

Evaluation of School Feeding Programme in South Sudan from 2018 to 2022

Decentralized Evaluation Terms of Reference

WFP South Sudan



World Food
Programme

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1. Background

1. These terms of reference (ToR) were prepared by the World Food Programme South Sudan Country Office (WFP SS Country Office) based upon an initial document review and consultation with stakeholders. The ToR follows WFP's decentralized evaluation (DE) standard template.

1.1. INTRODUCTION

2. These ToR are for the DE of the School Feeding Programme (SFP) activities in South Sudan. This DE is commissioned by the WFP SS Country Office and will cover the period from January 2018 to February 2023.
3. The purpose of the ToR is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation¹.
4. Since 2003, WFP SS Country Office has been implementing the SFP mainly at the primary level to attract and keep children in school and improve their learning outcomes. It is recognized as an important strategy in the General Education Strategic Plan (GESP) and implemented within the formal government structure whilst WFP manages the operational aspect of school feeding.
5. During the Interim Country Strategic Plan (ICSP) period of 2018-2022, the SFP started involving enabling activities toward sustainability and an agri-food systems approach, including technical support to formulate the 2019 National Home-Grown School Feeding (HGSF) Implementation Strategy and development of the 2021 and 2022 Letter of Understanding with the Ministry of Education to strengthen government participation in the SFP implementation. As of May 2022, the SFP had supported 1,000 primary schools, 12 secondary schools, and 6 teachers' learning institutes across the nation in 47 counties. The SFP budget from 2018 to 2022 is USD 226 million.
6. The ToR describes the context, rationale, purpose, and scope of the DE, including key evaluation questions, methodology, key audience, communication plan, deliverables, timeline, and dissemination plan. The findings of the SFP evaluation will be globally published and circulated to stakeholders including the government, donors, and CPs to inform the development of WFP SS Country Office's new school feeding strategy which will be used to advocate for funding of school feeding programmes.

1.2. CONTEXT

7. The Republic of South Sudan became an independent state in 2011 after five decades of war, but armed conflicts have been renewed and become increasingly complex since then. Revived civil conflicts in December 2013 and July 2016 have only recently subsided with the formation of a new government in February 2020 following the Revitalized Peace Agreement of September 2018. The landlocked country, which occupies a total area of 633,907 km² is situated in East-Central Africa, and bordered to the east by Ethiopia, to the north by Sudan, to the west by the Central African Republic, to the southwest by the Democratic Republic of the Congo, to the south by Uganda and to the southeast by Kenya.
8. The country has a total population of 11.06 million, growing at an annual rate of 0.8 percent.² The fertility rate is 4.5 births per woman (2020)³ while life expectancy at birth is 57.9 (2019).⁴ South Sudan is considered as one of the most oil-dependent countries worldwide, with oil accounting for more than one-third of its gross domestic product (GDP), 90 percent of revenue, and almost the totality of its exports. The GDP per capita dropped from \$1,111 in 2014 to less than \$200 in 2017.⁵ The country ranked 185th out of 189 countries in the 2020 Human Development Index.⁶ Poverty remains high with roughly 76.4

¹ Refer to Annex 2

² World Bank. <https://databank.worldbank.org/> (accessed on 30 March 2021)

³ UNFPA. <https://www.unfpa.org/data/world-population-dashboard> (accessed on 30 March 2021)

⁴ UNDP. [Human Development Report 2020](https://www.undp.org/human-development-report-2020)

⁵ World Bank. <https://www.worldbank.org/en/country/southsudan/overview> (accessed on 30 March 2021)

⁶ UNDP. [Human Development Report 2020](https://www.undp.org/human-development-report-2020)

percent of the population reported to be living below the international poverty line (\$1.90 per day, 2011 PPP) in 2016.⁷

9. persistent levels of subnational conflict and localized violence, climate-related shocks, and stressors such as a fourth consecutive year of abnormal flooding, and a macro-economic crisis, compounded an already dire humanitarian crisis in South Sudan. As of February 2022, nearly 70 percent of the population (8.9 million people) - an increase of 600,000 persons since 2021- were in need and 6.8 million people targeted for humanitarian assistance according to the Humanitarian Response Plan (HRP) by OCHA and Humanitarian Country Team.⁸ 1.3 million people with disability are in need while 1 million people with disabilities are targeted in 2022. In addition, 2.3 million boys and girls respectively, and 1.9 million men and 2 million women are in need while 1.8 million boys and 1.7 million girls, 1.4 million men and 1.5 million men are targeted⁹.
10. Regarding the sectoral plan, while 3.6 million people are in-need of education, only 0.9 million people are planned for humanitarian assistance in the education sector. Further, 3.5 million children need child protection assistance but only 0.9 million children are targeted. To respond the humanitarian crisis and needs in South Sudan, different types of partners have been working together as members of the humanitarian country team, accounting for 5 percent of 10 UN agencies, 59 percent of 107 National NGOs, and 36 percent of 66 International NGOs in South Sudan¹⁰.
11. According to the Integrated Food Security Phase Classification (IPC) analysis conducted in October 2022, around 6.6million people (54 percent of the population) were projected to face IPC Phase 3 (Crisis) or higher levels of acute food insecurity during the lean season, between October and November 2022. Over the same period, an estimated 61,000 people were expected to be in IPC Phase 5 (Catastrophe), while 2.2 million people were expected to be in IPC Phase 4 (Emergency) acute food insecurity¹¹.

⁷ World Bank. <https://databank.worldbank.org/source/world-development-indicators> (accessed on 30 March 2021)

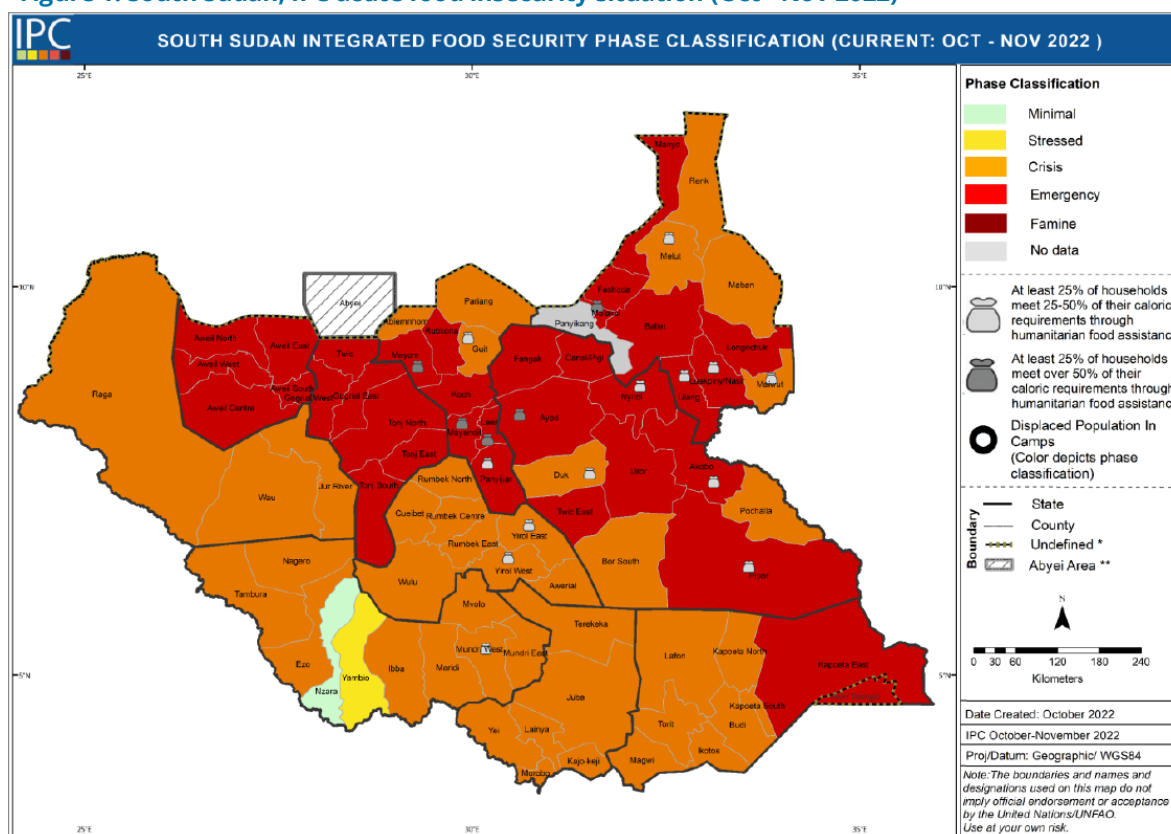
⁸ OCHA and humanitarian Country Team (2022) Humanitarian Response Plan

⁹ Ibid.

¹⁰ Ibid.

¹¹ FAO/WFP (2022). 2022 FAO/WFP Crop and Food Security Assessment Mission (CFSAM) to the Republic of South Sudan

Figure 1: South Sudan, IPC acute food insecurity situation (Oct - Nov 2022)¹²



Source: Source: Integrated Food Security Phase Classification (IPC) – Acute Food Insecurity and Malnutrition in South Sudan, October 2022 to July 2023

12. The people of South Sudan live with the cumulative effects of years of shocks, stressors, and structured vulnerabilities, which continued and even increased after independence. Because of weak governance and limited resources amongst others, national institutions are not able to offer coverage, quality, and diversity in the delivery of basic social services.
13. The impact of climatic shocks is expected to remain a major factor impacting the food security situation of households facing vulnerability in South Sudan. According to the 2021 Crop and Food Security Assessment Mission report by FAO/WFP issued in June 2022, about 835,000 people were affected by excessive rains and river overflows that resulted in significant crop losses and livestock mortality. The report also estimated 2021 net cereal production in the traditional smallholder sector at about 839,500 tonnes, 4 percent below the 2020 output and well below the pre-conflict levels. In terms of the year-on-year decrease in cereal production, the report highlighted that the impact of reduced yields due to prolonged dry spells and widespread floods, which had offset a slight increase in harvested area. In addition, localized crop losses occurred due to fall armyworm, and weed infestations.
14. The nutrition situation also continues to deteriorate as some of the key causes of malnutrition continue to remain dire, especially the worsening food security, WASH, increased displacements due to flooding and violence. Children under 5 and pregnant and nursing mothers continue to be at the highest risks especially in IDP, refugee and returnee populations. The FSNMS+ round 27 found that 27 counties have, during the post-harvest period, global acute malnutrition (GAM) rates exceeding the emergency threshold of over 15 percent. This translates into 1.3 million children and 675,000 Pregnant and Lactating Women (PLW) that will need to be treated for acute malnutrition.

¹² <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1155997/?iso3=SSD>

15. The Government of South Sudan recognizes a need to diversify the revenue source from oil to other potential productive sectors such as agriculture. The revised 2021 to 2024 National Development Strategy (NDS) aligns with the 2030 agenda for sustainable development and Africa Agenda 2063. National aspirations to transition from dependence on humanitarian aid to a development path using the triple nexus approach, Humanitarian, Development, and Peace (HDP), was highlighted in the revised NDS (R-NDS).
16. The R-NDS sets out five objectives: 1) strengthened institutional capacity, 2) fostered macroeconomic stability 3) infrastructure for sustainable development, 4) increased support to social sector 5) mainstreamed gender. The R-NDS priorities are organized in into five clusters¹³ and a cluster of economic development that aims to diversify the economy¹⁴ is prioritized by diversifying to agriculture from petroleum and contributing to achieving SDG2. The service cluster (social development) focuses on education, health, and social protection, SGD 17 is not specifically related to any particular cluster, but partnership and coordination are embedded in all strategies, being addressed as one of the key features of principles of the R-NDS. However, a Voluntary National Review (VNR) of Sustainable Development Goals (SDG) has not been conducted in South Sudan.
17. Under the 2018-22 ICSP for South Sudan, WFP has been addressing multi-year humanitarian crises through addressing emergency response through the provision of life saving assistance which is planned to be achieved through WFP's own delivery mechanisms and its Cooperating Partners (CPs), while also implementing strategies for strengthening community empowerment and self-reliance. See Table 1 for a summary of WFP's level of assistance by strategic outcome areas for the period 2018-2021.

¹³ The five clusters that will be delivered through this R-NDS include (i) governance, (ii) economic development, (iii) services (social development), (iv) infrastructure and (v) gender and youth (cross-cutting).

¹⁴ Under 5.5.3 economic diversification strategy in R-NDS, as long-term discussion on diversification unfolds over the next few years, diversification to agriculture is a low-hanging fruit that can be achieved quickly.

Table 1: WFP's response by Strategic Outcome, year (2018-2021) - millions

	2018			2019			2020			2021		
	Bens*	Food (MT)	Cash (USD)	Bens	Food (MT)	Cash (USD)	Bens	Food (MT)	Cash (USD)	Bens	Food (MT)	Cash (USD)
Activity 1 ¹⁵	4.3	0.25	21.2	2.8	0.23	37	3.9	0.23	46.4	3.2	0.19	31.5
Activity 2 ¹⁶	0.34			0.33			0.29			0.26		
Activity 3 ¹⁷	1.1	0.026		1.1	0.024		1.6	0.021		0.75	0.017	
Activity 4 ¹⁸	0.6	0.016	7.9	0.59	0.012	8.8	0.59	0.089	11.2	0.62	0.012	6.5
Total	6.34	0.292	29.1	4.82	0.266	45.8	6.38	0.34	57.6	4.83	0.219	38

WFP ACRs – 2018-2021; Bens* - Beneficiaries

18. During the ICSP (2018-2022) period, South Sudan Country Office's strategies have shifted from a heavy focus on saving lives to incorporate changing lives. Although the budget allocations to resilience building activities were small overall (9 percent), funding allocated to resilience building grew over the life of the ICSP and results have been positive, demonstrating that WFP can deliver resilience building support effectively, even in conflict affected areas¹⁹. For instance, the Small Agricultural Market Support (SAMS) and Food for Asset (FFA) programmes have moved from emergency food/cash assistance towards sustainable livelihoods and resilience assistance as well as improved market access and inclusion of pastoralists and youth.
19. As of 31st December 2021, the ICSP received USD 2.57 billion through donor contributions against a needs-based plan of USD 5.04 billion, bringing overall funding level to 66 percent for the period 2018-2021 and 51 percent for the period 2018-2022. Funding shortfalls have forced WFP to reduce the size of rations. A substantial complicating factor in South Sudan has been the imperative of getting early contributions to procure and pre-position food commodities before the rainy season. Furthermore, a third key issue on the resourcing trends is donor earmarking at activity level (81.3 percent) which, when combined with negative impacts of a fluctuating currency, has created implementation challenges for WFP.
20. The Ministry of General Education and Instruction (MoGEI) is responsible for education between the pre-primary and secondary levels. It is currently operating under the 2017 to 2022 GESP, which prioritises access, quality, cost efficiency, and availability of resources. Despite the commitment to prioritize education through legal and strategic instruments, South Sudan's education system is characterized by low capacity and low levels of investment. There has been an overall increasing trend in budget allocations as a share of the national budget, but these still fall short of the national 10 percent target in the 2012 Education Act²⁰. Expenditure on education as a percentage of total government expenditures only reached 0.9 percent in 2018.²¹
21. Despite a lack of consistency and disaggregation of data collection and analysis, there is enough information to suggest a concerning education sector performance. As per the 2018 education census by MoGEI, the net primary enrolment was 42.3 percent, compared to 61.8 percent for the gross primary enrolment with the proportion of girls being 42.8 percent (Education Management Information System (EMIS) 2018). The net rate had not increased much from 42.1 percent in 2012. UNICEF reported an increase in out-of-school children from 2.2 million in 2016 to 2.8 million in 2020²². Regarding equitable access to education, the country has the world's highest proportion of out-of-school children in the world, with 64 percent and 72 percent of primary-aged male and female children out of school, respectively.²³

¹⁵ Activity 1: Provide nutrition-sensitive food assistance to crisis-affected populations

¹⁶ Activity 2: Provide food, nutrition, and school meals assistance to refugees

¹⁷ Activity 3: Provide nutrition assistance to populations at risk of malnutrition.

¹⁸ Activity 4: Provide livelihood support and build resilience of targeted households

¹⁹ WFP 2022 Interim Country Strategic Plan evaluation report

²⁰ MoGEI and UNICEF (2019). The Education Budget Brief: South Sudan 2019.

²¹ World Bank. <https://databank.worldbank.org/source/world-development-indicators> (accessed on 31 March 2021)

²² UNICEF. The Situation of Children and Women in South Sudan 2018 to 2020.

²³ UNICEF. [The State of the World's Children 2019](https://www.unicef.org/stateofthechildren)

22. The rate of completion of primary education of South Sudan is the lowest in the world, with a significant gap between the rates for male and female children (30 percent and 18 percent respectively²⁴). According to the Human Development Report 2021/2022, the Gender Development Index (GDI) of South Sudan is 0.843, meaning low equality in human development achievements between women and men and South Sudan has the Gender Inequality Index (GII) of 0.587, ranking 150 out of 191 countries²⁵. Only 29 percent of women are literate, compared with 40 percent of men.²⁶
23. In addition, a situation analysis by UNICEF (2021) highlights the effects of the COVID-19 that led to lack of access to education, livelihood pressures that led to child labour, and increased exposure of girls and women to Gender-Based Violence (GBV) including child and forced marriage, adolescent pregnancy, and sexual violence. Over 52 percent of girls are married or in another form of union before the age of 18 and around 65 percent of women and girls have experienced physical and/or sexual violence in their lifetimes, and 51 percent have suffered intimate partner violence.²⁷
24. A contextual analysis by WFP (2020) highlights that GBV is deep-rooted, and a precarious life for girls is determined by poverty and gender norms from the perspective of income source for poor families²⁸, worsening gender inequality, in particular girls' education, restricted girls' mobility, limitation of decision-making power, and lack of access and control over resources and assets²⁹. In other words, these disadvantages, and the current system with lack of access to education and resources for girls in South Sudan may worsen the vulnerability of girls and women by limiting the opportunities of participating in economic activities, improving resilience, and putting them in food insecurity, malnutrition, unprotected situation while men dominate the most social spheres and productive assets, authority, and powers. According to the Humanitarian Response Plan (HRP) for 2022, 2.6 million people will face GBV risks but only 1.1 million people are targeted for required GBV assistance.

2. Reasons for the evaluation

2.1. RATIONALE

25. The evaluation of the SFP is being commissioned for several reasons. While SFP is one of the oldest (implemented since 2003) WFP programmes in South Sudan, it has not been comprehensively reviewed or evaluated. There are a number of opportunities and challenges for the SFP which have not been explored and interrogated to inform strategic programming, going forward. As a result, there is a need more for evidence to inform the development of a new school feeding strategy for the country office.
26. During the ICSP period, WFP expanded geographical coverage and beneficiary caseloads and introduced new initiatives under the SFP. Yet, except for the ICSP evaluation that broadly reviewed SFP, a systematic review or evaluation of SFP has not been commissioned to date as there were no major programmatic design and implementation approach adjustments that necessitated need for evidence for learning and decision-making. As the Country Office transitions into a new Country Strategic Plan (CSP) for 2023 to 2025, it is imperative that an external evaluation be conducted to assess in depth the SFP's alignment to WFP and national policy instruments, efficiency in the delivery of assistance, adaptability to the South Sudan's dynamic context, innovation and partnership for efficiency, quality, and impact, as well as effectiveness in achieving desired results.
27. In addition, over the last three years, WFP Country Office has seen some opportunities and challenges in South Sudan and within WFP. The Revitalised-Agreement on the Resolution of the Conflict in South Sudan

²⁴ UNICEF. [The State of the World's Children 2019](#)

²⁵ UNDP. [Human Development Report](#) 2021/22. 2022. Gender Development Index measures disparities on the HDI (longevity, education, and income per capita) by gender and the Gender Inequality index presents a composite measure of gender inequality using three dimensions: reproductive health, empowerment, and the labour market

²⁶ World Bank. Literacy rate, adult total (percent of people ages 15 and above) – South Sudan.

²⁷ United Nations. 2021. United Nations Common Country Analysis for South Sudan.

²⁸ WFP. Integrating Gender in safety nets and resilience programmes. Contextual analysis of communities in South Sudan 2020

²⁹ UNICEF (2021).

(R-ARCSS) was signed in 2018, ending large scale violence across the country. Nevertheless, inter and intra communal conflicts continue causing the destruction of livelihoods and displacement. In addition, many parts of the country have been affected by four consecutive years of flooding, resulting in population displacement, and triggering emergency support.

28. While the WFP Country Office has committed to expanding and integrating the Safety Net and Resilience (SNR) portfolio: SFP, Food Assistance for Assets (FFA), Urban Safety nets (USN), and SAMS in hard-to-reach areas, including conflict hotspots, it has been experiencing funding shortfalls while trying to respond to increasing needs. The evaluation is expected to make recommendations on how the SFP will strategically position itself within WFP and South Sudan to improve the resilience to shocks, and conflicts, and strengthen the integration of SFP in the Country Office portfolio.

2.2. OBJECTIVES

29. The DE of the SFP serves the triple and mutually reinforcing objectives of accountability, learning, and evidence for adaptive programming. The evaluation will strengthen learning and evidence for adaptive programming purposes as SFP has not been comprehensively reviewed or evaluated during the ICSP period. The DE findings and recommendations will be used to inform new SFP strategies and implementation approaches.

- **Accountability** – The evaluation will assess and report on the performance and results of the SFP in South Sudan.
- **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices, and provide pointers for learning. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems.
- **Adaptive programming** – The evaluation will also provide evidence-based findings to inform operational and strategic decision-making.

30. Specifically, the evaluation will:

- Assess Country Office strategic positioning, alignment to and progress towards national commitments, systems, and programmes.
- Assess appropriateness, effectiveness, efficiency, and quality³⁰ towards adaptive and integrated programming in line with WFP corporate and Country Office vision and strategies.
- Assess programme results and identify reasons behind under, satisfactory, and over performance.
- Assess effectiveness in the type and depth of strategic partnerships.
- Assess the extent to which the SFP is adequately adopting gender and protection responsive approach to addressing targeted needs of school-age girls and boys.
- Provide evidence and recommendations for programme re-orientation towards an integrated, high quality and impactful SFP in South Sudan.

2.3. STAKEHOLDER ANALYSIS

31. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. Several stakeholders will be asked to play a role in the evaluation process considering their expected interest in the results of the evaluation and relative power to influence the results of the SFP. Table 2 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

32. Accountability to affected populations (AAP) is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity, and inclusion in the evaluation process, with participation and consultation in the evaluation by women, men, boys, and girls from different groups (including persons with disabilities, the elderly, and persons with other diversities

³⁰ Quality of implementation such as actual food delivery to schools on time, and actual delivery of school meals at school on day to day.

such as ethnic, linguistic, rural, peri-urban, pastoralist, agro-pastoralists, IDPs, refugees and host-communities).

Table 2: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country office (Country Office) in South Sudan	Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions at country level. The Country Office has an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes. The Country Office will be involved in using evaluation findings to develop a new SFP strategy which will inform implementation and/or in deciding on the next SFP and partnerships.
WFP field offices in South Sudan	Key informant and primary stakeholder - Responsible for day-to-day programme implementation. The field offices liaise with stakeholders at decentralized levels and have direct beneficiary contact. They will feed into the evaluation and will be responsible for implementation of the new school feeding strategy which will be developed using the evaluation findings.
Regional bureau (RB) for Nairobi	Key informant and primary stakeholder - Responsible for both oversight of country offices and technical guidance and support, the regional bureau management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The regional bureau will be involved in the planning of the next SFP; thus, it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The regional evaluation officers support country office/regional bureau management to ensure that DE of the SFP is of high quality, credible and useful.
WFP Headquarter (HQ) divisions	Key informant and primary stakeholder - WFP HQ divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities, and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning and accountability.
WFP Office of Evaluation (OEV)	Primary stakeholder – The OEV has a stake in ensuring the delivery of quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed

Stakeholders	Interest and involvement in the evaluation
	into centralized evaluations, evaluation syntheses or other learning products.
WFP Executive Board (EB)	Primary stakeholder – the EB provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
External stakeholders	
Beneficiaries [women, men, boys and girls in crisis-affected areas and refugees in rural and urban areas]	Key informants and primary/secondary stakeholders - As the ultimate recipients of SFP assistance, beneficiaries have a stake in WFP assessing whether its assistance is appropriate and effective. As such, the participation of women, men, boys, and girls from different groups in the evaluation will be essential, and their respective perspectives will be sought.
Government [The Ministry of General Education and Instruction (MoGEI) The Ministry of Gender, Child, and Social Welfare School authorities and teachers]	Key informants and primary stakeholder - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, are harmonized with the action of other partners, and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. The MoGEI is the principal counterpart in the SFP implementation and has an interest in learning from an external perspective on the SFP implementation, especially around national ownership, capacity, and inter-sectoral coordination. The Ministry of Gender, Child and Social Welfare is also interested in the SFP evaluation findings as the chair of the Gender Thematic Working Group and the overall responsible for the coordination of the 2014 National Social Protection Policy Framework implementation where school feeding is highlighted as a social assistance programme. School authorities and teachers are key actors in the management and implementation of School Feeding Programme at school level. They will be involved in evaluation as key informants.
United Nations country team (UNCT) [UNICEF]	Secondary stakeholder - The harmonized action of the UNCT should contribute to the realization of the national developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts under the UN Sustainable Development Framework (UNSDCF) for South Sudan. Various agencies are also direct partners of WFP at policy and activity level. UNICEF and other school-based programme actors have interest with the achievements, lessons-learned, challenges, and gaps of WFP's SFP.
Non-governmental organizations (NGOs) [All Cooperating Partners with SFP Field Level Agreements (FLAs) such	Key informants and primary stakeholder - NGOs are WFP partners for the implementation of school feeding while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic

Stakeholders	Interest and involvement in the evaluation
as World Vision, Plan international, Joint Aid Management, Welthungerhilfe, etc.]	orientations, and partnerships. They will be involved in using evaluation findings for programme implementation.
Donors [USAID, Canada, European Union (EU), Education in Emergency (EIE), Japan, Germany (BMZ through KfW)]	Primary/secondary stakeholders – WFP's SFP is voluntarily funded by several donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

33. This DE will evaluate the SFP activities in South Sudan, covering the ICSP period from January 2018 to February 2023 across the nation. The decision to conduct the DE of the SFP was endorsed by the WFP Country Office management on 21 July 2022. The evaluation inception phase is planned to start in December 2022 and the dissemination of the evaluation report is scheduled to have been completed by June 2023.
34. WFP ICSP for South Sudan was approved by the Executive Board for an initial duration of 3 years (2018-2020). The ICSP was subsequently extended until December 2022 to align with the UNCF. The ICSP was developed to provide WFP with a medium-term strategy for responding to a multi-year acute crisis building on existing humanitarian-development synergies to address immediate needs and underlying constraints for effective crisis response³¹. Refer to Annex 8 for South Sudan context and WFP operation overview.
35. Since 2003, WFP South Sudan has been working with the government to provide school feeding mainly at the primary level to attract and keep children in school and improve their learning outcomes. Whilst the operational aspect of school feeding is managed by WFP, it is recognized as a strategy in the GESP and implemented within the formal government structures. Since 2018, WFP started to implement a new Home-Grown School Feeding initiative to promote local procurement of food for schools with a long-term vision of handing over the programme to the government. Secondly, School Feeding has been integrating strongly with other programmes internally and collaborating with UNICEF to deliver effective and efficient programmes with more benefits and impact on the targeted community.
36. During the ICSP, the SFP started involving enabling activities towards sustainability and an agri-food systems approach. These activities include, amongst others, technical support to formulate the 2019 HGSF Implementation Strategy and development of the 2021 to 2022 Letter of Understanding with the Ministry of Education to strengthen government participation in the SFP implementation.
37. Several factors impacted the programme implementation and delivery in recent years. The COVID-19 and flooding are amongst the key external factors which have negatively affected the school feeding programme leading to suspension of the programme to comply with COVID-19 mitigation measures. The COVID-19 pandemic resulted in prolonged closure of schools across the country (March 2020 to May 2021) while flooding is a common occurrence in some regions and in recent years the seasonal floods have been unusually prolonged in nature thereby rendering some schools inaccessible for a considerable period. During the protracted school closure due to the COVID-19 pandemic, take home rations were distributed to learners as a way of ensuring children and households access to nutritious food.
38. Under the new CSP (2023-2025), integration of the school feeding programme with resilience and peace building activities will be further strengthened and extended to marginalized and hard to reach locations to facilitate equitable access to education for greater and sustainable impact.
39. The SFP falls under ICSP Strategic Outcome (SO) 1&3 and activities 1, 2 and 4 as presented in Table 3. Refer to the ICSP Line of Sight (LoS) in Annex 10.

³¹ WFP (2018). South Sudan Interim Country Strategic Plan (2018-2020).

Table 3: SFP under the South Sudan ICSP (2018-2021)

Strategic Outcomes	Activities	Outputs
SO 1: Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food	Activity 1: Provide nutrition-sensitive food assistance to crisis-affected populations	School aged children in refugee camps receive hot meals or take-home rations in order to meet basic food needs.
	Activity 2: Provide food, nutrition, and school meals assistance to refugees	Vulnerable primary school children in rural and urban settings receive nutrition-sensitive hot meals or take-home rations in order to meet basic food needs.
SO 3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year	Activity 4: Provide livelihood support and build resilience of targeted households	

40. Under SO1, school feeding is provided where general food assistance has a strong presence, including in hard-to-reach areas, and hence minimum requirements in terms of school facilities are lowered. There are two different school feeding modalities: on-site and take-home rations (THRs). The main objective of SFP is to ensure that school-age children have access to safe and nutritious food for attending school. The Country Office's specific objectives for the SFP are to:
- Enhance education outcomes (enrolment, attendance, retention, and progression especially for girls);
 - Reduce food and nutrition gaps of school-age children;
 - Increase the use of locally used produce; and
 - Strengthen the institutional framework for school-based health and nutrition programs.
41. Outputs and outcomes for SFP indicators are aligned to the Corporate Result Framework (CRF), Line of Sight (LOS) and included in the ICSP logframe. These indicators are tracked and reported on an annual basis through the Annual Country Report (ACR). SS Country Office ICSP has a restructured Theory of Change (ToC) but there is no ToC for the SFP, and will therefore, need to be reconstructed during the inception phase of the evaluation. During the TOC development, two direct assumptions for ICSP related to SFP should be considered; 1) Value of school meals entitlement is attractive enough to send children, especially girls, to school quality of available education is sufficient to deliver expected benefits; and 2) Providing take-home rations to girls will not induce gender-based violence.
42. The SFP supports close to 1,000 primary schools, 12 secondary schools, and 6 teachers' learning institutes across the nation (Refer to Annex 1). It covers all 10 states and three administrative areas. In the Magwi and Yambio counties, in the greater Equatoria, the Country Office has been contributing to the national HGSP strategy by purchasing maize grain from local producers.
43. In 2021, SFP reached 526,511 beneficiaries representing 105 percent of the planned numbers. The total number of planned and actual beneficiaries under the SFP from 2018 to 2021 are presented in Table 4. Additional outputs will be provided at the inception phase.

Table 4: Number of schools and primary school children assisted with school feeding

Output Indicator	2018				2019				2020				2021			
	Planned		Actual		Planned		Actual		Planned		Actual		Planned		Actual	
Number of primary schools assisted (on site)	929		937		904		902		960		948		960		996	
Number of students (primary schools) school feeding (onsite) – crisis affected populations	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	192,000	177,231	185,504	171,235	228,800	211,200	225,360	208,025	208,000	192,000	167,034	154,185	208,000	192,000	254,958	235,346
Number of students (primary schools) school feeding (onsite) – refugees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	44,200	40,800	0	0	44,200	40,800	0	0	44,200	40,800	383	353	7,800	7,200	1,373	1,267
Number of primary schools assisted by WFP (take home rations)	0		0		146		123		146		0		146		96	
Number of students (primary schools) school feeding (take-home rations)	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	No data	No data	No data	No data	31,200	28,800	14,056	12,972	31,200	28,800	5,588	5,159	13,000	12,000	17,455	16,112
Number of secondary schools assisted	2		2		12		12		12		12		12		12	

Source: ACRs 2018-2021

44. The cost of the SFP activities was estimated at USD 11 million in 2022, representing 4 percent of the Needs Based Plan (NBP) of 2021. Table 5 shows the planned budget and actual costs of SFP activities for 2018, 2019, 2020, 2021, and 2022*³² The main donors of the SFP are the EU, Canada, BMZ through KFW, and USAID.

Table 5: SFP planned vs actual costs during the ICSP – USD - Millions

2018		2019		2020		2021		2022*	
Plan	Actuals	Plan	Actuals	Plan	Actuals	Plan	Actuals	Plan	Actuals
40.6	20.5	49.7	24.2	47	15.7	44.4	19.1	44.4	10.5

Source: ACRs 2018-2021. Final 2022 figures to be provided at year end.

45. The SFP assistance package comprises of either hot meals or the take-home-rations; therefore, dry rations are not an addition to on-site feeding for a specific incentive³³. WFP provides in-kind food (cereal, legumes, vegetable oil, and salt) to schools, thus no cash-based transfers (CBT). There is a provision for boarding schools. Daily rations vary: 164 grams of meal for day scholars, 535 grams for boarders, and 614 grams for those who receive the THR. Although there is an effort to increase the supply of local produce, most of the food requirements are purchased from the regional and international markets. Since 2018, more than 1,000 Mt of cereals were procured through HGSF from local farmers with support from SAMS. This linkage has provided access to some local producers especially in Yambio and Torit counties where HGSF is currently being implemented.

46. The SFP implementation is in partnership with NGO Cooperating Partners (CPs) and in coordination with the national and state ministries of education. For cost efficiency, most CP SFP Field Level Agreements are combined with General Food Distribution (GFD) and nutrition activities. Although there are some variations, the standard CP's responsibilities include verification of school records for planning, training on the programme for school authorities, teachers, and support staff, food delivery to schools, stock counts, periodic headcounts, site monitoring, nutrition education including school garden activities, SF data collection and synthesis, and reporting. These responsibilities are implemented in coordination with WFP, the state/county education counterparts, and other education actors.

47. The SFP falls under ICSP activities 1, 2 and 3, which use targeting criteria that incorporate gender equality and the empowerment of women (GEWE), equity and wider inclusion dimensions. A GEWE situational analysis was conducted for the FFA programme in 2020. Even though SFP was not part of the scope of the analysis, the report recommended for integration of a gender-response approach for SNR programmes.

³² Provision, final figure at the end of 2022.

³³ The GoSS through multi-donor support provides an incentive for girls from primary level 5 to secondary level 4.

48. As specified in the 2020 South Sudan School Feeding Implementation Guidelines, WFP targets IPC 3 to 5 locations (i.e., counties) for school feeding to address vulnerability and food insecurity. In line with the WFP's Contributions to Peace Strategy developed in 2021, school feeding is gradually increasing in hotspots of hunger and violence in the Greater Upper Nile region.
49. Within individual counties, WFP has additional selection criteria to identify schools to be supported (e.g., poor education indicators, infrastructure, accessibility, and minimum enrolment). Together with the government and CPs, school assessment is conducted to select schools. Government and faith- and community-based primary schools are considered. Twelve secondary schools and six teachers' training institutions have been supported on the request from the government.
50. For efficiency, quality, and impact and towards inclusive, nutritious, and sustainable agri-food systems, the Country Office has been pursuing integration within the WFP programme portfolio and with external actors. During the ICSP, the most prominent internal integration achievements are a deliberate linkage between SF and SAMS for the home-grown approach in the Equatorial region as well as the introduction of school gardens.
51. The Country Office has partnered with UNICEF through joint programmes and mapping/planning to strengthen school infrastructure and the quality of teaching (UNICEF) and bring school feeding (WFP). The joint resilience programme not only provides an opportune platform for enhanced impact through a comprehensive package of services to vulnerable communities in urban and peri-urban settings, but also supports the enhancement of community resilience to shocks and stressors by increasing access to services in different thematic areas, including education and child protection, health, WASH, nutrition, and food security, as well as livelihoods.
52. In 2019, WFP supported the development of the 2019 National HGFS Strategy, through technical and financial support which created a platform for the scale-up of HGFS in 2020. In addition, WFP has been working with MOGEI to implement the SFP within the formal government structures under the GESF whilst WFP manages the operational aspect of school feeding.
53. WFP manages risks through flexible and programming and delivery approaches in response to changing context and needs. Throughout the lifespan of the ICSP, WFP carried out seven budget revisions (BRs) to adjust the programmes in response to the changing context and emerging needs. Under BR 6 conducted in 2020, WFP included Home-Grown School Feeding under SFP as a social protection initiative.
54. The ICSP evaluation conducted in 2021/2022 established that SFP has made a positive contribution to school enrolment and attendance. However, its impact on education outcomes is limited by structural barriers to provision of quality education. The evaluation therefore recommended that WFP strengthen advocacy and places school feeding at the core of integrated school-based health and nutrition programmes. In 2020, a strategic evaluation of the contribution of SF activities to the achievement of the sustainable development goals was conducted at WFP global level.
55. The evaluation highlighted increased visibility of the strategic role of school feeding, and well recognized role in the field. However, the evaluation concluded that implementation of the policy fell short of ambitions due to funding and capacity constraints and insufficiently tailored responses³⁴ and WFP will need to actively manage risks to the school feeding agenda including the risk of reduced prioritization, not being specific enough about WFP's role and added value, and the challenges in obtaining adequate funding. In addition, the findings identified several domains where capacity-strengthening efforts have received insufficient attention such as capacity strengthening for gender transformation, attention to capacity, involvement and mobilization of local actors supporting the nutrition-sensitive local agriculture and food systems and introducing climate-sensitive approaches.

³⁴ WFP 2020. Strategic evaluation of the contribution of SF activities to the achievement of the sustainable development goals. Centralised evaluation report

3.2. SCOPE OF THE EVALUATION

56. The evaluation will cover the period of programme implementation from January 2018 to February 2023 across all the SFP locations ensuring coverage of areas with: (i) different IPC levels; (ii) integration of SFP into other programmes; (iii) no integration of SFP with other programmes; (iv) crisis-affected populations; (v) refugee populations; (vi) on-site school feeding modality; (vii) take home rations (THRs); (viii) boarding schools; (ix) primary schools; (x) secondary schools; and (xi) homegrown school feeding programme. In addition, the evaluation will also focus on WFP's technical assistance/support to the education sector in terms of policy and strategy development.
57. All target groups (including women and girls, rural and urban, refugee and crisis affected) of the SFP will be included in the evaluation. Special attention will be given to ensure that gender, and equity/inclusion dimensions are integrated in evaluation design, data during collection, analysis, and reporting. In addition, evaluation will assess other cross cutting issues such as GEEW, protection, accountability to affected population, adherence to humanitarian principles, HDP triple nexus, partnerships, and resource mobilization.
58. The main unit of analysis is the SFP including its objectives, outcomes, outputs, activities, and inputs as contained in the ICSP. The evaluation will also assess WFP's SFP activities in South Sudan not explicitly included in the ICSP documents, a strategic evaluation of global SFP, and the joint impact evaluation documents for KfW-funded joint resilience programme, and others (if any). However, no in-depth analysis and or evaluation for SFP was conducted in South Sudan during the ICSP period.
59. The evaluation will focus on assessing WFP's SFP contributions to the ICSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and the changes observed at outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse WFP's SFP strategic positioning in complex, dynamic contexts, particularly as it relates to the government and other actors in the education sector. Specifically, the evaluation will provide insights into ICSP evaluation findings - the limited impact on SFP's education outcomes due to the structural barriers to the provision of quality education; and strategies on how school feeding should be placed at the core of integrated school-based health and nutrition programmes.
60. The evaluation scope will include an assessment of how relevant and effective the SFP was in responding to the COVID-19 and other shocks in South Sudan. The evaluation will assess adaptations of SFP activities in response to the crises and shocks.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

61. The evaluation will address the following key questions, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the SFP, with a view to informing future strategic and operational decisions.

Table 6: Evaluation questions and criteria

Evaluation questions		Criteria
Q1: How well was the SFP aligned with needs of beneficiaries and the national priorities, strategies, policies?		Relevance
1.1	To what extent did the SFP respond to the changing operating context, and programmatic needs over time in a gender-responsive manner using an integrated approach?	Relevance
1.2	To what extent was the SFP aligned with the policies, strategies, and priorities of the government, especially for girls?	Relevance
1.3	How did the SFP target the right intervention areas/schools, populations, and feeding programme, and modality?	Relevance
1.4	To what extent was the SFP designed/adapted and implemented based on sound gender analysis and protection considerations?	Relevance
Q2: How coherent was the SFP with internal and external interventions?		Coherence
2.1	To what extent did the SFP consider WFP's strategy and programme for long term resilience and social protection, especially for girls and women?	Coherence
2.2	How well was the SFP implementation embedded/integrated into the national and sub-national service and programme delivery systems?	Coherence
2.3	To what extent was the SFP complementary to other interventions such as SAMS and nutrition, and was it integrated into community and other actors' interventions?	Coherence
2.4	To what extent was the SFP designed and delivered in line with humanitarian principles?	Coherence
Q3: To what extent did SFP achieve its objectives and results?		Effectiveness
3.1	To what extent were the outputs and outcomes of the SFP achieved?	Effectiveness
3.2	What were the major factors influencing the achievement or non-achievement of the outcomes/objectives of the SFP?	Effectiveness

Evaluation questions		Criteria
3.3	To what extent and how did the SFP contribute to achieving gender equality and protection outcomes, especially for girls? Were there any differential effects experienced between girls and boys?	Effectiveness
3.4	How did the SFP adapt to achieve its objectives, outputs, and outcomes in response to shocks and stressors including COVID-19 and conflict affected environment?	Effectiveness
3.5	To what extent did WFP's partnerships with other actors contribute to achievement of SFP outputs and outcomes?	Effectiveness
Q4: How did the SFP achieve quality³⁵ and efficiency in the delivery of assistance with available resources?		Efficiency
4.1	To what extent were all activities of SFP implemented and provision of food and other inputs delivered on time?	Efficiency
4.2	To what extent have all activities of SFP been cost effective? What measures were put in place to improve cost-effectiveness of SFP?	Efficiency
4.3	How did the SFP strengthen systems, procedures, and staff capacity, including within WFP and CPs, to strive towards improved (timeliness, quality, and efficiency) programme implementation?	Efficiency
Q5: What wider effects did the SFP contribute to for students, households, communities, and institutions?		Impact/Effects
5.1	To what extent did the different modalities (on-site, THR) and approaches (traditional and home-grown) activities impact food security, nutrition, and learning of beneficiaries (boys and girls), and community?	Impact/Effects
5.2	What intended and unintended, positive, and negative effects did the SFP have on targeted students, institutions, and communities? Were there any differential effects across various target groups or settings? (e.g., rural vs. urban, type of school, boys vs. girls, conflict vs. stable locations, different ethnicity, disability)?	Impact/Effects
Q6: To what extent did the SFP contribute to sustainable food security, nutrition, and social protection in households, schools, communities, and government?		Sustainability
6.1	To what extent did the SFP contribute to building sustainable food security, nutrition, learning, and social protection system in target schools, communities, and government?	Sustainability
6.2	To what extent did the target schools/institutions, communities and government participate/contribute to the implementation of the SFP and assume ownership of the SFP?	Sustainability
6.3	To what extent will the SFP results, likely be sustainable in contributing to food security, nutrition, learning, and social protection system in targeted schools, communities, and government?	Sustainability

³⁵ Quality of implementation such as actual food delivery to schools on time, and actual delivery of school meals at school on day to day.

62. The evaluation will apply the international United Nations Evaluation Group (UNEG) and the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, impact/effects and sustainability. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.
63. Gender equality and women empowerment, protection, equity, and wider inclusion have been mainstreamed across the evaluation criteria and will be further refined during the inception phase to the extent possible.

4.2. EVALUATION APPROACH AND METHODOLOGY

64. The evaluation methodology will be designed by the evaluation team during the inception phase. It should:
 - Employ the relevant evaluation criteria defined under section 4.1 above.
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.
 - Ensure through the use of mixed data collection methods (individual interviews, Focus Group Discussions (FGD), key informant interviews, etc.), that women, girls, men, and boys from different stakeholder groups participate and that their different voices are heard and used.
 - Include use of innovative methods such as case studies, success stories, and most significant change technique among others.
65. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory, etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). It will consider any challenges to data availability, validity, or reliability, as well as any budget and timing constraints.
66. Regarding sample, 5 schools per state are proposed to be sampled - 50 schools in total. The 5 schools will be selected using defined /agreed upon criteria including: i) schools enrolled in the SFP before and during the ICSP; ii) type of modality (THR, on-site); iii) location - rural and urban; iv) level of school (primary, secondary, others), and v) status of IPC (IPC 3, and 4). In each of the sampled schools, 5 parents, 5 teachers, 5 students, and Parents and Teachers Association (PTA) representatives, will be sampled (randomly or purposively) as respondents of the DE.
67. Other actors to be sampled for the evaluation include donor partners, relevant Ministries, Departments, and Agencies (at national, state and county levels), WFP's cooperating partners, WFP's relevant units/offices (HQ, regional bureau, Country Office, and field offices), international and national NGOs, UN Agencies, academic institutions among others.
68. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).
69. The methodology should be sensitive in terms of GEWE, equity, and wider inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the disabled, the elderly, people living with disabilities, and other marginalized groups) will be sought and considered. Regarding wider inclusion, not only the vulnerability groups, but other factors will be considered included geographic spread of the programme (urban, rural, and hard-to-reach areas), types of beneficiaries (- refugees, and IDP camps), and the IPCs status of targeted areas. The methodology should ensure that primary data collected is disaggregated by sex, age, refugees/crisis affected population, and modalities; an explanation should be provided if this is not possible.

70. The evaluation proposal should demonstrate that the evaluation methodology, sampling frame and data analysis will be gender-responsive, and fully address the diversity of stakeholders affected by the intervention in particular the most vulnerable (specifically women and girls).
71. The evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.
72. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis including protection. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions. The report should provide lessons/challenges/recommendations for conducting gender and equity-responsive evaluations in the future.
73. The following mechanisms for independence and impartiality will be employed: appointment of an evaluation manager who was not involved in the design and management of the SFP, use of an evaluation committee and an evaluation reference group, representative sampling, use an external evaluation firm who was not involved in the design and implementation of the programme, use of mixed sources of data; use of WFP's Decentralized Evaluation Quality Assurance System (DEQAS) to quality assure all tools and products from the evaluation firm.
74. The following potential risks to the methodology have been identified; lack of availability of key data such as attendance rate and retention rate due to COVID-19; and difficulties in accessing affected populations due to conflicts or climatic shocks. Remote data collection or key informant interviews in areas where conflicts and climate shocks can be considered and WFP Mobile Operational Data Acquisition (MODA) data for SFP can be used to mitigate expected data gaps. Detailed mitigation measures for these risks will be developed and finalized at the inception phase.
75. The evaluation team will need to expand on the methodology presented in the ToR and develop a detailed evaluation matrix in the inception report.

4.3. EVALUABILITY ASSESSMENT

76. WFP Country Office has an M&E system that facilitates collection of data to assess SFP implementation processes, and measure output and outcome indicators. Data and reports generated by WFP M&E system will be available for review by the evaluation firm. The reports will include monthly process monitoring updates, and ACRs. In addition, other relevant WFP strategies, policies, and normative guidance for the SFP will be used as a source of secondary data.
77. WFP conducts monthly process monitoring of 20 percent planned SFP activities to assess if: food/cash/other assistance activities are organized in a timely and orderly manner that ensures safe and dignified access to food/cash/other assistance for all targeted beneficiaries; verification of beneficiaries is appropriately conducted; entitlements received by beneficiaries (quantity and quality) is according to plan; and FLAs are adhered to by WFP CPs.
78. SFP outputs (number of schools supported, number of children assistance to meet basic nutrition and food needs, quantify of food distributed, number of non-food items distributed...) are collected and submitted by WFP CPs monthly tracked through Country Office MET (WFP's corporate web-based planning and reporting platform).
79. WFP collects data on SFP CRF (Annex 11) outcome indicators namely, enrolment rate, attendance rate (new), retention rate / drop-out rate under ICSP SO1 (crisis response) activity as well as SO3 (resilience) activity, which are aligned with LoS (Annex 10). However, there is no SFP specific ToC.
80. In addition, the following evaluations and periodic reports will provide useful data/information (evidence) to inform the SFP evaluation:
 - UNICEF and WFP are jointly undertaking an impact evaluation of the Joint Resilience Programming in South Sudan. The baseline survey has been completed and high frequency surveys are at various stages of completion in various locations.
 - WFP South Sudan ICSP Evaluation was completed in 2022.

- WFP donor quarterly, semi-annual, and annual reports.
 - CP quarterly reports.
81. However, several issues could have implications on the evaluability of the SFP DE. Common evaluability challenges may relate to:
- SFP does not have an explicit theory of change. Analysis on the contribution of SFP activities and their outputs to the outcomes set out in the ICSP can be a challenge.
 - No baseline or review of the SFP was conducted during the ICSP period.
 - Lack of data availability at outcome and output level. For instance, outcome data on attendance rate, and retention rate are limited due to closure of schools and restrictions during COVID-19. Also due to the limitations in the national reporting system, the attendance rate reported in ACR does not meet WFP CRF standards but customized for the South Sudan context. A preliminary desk review and analysis on availability of WFP monitoring data will be provided at the start of inception phase and will be elaborated in the inception report.
 - The availability of national-level data may also be limited. On a scale from zero to a hundred, South Sudan scored 43.3 in the 2020 World Bank Statistical Capacity Index.³⁶ Availability of national statistical data is markedly low, with the most recent population and housing census conducted in 2008 by the National Bureau of Statistics, and national education census report and statistics issued in 2018. In addition, South Sudan does not have the social institutions and gender index (SIGI) data that depict the situation of discrimination of women and girls in South Sudan.
 - Restricted access caused by insecurity, floods, long distances, and poor infrastructure will limit the coverage of field visits during the field mission. Most sites under Bor, Malakal and Bentiu field offices are usually inaccessible due to floods from July to the end of the year. Other unforeseen developments and events (COVID-19 and Ebola) in the country may affect data collection.
82. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and AAP. In Addition, the evaluation methodology and approach such as sampling, data collection tools and methods should ensure the gender-sensitiveness.
83. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps expanding on the information provided in Section 4.3. This assessment will inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase

4.4. ETHICAL CONSIDERATIONS

84. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups), and ensuring that the evaluation results do no harm to respondents or their communities.
85. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals

³⁶ World Bank. <https://databank.worldbank.org/source/world-development-indicators> (accessed on 6 April 2021)

and reviews by relevant national and institutional review boards must be sought where required, for example interviewing children.

86. The evaluation team and the evaluation team leader will not have been involved in the design, implementation or monitoring of the WFP SFP nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the country office when signing the contract.

4.5. QUALITY ASSURANCE

87. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
88. The WFP DEQAS is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
89. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
90. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP OEV reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.
91. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),^[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.
92. The evaluation team will be required to ensure the quality of data (reliability, consistency, and accuracy) throughout the data collection, synthesis, analysis, and reporting phases.
93. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the [WFP Directive CP2010/001](#) on information disclosure.
94. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
95. All final evaluation reports will be subject to a post-hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

^[1] [UNEG Norm #7](#) states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

96. Table 7 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 7: Summary timeline – key evaluation milestones

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	Aug –17 Nov 2022 14 Nov-2 Dec 2022	Preparation of ToR Selection of the evaluation team & contracting	Evaluation manager
2. Inception	6-9 Dec 2022 11-16 Dec 2022 19 Dec- 7 Feb 2023	Desk/document review Inception mission Inception report	Team Leader (TL)+Team
3. Data collection	8 Feb – 1 Mar 2023 2 Mar 2023	Fieldwork Exit debriefing	TL+Team
4. Reporting	6 - 24 Mar 2023 27 Mar -26 Apr 15 – 17 May 26 Apr -17 May	Data analysis and report drafting Comments process Learning workshop Evaluation report and Evaluation brief	TL+Team
5. Dissemination and follow-up	17 May – 12 June 2023	Management response Dissemination of the evaluation report	Evaluation manager

5.2. EVALUATION TEAM COMPOSITION

97. The evaluation team is expected to comprise of 3-4 members, including the team leader but excluding enumerators. A mix of international and national evaluator(s) will be required. It is recommended that the team leader and school-based programme evaluator/specialists be internationals. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach, and methodology sections of the ToR. At least one team member should have WFP experience.

98. The evaluation team will be multi-disciplinary and include members who, together, include an appropriate balance of technical expertise and practical knowledge in the following areas:

- Prior experience in the education sector.
- Prior experience in, school-based programmes (education, health, nutrition, WASH, psychosocial support, etc.).
- Experience in WFP's School Feeding programmes, including the home-grown and food systems approaches.
- Experience in leading and managing evaluation/review teams.

- Experience in conflict and post-conflict humanitarian assistance contexts, preferably in Eastern Africa.
 - Experience in reviewing/evaluating school feeding policies, strategies, and programmes.
 - Experience in data collection, analysis, and reporting.
 - Good knowledge of nutrition, gender, protection, equity, and wider inclusion issues.
 - All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments, and familiarity with South Sudan and/or Eastern Africa region.
 - National consultants should be able to speak Arabic and or other local south Sudanese languages.
99. The team leader will have expertise in one of the key competencies listed above as well as demonstrated minimum 10 years of experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis, and presentation skills. Her/his primary responsibilities will be: i) designing the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e., exit) debriefing presentation and evaluation report in line with DEQS.
100. The evaluation members will: i) contribute to design the evaluation methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
101. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with Wilson Kaikai, the WFP evaluation manager. The team will be hired following agreement with WFP on its composition.

5.3. ROLES AND RESPONSIBILITIES

102. The South Sudan WFP Country Office **Management (Director or Deputy Director)** will take responsibility to:
- Assign an evaluation manager for the evaluation [Wilson Kaikai, Head of MEAL].
 - Compose the internal evaluation committee (EC) - see annex 3, and the evaluation reference group (ERG) - see annex 4.
 - Approve the final ToR, inception and evaluation reports.
 - Approve the selection of the evaluation team.
 - Ensure the independence and impartiality of the evaluation at all stages, including establishment of the EC and the ERG.
 - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team.
 - Organize and participate in two separate debriefings, one internal and one with external stakeholders.
 - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.
103. The **evaluation manager** manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the EC and the ERG; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will

be the main interlocutor between the team, represented by the team leader, [if appropriate] the firm's focal point, and WFP counterparts to ensure a smooth implementation process.

104. The internal **EC** has been formed to help ensure the independence, impartiality, and quality of the evaluation by supporting the evaluation manager in making decisions, reviewing draft deliverables/products. The EC will be chaired by DCD Operations and composed of relevant Technical Units and the Regional Evaluation Officer (REO). Annex 4 provides further information on the composition and roles of the evaluation committee.

105. The **ERG** is formed as an advisory body with representation from WFP Regional Bureau Nairobi, WFP Country Office, WFP Field Offices, Cooperating Partners, donors, other UN agencies, University of Juba, and relevant government ministries (Education). The ERG members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality, and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.

106. **WFP Regional Bureau Nairobi** will take responsibility to:

- Advise the evaluation manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
- Provide comments on the draft ToR, inception and evaluation reports.
- Support the preparation of a management response to the evaluation and track the implementation of the recommendations.

107. While the regional evaluation officer, Nikki Zimmerman, will perform most of the above responsibilities, other regional bureau-relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

108. **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies, or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

109. **Other Stakeholders (National Government including relevant ministries, implementing partners / NGOs, partner UN agencies)** will participate as members of the ERG, key sources of data/information and users of the evaluation findings.

110. **The Office of Evaluation (OEV)** is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

5.4. SECURITY CONSIDERATIONS

111. As an "independent supplier" of evaluation services to WFP, the contracted evaluation firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel. However, to avoid any security incidents, the evaluation manager will ensure that the WFP Country Office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security (UNDSS) rules and regulations including security clearance, curfew, accommodations cleared by UNDSS, etc.

112. The general security situation in the country is characterized as fragile. However, WFP programme activities continue to be implemented countrywide amidst the various safety and security challenges. The WFP Country Office and FOs will closely follow up on the security status and update the evaluation team.

5.5. COMMUNICATION

113. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between the Evaluation Manager who will be responsible for coordinating implementation of a communication and knowledge management plan (Annex 5). This plan will be refined by the evaluation manager in consultation with the evaluation team during the inception phase.
114. Based on the stakeholder analysis, the communication and knowledge management plan identifies the users of the evaluation to be involved in the process and to whom the report should be disseminated. The plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.
115. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
116. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. The summary evaluation report along with other products will be presented to the WFP SFP stakeholders through a learning workshop and other channels to be defined during the inception phase. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

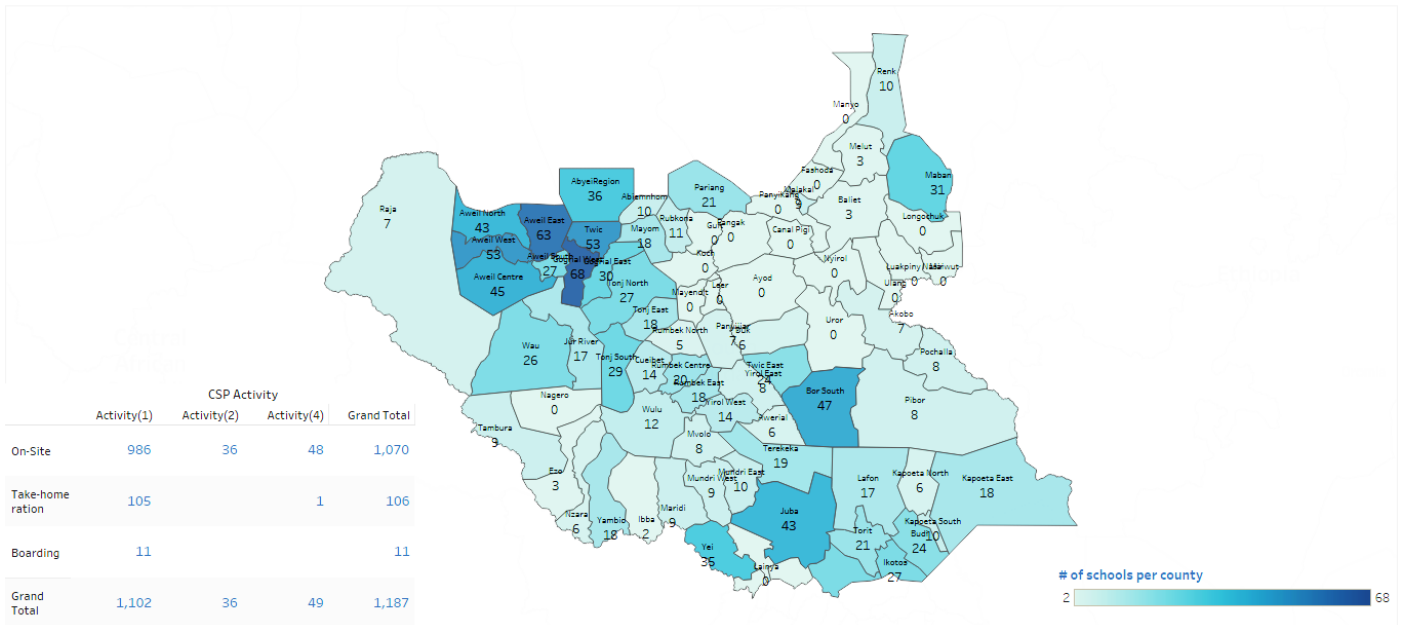
5.6. PROPOSAL

117. The evaluation will be financed from WFP Country Office SFP evaluation budget and complemented by the OEV Contingency Evaluation Fund (CEF).
118. Evaluation firms will be required to use WFP Decentralized Evaluation budget template to submit an offer with a detailed budget for the evaluation, including consultant fees, travel costs and other costs (enumerators, interpreters, etc.).
119. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.
120. Please send any queries to Wilson Kaikai, Head of M&E South Sudan Country Office at wilson.kaikai@wfp.org, cc william.nall@wfp.org, nikki.zimmerman@wfp.org, sujin.pak@wfp.org, grace.makhalira@wfp.org.

Annexes

Annex 1: SS WFP Country Office SFP Map

SCHOOL FEEDING PROGRAMME COVERAGE



Data source: 2022 DFDAR school masterlist.

Produced by: Wani Sesnan

Annex 2: Timeline

	Phases, deliverables, and timeline	Key dates
Phase 1 - Preparation		Up to 9 weeks
EM	Desk review, draft ToR, and quality assurance (QA) by EM and REO using ToR Quality Checklist (QC)	Sept-17 Oct 2022
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	18-20 Oct 2022
EM	Review draft ToR based on DEQS and REO feedback and share with ERG	21-25 Oct 2022
EM	Start identification of evaluation team	1-4 Nov 2022
ERG	Review and comment on draft ToR	25 Oct-7 Nov 2022
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	8-10 Nov 2022
EC Chair	Approve the final ToR and share with ERG and key stakeholders	11-17 Nov 2022
EM	Assess evaluation proposals and recommends team selection	14-17 Nov 2022
EM	Evaluation team recruitment/contracting	18-30 Nov 2022
EC Chair	Approve evaluation team selection and recruitment of evaluation team	1-2 Dec 2022
Phase 2 - Inception		Up to 7 weeks
EM/TL	Brief core team	5 Dec 2022
ET	Desk review of key documents	6-9 Nov 2022
ET	Inception mission meetings (if applicable)	11-16 Dec Nov 2022
ET	Draft inception report	19-27 Dec 2022
EM	Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	28 Dec 2022-6 Jan 2023
ET	Review draft IR based on feedback received by DEQS, EM and REO	9-17 Jan 2022
EM	Share revised IR with ERG	17 Jan 2022
ERG	Review and comment on draft IR	17-24 Jan 2023
EM	Consolidate comments	25 Jan 2023
ET	Review draft IR based on feedback received and submit final revised IR	26 Jan-3 Feb 2023
EM	Review final IR and submit to the evaluation committee for approval	2-3 Feb 2023
EC Chair	Approve final IR and share with ERG for information	6-7 Feb 2023
Phase 3 - Data collection		Up to 3 weeks

	Phases, deliverables, and timeline	Key dates
EC Chair/ EM	Brief the evaluation team at Country Office	8 Feb 2023
ET	Data collection	8 Feb -1 Mar 2023
ET	In-country debriefing (s)	2 Mar 2023
Phase 4 - Reporting		Up to 11 weeks
ET	Draft evaluation report	6-24 Mar 2023
EM	Quality assurance of draft ER by EM and REO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	27 Mar-3 Apr 2023
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	4-10 April 2023
EM	Circulate draft ER for review and comments to ERG, RB, and other stakeholders	11 April 2023
ERG	Review and comment on draft ER	12-24 April 2023
EM	Consolidate comments received	25 April 2023
ET	Review draft ER based on feedback received and submit final revised ER	26 Apr-9 May 2023
EM	Review final revised ER and submit to the evaluation committee	10-12 May 2023
EC Chair	Approve final evaluation report and share with key stakeholders for information	15-17 May 2023
Phase 5 - Dissemination and follow-up		Up to 4 weeks
EC Chair	Prepare management response	15 May -12 June 2023
EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	13-16 June 2023

Annex 3: Role and Composition of the Evaluation Committee

Purpose and role of the Evaluation Committee

The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial, and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report), and submitting them for approval by the Deputy Country Director (CD/DCD) who will be the chair of the committee.

Composition

The evaluation committee will be composed of the following members:

Member	Name
1. The Deputy Country Director – Operations (Chair of the Evaluation Committee)	Adeyinka Badejo
2. Head of Research, Monitoring, and assessment Unit (Alternate Chair)	William Nall
3. Head of Monitoring and Evaluation (Evaluation Manager and Secretary)	Wilson Kaikai
4. Head of Programme	Michele Mussoni
5. Head of Supply Chain Unit	Nenad Grkovic
6. Head of Safetynet and Resilience Unit	Miyuki Yamashita
7. Head of Nutrition Unit	Aachal Chand
8. Head of Gender and Protection Unit	Shakeela Ellahi
9. Head of School Feeding	Regina Munene
10. Regional evaluation officer (REO)	Nikki ZIMMERMAN
11. Country office procurement officer	Calvin Apire

Tasks of the committee through the phases of the evaluation

Phase 1 – Preparation

- Select and establish the Evaluation Reference Group (ERG) membership.
- Reviews the revised draft ToR prepared by the EM on the basis of:
 - The outsourced Quality Support service feedback.
 - ERG comments.
 - The EM responses documented in the comments’ matrix.
- Approves the final TOR.
- Approves the final evaluation team and budget.

Phase 2 - Inception

- Briefs the evaluation team on the subject of the evaluation.
- Informs evaluation design.
- Supports identifying field visit sites on the basis of selection criteria, defined by the evaluation team in the Inception Report (IR) though the EC should not influence actual selection.
- Reviews the revised draft IR based on:
 - The outsourced Quality Support service and EM feedback
 - ERG comments.

- The Evaluation team responses in the comments' matrix.
- Approves the final IR.

Phase 3 – Data collection

- Act as key informants - respond to interview questions.
- Facilitates access to sources of contextual information and data, and to stakeholders.
- Attends the end of field work debriefing(s) meeting.
- Supports the team in clarifying emerging issues and identifying how to fill any data gaps.

Phase 4 – Reporting

- Review the revised draft ER based on:
 - The outsourced Quality Support service and EM feedback.
 - ERG comments.
 - The Evaluation team responses in the comments' matrix.
- Approves the final ER.

Phase 5 - Dissemination and follow-up

- Leads the preparation to the management response to the evaluation.
- Decides whether management agrees, partially agrees, or does not agree with the recommendations.

Resources

[Technical Note on EC](#)

[Decentralized Evaluation Guidance Note](#)

Annex 4: Role and Composition of the Evaluation Reference Group

Purpose and role: The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.

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

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

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

The main roles of the evaluation reference group are as follows:

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

Composition of the ERG

Country office	Name
<p>Core members:</p> <ul style="list-style-type: none"> • Deputy Country Director – Operations (Chair) • Head of Research, Assessment and Monitoring (Alternate Chair) • Evaluation Manager (secretary or delegated chair) • Head of Programme • Head of Supply Chain Unit • Head of Safetynet and Resilience Unit • Head of Nutrition Unit • Head of Gender and Protection Unit • Head of School Feeding • Area/Field Office Representative(s) – Aweil FO • Ministry of Education Representative • USAID Representative • EU representative • KfW Representative • University of Juba Representative • World Vision – Cooperating Partner • Plan International - Cooperating Partner • Welthungerhilfer – Cooperating Partner • Joint Aid Management – Cooperating Partner 	<p>Adeyinka Badejo William Nall Wilson Kaikai Michele Mussoni Nenad Grkovic Miyuki Yamashita Aachal Chand Shakeela Ellahi Regina Munene Solomon Tilahun David Lowilla James Arike Adela Rodenas Michael Schenk Michael Roberto Kenyi Legge Mesfin Loha Goerge Otim Ania Okinczyc Abeba Amene</p>
Regional bureau	Name
<p>Core members:</p> <ul style="list-style-type: none"> • Regional Evaluation Officer • Regional Monitoring Advisor • Regional Head of Programme • Regional Gender Adviser • Regional Research, Assessment and Monitoring • Head of Nutrition and School Feeding 	<p>Nikki Zimmerman Zarrina Kurbanova Ryan Anderson Wendy Okolo Siddharth Krishnaswamy Mutinta Hambayi</p>
Headquarters (optional)	Name

Annex 5: Communication and Knowledge Management Plan

Phase	What	Which	How & where	Who	Who	When	When
Evaluation stage	Communication product	Target audience	Channels	Creator lead	Creator support	Publication draft	Publication deadline
Preparation	ToR	<ul style="list-style-type: none"> • Evaluation consulting firms/Evaluation team 	<ul style="list-style-type: none"> • Email 	EM	EC ERG DEQAS	Nov 2022	Nov 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		Sept 2022	Nov 2022
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders • ERG 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		Dec 2022	Feb 2023
Reporting	Field mission exit debrief	<ul style="list-style-type: none"> • Country Office staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		Feb 2023	Feb 2023
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders • ERG 	<ul style="list-style-type: none"> • Workshop, meeting 	EM/ET	CM	Mar 2023	May 2023
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors • ERG • Implementing partners/Government Ministries, Departments and Agencies 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM	CM	June 2023	June 2023
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP Country Office management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors • ERG 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) 	EM	CM	June 2023	June 2023

			<ul style="list-style-type: none"> • Evaluation network platforms • Newsflash 				
Dissemination	Management response	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors • ERG 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	CPP	EM	May 2023	June 2023
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP Country Office Management • WFP technical staff/programmers /practitioners • Donors 	<ul style="list-style-type: none"> • Presentation 	EM	CM	June 2023	June 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP Country Office Management • WFP technical staff/programmers /practitioners • Donors • Implementing partners/Government Ministries, Departments and Agencies 	<ul style="list-style-type: none"> • Presentation 	EM	CM	June 2023	June 2023
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors • Implementing partners/Government Ministries, Departments and Agencies 	<ul style="list-style-type: none"> • Email 	CM	EM	July 2023	July 2023
Dissemination	Brief	<ul style="list-style-type: none"> • WFP Country Office Management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors • Implementing partners/Government Ministries, Departments and Agencies 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks 	EM	CM	July 2023	July 2023
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • WFP country/regional office/local stakeholders • WFP staff 	Presentation	EM		TBC	TBC

Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • WFP evaluation 	Presentation	EM		TBC	TBC
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> • WFP Technical staff/programmers /practitioners • WFP management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Presentations • Email • WFP webpages 	EM/CM		TBC	TBC

KEY

Main content (mandatory)

Knowledge management products (optional)

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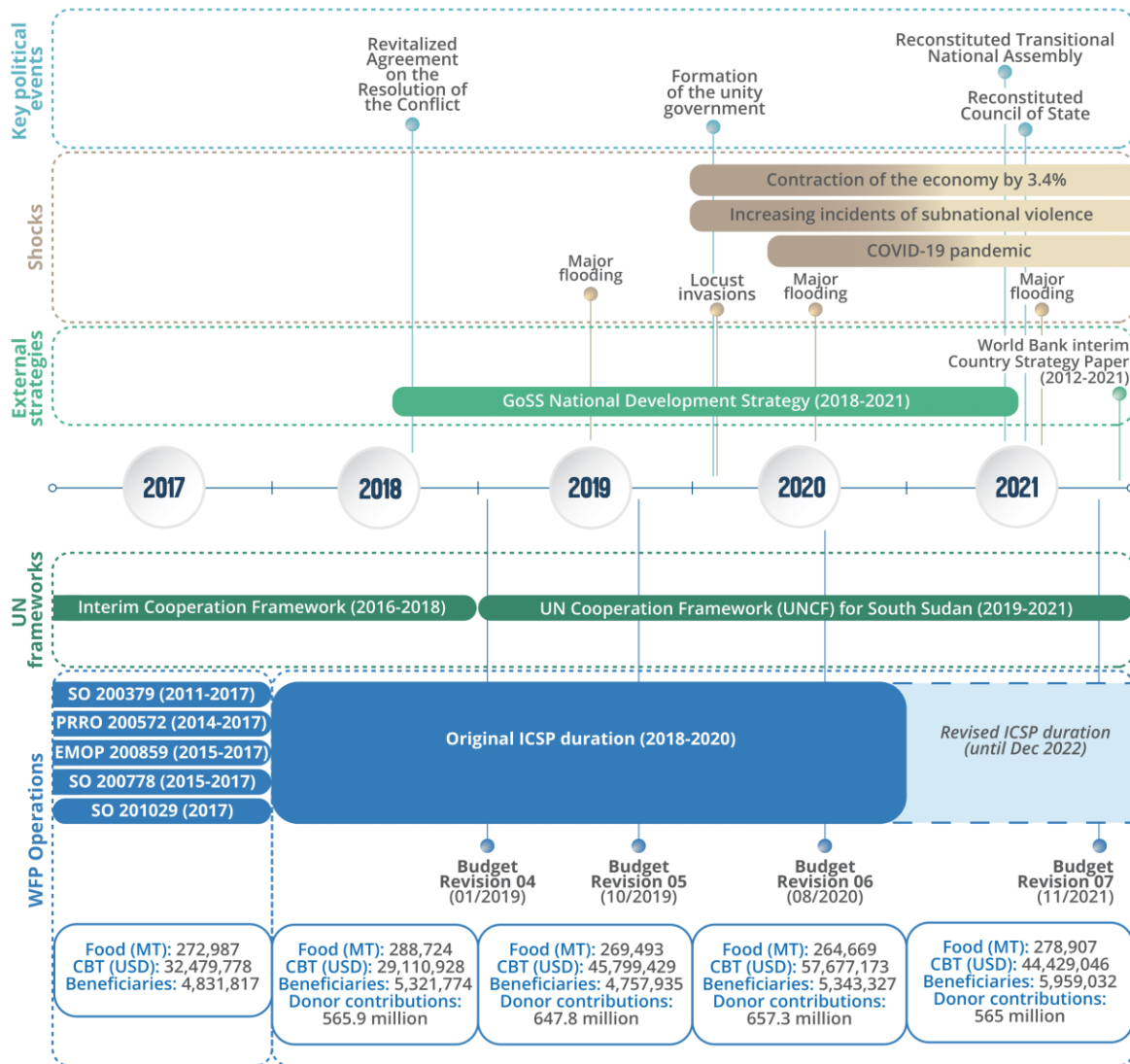
Annex 7: Acronyms

AAP	Accountability to Affected Population
ACR	Annual Country Report
CBT	Cash-Based Transfers
CEF	Contingency Evaluation Fund
CO	Country Office
CP	Cooperating Partners
CRF	Corporate Result Framework
CSP	Country Strategic Plan
DEQAS	Decentralized Evaluation Quality Assurance System
EB	Executive Board
EC	Evaluation Committee
EIE	Education in Emergency
EIMS	Education information Management System
FFA	Food Assistance for Asset
FLA	Field level Agreement
GDP	Gross Domestic Product
GESP	General Education Strategic Plan
GEWE	Gender Equality and Empowerment of Women
GFD	General Food Distribution
HDPHGSF	Humanitarian, Development, and Peace
HGSF	Home-Grown School Feeding
HRP	Humanitarian Response Plan
ICSP	Interim Country Strategic Plan
IPC	Integrated Food Security Phase Classification
LoS	Line of Sight
MODA	Mobile Operational Data Acquisition
MoGei	The Ministry of General Education and Instruction
NBP	Needs Based Plan
NGO	Non-governmental organization
OEV	Office of Evaluation
OCHA	UN Office for the coordination of Humanitarian Affairs
PHQA	Post-Hoc Quality Assessment
RB	Regional Bureau
REO	Regional Evaluation Officer
R-ARCSS	Revitalised-Agreement on the Resolution of the Conflict in South Sudan
R-NDS	Revised National Development Strategy

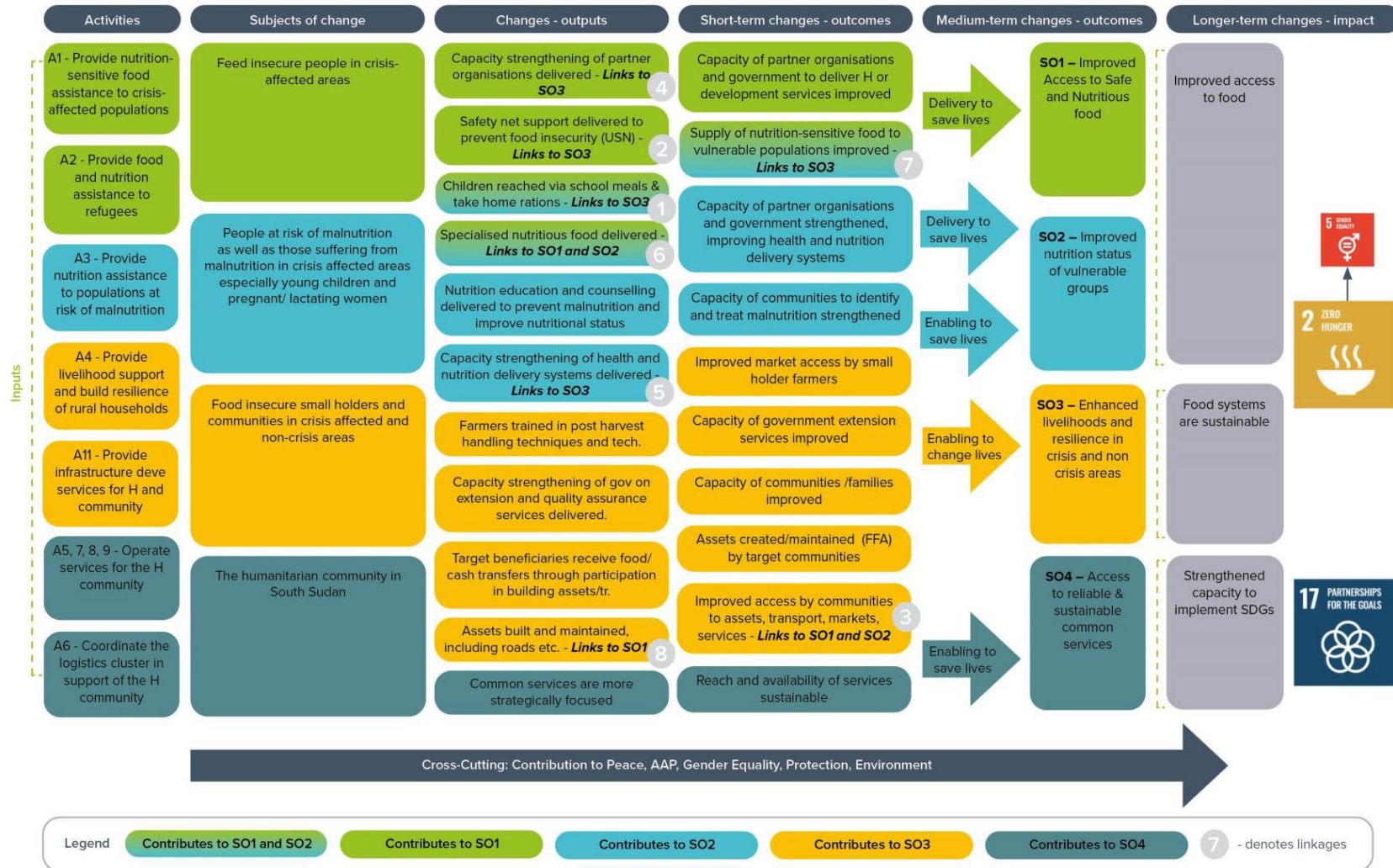
SDG	Sustainable Development Goals
SFP	School Feeding Programme
SNR	Safety Net and Resilience
SO	Strategic Outcome
SSAFE	Safe and Secure Approaches in Field Environments
THR	Take-Home Rations
TOC	Theory of Change
TOR	Terms of Reference
UNCT	United Nations Department of Safety and Security
UNDSS	United Nations Country Team
UNICEF	United Nation Children’s Fund
USN	Urban Safety Nets
VNR	Voluntary National Review
WFP	World Food Programme

Annex 8: Country context and WFP operation overview

Country context and WFP operational overview of South Sudan (2017-2021)



Annex 9: WFP South Sudan ICSP re-constructed Theory of Change



Annex 10: WFP South Sudan ICSP Line of Sight

South Sudan ICSP Line of Sight/ Country Portfolio Budget (January 2018 to Dec 2022)					
WFP Strategic Results / SDG Targets	SR 1 – Access to food (SDG Target 2.1)	SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 3 – Smallholders have improved food security and nutrition (SDG Target 2.3)	SR 8 – Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)	
WFP Strategic Outcomes	1. Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food.	2. People at risk of malnutrition in crisis-affected areas, especially young children, pregnant and lactating women and elderly (POC's only), are able to meet their basic nutrition requirements all year round.	3. Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year	4. The humanitarian community has access to reliable common services until satisfactory alternatives are available	
Focus Area	CRISIS RESPONSE	CRISIS RESPONSE	RESILIENCE BUILDING	CRISIS RESPONSE	
Key Outputs	<p>1.1 Caregivers of infants (0-59 months), HIV/TB and severely acute malnourished receive nutrition sensitive conditional in-kind transfers in order to meet their basic food needs, in urban and rural settings (A1, Output categories A, E).</p> <p>1.2 Households with HIV and TB patients enrolled in treatment programs receive nutrition sensitive conditional in-kind transfers in order to meet their basic food needs, in urban and rural settings (A1, Output categories A).</p> <p>1.3 Targeted crisis affected populations in rural receive conditional or unconditional general distributions in order to improve food security (A1, Output categories A).</p> <p>1.4 Vulnerable primary school children in rural and urban settings receive nutrition-sensitive hot meals or take-home rations in order to meet basic food needs (A1, Output categories A, E, K).</p> <p>1.5 Targeted communities have improved market access through home grown school feeding initiatives and the stimulation of small-scale local agricultural production, (A1, Output categories F, K).</p> <p>1.6 Partner organizations increase their capacity, to harmonize tools and capacity building strategies to implement efficient and effective cash based programmes (A1, Output categories K).</p> <p>2.1 Crisis-affected refugees receive nutrition sensitive unconditional general distributions in order to meet basic food needs (A2, Output categories A, E).</p> <p>2.3 Moderately acute malnourished HIV, TB patients receive special nutritious food and nutrition counselling to support nutritional recovery (A2, Output categories A, E).</p> <p>2.4 Moderately acute malnourished refugee children 6-59 months and pregnant and lactating women and girls (PLW/G) receive special nutritious foods and nutrition counselling to improve their nutritional status (A2, Output categories A, B, E).</p> <p>2.5 School aged-children in refugee camps receive hot meals or take-home rations in order to meet basic food needs (Output categories A, K).</p> <p>2.6 Caregivers of infants (0-59 months), HIV/TB and severely acute malnourished receive nutrition sensitive conditional in-kind transfers in order to meet their basic food needs (A2, Output categories E).</p> <p>2.7 Targeted refugee children 6-59 months and PLW receive specialized nutritious foods and nutrition education to prevent acute malnutrition (A2, Output Categories B, E).</p> <p>2.8 Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods (A2, Output categories K).</p>	<p>3.1 Moderately acute malnourished children aged 6-59 months and PLW/G receive specialized nutritious foods and nutrition counselling to improve their nutritional status (A3, Output categories A, B, E).</p> <p>3.2 Moderately acute malnourished HIV, TB patients receive special nutritious food and nutrition counselling to support nutritional recovery (A3, Output categories A, B, E).</p> <p>3.3 Targeted children 6-59 months, PLW and elderly (POC's only) receive specialized nutritious foods and nutrition education to prevent acute malnutrition (A3, Output categories A, B, E).</p> <p>3.4 Nutritionally vulnerable populations benefit from improved access to nutrition and health services through capacity development and strengthening of health and nutrition delivery systems (A3, Output categories C).</p> <p>3.5 Moderately acute malnourished HIV, TB patients receive special nutritious food and nutrition counselling to support nutritional recovery (A3, Output categories A, E).</p>	<p>4.1 Targeted beneficiaries receive nutrition sensitive food or cash transfers through participation in building and maintaining assets and through training activities in order to build resilience to shocks (A4, Output categories A, B, E).</p> <p>4.2 Smallholder farmers have improved market access through government official capacity building on extension and quality assurance services (A4, Output categories A, F).</p> <p>4.3 Communities have improved access to assets, transport, markets and services, through feeder road and bridge construction (A4, Output categories L).</p> <p>4.4 Targeted communities have improved market access through home grown school feeding initiatives and the stimulation of small-scale local agricultural production (Sub Activity 4, Output categories M*).</p> <p>4.5 Vulnerable primary school children in rural and urban settings receive nutrition-sensitive hot meals or take-home rations in order to meet basic food needs (Sub Activity 4, Output categories M*).</p> <p>4.6 Targeted vulnerable and food insecure households in urban settings receive conditional or unconditional cash transfers in order to improve food security (A1, Output categories A).</p> <p>11.1 Community members in targeted project sites receive training on basic road and infrastructure maintenance techniques for sustainability and ownership of the projects (A11, Output categories C).</p> <p>11.2 Government and partner staff are trained in road and infrastructure development and rehabilitation for enhanced skills and sustainable support to the communities (A11, Output categories C).</p> <p>11.3 Communities in targeted areas have improved access to markets, basic social services and project sites among others (A11, Output categories L).</p>	<p>5.1 The humanitarian community benefits from the provision of air services in order to provide more efficient and effective responses to affected populations (A5, Output category H, K).</p> <p>6.1 The humanitarian community benefits from common logistics services to improve the efficiency and the effectiveness of the logistics response and avoid duplication of efforts (A6, Output categories H, K, M).</p> <p>7.1 The humanitarian community benefits from efficient and effective transportation services of WFP logs on road, river and air to provide humanitarian assistance on cost recovery (A7, Output categories H, K, L).</p> <p>7.2 The humanitarian community benefits from efficient storing and warehousing services to meet storage needs in all the areas where WFP operates on cost recovery (A7, Output categories H, K, L).</p> <p>7.3 The humanitarian community benefits from the provision of WFP Fleet workshop facilities in various locations in South Sudan on cost recovery basis, risk-based, cost-efficient and effective vehicle maintenance service to provide more efficient and effective response to affected populations (A7, Output categories H, K).</p> <p>8.1 The humanitarian community benefits from the provision of security emergency telecommunication services to comply with mandatory safety and security requirements (A8, Output categories H, K, L).</p> <p>9.1 UN agencies and partners increase their capacity to register, aggregate and manage digital population data to strengthen accountability and support planning and coordination for assistance provision to the most vulnerable (A9, Output categories H, K, L).</p>	
Country Activities	<p>ACTIVITY 1: Provide nutrition-sensitive food assistance to crisis-affected populations (Activity category 1, modality: food/cash/capacity strengthening)</p> <p>ACTIVITY 2: Provide food, nutrition assistance and school meals to refugees (Activity category 1, modality: food/cash)</p>	<p>ACTIVITY 3: Provide nutrition assistance to populations at risk of malnutrition. (Activity category 3, modality: food/capacity strengthening)</p>	<p>ACTIVITY 4: Provide livelihood support and build resilience of targeted households (including School Feeding Programme and Urban Safety Net Programme) (Activity category 2, modality: food/cash/capacity strengthening)</p>	<p>ACTIVITY 11: Provide infrastructure development services for humanitarian access and community (Activity category 11, modality: Capacity strengthening)</p>	<p>ACTIVITY 5: Provide air services to the humanitarian community (Activity category 5, modality: service delivery)</p> <p>ACTIVITY 6: Coordinate and facilitate access to common logistics services and information management in support to the humanitarian community (Activity category 11, modality: service delivery)</p> <p>ACTIVITY 7: Provide bilateral logistics services on cost recovery basis for humanitarian actors to achieve their objectives (Activity category 11, modality: service delivery)</p> <p>ACTIVITY 8: Provision of Security Emergency telecommunication services to the humanitarian community (Activity category 21, modality: service delivery)</p> <p>ACTIVITY 9: Provide a digital beneficiary and transfer management service using corporate system SCORE to humanitarian and development partners (Activity category 10, modality: service delivery)</p> <p>ACTIVITY 10: Provision of IT data communication services to the humanitarian community (Activity category 21, modality: service delivery) – DEACTIVATED</p>

Annex 11: SFP Result Framework (Except from Country Office logframe)

Indicator Type Outcome/ Output	Indicator Type Corporate/ Customized	Indicator	Disaggregation	Data Source	Data Collection Frequency
<i>SO 1 Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food</i>	Corporate Outcome	Enrolment rate	Boys, girls On-site/take-home ration	CP reports	Annually
	Corporate Outcome	Retention rate	Boys, girls On-site/take-home ration	CP reports	Annually
	Corporate Outcome	Attendance rate	Boys, girls On-site/take-home ration	CP reports	Annually
<i>Output. Targeted communities have improved market access through home grown school feeding initiatives and the stimulation of small-scale local agricultural production</i>	Corporate Output. A.1: Number of women, men, boys, and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.1: Number of boys in WFP-assisted schools who received deworming treatment at least once during the year	Boys, girls On-site/take-home ration	CP reports	Annually
		A. 1.8: Number of girls in WFP-assisted schools who received deworming treatment at least once during the year	Boys, girls On-site/take-home ration	CP reports	Annually
	Corporate Output A.5: Quantity of non-food items distributed	A.5.19: Quantity of kitchen utensils distributed (plates, spoons, cooking pots etc.)	Boys, girls On-site/take-home ration	CP reports	Annually
		A.5.1: Number of Albendazole Tablets (400mg) distributed	Boys, girls On-site/take-home ration	CP reports	Annually
		A.5.9: Number of jerrycans (20 litres) distributed	Boys, girls	CP reports	Annually

Indicator Type Outcome/ Output	Indicator Type Corporate/ Customized	Indicator	Disaggregation	Data Source	Data Collection Frequency
			On-site/take-home ration		
	Corporate Output.6: Number of institutional sites assisted	A.6.20: Number of primary schools assisted by WFP	Boys, girls On-site/take-home ration	CP reports	Annually
		A.6.26: Number of secondary schools assisted by WFP	Boys, girls On-site	CP reports	Annually
<i>SO 3 Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year</i>	Corporate Outcome	Enrolment rate	Boys, girls On-site/take-home ration	CP reports	Annually
	Corporate Outcome	Retention rate	Boys, girls On-site/take-home ration	CP reports	Annually
	Corporate Outcome	Attendance rate	Boys, girls On-site/take-home ration	CP reports	Annually
A: Targeted beneficiaries receive nutrition sensitive food or cash transfers through participation in building and maintaining assets and through training activities in order to build resilience to shocks	Corporate output: A.1: Number of women, men, boys, and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.1: Number of boys in WFP-assisted schools who received deworming treatment at least once during the year	Boys, girls On-site	CP reports	Annually
		A.1.3: Number of children in WFP-assisted schools who received deworming treatment at least once during the year	Boys, girls On-site	CP reports	Annually
		A.1.8: Number of girls in WFP-assisted schools who received deworming treatment at least once during the year	Boys, girls On-site	CP reports	Annually

Indicator Type Outcome/ Output	Indicator Type Corporate/ Customized	Indicator	Disaggregation	Data Source	Data Collection Frequency
	Corporate Output A.5: Quantity of non-food items distributed	A.5.19: Quantity of kitchen utensils distributed (plates, spoons, cooking pots etc.)	Boys, girls On-site	CP reports	Annually
		A.5.1: Number of Albendazole Tablets (400mg) distributed	Boys, girls On-site	CP reports	Annually
		A.5.9: Number of jerrycans (20 litres) distributed	Boys, girls On-site	CP reports	Annually
N*: 4.5 Vulnerable primary school children in rural and urban settings receive nutrition-sensitive hot meals or take-home rations in order to meet basic food needs	Corporate output N*.1: Feeding days as percentage of total school days	N*.1.1: Feeding days as percentage of total school days	Boys, girls On-site	CP reports	Annually
		N.3.1: Number of children receiving deworming with WFP support (male)	Boys, girls On-site	CP reports	Annually
		Number of children receiving deworming with WFP support (female)	Boys, girls On-site	CP reports	Annually
		N*.6.1: Number of children covered by Home-Grown School Feeding (HGSF)	Boys, girls On-site	CP reports	Annually

South Sudan Country Office

<https://www.wfp.org/countries/south-sudan>

World Food Programme

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 [wfp.org](https://www.wfp.org)