaluation.

¹¹ WFP was able to initiate the procurement process prior to the receipt of funds thanks to the Global Commodity Management Facility (i.e. forward food purchasing).

				the entire tranche ¹²						
1	40,000	27/04/2020	05/06/2020	19/06/2020	11,060,091.00	1,034,118,540	277.10	93.50	55	145
			16/06/2020		23,901.00	2,234,760		93.50	55	145
2	39,810	27/04/2020	28/07/2020	03/08/2020	6,100,218.00	700,000,000	265.15	114.75	55	143
			29/07/2020		2,614,379.00	300,000,000		114.75	55	143
			25/08/2020		1,841,211.00	211,278,909		114.75	55	172
3	40,000	07/10/2020	13/10/2020	05/11/2020	10,556,000.00	2,109,088,800	263.90	199.80	55	240
4	40,000	17/09/2020	11/10/2020	14/12/2020	10,556,000.00	2,197,759,200	263.90	208.20	55	240
5	33,012	31/01/2021	17/02/2021	01/03/2021	10,556,000.00	2,955,680,000	319.76	280.00	55	378
TOTAL	192,822				53,307,800	9,510,160,209				

WFP continued the wheat import support programme in 2021 but was not able to realize the same level of exchange rate gains. By mid-year, a further 80,000 MT had been imported. Throughout the intervention, the GCMF's procurement support has been key to the success of the WFP's support.

Cost-efficiency ratios

Table 51 presents some overall measures of cost-efficiency for the entire CO/CSP, based on the evaluation team's analysis of the NBP, annual implementation plans and actual expenditures to date. Actual expenditures on transfer of food, CBT, capacity-strengthening or service delivery account for 83 percent of the CPB, which is in line with the NBP and IPs. Actual values of food and CBT transferred to beneficiaries was planned at 38 percent of expenditure, but has represented 51 percent of actual expenditure to date. This may appear to be an efficiency gain; however, it is also influenced by slower rollout of non-food/cash activities, e.g. capacity-strengthening/services (Activities 7-12 – including SFSP). The direct support cost (principally staff salaries that are not linked directly to a single SO) portion of expenditure is in line with the budget proportion (5 percent).

Table 51: Overall measures of efficiency by budget proportion at CO level (NBP vs IP vs expenditure) – cumulative (2019–2021)

Indicator	Formula	2019–2021 cumulative		
		NBP	IP	Actual
% of CO budget spent on transfer of food, cash/vouchers, services and capacity-strengthening	<i>Total transfer cost (all modalities – food + CBT + services + CS, value + costs)/all WFP direct costs (total transfer + implementation + direct support costs) – excludes ISC</i>	83%	85%	83%
Actual value of food/cash/vouchers transferred to beneficiaries as % of overall CO budget	<i>Transfer value (food value + CBT value only, excluding transfer costs)/all WFP direct costs – excludes ISC</i>	38%	37%	51%

¹² The delivery of food by WFP does not necessarily mean that it was uplifted by the government, as in several instances the government could not take over the food and WFP had to find intermediary storage solutions (for which it was later reimbursed by GoS).

% of CO budget which is direct support costs (costs that cannot be linked to a single SO)	Direct support costs/all WFP direct costs	5%	4%	5%
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Source: 2021.02_SD02-NBP-BR03 and 2021.08.18_CPB_-_Plan_vs_Actuals_Report_as at 18 August 2021.

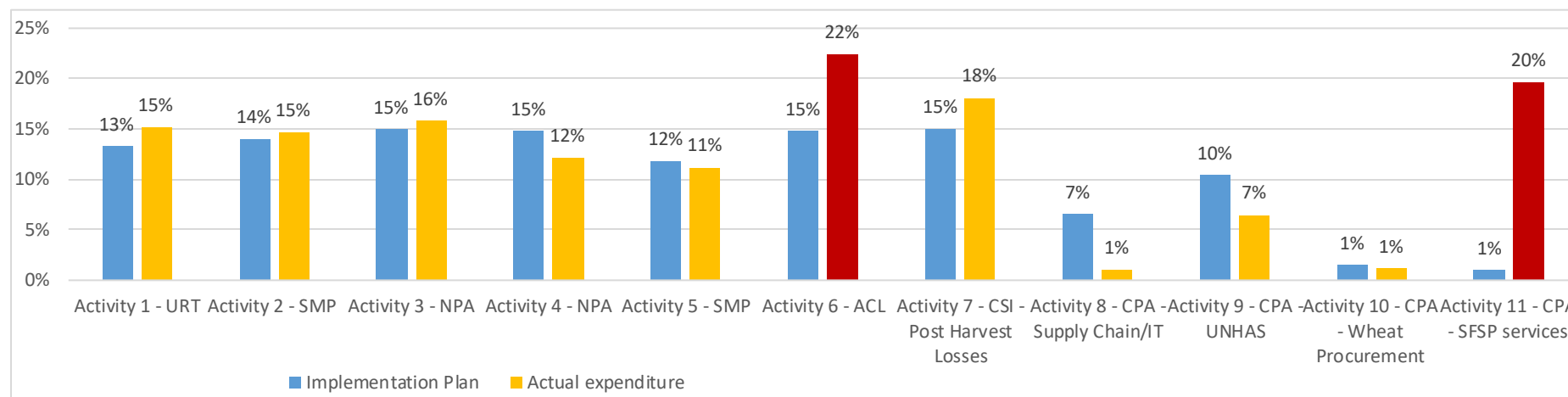
The rate of implementation costs – those directly attributable to implementing activities under a specific strategic outcome (e.g. WFP staff working on an activity; assessments, monitoring activities) – is also a general measure of efficiency but at activity level. Table 52 shows that the percentage of expenditure on implementation across most CSP activities in most years has been in line with the NBP/IP, with some exceptions. Activity 6 (productive safety net) exceeded budgeted implementation costs in 2019 and 2021 (to date). Similarly, Activity 11 (SFSP cash transfer service delivery) has a higher than anticipated proportion of implementation expenditure. This is possibly due to the additional time taken by both these activities to reach intended scale.¹³

Table 52: Implementation costs as a percentage of total activity-specific costs – by activity (planned and actual) – 2019–2021

Activity	2019			2020			2021 – to Aug			Cumulative (2019–2021)		
	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual
Activity 1 – URT	15%	22%	16%	15%	13%	15%	15%	8%	14%	15%	13%	15%
Activity 2 – SMP	16%	25%	27%	15%	11%	12%	16%	11%	14%	16%	14%	15%
Activity 3 – NPA	16%	26%	24%	15%	12%	13%	14%	12%	11%	15%	15%	16%
Activity 4 – NPA	18%	13%	5%	17%	19%	13%	16%	14%	16%	17%	15%	12%
Activity 5 – SMP	16%	6%	11%	12%	20%	12%	11%	11%	11%	12%	12%	11%
Activity 6 – ACL	16%	14%	23%	21%	19%	17%	19%	9%	41%	18%	15%	22%
Activity 7 – CSI – post-harvest losses	49%	12%	21%	27%	23%	18%	14%	14%	12%	23%	15%	18%
Activity 8 – CPA – supply chain/IT	9%	3%	1%	11%	2%	1%	12%	9%	2%	10%	7%	1%
Activity 9 – CPA – UNHAS	11%	9%	7%	11%	10%	6%	11%	12%	7%	11%	10%	7%
Activity 10 – CPA – wheat procurement				0%		0%	0%	1%	2%	0%	1%	1%
Activity 11 – CPA – SFSP services				1%		0%	1%	1%	21%	1%	1%	20%
Activity 12 – CSI – SFSP cap. strengthening				0%		0%	0%	0%	0%	0%	0%	0%
Overall	15%	21%	16%	13%	13%	12%	10%	7%	12%	13%	11%	13%

¹³ It is also possible that some implementation expenditure under Activity 11 was in fact used to deliver Activity 1 assistance to Khartoum during 2020. Some government stakeholders, at least, considered this to constitute an SFSP “pilot”.

Figure 25: Percentage of implementation costs by CSP activity to date – planned and actual



Source: 2021.08.18_CPB_-_Plan_vs_Actuals_Report_as at 18 August 2021

Food or CBT value transferred to beneficiaries compared with the transfer costs of reaching those beneficiaries is also a key measure of efficiency at CSP activity level. Table 53 shows the percentage of food/CBT value costs compared with the total cost of food/CBT delivery (not including implementation costs or direct support costs). The supposed benefits of CBT over in-kind food are strongly demonstrated here in the NBP/IP columns, where it is anticipated that by using a CBT modality up to 94 percent of activity costs (excluding implementation) can be transferred into the hands of beneficiaries. Overall, the intended proportions are now being realized, with 94 percent of CBT value/transfer budgets reaching beneficiaries in 2021 to date. Food value proportion targets have been consistently met in Activity 1 (the largest activity) but less consistently in nutrition and school-feeding activities. Nonetheless, the total food value transferred across all activity budgets (minus implementation costs) has increased from 51 percent in 2019 to 70 percent in 2021 (to date), presumably representing economies of scale being realized in the CO's scale-up of almost all activities.

Table 53: Food/CBT value as % of total food/CBT cost (food/CBT value + transfer costs) by CSP activity and year (NBP v IP v actual)

Activity	Modality	2019			2020			2021 - to Aug			Cumulative (2019-2021)		
		NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual
Activity 1 - URT	Food	50%	48%	51%	50%	52%	47%	50%	45%	62%	50%	48%	52%
	CBT	94%	92%	92%	94%	94%	95%	94%	93%	95%	94%	93%	94%
Activity 2 - SMP	Food	61%	69%	41%	58%	64%	72%	58%	51%	43%	59%	58%	59%
Activity 3 - NPA	Food	81%	71%	51%	82%	74%	65%	82%	61%	77%	82%	67%	65%
Activity 4 - NPA	Food	79%	72%	59%	79%	67%	50%	80%	67%	66%	79%	69%	60%
Activity 5 - SMP	Food	56%	89%	57%	57%	74%	33%	56%	55%	88%	56%	72%	63%
	CBT	93%	71%	18%	94%	77%	66%	94%	85%	95%	94%	81%	74%
Activity 6 - ACL	CBT	88%	86%	70%	88%	72%	69%	88%	85%	49%	88%	81%	69%

Overall	Food	58%	54%	51%	58%	56%	61%	59%	49%	70%	58%	52%	62%
	CBT	92%	91%	88%	92%	91%	92%	93%	92%	94%	92%	91%	91%

Source: 2021.02_SD02-NBP-BR03 and 2021.08.18_CPB_-_Plan_vs_Actuals_Report_as at 18 August 2021

A similar measure of efficiency is the USD value of transfer costs (or delivery costs) planned and spent for every MT of food of USD of cash delivered into the hands of beneficiaries, as is detailed in Table 54,

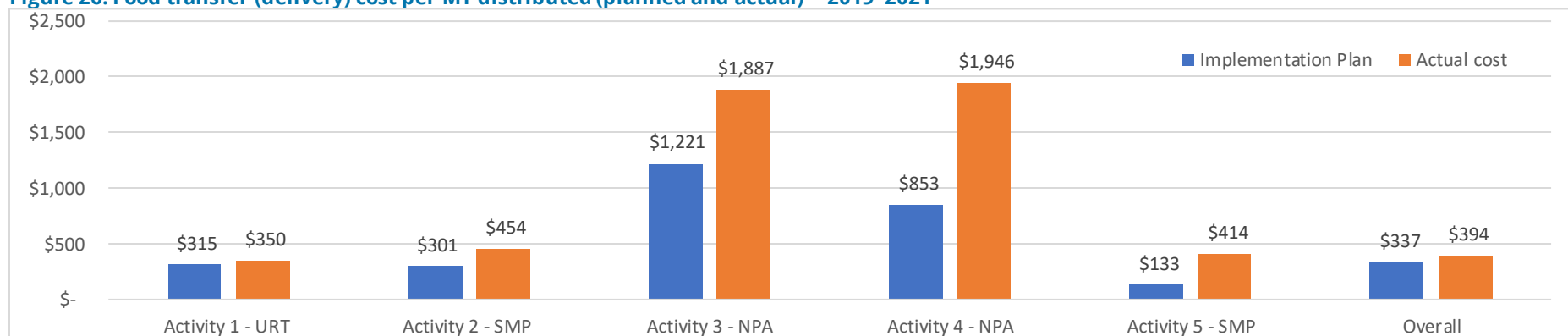
Table 55 and Figure 26. Food transfer delivery costs were higher than anticipated (per MT) across all activities in 2019 and 2020, but lower in Activity 1 and Activity 5 during 2021 to date. Transfer costs by 1 USD delivered have fallen from USD 0.09 in 2019 to USD 0.05 for Activity 1 (below the planned cost per dollar). The efficiency gain of cash in school feeding was slower to be realized but has become apparent in 2021 (to date), whilst delivery costs per USD for PSN (Activity 6) remain significantly higher than planned.

Table 54: Food transfer (delivery) cost per MT distributed (planned and actual) – 2019–2021

Activity	Modality	2019			2020			2021 – to Aug			Cumulative (2019–2021)		
		NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual
Activity 1 – URT	Food	\$267	\$287	\$356	\$267	\$250	\$438	\$267	\$379	\$250	\$267	\$315	\$350
Activity 2 – SMP	Food	\$274	\$195	\$347	\$328	\$235	\$499	\$328	\$397	\$490	\$310	\$301	\$454
Activity 3 – NPA	Food	\$461	\$797	\$2,008	\$454	\$1,027	\$1,966	\$450	\$1,532	\$1,579	\$454	\$1,221	\$1,887
Activity 4 – NPA	Food	\$433	\$616	\$1,540	\$434	\$763	\$1,565	\$423	\$1,130	\$3,178	\$430	\$853	\$1,946
Activity 5 – SMP	Food	\$288	\$43	\$629	\$278	\$111	\$304	\$279	\$270	\$241	\$281	\$133	\$414
Overall	Food	\$275	\$290	\$395	\$283	\$266	\$485	\$284	\$413	\$295	\$281	\$337	\$394

Source: 2021.02_SD02-NBP-BR03; 2021.08.18_CPB_-_Plan_vs_Actuals_Report_as at 18 August 2021; and 2021.09.03_CM-A002_Actuals_-_Commodities by location

Figure 26: Food transfer (delivery) cost per MT distributed (planned and actual) – 2019–2021



Source: 2021.02_SD02-NBP-BR03; 2021.08.18_CPB_-_Plan_vs_Actuals_Report_as at 18 August 2021; and 2021.09.03_CM-A002_Actuals_-_Commodities by location

Table 55: Cash and voucher transfer (delivery) cost per USD distributed (planned and actual) – 2019–2021

Activity	Modality	2019	2020	2021 – to Aug	Cumulative (2019–2021)
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		NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual
Activity 1 – URT	CBT	\$0.07	\$0.09	\$0.09	\$0.07	\$0.07	\$0.05	\$0.06	\$0.07	\$0.05	\$0.06	\$0.08	\$0.06
Activity 5 – SMP	CBT	\$0.08	\$0.40	\$4.67	\$0.07	\$0.29	\$0.51	\$0.07	\$0.18	\$0.06	\$0.07	\$0.23	\$0.34
Activity 6 – ACL	CBT	\$0.13	\$0.16	\$0.43	\$0.13	\$0.39	\$0.45	\$0.13	\$0.18	\$1.06	\$0.13	\$0.24	\$0.46
Overall	CBT	\$0.09	\$0.10	\$0.14	\$0.08	\$0.10	\$0.08	\$0.08	\$0.08	\$0.07	\$0.08	\$0.10	\$0.10

Source: 2021.02_SD02-NBP-BR03; 2021.08.18_CPB_-_Plan_vs_Actuals_Report_as at 18 August 2021

Cost per beneficiary is a common way of measuring cost-efficiency in humanitarian assistance. However, **the below figures should be treated with some caution, due to well-known caveats that need to be applied to beneficiary counting** (e.g. a “beneficiary” can have been assisted for 1 day in a year of 365 days, it does not consider half rations, missed months, etc.). The evaluation team has calculated costs per beneficiary in line with the methodology/formula that we believe is applied corporately, based on a review of recent APRs. This involves adding the total food value (or CBT) transferred to the costs of transferring it and dividing by the number of unique beneficiaries that a given activity reached in the calendar year. This excludes implementation costs, capacity-strengthening costs, service delivery costs, direct support costs and indirect support costs.

This analysis, for in-kind assistance (

Table 556 and

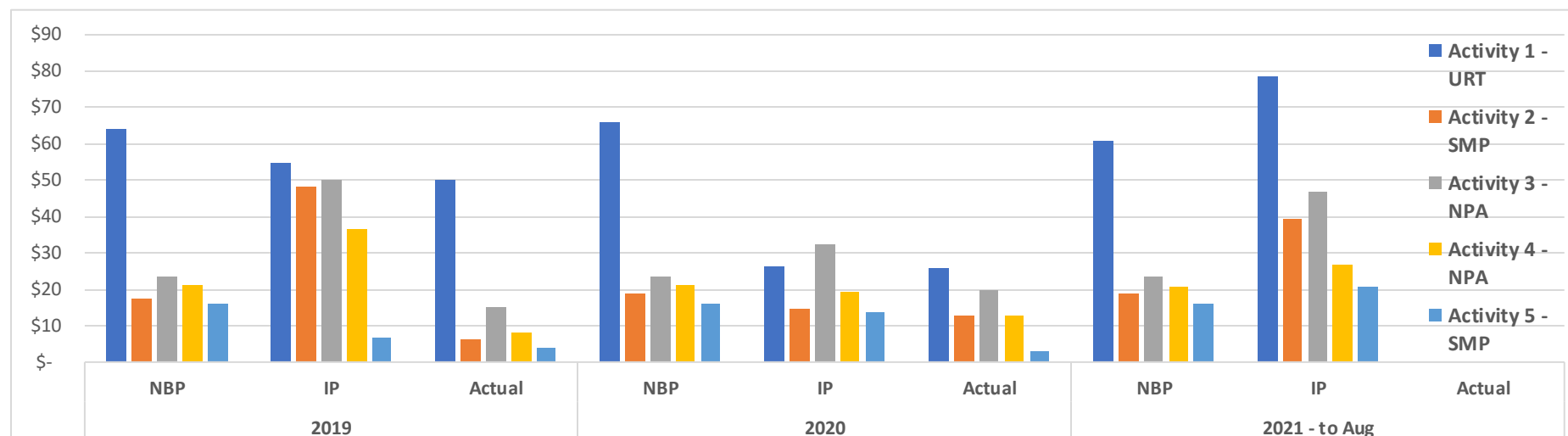
Figure 27), finds that costs per unique beneficiary were below NBP and implementation plan values across almost all activities in 2019 and 2020 (unique beneficiary numbers for 2021 are not yet available). URT costs per beneficiary were highest, which is to be expected given that the duration of assistance is most often 12 monthly rations, whereas nutrition treatments and school feeding are likely to be more intermittent. Costs per beneficiary across all WFP Sudan activities tended to be equal to or lower than global averages reported in the Annex of the 2020 Annual Performance Report, in particular the nutrition activities.

Table 56: Annual cost of providing food assistance per beneficiary (food value + transfer costs/number of unique ben.) – planned and actual – 2019–2021

Activity	Modality	2019			2020			2021 – to Aug			Global WFP average (2020 APR)
		NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	
Activity 1 – URT	Food	\$64	\$55	\$50	\$66	\$26	\$26	\$61	\$79		\$50
Activity 2 – SMP	Food	\$18	\$48	\$6	\$19	\$15	\$13	\$19	\$39		\$14
Activity 5 – SMP	Food	\$16	\$7	\$4	\$16	\$14	\$3	\$16	\$21		
Activity 3 – NPA	Food	\$23	\$50	\$15	\$24	\$32	\$20	\$24	\$47		Prevention – \$42
Activity 4 – NPA	Food	\$21	\$37	\$8	\$21	\$19	\$13	\$21	\$27		Treatment – \$35

Source: 2021.02_SD02-NBP-BR03; 2021.08.18_CPB_-_Plan_vs_Actuals_Report_as at 18 August 2021; 2021.05.14_CM-R002b_-_Annual_Beneficiaries_by_Strategic_Outcome,_Activity_and_Modality_(CSP)_2017 – 2023; 2021.09.03_CM-A002_Actuals_-_Commodities by location; and implementation plans

Figure 27: Annual cost of providing food assistance per beneficiary (food value + transfer costs/number of unique ben.) – planned and actual – 2019–2021



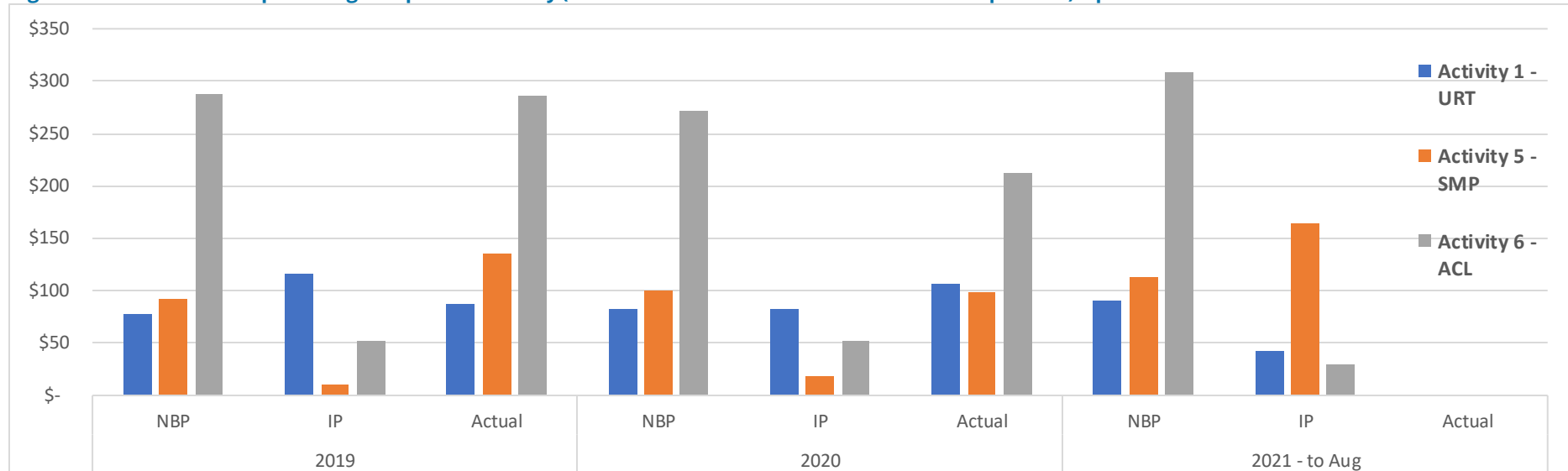
Source: 2021.02_SD02-NBP-BR03; 2021.08.18_CPB_- Plan_vs_Actuals_Report_as at 18 August 2021; 2021.05.14_CM-R002b_- Annual_Beneficiaries_by_Strategic_Outcome,_Activity_and_Modality_(CSP)_2017 – 2023; 2021.09.03_CM-A002_Actuals_-_Commodities by location; and implementation plans

The findings of the same analysis for CBTs are quite different (see Table 57 and Figure 28). Costs per beneficiary have been higher than anticipated in implementation plans (except for the case of Activity 1 in 2019), and also higher than global averages. There could be a number of reasons why this is the case, but it is unlikely that WFP Sudan has set transfer values received by beneficiaries at a comparably high level. It is more likely that the high cost per beneficiary is due to CBT in Sudan being a relatively new initiative, with ambitious rollout targets and challenging operational context for the CBT modality.

Table 57: Annual cost of providing CBT per beneficiary (CBT value + transfer costs/number of unique ben.) – planned and actual – 2019–2021

Activity	Modality	2019			2020			2021 – to Aug			Global WFP average (2020 APR)
		NBP	IP	Actual	NBP	IP	Actual	NBP	IP	Actual	
Activity 1 – URT	CBT	\$78	\$117	\$87	\$83	\$83	\$106	\$91	\$43		\$63
Activity 5 – SMP	CBT	\$92	\$11	\$136	\$100	\$18	\$98	\$113	\$164		\$21
Activity 6 – ACL	CBT	\$288	\$52	\$286	\$272	\$52	\$212	\$308	\$29		\$42

Figure 28: Annual cost of providing CBT per beneficiary (CBT value + transfer costs/number of unique ben.) – planned and actual – 2019–2021

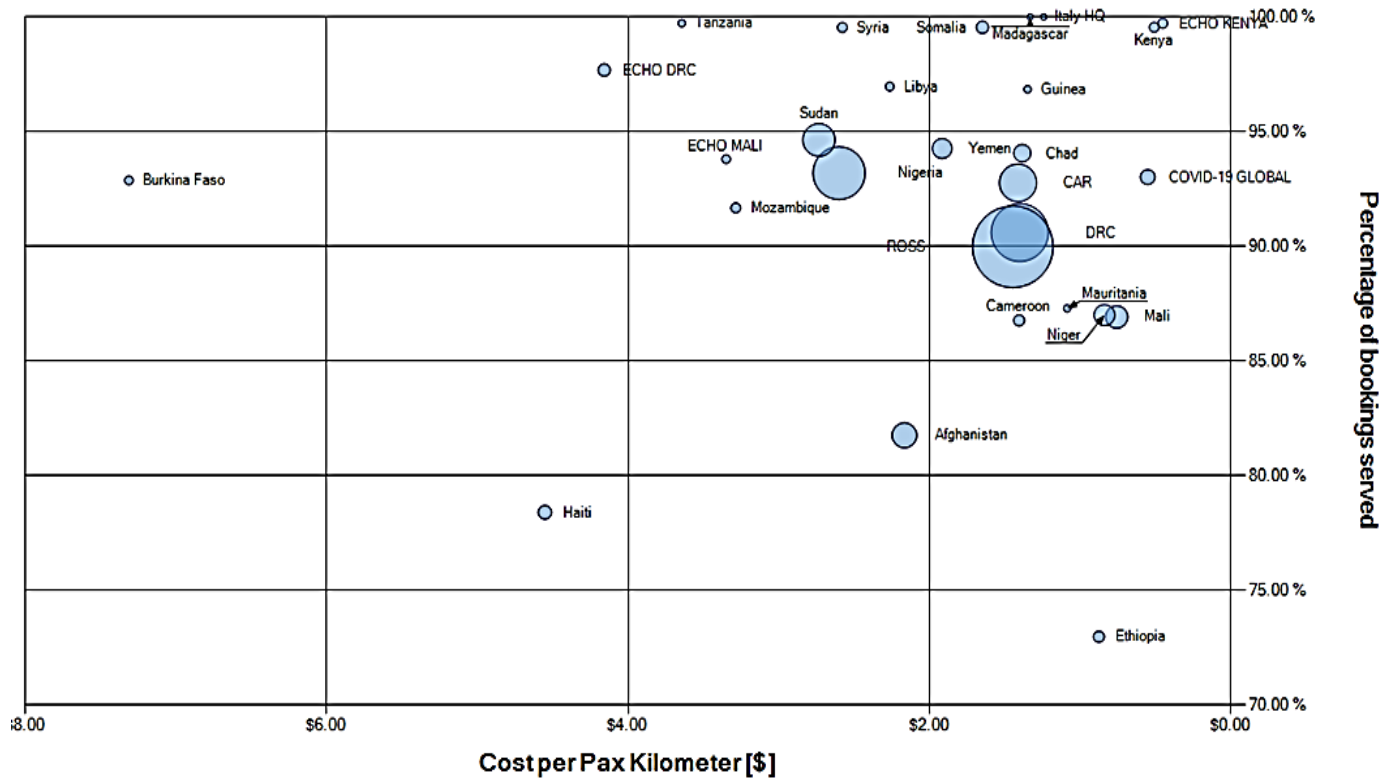


Source: 2021.02_SD02-NBP-BR03; 2021.08.18_CPB - Plan_vs_Actuals_Report_as at 18 August 2021; 2021.05.14_CM-R002b - Annual_Beneficiaries_by_Strategic_Outcome,_Activity_and_Modality_(CSP)_2017 - 2023; 2021.09.03_CM-A002_Actuals - Commodities by location; and implementation plans

Common services and efficiency gains for the UN system

In terms of contribution to the overall cost-efficiency of the UN system in Sudan, WFP has made a number of contributions in the form of common services and has the potential to make more in the coming years as part of the UN reform and BOS process. UNHAS makes a significant contribution to the reduction of costs for the UN/humanitarian system in Sudan. However, UNHAS costs in Sudan are relatively high at USD 3.00 per pax km (Figure 29).

Figure 29: UNHAS cost per passenger KM and % of bookings served (2021 to date)



Source: UNHAS Performance Management Tool (01.01.21 to 14.09.21)

In late 2017 there was a serious fuel shortage in Sudan¹⁴ which necessitated WFP taking on the international and local procurement, and operational provision of fuel, with services being managed as an additional common service¹⁵ initially under WFP administration and latterly the LET, due to the need for extra logistics capacity. During the CSP, the increasing number of requests from aid organizations led to an expansion of field depots for fuel (to a total of 16). The priority was to provide fuel for transport companies (included as part of their service contracts), particularly during rainy seasons. By early 2021, WFP held over 70 fuel service-level agreements (SLAs) with INGOs, UN agencies and donors.¹⁶ WFP stored and distributed fuel on a full cost recovery basis. See Table 58.

¹⁴ Fuel shortages were caused partly by oil refinery breakdown and lack of foreign currency to import fuel.

¹⁵ All bilateral logistics services were provided on a 100 percent cost recovery basis plus 4.5 percent overhead – except during logistics cluster activation – through the bilateral service provision platform.

¹⁶ Fuel was accessed via service agreements and WFP’s service marketplace system (SMP) based on requests for proforma invoices (PFI) – 100% deposit of cost and monthly release of fuel. Reduction of fuel subsidies and blockages in Port Sudan were seen as major problems.

Table 58: WFP bilateral fuel service by year

	WFP fleet contractors	UN/INGO
Year	Litres issued	
2018	499,185.00	48,222.00
2019	134,310.00	641,797.00
2020	11,399,637.38	1,258,481.44
2021	10,253,272.51	1,422,089.80
Grand total	22,286,404.89	3,370,590.24

Source: WFP Bilateral Services/LET

In 2019, due to a demand by UN agencies and cooperating partners for vehicle repair and maintenance, and limited private sector capacity, WFP increased fleet management services (workshop capacity and Khartoum and field offices) by approximately 30 percent. Under the UN reform agenda such services are becoming more formalized via the business operations strategy (BOS).¹⁷ Sudan has developed a five-year BOS strategy to support a collective response of the United Nations to national development priorities as outlined in the United Nations Development Assistance Framework (UNDAF). The aim is for all UN offices¹⁸ to adopt a common back-office function. The Sudan BOS opportunity analyses for future UN cooperation identifies potential cost savings totalling USD 41 million over five years. The possible savings to be delivered by WFP leadership/provision of common services are detailed in Table 59. However, the evaluation team has not been able to verify the extent to which the BOS has been implemented to date and as such whether these potential savings are on track to be realized.

Table 59: WFP common services and potential efficiency gains (UN system level) identified in the BOS (over five years)

Common service lines	Common services	Opportunity statement	Participating UN agencies	Quality enhancements expected	Cost avoidance USD million
Common administration/fleet services	Vehicle maintenance	Common minor vehicle repairs and maintenance providing efficient and cost-effective services to agencies.	16	Timely vehicle maintenance to ensure vehicles on the road and functioning well. Good fuel economy and no cost for replacement cars. Profile of UN vehicles is of a high standard.	1.71
Common ICT services	Internet connectivity and VSAT services	Creating cost-effectiveness to afford smaller agencies to be able to utilize the infrastructure and centralize the management to the connectivity to avoid duplication.	19	Efficiency and business continuity especially in emergency situations.	0.02
Common ICT services	Network infrastructure services	Collectively we can get better services and prices. Improve SLA, DRP/BCP for emergencies. By having a local LTA for equipment, we are able to scale up during	20	Provide unified reliable data services and equipment, during emergencies and collectively receive more	0.06

¹⁷ The Sudan BOS was developed through the BOS online platform on 01/03/2020. It was due for review on 01/09/2021. E.G. Cost avoidance for UN agencies over five years for vehicle maintenance was estimated at US\$1.7 million

¹⁸ In addition, there are two peacekeeping operations in the country, namely the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Interim Security Force for Abyei (UNISFA), and field offices in several key locations.

		emergency by minimizing delays in the acquisition of ICT equipment.		competitive pricing from service provider for the humanitarian.	
Common ICT services	Operational and security telecommunication services	Common security communication radio room – to increase customer satisfaction in providing security-related telecommunication services to all UN entities in Sudan.	20	Strengthened communication related to security, increasing overall secure operations of the UN system and quicker response times to mitigate and inform of risk.	9.66
Common logistics services	Overland cargo transport	Improved coordination of operations.	3	Strengthening coordination.	19.0
Common logistics services	Storage and warehouse management services	Cost-effective usage of warehouse space.	3	Improved coordination of operation.	0.14
Common logistics services	Harmonized customs clearance (outsourced)	Efficient and effective clearing service by leveraging the strong negotiated agreement with the government.	20	Fast turnaround of imports and efficiency in operation and programmatic delivery.	0.84
Common logistics services	Air charter services	UNHAS – United Nations Humanitarian Air Services. The provision of air flight to UN staff to support efficiencies in flight scheduling, response to work/travel priorities and cost-effectiveness in provision of a joint service.	20	Coordinated flight schedules and efficient movement of staff.	5.42

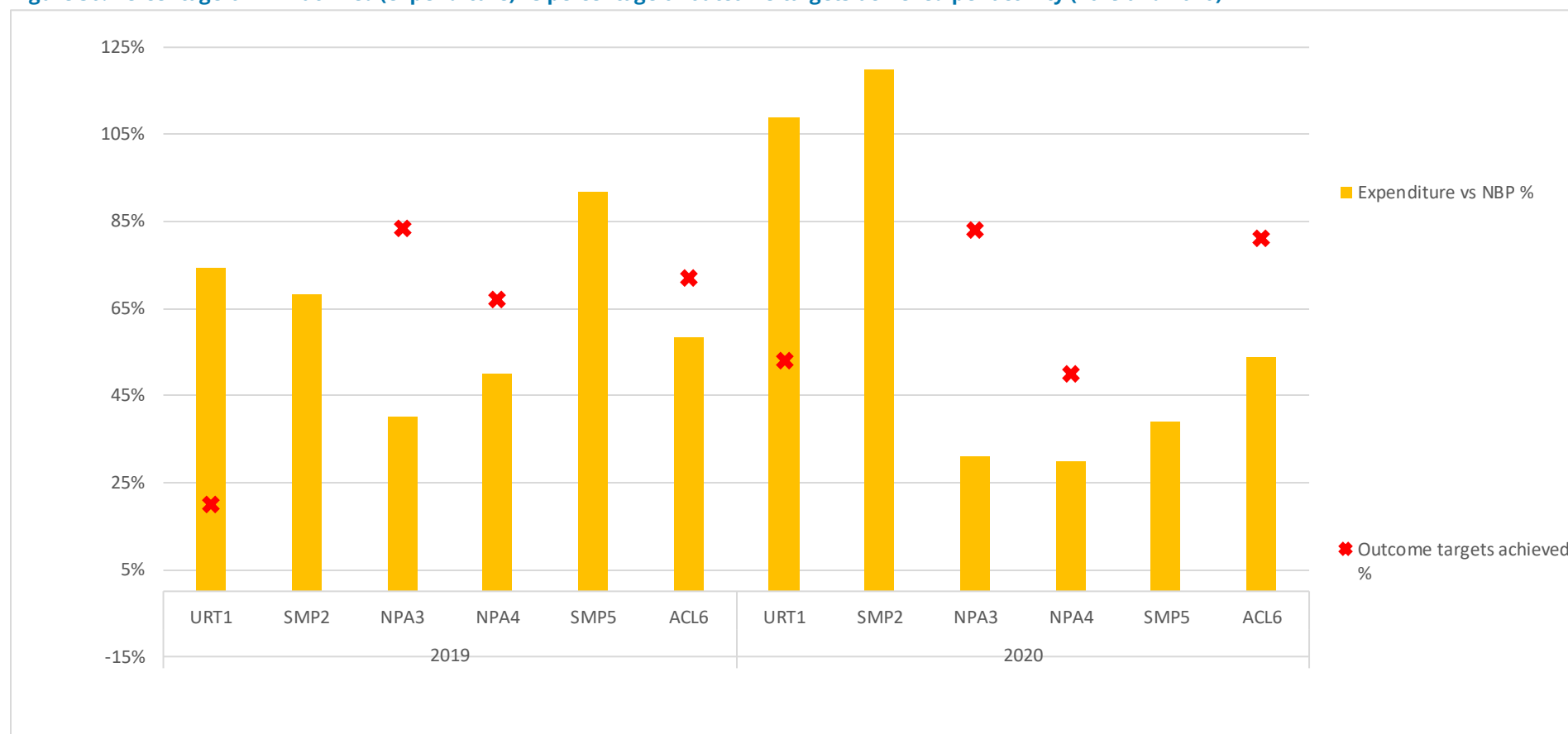
3.4 To what extent were alternative, more cost-effective measures considered?

“Cost-effectiveness” (defined as the “**extent to which intended outcomes are maximized at the lowest possible cost with attention to externalities**”) is, as the wording of sub-question 3.4 suggests and given the scope of and resources available to CSPEs, best assessed qualitatively. However, the evaluation team has made some broad quantitative comparisons between the rates of outcome achievement and the resources utilized. The team sought to compare levels of outcome achievement with budget implementation (expenditure) across activities (see red plotted x marks in Figure 30 below). Indicator values were not available for all activities, however the analysis showed that:

- a. The level of target achievement (percent of reported values that met or exceeded annual targets) was lower than the level of budget implementation in Activity 1 (GFD/FFA in emergencies and protracted displacement contexts).
- b. Levels of target achievement were higher than the levels of budget implementation in Activities 3 (nutrition activities in emergencies and displacement contexts), 4 (non-emergency nutrition activities) and 6 (asset creation activities).

Given that Activity 1 is found by the analysis above to be one of the most cost-efficient programmes in the CSP portfolio, it is possible that the conversely high cost-effectiveness of NPA and ACL activities found by this comparison says more about the level at which targets were set and the populations reached, than the actual effectiveness of these activities in achieving outcome targets with minimal resources.

Figure 30: Percentage of NBP utilized (expenditure) vs percentage of outcome targets achieved per activity (2019 and 2020)



N.b. Includes double counting of beneficiaries across activities. Source: COMET report CM-R020, data extracted on 06/04/21 : (i) 2021.05.14_ACR5-A_-_Annual_Country_Report_31 Dec 2019; (ii) 2021.05.14_ACR5-A_-_Annual_Country_Report_31 Dec 2020; CM-R020_-_Adj_Pars_&_Bens_by_Act_Tag,_Ben_Grp,_Gender,_Age_Grp_v1.1(1)

The Sudan CO has undertaken a number of cost-effectiveness analysis studies during the CSP period. These are summarized in Annex 5.

Annex 10: Findings–conclusions–recommendations map

Recommendation		Findings [by number of finding]
1. WFP should ensure that the conceptual umbrella of the next CSP is matched with fully integrated programming on the ground that will require closer collaboration with development partners, joint programming and drawing on expertise in fields such as conflict sensitivity, peacebuilding and political economy.	1, 2, 4, 5, 6	1, 3, 9, 11, 14, 15, 17, 24, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 42, 47, 52, 56, 57, 58, 59
1.1 The CSP design should include closer links between nutrition interventions and recovery and resilience programmes, with a clearly articulated transition from general distribution to conditional assistance within the same population. Such a continuum will require oversight management and upgrading expertise within WFP staff to avoid management of activities in silos.		
1.2 WFP should build a strategic approach to partnership, with a Partnership Plan that recognizes different expertise from national and international partners to strengthen synergies across the triple nexus.		
1.3 WFP should research and reach out to other United Nations agencies, non-governmental organizations (NGOs), international NGOs, and academic institutions to explore how best to incorporate and expand social protection elements in its core activities. It is further recommended that expertise necessary for the professional development of WFP staff should be externally sourced. For instance, the UK Foreign, Commonwealth and Development Office's Better Assistance in Crisis Programme (BASIC) encourages collaboration with United Nations agencies in capacity strengthening and training in social protection.		
2. WFP should advocate with donors to ensure at least a three-year (or annual recurring) fund to enhance predictability and ensure continuity of processes over the medium to long term.	2, 4, 6	3, 7, 9, 13, 20, 35, 51, 54, 55, 60
2.1 WFP should give greater emphasis to resilience and livelihoods programming and build systematically on its current experience in area offices' community-based integrated programming, linking resilience and recovery programmes, increase staffing at country office and area office levels to such programming, and explore the options to provide funding for longer-term programming for selected communities, supporting the transition along the continuum from emergency support to durable solutions		
2.2 WFP should explore options to provide longer-term (three-year) contracts for reliable INGOs and national or local NGOs. Such contracts would be reviewed annually, with performance assessed against agreed criteria, and continued except where performance is inadequate. This will invest in building local knowledge and programming skills, while reducing transaction costs for contract renewal and reviewing bids annually.		
2.3 WFP should make available adequate resources to area offices for dedicated monitoring of resilience programming, and explore mechanisms for including resilience programmes in their ongoing work.		
3. Capacity strengthening should take a prominent role in the new CSP, reinforced by appropriate staffing and budget and the development of Monitoring & Evaluation (M&E) indicators that measure longitudinal progress.	1, 4, 6	16, 20, 30, 31, 32, 33, 5, 19, 24, 25, 26, 27, 28, 46, 53

3.1 WFP should conduct a staffing review, assess where gaps or weaknesses exist, and redouble efforts to ensure optimal matching between the skillset available and the strategic role it intends to play.		
3.2 WFP should accompany the new CSP with a capacity-strengthening strategy. Urgent attention should be given to ensuring that the country office skill set includes the necessary expertise to support country capacity strengthening (CCS) work in all programmes, including the Sudan Family Support Programme, and in designing additional programming with government at federal and state level. The requisite expertise would also be used in advising on, and learning from, CCS work at local level with civil society, including community-based organizations.		
3.3 WFP should develop a regularly updated stakeholder analysis that examines risks and opportunities for working more closely with government at federal and state levels.		
4. WFP should promote a country gender analysis and strategy, with a realistic set of gender-based objectives reflected in the result frameworks. This should be accompanied by professional development support and clear, practical guidelines to the country office on how to build gender transformational activities.	3,4	5, 6, 23, 24, 28
4.1 WFP should provide comprehensive and practical professional development for operational staff, including those at area offices and field offices, and cooperating partners, on gender transformation and its translation into programming under current and planned strategic objectives. Involved parties should include external experts, including those, possibly from INGOs or other United Nations or bilateral agencies with direct, hands-on experience.		
4.2 An advanced training programme should be offered to trainees who demonstrate interest and capability, with those graduating qualified to play roles as gender equality and empowerment of women (GEEW) focal points or leaders of thematic groups. The training might be offered by Regional Bureau Nairobi and involve participants from other country offices in the region. However, some of the training and materials should be Sudan-focused and informed by the Sudan situation.		
5. WFP should urgently review the accountability mechanisms for recipient populations, including complaints procedures and feedback opportunities – Accountability to Affected Populations (AAP) – with a view to adopting an improvement plan.	3, 5	5, 6, 11,22, 27, 39, 45
5.1 The plan should also include devising mechanisms to ensure that feedback from AAP features strongly as a factor in producing annual plans, and in adjusting the implementation of activities accordingly.		
5.2 In the spirit of new ways of working, the plan might be developed jointly with other members of the United Nations Country Team.		
5.3. WFP should undertake some local case study research of beneficiaries’ experience in using AAP mechanisms, and their level of satisfaction in having their concerns heard and acted on. There should also be selected focus group discussions with community leaders.		

Annex 11: Evolution of context and WFP operations in Sudan

		Bashir/NCP regime					Revolution			Transitional civilian-military government					Oct 25th coup d'etat and aftermath																																																								
Context	Political/ conflict	Continuing low-level violence and displacement in Darfur/Two Areas										Increasing violence in Darfur																																																											
												Juba Peace Agreement - Aug 2020 - (al-Nur boycott, al-Hilu ongoing)																																																											
	External	National level conflict in South Sudan					Power-sharing agreement in South Sudan - sub-national level conflict ongoing																																																																
												Tigray conflict/displacement																																																											
	Economic											Economic crisis - high inflation, rising food prices																																																											
							Doubling of exchange rate								SSTL end		HIPC debt relief (in question post-coup)																																																						
						Fuel shortages								SDG devalued																																																									
Envt.	Floods		Floods		Floods		Floods		Floods		Floods		Floods		Floods		Floods																																																						
IPC 3+ pop.	3.4m		3.4m		3.8m		6.2m		5.7m		5.8m		5.8m		9.6m		7.1m		7.3m		9.8m		6.0m																																																
Timeline	2016		2017				2018				2019				2020				2021				2022																																																
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
WFP	Strategies and Operations	PRRO and Special Ops.										Country Strategic Plan (CSP)																																																											
		General food distribution (GFD)					Interim Country Strategic Plan																																																																
	Key activities	Food assistance for assets/training (FFA/FFT)																																																																					
		Unconditional resources transfers to support food access (GFD/CBT/FFA)																																																																					
		Malnutrition treatment and prevention																																																																					
		School feeding/"school meal activities"																																																																					
		Insitutional capacity strengthening (expanded from May 2020)																																																																					
		Climate risk and adaptation activities																																																																					
		Asset creation and livelihood support																																																																					
		Smallholder agricultural market support					Farmer to market capacity strengthening (post harvest-losses)																																																																
		Road infrastructure repairs																																																																					
		Gradual expansion of common service and platform provision (logistics, ICT, telecomms, SCOPE, fuel, accomodation, infrastructure)																																																																					
		UNHAS (inc. KRT-ADD service in May-July 2020)																																																																					
												Food procurement for the GoS																																																											
																	Social Protection: SFSP																																																						
																	New supply chain initiatives - rail, silos, standards																																																						
Donor contributions	\$209m		\$155m				\$245m				\$301m				\$321m				\$294m (to Aug)				-																																																
WFP Outputs (ACRs)	MT	177,482 MT		145,260 MT				148,048 MT				153,698 MT				235,907 MT				258,175 MT (to Sept)				-																																															
	USD	\$3.7m		\$22m				\$28m				\$47m				\$74m				\$41m (to Sept)				-																																															
	Bens.	3,902,157		3,610,422				4,098,210				3,810,110				7,787,135				7,428,694 (to Sept)				-																																															
UN	UN/AU missions	UNAMID mandate										UNAMID draw down																																																											
												UNITAMS mandate																																																											
	UN strategies	United Nations Development Assistance Framework (UNDAF)																																																																					
		Darfur Development Strategy																																																																					
	Multi Year Humanitarian Strategy																																																																						
	HRP		HRP				HRP				HRP				HRP				HRP																																																				

Annex 12: List of people interviewed

Table 60: List of field-level interviews and focus group discussions by activity, location and gender

Date of interview	State	Type of interview	Activity	Type of KII	KII specification	# of participants		
						Male	Female	Total
31.08.2021	South Darfur	FGD	Activity 1	-	-	11	0	11
31.08.2021	South Darfur	FGD	Activity 1	-	-	0	12	12
02.09.2021	South Darfur	FGD	Activity 2	-	-	10	1	11
05.09.2021	South Darfur	FGD	Activity 3	-	-	0	11	11
08.09.2021	South Darfur	FGD	Activity 7	-	-	7	4	11
30.08.2021	South Darfur	KII	-	Cooperating partner	World Vision	1	0	1
06.09.2021	South Darfur	KII	-	Government counterpart	Ministry of Education/Otash	1	0	1
06.09.2021	South Darfur	KII	-	Government counterpart	Ministry of Education/Otash	1	0	1
04.09.2021	South Darfur	KII	-	Community leader	Otash community leader	1	0	1
04.09.2021	South Darfur	KII	-	Community leader	Otash community leader	1	0	1
30.08.2021	South Darfur	KII	-	Cooperating partner	Ministry of Health – NyalaTown	0	1	1
02.09.2021	South Darfur	KII	-	Government counterpart	Ministry of Health – NyalaTown	0	1	1
06.09.2021	South Darfur	KII	-	Community leader	Nyala Town – Diraij Camp	1	0	1
06.09.2021	South Darfur	KII	-	Community leader	Nyala Town – Diraij Camp	1	0	1
Sub-total South Darfur						35	30	65
31.08.2021	White Nile	FGD	Activity 1	-	-	10	0	10
31.08.2021	White Nile	FGD	Activity 1	-	-	0	23	23
01.09.2021	White Nile	FGD	Activity 6	-	-	11	0	11
01.09.2021	White Nile	FGD	Activity 6	-	-	0	6	6
01.09.2021	White Nile	FGD	Activity 6	-	-	8	15	23

30.08.2021	White Nile	KII	-	Other	WFP staff	1	1	2
30.08.2021	White Nile	KII	-	Cooperating partner	CP (ADD organization)	1	0	1
30.08.2021	White Nile	KII	-	Cooperating partner	CP (FPDO organization)	1	1	2
30.08.2021	White Nile	KII	-	Cooperating partner	CP (CoR)	1	0	1
31.08.2021	White Nile	KII	-	Community leader	Community leader	1	0	1
31.08.2021	White Nile	KII	-	Cooperating partner	CP (SRCS)	1	0	1
31.08.2021	White Nile	KII	-	Cooperating partner	CP (CoR)	1	0	1
01.09.2021	White Nile	KII	-	Community leader	Community leader	2	0	2
02.09.2021	White Nile	KII	-	Cooperating partner	CP (SRCS)	1	0	1
Sub-total White Nile State						39	46	85
25.09.2021	Red Sea State	FGD	Activity 1	-	-	0	8	8
26.09.2021	Red Sea State	FGD	Activity 1	-	-	8	0	8
27.09.2021	Red Sea State	FGD	Activity 4	-	-	0	8	8
Sub-total Red Sea State						8	16	24
Total # of respondents all states						82	92	174

Table 61: List of core team interviews by organization, category, location and gender

Name (interviewee)	Position	Organization	Organization type	Location	Country	Gender
Adam Mustafa Aldoma	Project Manager	Catholic Relief Services	Cooperating Partner/Contractor	Central Darfur	Sudan	Male
Hani El-Mahdi	Country Director	Catholic Relief Services	Cooperating Partner/Contractor	Central Darfur	Sudan	Female
Persiana Kambara	Head of Programmes	Catholic Relief Services	Cooperating Partner/Contractor	Central Darfur	Sudan	Female
Abdelrahman Hamid Badawi	Director	Community Support Unit	Cooperating Partner/Contractor	North Kordofan	Sudan	Male
Mohamed Al Toam	Director	IRW	Cooperating Partner/Contractor	North Kordofan	Sudan	Male
Mohamed Idris	Nutrition Officer	IRW	Cooperating Partner/Contractor	North Kordofan	Sudan	Male

Hamed Elneel Mohamed	M&E Manager	Save the Children	Cooperating Partner/Contractor	North Kordofan	Sudan	Male
Mohamed Salem Sabeel	Finance Manager	Save the Children	Cooperating Partner/Contractor	North Kordofan	Sudan	Male
Samar	Director	Save the Children	Cooperating Partner/Contractor	North Kordofan	Sudan	Female
Sarah Abdelrazeq	Head of Programme Implementation Unit	Save the Children	Cooperating Partner/Contractor	North Kordofan	Sudan	Female
Ibrahim Mohamed Mahmoud Holy	School Feeding Director	State Ministry of Education	Cooperating Partner/Contractor	North Kordofan	Sudan	Male
Aisha Abdallah	Head of Food Security	Sudanese Red Crescent	Cooperating Partner/Contractor	Khartoum	Sudan	Female
Hamid Gour	Head of Disaster Preparedness	Sudanese Red Crescent	Cooperating Partner/Contractor	West Darfur	Sudan	Male
Brian Mashingaidze	Head of Office, Darfur	World Vision	Cooperating Partner/Contractor	North Darfur	Sudan	Male
Soy Joseph	Programme Officer, South Kordofan	World Vision	Cooperating Partner/Contractor	South Kordofan	Sudan	Male
Mona Hegazy	Humanitarian and Development Cooperation Assistant	BMZ	Donor/IFI	Khartoum	Sudan	Female
Olivier Vogel	Head of Cooperation	BMZ	Donor/IFI	Khartoum	Sudan	Male
Haruka Ito	Second Secretary	Embassy of Japan	Donor/IFI	Khartoum	Sudan	Female
Minoru Yamaguchi	First Secretary	Embassy of Japan	Donor/IFI	Khartoum	Sudan	Male
Yasar Hadid	Advisor	Embassy of Japan	Donor/IFI	Khartoum	Sudan	Male
Anna Saleem Högberg	Head of Development Cooperation	Embassy of Sweden	Donor/IFI	Khartoum	Sudan	Female
Kajsa Nyerere	Deputy Head of Mission	Embassy of Sweden	Donor/IFI	Khartoum	Sudan	Female
Elisabeth Rousset	Head of Cooperation, EU	European Commission	Donor/IFI	Khartoum	Sudan	Female
Federico Capurro	Rural Development Programme Manager	European Commission	Donor/IFI	Khartoum	Sudan	Male
Laura Hernandez	Technical Assistant, ECHO	European Commission	Donor/IFI	Khartoum	Sudan	Female
Rehad Basaaed		European Commission	Donor/IFI	Khartoum	Sudan	Female
Wim Fransen	Head of Office	European Commission	Donor/IFI	Khartoum	Sudan	Male
Andrew Rosauer	USAID BHA Sudan FFP Team Lead	USAID	Donor/IFI	Khartoum	Sudan	Male
Jason Frauer	Programme Officer	USAID	Donor/IFI	Khartoum	Sudan	Male
Robert Chase	Practice Manager – Social Protection, East Africa Region	World Bank	Donor/IFI	Washington, DC	USA	Male
Suleiman Namara	Task Manager, Sudan Family Support Programme	World Bank	Donor/IFI	Khartoum	Sudan	Male
Tarig Makadi	Program Advisor	World Bank	Donor/IFI	Khartoum	Sudan	Male
Ahmed Adam	Ex-HAC Commissioner	Humanitarian Aid Commission	Federal Govt	Khartoum	Sudan	Male
Badreldin Atta Mustafa	Head of International Cooperation	Ministry of Agriculture	Federal Govt	Khartoum	Sudan	Male
Fatima El Tahir	Chairperson – Food Security Technical Secretariat	Ministry of Agriculture	Federal Govt	Khartoum	Sudan	Female
Bilal Yahya Bilal	Director of School Affairs/School Feeding	Ministry of Education	Federal Govt	Khartoum	Sudan	Male
Zoleikha Mohammed	School Feeding Coordinator (seconded WFP staff)	Ministry of Education	Federal Govt	Khartoum	Sudan	Female
Magdi Amin	Senior Advisor (seconded World Bank staff)	Ministry of Finance	Federal Govt	Khartoum	Sudan	Male
Salwa Sorkati	National Food Fortification Coordinator (seconded WFP staff)	Ministry of Health	Federal Govt	Khartoum	Sudan	Female
Issam Abbas	Head of Civil Registry/Information Technology Expert	Ministry of Interior	Federal Govt	Khartoum	Sudan	Male
Mohamed El-Shabik	(Former) Undersecretary	Ministry of Social Development	Federal Govt	Khartoum	Sudan	Male
Ibrahim Bakrit	(Former) Director	National Information Centre	Federal Govt	Khartoum	Sudan	Male

Amel Abdallah	Head – Agrometeorology Department	Sudan Meteorological Authority	Federal Govt	Khartoum	Sudan	Female
Ahmed Nasereldeem	Nutrition Director	State Ministry of Health	Local Govt	Central Darfur	Sudan	Male
El Rayah Adam Elnour	Nutrition Officer	State Ministry of Health	Local Govt	West Kordofan	Sudan	Male
Enass Aldrdari	Nutrition Director	State Ministry of Health	Local Govt	North Kordofan	Sudan	Female
Hanan Adam Eldoma	Nutrition Director	State Ministry of Health	Local Govt	White Nile	Sudan	Female
Sarah Mohamed Tahir	Nutrition Director	State Ministry of Health	Local Govt	Red Sea	Sudan	Female
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Acronyms

AAP	Accountability to affected populations
ABS	Agricultural Bank of Sudan
ACL	Asset creation and livelihood support
ACR	Annual country report
ADRA	Adventist Development and Relief Agency
ALNAP	Active Learning Network for Accountability and Performance
AO	Area office
APR	Annual performance report
ARC	Agriculture Research Corporation
BBD	Best before date
BHA	Bureau of Humanitarian Assistance
BMZ	German Federal Ministry for Economic Cooperation and Development
BOS	UN Business Operations Strategy
BR	Budget revision
CARI	Consolidated approach to reporting indicators of food security
CBT	Cash-based transfer
CCS	Country capacity-strengthening
CD	Country director
CEQAS	Centralized Evaluation Quality Assurance
CFM	Complaints and feedback mechanism
CFR	Case fatality rate
CFSVA	Comprehensive Food Security and Vulnerability and Nutrition Analysis Survey
CO	Country office
COMET	Country Office Tool for Managing Effectively
COMPAS	Commodity Movement, Processing and Analysis System
COP26	Conference of the Parties to the UNFCCC
CP	Cooperating partner
CPA	Service provision and platforms
CPB	Country portfolio budget
CPP	Corporate Planning and Performance Division
CPRP	COVID-19 Country Preparedness and Response Plan
CRF	Corporate results framework
CSF	Conflict Sensitivity Facility (Khartoum)
CSI	Institutional capacity-strengthening
CSO	Civil society organization
CSP	Country strategic plan
CSPE	Country strategic plan evaluation
DAC	Development Assistance Committee (OECD)
DCD	Deputy country director
DDE	Deputy director of evaluation
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
DOE	Director of evaluation

DRR	Disaster risk reduction
DSC	Direct support costs
DSRSG	Deputy Special Representative of the Secretary-General
EB	Executive board
EM	Evaluation manager
EMOP	Emergency operation
EQ	Evaluation question
ER	Evaluation report
ET	Evaluation team
FAO	United Nations Food and Agriculture Organization
FCS	Food consumption score
FFA	Food assistance for assets
FFC	Forces for Freedom and Change
FFT	Food assistance for training
FGD	Focus group discussion
FLA	Field-level agreement
FO	Field office
FOs	Farmers' organizations
FSA	Food service agreement
FSMS	Food security monitoring system
FSP	Financial service provider
GAIN	Global Alliance for Improved Nutrition
GAM	Gender and age marker
GAM D	Gender and age marker – design
GAM M	Gender and age marker – implementation
GCMF	Global Commodity Management Facility
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GFD	General food distribution
GIS	Geographical information system
GoS	Government of Sudan (The)
HC	Humanitarian coordinator
HEB	High-energy biscuits
HH	Household
HIPC	Highly indebted poor countries
HNO	Humanitarian needs overview
HR	Human resources
HRP	Humanitarian response plan
HST	Hermetic storage technology
ICG	International Crisis Group
ICSP	Interim country strategic plan
IDP	Internally displaced person
IEC	Information, education and communication
IFAD	International Fund for Agricultural Development
IFI	International financial institution
IKI	International Climate Initiative

ILO	International Labour Organization
IMF	International Monetary Fund
INGD	Institute for Disaster Risk Reduction and Management
INGO	International non-governmental organization
IOM	International Organization for Migration
IP	Implementation plan
IPC	Integrated phase classification
IR	Inception report
IRM	Integrated road map
ISC	Indirect support costs
KA	Kassala
KH	Khartoum
KII	Key informant interview
KPI	Key performance indicator
LESS	Logistics Execution Support System
LET	Logistics and emergency telecommunications sector
LNS – MQ	Lipid Based Supplement Medium Quantity
LTA	Long-term agreement
LTSH	Landside transport, storage, and handling
M&E	Monitoring and evaluation
MAM	Moderate acute malnutrition
MNO	Mobile network operator
MNP	Micronutrient powder
MoA	Ministry of Agriculture
MoE	Ministry of Education
MoF(EP)	Ministry of Finance (and Economic Planning)
MoH	Ministry of Health
MoL&SD	Ministry of Labour and Social Development (former)
MoPERS	(State) Ministries of Production and Economic Resources
MoSD	Ministry of Social Development (current)
MOU	Memorandum of understanding
MSF	Medicins Sans Frontieres
MT	Metric tons
MUAC	Mid-upper arm circumference
NAPA	National Adaptation Plan of Action
NBP	Needs-based plan
NCP	National Congress Party (Sudan)
ND	North Darfur
NGO	Non-governmental organization
NPA	Malnutrition prevention activities
NWOW	New Ways of Working
OBD	El Obeid
OEV	WFP Office of Evaluation
OHCHR	United Nations Office of the High Commissioner for Human Rights
PDM	Post-distribution monitoring
PHL	Post-harvest losses

PLW/G	Pregnant and lactating women/girls
PMC	Project management committee
PRRO	Protracted relief and recovery operation
PSN	Productive safety net
PTA	Parent and teacher association
RAM	Research, Assessment and Monitoring Division
RB	Regional bureau
RBAs	Rome-based agencies
RBC	Regional Bureau Cairo
RBN	Regional Bureau Nairobi
RC	Resident coordinator
RMP	Performance Management and Monitoring Division
RUSF	Ready-to-use supplementary food
S3M	Simple Spatial Survey Method
SABER	Systems Approach for Better Education Results
SAM	Severe acute malnutrition
SBCC	Social behaviour change and communication
SC	Supply chain
SDG	Sudanese pound
SDG(s)	Sustainable Development Goal(s)
SED	South and East Darfur
SER	Summary evaluation report
SF	School feeding
SFSP	Sudan Family Support Programme
SG	Secretary general
SGBV	Sexual and gender-based violence
SIPRI	Stockholm International Peace Research Institute
SMP	School meal activities
SOs	Strategic objectives
SPHERE	Humanitarian Charter and Minimum Standards in Humanitarian Response
SRCS	Sudanese Red Crescent Society
SSTL	State Sponsors of Terrorism List (USA)
STARS	Sudan Transition and Recovery Support Trust Fund
SUDIA	Sudanese Development Initiative
SUN	Scaling Up Nutrition
TA	Technical assistance
TL	Team leader
ToC	Theory of change
ToR	Terms of reference
TPM	Third-party monitoring
UN	United Nations
UNAMID	African Union–United Nations Hybrid Operation in Darfur
UN HABITAT	United Nations Human Settlement Programme
UNCBPF	United Nations Country-based Pooled Fund
UNCEDAW	UN Convention on the Elimination of All Forms of Discrimination Against Women

UNCERF	UN Central Emergency Response Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commission for Refugees
UNHCT	United Nations Humanitarian Country Team
UNIDO	United Nations Industrial Development Organization
UNITAMS	United Nations Integrated Transition Assistance Mission in Sudan
UNMAS	United Nations Mine Action Service
UNOPS	United Nations Office for Project Services
URT	Unconditional resource transfers to support access to food
USAID	United States Agency for International Development
USD	United States dollar
USIP	United States Institute of Peace
VAM	Vulnerability analysis and mapping
WASH	Water, sanitation, and hygiene
WCD	West and Central Darfur
WFP	World Food Programme
WHO	World Health Organization
WHS	World Humanitarian Summit
WINGS	WFP Information Network and Global System
WVI	World Vision International
ZHSR	Zero Hunger Strategic Review

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