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World Food Programme

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# Evaluation of WFP's Corporate Emergency Response to the Sudan Regional Crisis 2023–2025

Centralized evaluation report – Volume II Annexes

OEV/2025/017  
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# Contents

Annex 1: Acronyms and abbreviations .....	1
Annex 2: Summary terms of reference .....	5
Annex 3: Evaluation timeline .....	6
Annex 4: Additional context.....	8
Annex 5: Reconstructed theories of change.....	11
Annex 6: Evaluation matrix.....	11
Annex 7: Methodology .....	12
Annex 8: Data collection methods .....	15
Annex 9: Data collection tools, templates and guides .....	22
Annex 10: Set of codes for FGD quantitative analysis.....	22
Annex 11: Survey results.....	22
Annex 12: Fieldwork agenda .....	23
Annex 13: Key informants overview .....	33
Annex 14: Neighbouring countries individual context overviews.....	35
Annex 15: Map of Sudan response and specific sub-office presence .....	36
Annex 16: Additional performance analyses.....	38
Annex 17: Additional funding analysis .....	41
Annex 18: Neighbouring countries donor contributions .....	44
Annex 19: Country portfolio needs versus implementation plan versus actual – neighbouring countries ....	44
Annex 20: Evolution of risks assessed by the WFP Sudan Country Office 2023–2025 .....	47
Annex 21: Age and gender markers – Sudan and neighbouring countries .....	48
Annex 22: Sudan output and outcome indicators .....	50
Annex 23: Human resources – Sudan and neighbouring countries .....	53
Annex 24: Partnerships .....	60
Annex 25: Supply chain optimization supplementary analysis corridors .....	63
Annex 26: Mapping of findings-conclusions-recommendations .....	67
Annex 27: Bibliography .....	68

# List of figures

Figure 1- Sudan areas of control as of August 2025 .....	12
Figure 2 - Sudan: Acute food insecurity situation, April 2022–May 2025 .....	12
Figure 3 - Sudan: Nutrition severity of needs and people in need* per Locality November 2024 .....	13
Figure 4 - Map of regional displacements as of September 2025.....	13
Figure 5 - Refugee and returnee trends and demographics, May 2023–September 2025.....	14
Figure 6 – Focus group discussions participants by location and gender for Sudan, Chad and Egypt .....	20
Figure 7 - Partner survey response numbers by country .....	22
Figure 8 - Staff survey response numbers by country.....	22
Figure 9 - Neighbouring countries areas of operation .....	37
Figure 10 - Total general food assistance to people assisted in Sudan reached with in-kind and cash-based transfers, Jan 2023-Aug 2025.....	39
Figure 11- Sudan planned versus actual people assisted for in-kind general food assistance and food assistance for assets, Sudan, 2023-2024.....	39
Figure 12 - Sudan planned versus actual people assisted in-kind and cash-based transfer 2025 .....	40
Figure 13 - Sudan planned versus actual food distribution (metric ton), 2023-2024 .....	40
Figure 14 - Sudan planned versus actual cash and voucher distribution (USD), 2023-2024 .....	40
Figure 15 - Nutrition people assisted, Sudan, 2023-2025 .....	41
Figure 16 - Sudan planned versus actual people assisted for food assistance for assets and smallholder agricultural market support activities, 2023-2025 .....	41
Figure 17 - Cumulative contributions received by the Sudan country office, 2023-2025 .....	42
Figure 18 - Net funding requirements, Sudan country office, 2023-2025.....	42
Figure 19 - WFP advance financing by type for Sudan and neighbouring countries, 2023-2025.....	43
Figure 20 - Donors to WFP Sudan, 2023-2025 .....	44
Figure 21 - Contributions to WFP Sudan by grant length, 2022-2025.....	44
Figure 22 - Neighbouring countries unconditional resource transfer 1 country portfolio needs versus implementation plan versus actual .....	45
Figure 23 - Neighbouring countries SO4 country portfolio needs versus implementation plan versus actual spend 2023 .....	46
Figure 24 - Neighbouring countries SO4 country portfolio needs versus implementation plan versus actual spend 2024 .....	46
Figure 25 - Neighbouring countries SO4 country portfolio needs versus implementation plan versus actual spend 2025 .....	47
Figure 26 - Evolution of risk, 2023-2025 .....	48
Figure 27 - Employee count by reporting area, by year for Sudan .....	53
Figure 28 - Sudan country office vacant positions, January 2022-July 2025 .....	54
Figure 29 - Sudan country office employee count by contract, 2023-2025 .....	54

Figure 30 - Other countries' WFP employees by contract type, 2023-2025 .....	55
Figure 31 - Distribution of women and men employees for Sudan country office by year, 2022-2025.....	56
Figure 32 - Distribution of women and men employees, by country office by year, 2022-2025.....	56
Figure 33 - Temporary duty deployments - distribution of working modality by duty station from 2024 to May 2025.....	57
Figure 34 - Count of candidates by job profile and working modality from 2024 to May 2025.....	57
Figure 35 - Average days of deployment by job profile from 2024 to May 2025 .....	58
Figure 36 - Evacuation overview by type and destination.....	58
Figure 37 - Sudan country office staffing locally and internationally recruited.....	59
Figure 38 - Other countries' country office staffing locally and internationally recruited.....	59
Figure 39 - Number of cooperating partners by state, 2023-2024 .....	62
Figure 40 - Corridor handovers versus requirements, September–December 2024 .....	63
Figure 41 - Corridor evolution timeline .....	64
Figure 42 - Total dispatch quantity from Chad into Sudan by year .....	65
Figure 43 - Corridor cost comparison (food transfer costs - Darfur, 21,000 mt/month).....	65

## List of tables

Table 1 - In-country data collection timeline Sudan .....	25
Table 2 - Detailed mission schedule Sudan .....	26
Table 3 - In-country data collection timeline Chad .....	30
Table 4 - In-country data collection timeline Egypt.....	33
Table 5 - Total number of staff for Sudan and neighbouring countries, 2023-2025 .....	38
Table 6 - SO1 age and gender markers for Sudan .....	49
Table 7 - SO1 age and gender markers for neighbouring countries 2023-2024.....	50
Table 8 - SO3 output indicators, 2023-2024.....	51
Table 9 - Nutrition outcome indicators in Sudan, 2022-2024.....	52
Table 10 - Financial service provider by type 2022-2025.....	60
Table 11 - Financial service provider by state 2022-2025.....	61

# Annex 1: Acronyms and abbreviations

<b>AAP</b>	Accountability to affected people or populations
<b>AAR</b>	After Action Review
<b>ACAP</b>	Assessment Capacities Project
<b>ACR</b>	Annual Country Report
<b>AFdB</b>	African Development Bank
<b>BR</b>	Budget Revision
<b>CAR</b>	Central African Republic
<b>CBO</b>	Community-based organization
<b>CBT</b>	Cash-based transfer
<b>CD</b>	Country Director
<b>CEE</b>	Corporate Emergency Evaluation
<b>CFM</b>	Community feedback mechanism
<b>CFSVA</b>	Comprehensive Food Security and Vulnerability Assessment
<b>CY</b>	Country office
<b>CONOPS</b>	Concept of Operations
<b>CPN</b>	Country Portfolio Needs
<b>CP</b>	Cooperating partner
<b>CSP</b>	Country Strategic Plan
<b>CSU</b>	Corporate Scale-Up
<b>CV</b>	Commodity vouchers
<b>DTM</b>	Sudan Mobility Update
<b>DoE</b>	Director of Evaluation
<b>EDP</b>	Extended delivery points
<b>EFSA</b>	Emergency Food Security Assessments
<b>EM</b>	Evaluation Manager
<b>EQ</b>	Evaluation question
<b>ERR</b>	Emergency Response Rooms
<b>ESARO</b>	Eastern and Southern Africa Regional Office
<b>ET</b>	Evaluation team
<b>ETC</b>	Emergency telecommunications cluster
<b>FACT</b>	Framework of Accountability Compliance Tool
<b>FAO</b>	Food and Agriculture Organization
<b>FFA</b>	Food assistance for assets

<b>FFT</b>	Food for assistance for trainings
<b>FGD</b>	Focus group discussion
<b>FITTEST</b>	Fast IT and Telecommunications Emergency and Support Team
<b>FLA</b>	Field-level agreement
<b>FRN</b>	Food release notes
<b>FSMS</b>	Food Security Monitoring System
<b>FSP</b>	Financial service provider
<b>GAP</b>	Global Assurance Project
<b>GCMF</b>	Global Commodity Management Facility
<b>GDP</b>	Gross Domestic Product
<b>GEWE</b>	Gender equality and empowerment of women
<b>GFA</b>	General food assistance
<b>GHI</b>	Global Hunger Index
<b>GHQ</b>	Global Headquarters
<b>GII</b>	Gender Inequality Index
<b>HAC</b>	Humanitarian Aid Commission
<b>HNRP</b>	Humanitarian Needs and Response Plan
<b>HPs</b>	Humanitarian principles
<b>HQ</b>	Headquarters
<b>HR</b>	Human resources
<b>HRP</b>	Humanitarian Response Plan
<b>IASC</b>	Inter-Agency Standing Committee
<b>IDPs</b>	Internally displaced people
<b>IFI</b>	International Financial Institution
<b>IOM</b>	International Organization for Migration
<b>IP</b>	Implementation Plan
<b>IPC</b>	Integrated Food Insecurity Phase Classification
<b>IPL</b>	Internal Project Lending
<b>IPO</b>	International Purchase Order
<b>IRA</b>	Immediate Response Account
<b>IRG</b>	Internal Reference Group
<b>JOPs</b>	Joint Operating Principles
<b>KII</b>	Key informant interview
<b>LC</b>	Logistic cluster
<b>MAM</b>	Moderate acute malnutrition
<b>MoU</b>	Memorandum of Understanding
<b>MSNA</b>	Multi-sector needs assessment
<b>MSU</b>	Mobile Storage Unit

<b>mt</b>	Metric tons
<b>NFI</b>	Non-food item
<b>NGO</b>	Non-governmental organization
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>OECD DAC</b>	Organization for Economic Co-operation and Development's Development Assistance Committee
<b>OEV</b>	Office of Evaluation
<b>OTF</b>	Operational task forces
<b>PBW/G</b>	Pregnant and breastfeeding women and girls
<b>PDF</b>	Post-distribution monitoring
<b>PIN</b>	People in need
<b>PSEA</b>	Prevention of sexual exploitation and abuse
<b>PSN</b>	Productive safety nets
<b>REC</b>	Regional Emergency Coordination
<b>RO</b>	Regional Office
<b>RRP</b>	Sudan Regional Refugee Response Plan
<b>RSF</b>	Rapid Support Force
<b>SAF</b>	Sudanese Armed Forces
<b>SANAD</b>	Emergency Crisis Response Safety Net
<b>SARHO</b>	Sudanese Agency for Relief and Humanitarian Operations
<b>SDG</b>	Sudanese Pound
<b>SDG</b>	Sustainable Development Goal
<b>SEWPP</b>	Sudan Emergency Wheat Production Project
<b>SGBV</b>	Sexual and Gender-Based Violence
<b>SHNRP</b>	Sudan Humanitarian Needs and Response Plan
<b>SNCCRP</b>	Sudan and Neighbouring Countries Crisis Response Plan
<b>SO</b>	Strategic Outcome
<b>SOP</b>	Standard Operating Procedure
<b>SRCS</b>	Sudanese Red Crescent Society
<b>STF</b>	Strategic task forces
<b>TDY</b>	Temporary duty assignments
<b>TL</b>	Team leader
<b>TPM</b>	Third party monitoring
<b>ToC</b>	Theory of change
<b>ToR</b>	Terms of reference
<b>UN CERF</b>	United Nations Central Emergency Fund
<b>UNDIS</b>	UN Disability Inclusion Strategy
<b>UNDSS</b>	United Nations Department of Safety and Security

<b>UNEG</b>	United Nations Evaluation Group
<b>UNHAS</b>	United Nations Humanitarian Air Service
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>VAM</b>	Vulnerability analysis and mapping
<b>YTD</b>	Year to date

# Annex 2: Summary terms of reference

1. The summary terms of reference document is available [here](#).

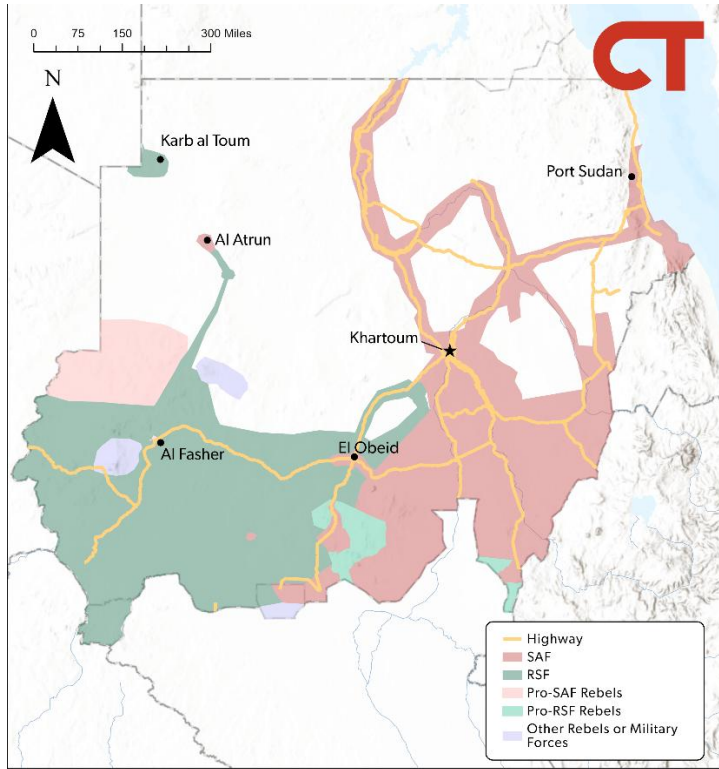
# Annex 3: Evaluation timeline

Phase 2 - Inception phase			
	Team preparation, literature review prior to headquarters (HQ) briefing	Team	10-14 March
	HQ inception briefing	Evaluation manager (EM) & team	17-21 March
	Inception mission	EM + team leader (TL)	11-17 May
	Submit draft inception report (IR) to Office of Evaluation (OEV) (D0)	TL	02 May
	OEV quality assurance and feedback	EM/RA	8 May
	Submit revised IR to OEV (D1)	TL	14 May
	IR Review and submit to Director of Evaluation (DoE)/Deputy Director of Evaluation (DDoE)	EM/RA	20 May
	Submit draft inception report (IR) to OEV (D2)	DoE/DDoE	23 May
	Clear IR D2	DoE/DDoE	28 May
	Share IR with Internal Reference Group (IRG) for comment	EM	29 May - 11 June
	Deadline for IRG comments	IRG	11 June
	OEV consolidate all comments in matrix and share them with TL	EM/RA	12 June
	Submit revised IR (D3)	TL	17 June
	Comments on inception report D3	EM/RA	23 June
	Submit revised IR (D3)	TL	27 June
	Review IR D4	EM/RA	3 July
	IR review and clearance	DoE/DDoE	4 July
	Circulate final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	5 July
Phase 3 - Data collection, including fieldwork			
	Data collection (desk review, in-country field work combined with remote interviews as required)	Team	5 July- 0 August
	Exit debrief PowerPoint presentation (ppt) on the last day of field mission	TL	15 July-1 Sept
	Preliminary findings debrief	Team	25 Sept
Phase 4 - Reporting			
Draft 0	Submit evaluation report (ER) (D0) to OEV (after quality assurance (QA))	TL	23 Oct
	Comment on ER (D0)	EM/RA	27 Oct
Draft 1&2	Submit ER (D1)	TL	10 Nov
	Comment on ER (D1)	EM/RA/QA2/ EAP expert	14 Nov
	Submit ER (D2)	TL	20 Nov

	Clear ER prior to sharing with IRG	DoE/DDoE	26 Nov
	Comment on ER (D2)	IRG	2-15 Dec
	Consolidate WFP comments and share with team	EM/RA	15 Dec
	Regional internal and external stakeholder workshops (remote)	TL/EM/IRG	3 Dec and 9 Dec
Draft 3&4	Submit ER (D3)	ET	5 Jan
	Comment ER (D3)	EM/RA/QA2	12 Jan
	Submit ER (D4)	ET	19 Jan
	Comment ER (D4)	EM/RA/QA2	23 Jan
	Develop ER final version	ET	28 Jan
	Approve final ER	DoE/DDoE	4 Feb
SER	Draft strategic evaluation report (SER) (D0)	EM	11 Feb
	Comment on SER (D0)	QA2	18 Feb
	Develop SER D1	EM/RA	23 Feb
	Review and validate draft SER	TL	26 Feb
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	27 Feb
	Comment on SER D1	IRG members and directors of divisions involved in the management response (MR), the leadership group and the regional directors (RDs)	28 Feb-13 March
	Develop SER D2	EM/RA	20 March
	Comment on SER D2	QA2	25 March
	Revise SER D2	EM/RA	27 March
	Approve final SER and submit to Executive Board Secretariat (EBS)	DoE	End-March
	Develop management response		End-March
	OEV circulates SER to WFP's executive management for information upon clearance from OEV's Director	DoE/DDoE	April
	<b>Phase 5 - Executive Board (EB) and follow-up</b>		
	Submit SER/recommendations to Corporate Planning and Performance (CPP) for management response + SER to EB Secretariat for editing and translation	EM	April
	Tail end actions, OEV websites posting, EB round table etc.	EM	End May 2026
	Presentation and discussion of SER at EB round table	DoE/DDoE & EM	End May 2026
	Presentation of SER to the EB	DoE/DDoE	End June 2026
	Presentation of management response to the EB	Director of Corporate Planning and Performance (DoCPP)	End June 2026

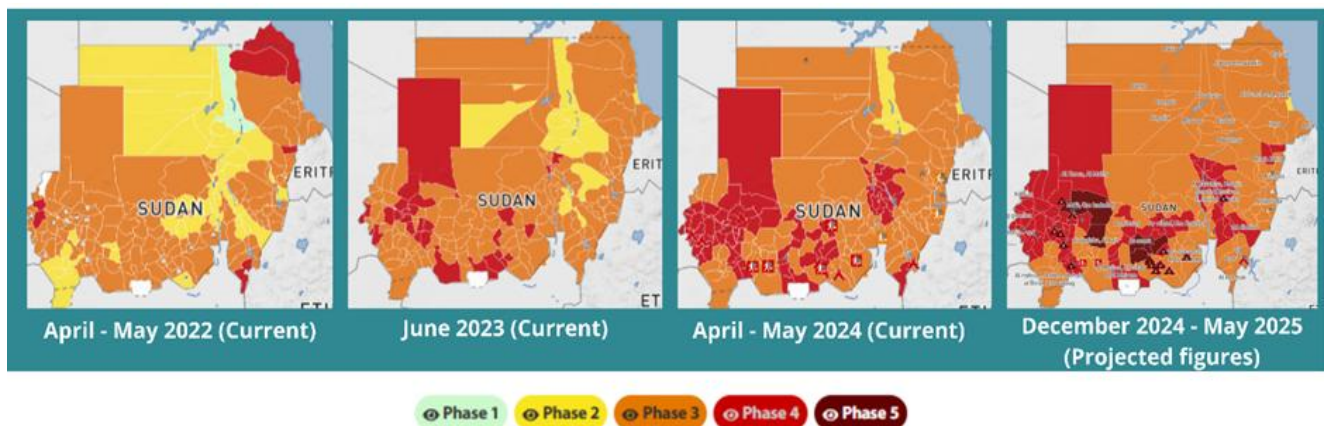
# Annex 4: Additional context

**Figure 1- Sudan areas of control as of August 2025**



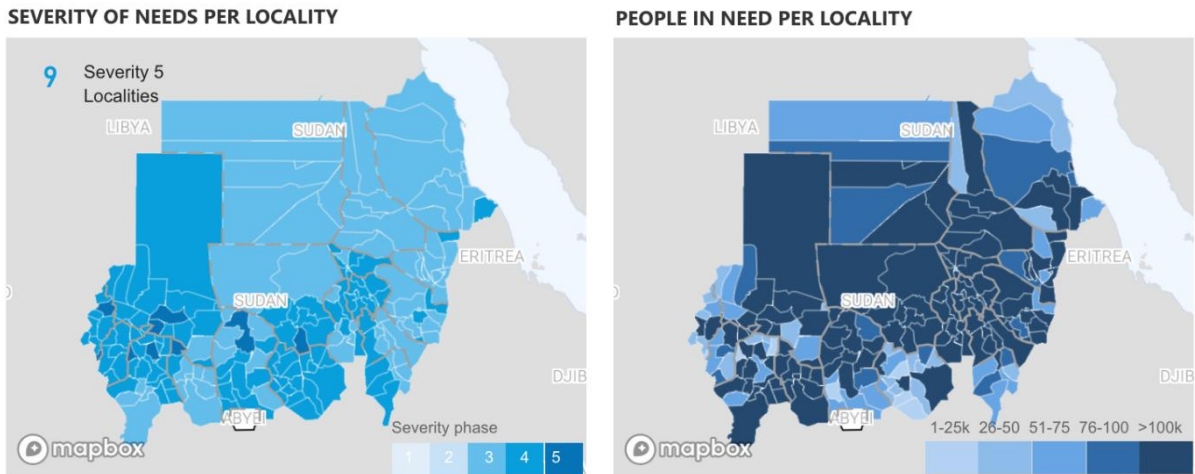
Source: Critical Threats Analysis 14 August 2025.

**Figure 2 - Sudan: acute food insecurity situation, April 2022–May 2025**



Source: IPC, Sudan: Acute Food Insecurity Situation April–May 2022, June 2023, April–May 2024, December 2024–May 2025.

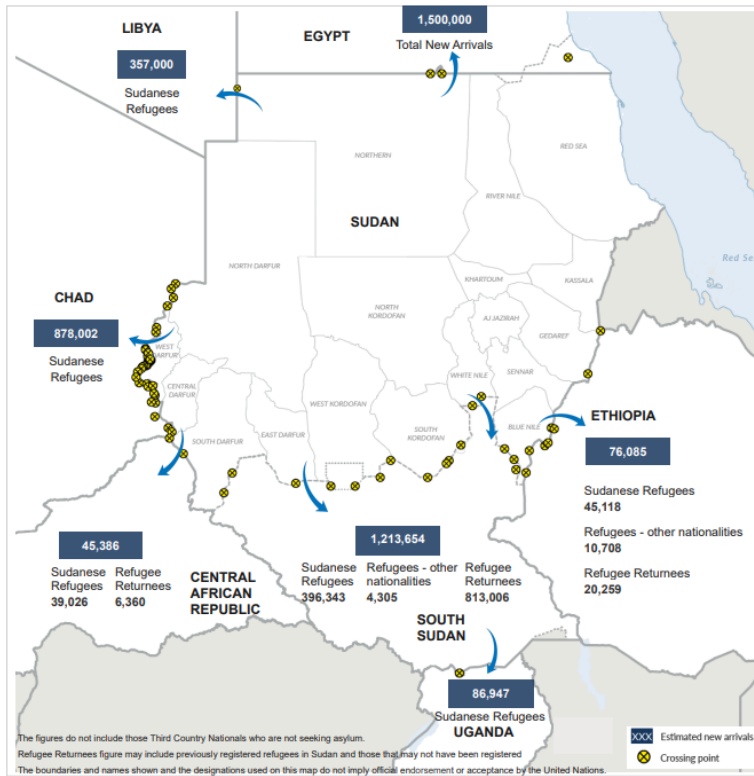
**Figure 3 - Sudan: Nutrition severity of needs and people in need\* per locality November 2024**



Source: Sudan HNRP Nutrition Cluster

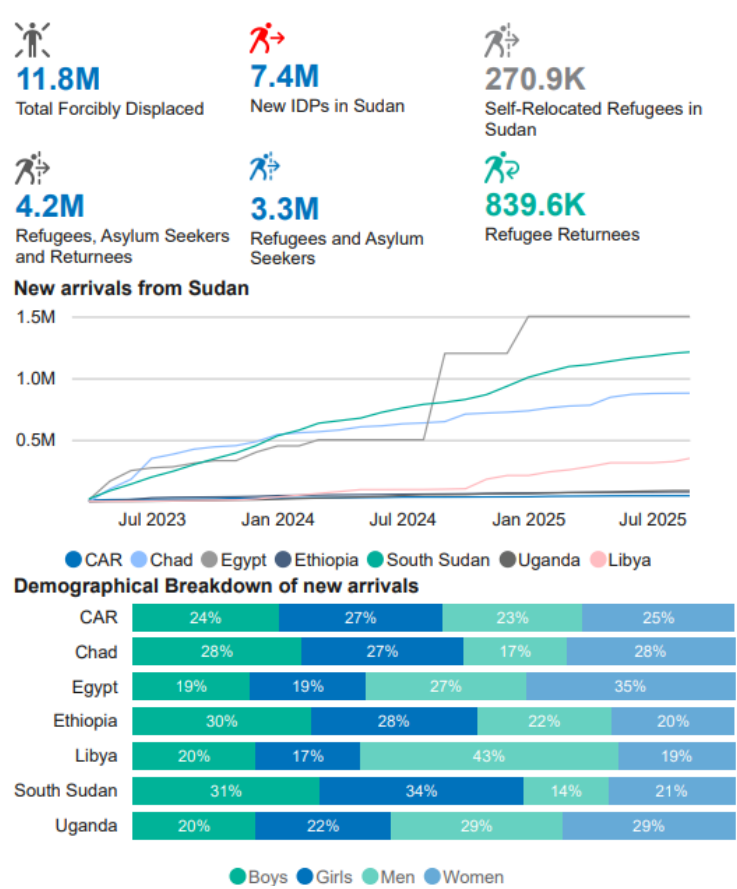
\*The people in need (PiN) for nutrition constitutes under-5 acute malnourished children, pregnant and breastfeeding women and girls; PiN was calculated based on the acute malnutrition only.

**Figure 4 - Map of regional displacements as of September 2025**



Source: Sudan Situation Regional Update 22 September 2025.

Figure 5 - Refugee and returnee trends and demographics, May 2023–September 2025



Source: United Nations High Commissioner for Refugees (UNHCR) Sudan Situation.

# Annex 5: Reconstructed theories of change

2. The reconstructed theories of change for Sudan and neighbouring countries are available through an external link [here](#).

# Annex 6: Evaluation matrix

3. The evaluation matrix is available through an external link [here](#).

# Annex 7: Methodology

4. This annex presents the methodological approach used during the evaluation for data collection, analysis and synthesis, and the process for drafting findings, conclusions and recommendations.
5. The evaluation is framed around answering the evaluation questions (EQs) posed in the terms of reference (ToR). These evaluation questions were reviewed and refined in the inception phase. Using these evaluation questions as the foundation, an evaluation matrix (see [Annex 5](#)) was also developed during the inception phase, linking evaluation questions and sub-evaluation questions to judgment criteria, data sources and data collection and analysis methods, providing a guide for the evaluation and ensuring a systematic approach. The evaluation matrix was also informed by the theories of change (ToC) for Sudan and the neighbouring countries.
6. The evaluation follows a theory-based approach. The evaluation team started by reconstructing two theories of change during the inception phase, the first of these covering Sudan. The second regional theory of change covered the seven countries affected by the forced displacement caused by the Sudan crisis (see Annex 4). The team outlined the expected causal pathways of change and positioned these within a wider set of contextual influencing factors and assumptions, which were then validated during the inception phase. Referring to the theories of change throughout the evaluation allowed the evaluation team to interrogate different lines of enquiry and test the conditions under which results are achieved to identify critical factors that affected implementation and outcomes.
7. This theory-based approach has been complemented by contribution analysis, which reduces uncertainty by developing a plausible, evidence-based narrative that explains how and why an intervention likely contributed to observed changes. For this evaluation, the contribution analysis steps were tailored to WFP's standard evaluation process: step 1 (setting out the attribution problem) was initiated by the Office of Evaluation in the terms of reference during the preparation phase; step 2 (developing the theory of change) was undertaken in the inception phase; steps 3 and 4 (gathering the evidence for the theory of change and assembling and assessing the contribution story and challenges to it) was conducted during the data collection phase, with presentation of the preliminary findings as a first step towards steps 5 and 6; step 5 (seeking out additional evidence); and step 6 (revision and strengthening of the contribution story). Throughout the reporting phase, an iterative process including mission debriefs and emerging findings ensured that stakeholders at different organizational levels within WFP had the opportunity to share feedback on the emerging contribution story.
8. Taking into account that a theory of change-based approach is not well suited to understanding unintended effects (positive or negative), the approach incorporated open-ended data collection tools to ensure this is captured. The evaluation team also employed a "do no harm" lens during data collection to further identify areas susceptible to negative unintended consequences of humanitarian assistance.
9. The evaluation team analysed all data collected in the inception and data collection phases, conducting additional stakeholder consultations and requesting additional documentation and datasets, as needed, to fill remaining gaps. Quantitative analysis of secondary data (for example, WFP datasets) and survey results were analysed in Excel and the Stats Module of MAXQDA. Also, in MAXQDA, qualitative data (documents, key informant interviews (KII) and focus group discussions (FGD) notes, open-ended survey inputs, thematic workshop notes) were systematically analysed through deductive and inductive coding, using the evaluation questions as the foundation for the coding tree. The systematic approach also supported triangulation of information along the lines of enquiry while the constant link to the evaluation questions ensured that all collected evidence was relevant to the evaluation exercise and sensitive to gender, equity and inclusion issues. This analysis was conducted in stages, first by individual team members and then collaboratively during analysis sessions (one for Sudan and a second for other countries), with participation from the Office of Evaluation. In identifying the findings, the weight of evidence was also closely considered with limitations (for example, only one source) taken into account in how the finding was weighted and presented.

10. This approach to analysis and triangulation informed findings that were grounded in solid evidence, in turn informing the synthesis for the conclusions and recommendations. Intended to be actionable and meaningful, each recommendation visibly traces back to the overall conclusions, which in turn are traceable to evaluation findings per the evaluation questions. Dialogue with key stakeholders throughout the study enhanced the phrasing and targeting of recommendations. Framed by a participatory approach and in alignment with the utilization-focused principle to the evaluation, stakeholders had various points of engagement including debriefs following in-country data collection and a remote preliminary findings session as well as a remote stakeholder workshop for all country offices (CYs), country directors (CDs) and headquarters; this was further complemented by a mini-workshop with external stakeholders (for example, donors). This provided opportunities to give feedback on the findings as well as the conclusions and recommendations in addition to commenting on the draft report. Notably, the stakeholder workshop afforded participants an opportunity to brainstorm the recommendations prior to them being finalized by the evaluation team.

### ***Humanitarian principles, gender sensitivity and other cross-cutting issues***

11. In order to examine the application of humanitarian principles in WFP's response to the Sudan regional crisis, in addition to incorporating an expert in humanitarian principles as part of the evaluation team, team members were briefed on the new United Nations Evaluation Group (UNEG) Guidance on the Integration of the Humanitarian Principles in the Evaluation of Humanitarian Action (2024). The evaluation matrix also integrated specific questions related to humanitarian principles to provide a more in-depth understanding of how humanitarian principles were applied and the trade-offs the WFP country offices have had to make to balance operational priorities with a principled approach.

12. To assess the extent to which gender and disability mainstreaming and targeted actions were put into practice throughout WFP functions (for example, data collection, reporting, needs assessments and analysis),<sup>1</sup> a gender-sensitive lens was applied throughout the data collection processes. This included ensuring all key informant interviews and focus group discussions respected gender-related considerations, by: (i) guaranteeing during consultations with stakeholders a gender balance in both the evaluation team and the interviewees involved; and (ii) ensuring that focus group discussions were conducted in safe, accessible and socially acceptable locations. The evaluation team was gender-balanced and composed of a mix of local and international consultants. The gender, cultural and linguistic diversity within the team facilitated communication with both men and women who were consulted during data collection.

13. The evaluation team also collected data on the extent to which WFP incorporated cross-cutting issues, including protection, accountability to affected people (AAP) and conflict sensitivity into its programme design, implementation, reporting and internal systems as well as intended and unintended effects of WFP's interventions.

### ***Ethical considerations***

14. Evaluations must conform to 2020 United Nations Evaluation Group ethical guidelines<sup>2</sup>. Accordingly, ADE s.a. is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent and protecting the privacy, confidentiality and anonymity of stakeholders. Evaluators have an obligation to safeguard sensitive information that stakeholders do not want to disclose to others.

15. No ethical issues were identified with carrying out this evaluation. The members of the evaluation team are committed to adhering to WFP's ethical standards and norms on evaluation, as well as the 2020 UNEG Ethical Guidelines for Evaluation (integrity, accountability, respect and beneficence), and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations. The evaluation team has signed pledges of ethical conduct in evaluation and a statement ensuring confidentiality, internet and data security during the evaluation process. No members of the evaluation team were involved in the design, implementation, financial management or monitoring of related programming and have no vested

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<sup>1</sup> WFP. 2021. [Gender Policy 2022](#).

<sup>2</sup> UNEG. 2020. [Ethical Guidelines for Evaluation](#)

interests or conflicts of interest in the findings, conclusions and recommendations of the evaluation. Any allegations of wrongdoing and misconduct uncovered during the evaluation will be reported on the appropriate channels.

### **Quality assurance**

16. Quality assurance was carried out by the team members, covering several layers of control. Each team member conducted quality assurance for their own respective responsibilities and produced quality products. The team leader ensured supervision of the work and timely delivery of all quality evaluation products. The quality assurance expert ensured that the evaluation process and its outputs were aligned with the terms of reference. The ADE project manager was responsible for the general coordination and supported the implementation of the study which included ensuring timeliness, proper implementation of the quality system and adequate responses to major challenges arising.

### **Limitations**

17. The evaluation faced several constraints related to timing, scope, access and data availability.

18. Data collection was undertaken while WFP remained in crisis response mode, which increased the risk of findings becoming outdated and limited the availability of some key stakeholders. Moreover, data collection (in-person and remote) was conducted between July-August 2025, during which time many key staff were unavailable due to leave plans and reassignment staff changeovers. The evaluation team was in contact with a high number of key internal and external stakeholders and the original timeline for data collection was extended due to unavailability for interviews and sharing of key datasets. Challenges in accessing information were further compounded by staff turnover.

19. In terms of scope, while the evaluation covers eight countries, it was not designed to deliver country-wide analysis beyond Sudan, focusing only on the Sudan response in the neighbouring countries. The lack of disaggregated data specific to the Sudan response limited the evaluation team's ability to draw out findings for some evaluation questions. This was only partially mitigated for countries that recently conducted country strategic plan evaluations (CSPEs). Moreover, the diversity of operational contexts and responses limited the scope for drawing generalized conclusions, underscoring the importance of context-specific analysis.

20. The evaluation also experienced access constraints, with travel restrictions affecting the in-country missions. Specifically, the evaluation team was unable to travel to Sudan during the inception phase and the team leader was prevented from reaching Sudan during data collection phases due to security and visa issues respectively. For the inception phase this was mitigated by expanded remote interviews. For the data collection mission, the team leader undertook an in-person visit to Nairobi to conduct key informant interviews with the regional bureau and country office staff based there and remotely participated in interviews in Sudan. In Egypt, the senior national expert was unable to participate in data collection as their visa was not received and the deputy team leader (DTL) did not receive permission to travel to Aswan. These constraints were mitigated by the engagement of experienced and a more expanded team of national consultants and regular check-ins with the core evaluation team members. Furthermore, the approval processes from local administrations in Darfur delayed data collection and shifted data collection sites from South to North Darfur.

21. Persistent data gaps were also observed, including incomplete or the absence of disaggregated data sets (for both Sudan and, more notably, neighbouring countries), limited cross-border, crossline and other supply chain information and missing core datasets. During the analysis, all key data gaps were identified and raised with the Office of Evaluation and bilateral conversations and follow-ups were conducted throughout the data collection phase. Critical gaps remain, including outcome data for 2025, aggregated data on metric ton (mt) movements and comprehensive cross-border metric ton, data related to projected and actual pipeline breaks. A cut-off date of 8 September for outcome data was agreed with the Office of Evaluation.

22. The impact of these limitations on findings is noted where relevant throughout the report.

# Annex 8: Data collection methods

23. The evaluation drew on the following main sources of evidence, which are elaborated further below: desk review, secondary quantitative data, key informant interviews (KIIs), focus group discussions (FGDs), two online surveys and in-country missions.

## **Desk review**

24. The desk review began during the inception period and continued during the data collection phase. Documents were provided by headquarters and all regional bureaux and country offices covered by the evaluation, and these were stored in the e-library on Microsoft Teams. The e-library was comprehensive and included WFP corporate policies and strategies, as well as country office documentation ranging from evaluations and audits to project reports, country-level planning and donor and strategic documents. A selection of external literature was also compiled within the e-library, including national strategies and policies, United Nations strategies and policies, and assessments of needs and vulnerabilities. Additional documents collected during the in-person data collection missions and following remote consultations were subsequently added to the e-library. Due to the volume (upwards of 4,000 documents), the evaluation team employed inclusion and exclusion criteria:

- Inclusion: Post-April 2023 (either as publication or period covered by the document); for other countries, relevance to the Sudan response (for example, SO1, specific reference to the response,<sup>3</sup> etc.).
- Exclusion: Pre-April 2023 except for documents related to preparedness; templates; checklists; no clear relevance to the Sudan response (other countries only).

25. Documents addressing context and corporate guidelines were reviewed for background but not assigned for coding and analysis. Where the e-library review identified maps, infographics or primarily quantitative documents, these were reviewed separately for background and relevance for triangulation or to be converted into datasets for quantitative review.

26. All those documents identified for inclusion (n=1002; 98 global and regional documents, 287 for Sudan and 617 for the other countries) were imported into MAXQDA. All documents were subjected to auto-coding based on keywords aligned to the evaluation questions, with all auto-coded segments manually reviewed for false positives. A subset of the included documents (n=544) was also identified for full review in addition to verification of coded segments. The coding tree was developed based on the evaluation questions guiding the deductive coding, complemented by inductive coding during the review.

## **Secondary data analysis**

27. Secondary quantitative data were compiled with support from the regional bureaux, country offices and OEV including but not limited to financial, human resources, supply chain, security, community feedback mechanisms (CFM), process monitoring, distribution reports, people assisted by WFP and output and outcome indicators for Sudan and, where available and specific to the Sudan response, for neighbouring countries. The team also drew on other agencies and national data. An analysis of this data was conducted in Excel. Data were disaggregated and analysed by gender, age and disability where possible.

## **Key informant interviews**

28. Consultations began during the inception phase and continued during the data collection phase with a purposive sample of key stakeholders from the constituent country offices and regional bureaux,

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<sup>3</sup> Documents were keyword-searched for references to Sudan.

headquarters and external actors (for example, representatives from United Nations agencies, cooperating partners (CPs)<sup>4</sup>, donors,<sup>5</sup> international financial institutions, host governments and private sector partners) remotely or in-person. In-country key informant interviews were conducted in Nairobi (for Sudan), Sudan, Chad and Egypt while key informant interviews were also conducted remotely with headquarters and all regional bureaux and country offices.

29. In total, 199 interviews with 259 participants were conducted.<sup>6</sup> The sample included:

- 104 individuals from WFP staff interviewed in WFP country offices covering all the relevant units
- 25 staff from the regional offices, headquarters and other offices who currently or previously supported the Sudan operations
- 11 donor institutions
- 7 government ministries
- 29 staff members from other United Nations agencies (for example, UNHCR, International Organization for Migration (IOM), United Nations Children's Fund (UNICEF))
- 23 staff members of cooperating partners

### Approach

30. Prior to beginning an interview, all informants were informed about the purpose of the evaluation and how the information they shared would be used and stored ([Annex 9](#) data collection tools, templates and guides). Key informant interviews were conducted individually or as small group interviews (referred to collectively as key informant interviews). Depending on the stakeholder and its knowledge and degree of engagement with the Sudan response and number of participants, interviews ranged from 45-90 minutes and were conducted in English, French or Arabic as appropriate.

31. All key informant interviews were treated as confidential and available only to the evaluation team. As an additional measure, the evaluation team followed a pseudonymization process in which all transcripts were given a reference code and all personally identifiable information was removed from the notes prior to analysis. These notes were then imported into MAXQDA where they were deductively and inductively coded using the same coding system as applied to the desk review.

32. Throughout, the evaluation team adhered to following principles and standards:

- **Transparency:** When sharing with the participants the scope of the key informant interviews (WFP corporate emergency evaluation (CEE)), they fully understood the purpose of the exercise, the types and intended uses of the data that were going to be collected.
- **Right to withdraw:** Participants were reassured that if they chose not to take part in the discussion there would be no repercussions.
- **Context sensitivity:** The evaluation team and WFP took the surroundings into consideration when planning for and conducting the key informant interviews, including considerations around conflict sensitivity, cultural sensitivity and so forth.
- **Confidentiality:** Participants were reassured that their names were not recorded, to guarantee anonymity. In addition, data collected was rendered only at aggregated level or referenced in a generic way, to make it impossible to trace information to its individual source.
- **Safety:** Risk mitigation measures were carefully considered in order to reduce exposure to safety risks for key informant interviews' participants.

33. Interviews were guided by a semi-structured open-ended questionnaire framed by the evaluation questions and the evaluation manager and adapted to the different stakeholder groups ([Annex 9](#) data collection tools, templates and guides). With the semi-structured approach, the interviewer has the discretion to rephrase the questions, adapting them to different audiences while maintaining alignment with the line of inquiry; the interviewer can also omit questions if they are not relevant to the informant(s).

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<sup>4</sup> The evaluation targeted a mixture of national and international CPs.

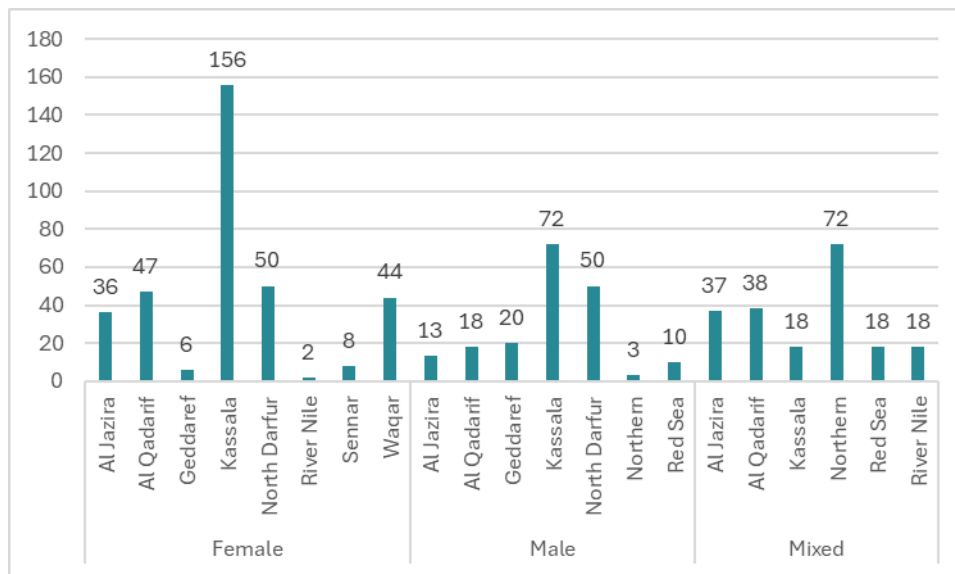
<sup>5</sup> Donors were prioritized based on contribution levels.

<sup>6</sup> Select stakeholders participated in follow-up interviews; these are counted as one single interview.

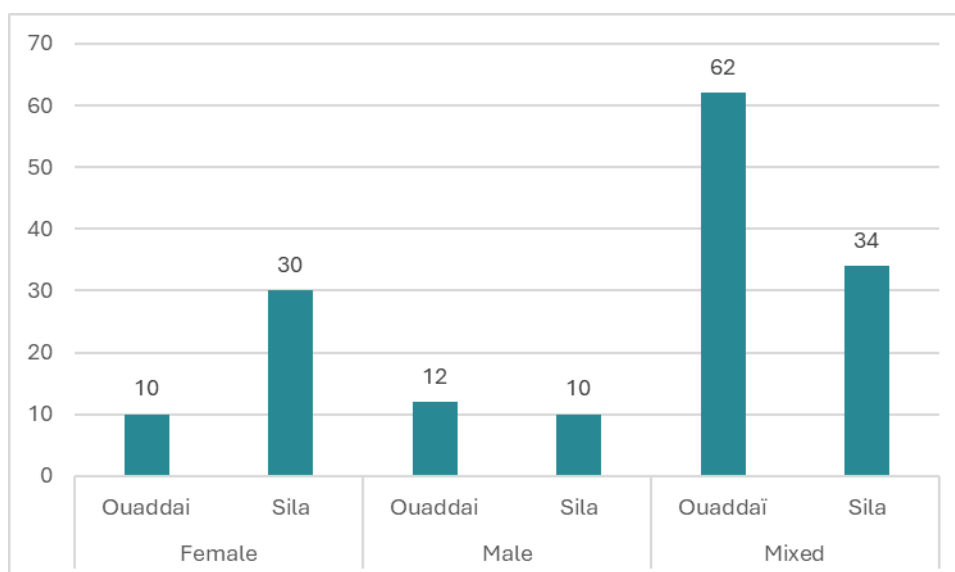
## Focus group discussions

34. Focus group discussions were conducted with affected populations in Sudan, Chad and Egypt. While primarily focused on people assisted by WFP, select focus group discussions with people who did not receive WFP assistance were also conducted in each country. Focus group discussions aimed to solicit the perspectives and views of people assisted by WFP within the affected populations. They contributed to ensuring that “all voices are heard” and minimizing biases. Special considerations were given to the representation of vulnerable groups such as women, young people, older persons, persons with disabilities and marginalized groups. Where relevant, focus group discussions with men and women were conducted separately. Where full representation was not possible, probes were made during discussions to test how different groups may have been affected differently. In total of 88 focus group discussions were conducted, 60 in Sudan with around 722 participants, 12 in Chad and 16 in Egypt.

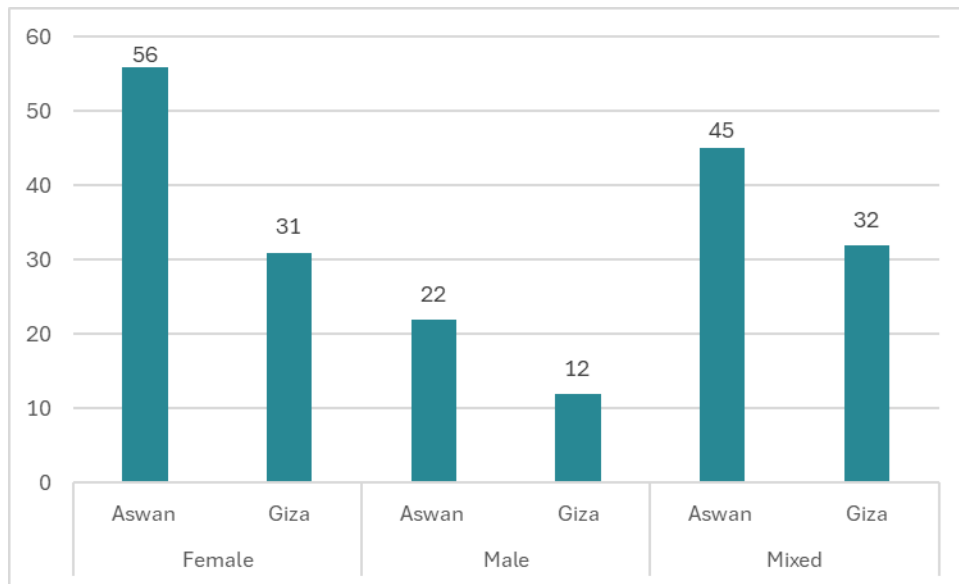
**Figure 6 – Focus group discussions participants by location and gender for Sudan, Chad and Egypt**



Source: Evaluation team from focus group discussions.



Source: Evaluation team from focus group discussions.



Source: Evaluation team from focus group discussions.

35. A focus group discussion questionnaire was designed in line with the evaluation matrix, focusing on a specific set of evaluation questions (see [Annex 9](#) data collection tools, templates and guides) and translated into French and Arabic with context adaptations as required. While focus group discussions explored all the questions on the guide, emerging results from the desk review and secondary data analysis helped to inform where greater emphasis and time should be placed. The evaluation team engaged a gender-balanced team of local data collectors with experience in qualitative data collection and understanding of the local context in each of the three countries to undertake the focus group discussions. All data collectors received training from the evaluation team using a focus group discussion guidance tool developed specifically for this evaluation (see [Annex 9](#) data collection tools, templates and guides).

36. Across the three countries, focus group discussions were all conducted and captured in Arabic and then translated into English before uploading into MAXQDA for coding with the same approach as for key informant interviews (see key informant interviews section above). In addition, focus group discussions were also coded against an additional set of codes linked to the evaluation questions (see [Annex 6](#) evaluation matrix) in order to generate a quantitative overview of feedback to complement the open-ended response analysis.

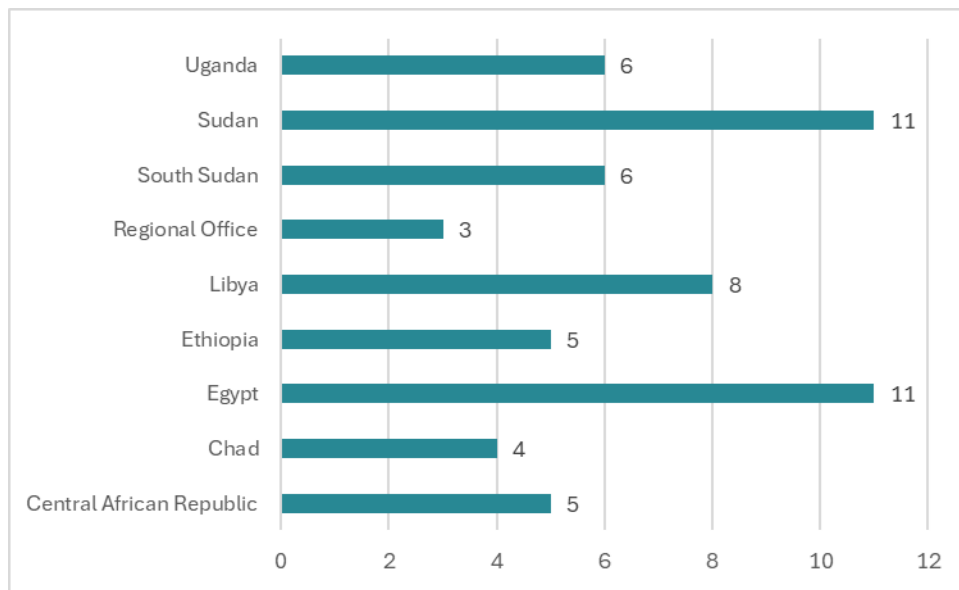
### Online surveys

37. Two online surveys were carried out to obtain a global view of internal and external stakeholders' perceptions on WFP's interventions in Sudan and the surrounding countries, with the aim to collect views from as many informants as possible in a systematic manner. The surveys targeted WFP staff and partners (cooperating partners and United Nations agencies). The surveys were provided in English, French and Arabic and designed to be completed within 10-15 minutes to ensure the maximum level of engagement, using Kobo ToolBox software. As such they focused on only a specific subset of evaluation questions (see [Annex 9](#) data collection tools, templates and guides), with similar questions across the two target groups to allow for comparison.

38. In order to increase the likelihood of responses, it was determined that the Office of Evaluation in collaboration with the country offices would circulate the survey and disseminate periodic reminders. The survey was intended to target a diverse range of staff functions at different levels and a variety of national and international partners (see [Annex 9](#) data collection tools, templates and guides). However, as the evaluation team was not responsible for managing the survey circulation, the final target list and response rate could not be determined by the evaluation team.

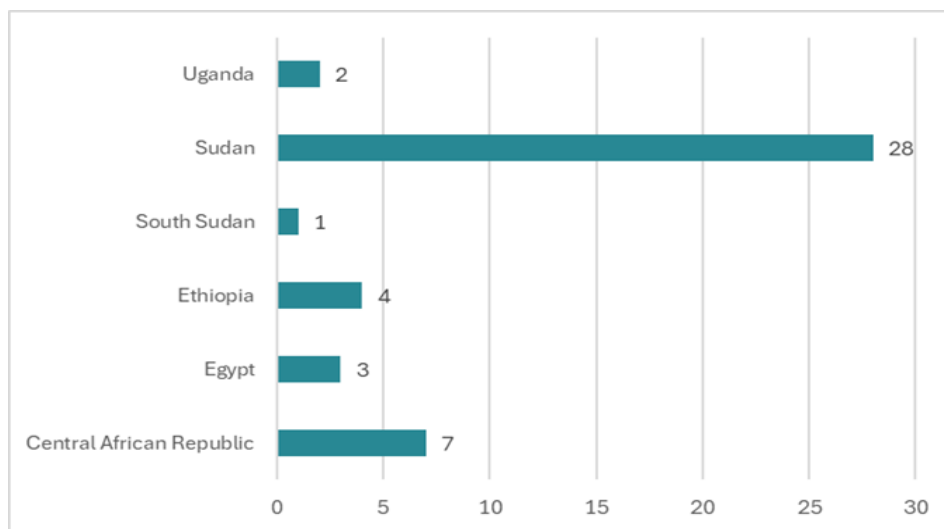
39. In total, the staff survey generated 59 responses and the partner survey generated 45 responses (see Figure 7 and Figure 8).

**Figure 7 - Partner survey response numbers by country**



Source: Evaluation team.

**Figure 8 - Staff survey response numbers by country**



Source: Evaluation team.

40. The online surveys were designed and executed in six phases: (1) preparation: in-depth analysis of key documents to identify missing information and lines of inquiry best suited for a perception survey; identification of target respondents in collaboration with the Office of Evaluation; (2) development: questionnaire design, validation, translation and coding in Kobo Toolbox; (3) robustness: testing of the reliability and efficiency of the questionnaire, using a pilot disseminated among a small group of informants in the three planned dissemination languages; (4) dissemination: sending out and coordination of the survey, follow-up with several rounds of reminders; (5) preliminary analysis: preliminary data extraction, cleaning and analysis, formulation of first impressions to inform the data collection mission; and (6) full analysis: continued data extraction, cleaning and analysis, visualization and interpretation.

41. The survey was implemented in consideration of any factors that may have affected the response rate, quality of the data, and relevance of the evidence. To this extent, the evaluation team's approach was based on the following considerations:

- **Time commitment:** The team recognized a high risk for survey fatigue among development and humanitarian actors in Sudan and other countries.
- **Relevance:** Skipping patterns were used to tailor the presented questions to the respondent based on the responses in the first section (general information), ensuring that questions were relevant to the respondent (and therefore responses to the evaluation). This also contributed to keeping the survey concise and focused on those indicators where the respondent had the highest added value.
- **Language:** To increase the reach and response rate of the survey, the team ensured a quality translation in English, French and Arabic.
- **Confidentiality:** All responses were treated confidentially. Data were aggregated and reported in a way that ensured anonymity, protecting the identity of individual respondents. The survey was administered through an online platform, ensuring ease of access for participants. Responses were anonymous, and participants were encouraged to provide honest and constructive feedback. Only authorized members of the evaluation team had access to the raw data.
- **Dissemination:** The team sought to work closely with the Office of Evaluation and county offices to distribute the survey, ensuring a high response rate. Reminders were sent weekly to external stakeholders.

42. Concretely, efforts to improve the response rate included the following:

- detailed assessment of the type of respondents that could be reached and from which a reasonable response rate could be expected;
- explicit assessment of data quality-quantity trade-off (amount and complexity of questions) ;
- providing respondents with an adequate explanation of the aim and relevance of the survey;
- pilot testing to assess adequacy; and
- efficient implementation, running the survey over four weeks including periodic reminders.

### ***In-country missions***

43. Due to the multi-country nature of the evaluation, in addition to Sudan, the evaluation team selected two additional countries, Chad and Egypt, for in-person data collection (key informant interviews and focus group discussions); the remaining countries, Central African Republic (CAR), Ethiopia, Libya, South Sudan and Uganda, were covered through remote interviews only. A 22-day data collection was conducted in Sudan, a 10-day mission in Chad and 7-day mission in Egypt. The in-country mission in Sudan was undertaken by the senior national expert and two national experts based in the country, with remote participation and supervision from the team leader. The missions in Chad and Egypt were led by the deputy team leader, with participation from the senior national expert in the Chad mission; three additional national in-country experts participated in the Chad and Egypt missions respectively. The team leader also undertook a five-day mission to Nairobi to interview key stakeholders at the regional bureau and Sudan country office staff.

44. As it was not possible to visit all eight countries in person, a set of criteria was used to inform the selection of Chad and Egypt for in-person data collection. Considerations included:

- emergency classification (using WFP's Corporate Alert System (CAS) classifications);
- number of Sudanese Refugees (Feb 2025);
- country office size (based on 2024 expenditures);
- country office capacity (number of staff from 2022-2025);
- whether refugees are in an urban or rural setting;
- whether refugees are in camps, staying with host populations (or both);
- Global Assurance Project (GAP) high risk country;
- WFP 2025 risk profile;
- evaluation coverage in the last five years (centralized evaluations and decentralized evaluations);
- evaluations ongoing in 2025 (country level or global);
- ongoing or recently completed audits; and
- accessibility and travel conditions.

45. Chad was part of the “corporate scale-up” (CSU) activation along with Sudan and South Sudan. It also hosts the highest number of WFP Sudan response people assisted. The Chad operations enabled the evaluation team to look both at the challenges that WFP and partners are confronted with, notably in terms of accessibility but also the opportunities such as the strong link with national plans for long-term solutions. Chad is also a critical corridor for the response in Darfur. Egypt was selected as it hosts the highest number of Sudanese refugees (as per UNHCR figures) and provides a useful contrast to Chad due to the urban nature of the Sudanese refugee population and changing government policy towards refugees.

46. In terms of site selections for visits and consultations with people assisted and other stakeholders, locations were selected taking into consideration the following criteria:

- type and concentration of the activities available (with an emphasis on general food assistance (GFA), nutrition, home-grown school feeding, asset creation, country capacity strengthening) – types of activities reaching different gender, age, groups and people living with disability;
- type and variety of people assisted availability (including a mix of residents and hosts, internally displaced peoples, refugees, returnees and a mix of those receiving support under the different strategic outcomes);
- number of people in need and levels of food insecurity in the different geographic areas (based on WFP and Integrated Food Insecurity Phase Classification (IPC) data);
- accessibility and security of sites;
- presence of WFP field offices or presence of cooperating partners; and
- country office suggestions based on logistical feasibility, security and evaluation team selection criteria.

47. Following the data collection missions, the evaluation team organized debriefs with the relevant stakeholders. Due to time constraints these were conducted remotely following the completion of the in-country missions.

### ***Thematic workshops***

48. Five learning themes had been identified at the inception phase,<sup>7</sup> three of which were selected for further exploration through thematic workshops, based on anticipated gaps or the likelihood that they would benefit most from further discussion. Focusing on duty of care, internal coordination and humanitarian principles, the evaluation team conducted three remote thematic workshops with WFP country office, regional bureau and headquarters staff. The workshops included a general presentation of emerging findings and discussions of specific themes, allowing participants to exchange views. The evaluation team recognized that some of the learnings may be limited to one context or have very context-specific considerations, although efforts were made to draw out lessons that were relevant at a corporate level.

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<sup>7</sup> Unintended effects, humanitarian principles, partnership, coordination and duty of care.

## Annex 9: Data collection tools, templates and guides

49. The templates created by the evaluation team for key informant interviews, focus group discussions and surveys are available through an external link [here](#).

## Annex 10: Set of codes for FGD quantitative analysis

50. Annex is available through an external link [here](#).

## Annex 11: Survey results

51. Annex is available through an external link [here](#).

# Annex 12: Fieldwork agenda

52. The data collection mission in Sudan took place from 13 July to 3 August 2025. One core evaluation team member conducted the in-country data collection together with two additional national consultants. The team leader conducted remote interviews in parallel with the mission and travelled for five days to Nairobi. A team of four national data collectors conducted interviews in Tawila, North Darfur.

**Table 1 - In-country data collection timeline Sudan**

<i>Confirmed mission dates</i>	<i>Participants</i>
Arrival in Port Sudan on 13 July	Team leader
First day of the mission: 13 July	International expert 1
Last day of the mission: 3 August	National consultant 1
	National consultant 2
	National consultant 3
	National consultant 4
	National consultant 5
	National consultant 6

**Table 2 - Detailed mission schedule Sudan**

Date	Team 1: TL - Remote	Team 1: National Consultant 1	Location Team 1	Team 2: Senior National Expert	Team 2: National Consultant 2	Location Team 2
<b>Sunday 13 July</b>	WFP-CO briefing		Remote	WFP-CO briefing		Port Sudan
<b>Monday 14 July</b>	KIIs: WFP		Remote	KIIs: WFP		Red Sea
<b>Tuesday 15 July</b>	KIIs: WFP		Remote	KIIs: WFP, CPs		Red Sea
<b>Wednesday 16 July</b>	KIIs: WFP		Remote	KIIs: WFP, CPs, financial service providers (FSPs)		Red Sea
<b>Thursday 17 July</b>	KII: International Finance Institutions (IFIs)		Remote			Travel to Kassala
<b>Friday 18 July</b>			Remote			Kassala
<b>Saturday 19 July</b>			Dongola	FDG: GFD/ Cash, men FDG: Home-grown school feeding, men	FGD: people not assisted by WFP, women FGD: GFD/cash, women FGD: nutrition activity, women FGD: home-grown school feeding, mixed	Kassala: Wagar, Reifi Shamal Adelta, Matateb
<b>Sunday 20 July</b>			Nairobi Dongola, Halfa, Merwoe	FGD: People not assisted by WFP, men FDG: GFD/cash, men	FGD: nutrition activity, women	Kassala: Wagar, Reifi Shamal Adelta, Khashm, Girba, Kilo 26
				FDG: Asset creation and productive safety nets, men FDG: Asset creation and productive safety nets, women	FGD: GFD/cash, women	Kassala: Kilo Khamsa, Reifi Shamal Adelta Kubri 5 + Girba refugee camp Residents'/Refugees/CBT/In-Kind
				KII: WFP		

<b>Monday 21 July</b>	KII: WFP	FGD: School feeding, mixed	Nairobi	KII: Government/local authorities	FDG: Home-grown school feeding, women	Kassala: WFP office & local authorities Kassala
	KII: WFP	FGD: Food assistance for assets, mixed FFA	Northern: Dongola Town, Doma village			
	KII: WFP	FGD: People not assisted by WFP, Men				
<b>Tuesday 22 July</b>	KII: WFP	FGD: GFA, women	Nairobi	KII: WFP, CPs	FDG: Asset creation and productive safety nets, women	Kassala: Banat, Kassala Town
	KII: WFP	FGD: Nutrition activities, women	Northern: Al Dabba Camp			
<b>Wed 23 July</b>	KIIs: Donors	Travel	Nairobi River Nile: Abu Hamad, Al Matama, Shendi	Travel	Travel	Gedarif
	KII: Donors		Nairobi	KIIs: WFP, CPs, Government/local authorities	FDG: GFD/cash, men	Gedarif
	KII: WFP, UN/Inter-agency			FDG: GFD/cash, women	Gedarif	
	KII: WFP					
	KIIs: WFP					
<b>Thurs 24 July</b>	KII: UN/Inter-agency, external experts	FGD: GFD, mixed	Nairobi River Nile: Shendi	FDG: Asset creation and productive safety nets, women FDG: Asset creation and productive safety nets, men	FDG: Girls, home-grown school feeding, mixed FDG: Boys, home-grown school feeding, mixed	Gedarif: Hegeliga, Gedarif Town, HAC offices, Elgamhoria school
	KII: Donors	FGD: people not assisted by WFP, mixed		KII: CPs	FDG: Nutrition activities, men	Gadarif: Town, police hospital
	KII: WFP					

<b>Friday 25 July</b>	KII: WFP	FGD: Nutrition activities, women	River Nile: Shandi, IDP Camp – Metama, Metama Town			Gedarif
	KII: UN/Inter-agency	FGD: GFD/cash, mixed				
	KII: WFP	FDG: people not assisted by WFP, mixed				
	KII: WFP					
<b>Saturday 26 July</b>	Return Nairobi to home	Travel	Red Sea	FDG: GFD, men	FGD: GFD/cash, women	Gedarif: Doka IDP Camp, Doka Village, Rashid Rashid Village
				FGD: Asset creation and productive safety nets, men	FGD: Asset creation and productive safety nets, mixed	
					FGD: Rashid, Doka, Nutrition activities, women	Gedarif: Doka Village
<b>Sunday 27 July</b>		FGD: GFD/cash, mixed	Red Sea: IDP Camp – Arbaat	Travel	Travel	Al Jazirah: Al Qurashi, Janub Al Jazireh
		FGD: people not assisted by WFP, mixed	Red Sea: IDP Camp – Arbaat	KII: CP		Al Jazirah
<b>Monday 28 July</b>	KII: WFP	FGD: Nutrition activities, women	Red Sea: IDP Camp – Sinkat	KII: CP	FGD: Nutrition activities, women FGD: nutrition activities, women	Al Jazirah: Abu Senon Health Canter, Madani, Children Hospital, Madani, Arkaweet – Madani
	KII: WFP	FGD: GFD/cash, mixed			FGD: GFD/cash, mixed	
	KII: WFP	FGD: people not assisted by WFP, women		KII: Government/local authorities	FGD: people not assisted by WFP, mixed	
<b>Tuesday 29 July</b>	KII: WFP	Return home from Red Sea	Remote		FGD: GFD/cash, women	Al Jazirah, Alhoash
	KIIs: UN/Inter-agency				FGD: people not assisted by WFP, women	

	KII: UN/Inter-agency			FGD: GFD/cash, men	FGD: nutrition activities, women	
<b>Wed 30 July</b>	KII: Donors		Remote	Travel	Travel	Al Jazirah, Kassala
<b>Thurs 31 July</b>	KIIs: Donors, UN/Inter-agency			KII: FSP, CP		Kassala
<b>Fri 1 Aug</b>				UNHAS Flight from Kassala to Port Sudan	Return home from Kassala	Port Sudan
<b>Sat 2 Aug</b>						
<b>Sun 3 Aug</b>	KIIs: WFP			UNHAS Flight To Nairobi		

Date	National consultants	Location
<b>7-8 September</b>	FGDs	Tawila, North Darfur - Rowanda and Daba Nayra camps

53. The data collection mission in Chad took place from 7 July to 16 July, 2025. Two evaluation team members conducted the in-country data collection together with three additional national consultants.

**Table 3 - In-country data collection timeline Chad**

<i>Confirmed mission dates</i>	<i>Participants</i>
<i>Arrival in Ndjama (from Barcelona) on July 5<sup>th</sup> and (from Toronto) on July 6<sup>th</sup></i>	Deputy team leader Senior national expert
First day of the mission: 7 July	National consultant 1
Last day of the mission: 15 July	National consultant 2
Depart from N'djama: 17 July	National consultant 3

Date	Team 1: DTL	Team 1: Location	Team 2: Senior National Expert	Team 2: Location	Team 2: National Consultant 2	Team 2: National Consultant 1	Team 2: National Consultant 3	Team 2: Location
<b>Saturday 5 July</b>	Arrive in N'djamena	N'djamena						
<b>Sunday 6 July</b>	Work from hotel	N'djamena	Arrive in N'djamena	N'djamena				
<b>Monday 7 July</b>	Country office briefing KIs: WFP	N'djamena	Country office briefing Training	N'djamena				
<b>Tuesday 8 July</b>	KIs: Government, United Nations Development Programme (UNDP) Resident Coordinator (RC), International Organization for Migration (IOM), financial service providers (FSPs)	N'djamena	Training	N'djamena	UNHAS flight N'djamena to Goz Beida	UNHAS flight Abeche to Goz Beida		WFP Guest House Goz Beida
					Security briefing / admin Courtesy visit to the authorities Remote training			
<b>Wednesday 9 July</b>	KIs: donors	N'djamena	Remote national consultant training	N'djamena	Remote national consultant training			WFP Guest House Goz Beida Goz Beid Zabout village
					FGD: Current people assisted by WFP (host community - women)	FGD: people not assisted by WFP (host community - mixed)		
<b>Thursday 10 July</b>	United Nations Humanitarian Air Services (UNHAS) flight N'djamena to Abeche Security briefing	Abeche	Remote national consultant training	N'djamena	FGD: Previous camp people assisted by WFP (refugees men aged 25+) FGD: Current camp people assisted by WFP (refugees -women 25-45years) FGD: Current camp people assisted by WFP (refugees men 25-45 years)			Goz Beida town Djabal Refugee camp
	KIs: WFP Programme, United Nations Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Children's Fund (UNICEF), Health Delegation,							

	United Nations High Commissioner for Refugees (UNHCR)						
<b>Friday 11 July</b>	UNHAS flight Abeche to Farchana						
	KIIs: WFP Base Manager, UNICEF, Commission Nationale pour l'Accueil et la Reinsertion des Refugies (CNARR)	Farchana	Sub-office briefing Team training				WFP Guest House Farchana
<b>Saturday 12 July</b>	KII: IOM	Farchana	Visit ACF 's nutrition/health centre		FGD: Current camp people assisted by WFP (refugees women aged 25+) FGD: Current camp people not assisted by WFP (refugees men aged 25+)		Farchana Refugee camp
<b>Sunday 13 July</b>	Road travel to Adre KII: WFP Emergency Coordinator, CP ADES, CP CRT	Adre	FGD: people not assisted by WFP (host community - women) FGD: Current camp people assisted by WFP (refugees mixed) FGD: Host community people not assisted by WFP currently		FGD: Host community people assisted by WFP Adre Ouaddai (mixed) FGD: Returnees Tongori (mixed age 25+)		Ouaddai, Tongori, Adre Berita village, Farchana
<b>Monday 14 July</b>	UNHAS flight Farchana to Abeche						
	KII: Governor KII: WFP area manager	Abeche	Team 2 meeting				Abeche
<b>Tuesday 15 July</b>	UNHAS flight Abeche-N'djamena						
	KII: WFP	N'djamena	Work from hotel	N'djamena			
<b>Wednesday 16 July</b>	Country office Egypt planning meetings (remote)	N'djamena	Country office Egypt planning meetings (remote)	N'djamena			
	Meeting with country director (CD)		Meeting with CD				
<b>Thursday 17 July</b>	Depart from N'djamena						

54. The data collection mission in Egypt took place from 20 July to 27 July 2025. Two evaluation team members conducted the in-country data collection together with three additional national consultants.

**Table 4 - In-country data collection timeline Egypt**

<i>Confirmed mission dates</i>	<i>Participants</i>
<i>Arrival in Cairo (from Ndjamen) on 17 July</i> First day of the mission: 20 July Last day of the mission: 27 July Depart from Cairo on 28 July	Deputy team leader Senior national expert National consultant 1 National consultant 2 National consultant 3

Date	Team 1: DTL	Team 1: Location	Team 2: Senior national expert (remote)	Team 2: National consultant 1	Team 2: National consultant 2	Team 2: National consultant 3	Team 2: Location
<b>Thursday 17 July</b>	Arrive in Cairo from N'djamena		Remote online training on tools				Remote
<b>Friday 18 July</b>	Work from hotel	Cairo					
<b>Sunday 20 July</b>	WFP- country office briefing KII: WFP	Cairo		WFP- country office briefing Field mission planning			Cairo
	KII: UNHCR			Evening - commercial flight Cairo-Aswan			Aswan City
<b>Monday 21 July</b>	KII: WFP, UNHCR	Cairo		FGDs: GFA urban men, GFA urban women, GFA urban excluded			Aswan City
	KII: Government, WFP KII: CP ERC, donor	Cairo		FGDs: pregnant and breastfeeding women (PBW) urban, livelihoods, food assistance for training (FFT)/urban			Aswan City
<b>Wednesday 23 July</b>	KIIs: WFP, CP, IOM	Cairo		FGDs: GFA rural women, GFA rural men, PBW rural			Karkar village
				Evening - commercial flight Aswan-Cairo			

<b>Thursday 24 July</b>	KIIs: WFP, donor, UNICEF	Cairo		FGDs: GFA urban men, GFA urban women, GFA excluded (mixed), GFA urban men, GFA urban women, 12 GFA excluded (mixed)	Giza urban	
<b>Friday 25 July</b>	Note taking, analysis, debrief with national consultants	Cairo		Note taking, analysis, debrief with national consultants	Cairo	
<b>Saturday 26 July</b>	KII: CP	Cairo		FGDs: PBW, livelihoods, FFT, people not assisted by WFP, host community	Giza urban	
<b>Sunday 27 July</b>	Debrief country office & OEV	Cairo	Debrief country office & OEV (remote)			Remote
	KII: Regional bureau	Cairo			KII: CP	
<b>Monday 28 July</b>	Depart from Egypt					

# Annex 13: Key informants overview

Organization	Category Inception phase	Total people interviewed
Sudan	WFP Country office	18
CAR	WFP Country office	3
Chad	WFP Country office	5
Egypt	WFP Country office	7
Ethiopia	WFP Country office	6
Libya	WFP Country office	3
South Sudan	WFP Country office	6
Uganda	WFP Country office	7
ESARO	Regional office	5
WACARO	Regional office	3
MENAEERO	Regional office	3
CPS		7
	<b>TOTAL</b>	<b>73</b>

Organization	Category Data collection phase	Total people interviewed
HQ		6
Regional		22
Uganda	WFP	7
	CPS	1
Libya	WFP	6
	CPS	1
	UN/inter-agency	5

Ethiopia	WFP	10
	CPs	4
	Donors	1
CAR	WFP	15
	UN/inter-agency	1
South Sudan	WFP	14
	CPs	2
	UN/inter-agency	3
Egypt	WFP	15
	CPs	12
	UN/inter-agency	8
	Donors	2
	Government	1
Chad	WFP	26
	CPs	3
	UN/inter-agency	10
	Donors	3
	Government	3
Sudan	WFP	52
	CPs	12
	UN/inter-agency	14
	Donors	5
	Government	3
Other		3
	TOTAL	270

# Annex 14: Neighbouring countries individual context overviews

55. Annex is available through an external link [here](#).

# Annex 15: Map of Sudan response and specific sub-office presence

56. This annex presents an overview of WFP Sudan response in neighbouring countries and specific sub-office presence.

**Figure 9 - Neighbouring countries areas of operation**



Source: evaluation team based on information from country offices and people assisted by location list.

Notes: EG = Egypt; LY = Libya; TD = Chad; CAR = Central African Republic; SS = Sudan; UG = Uganda; ET = Ethiopia

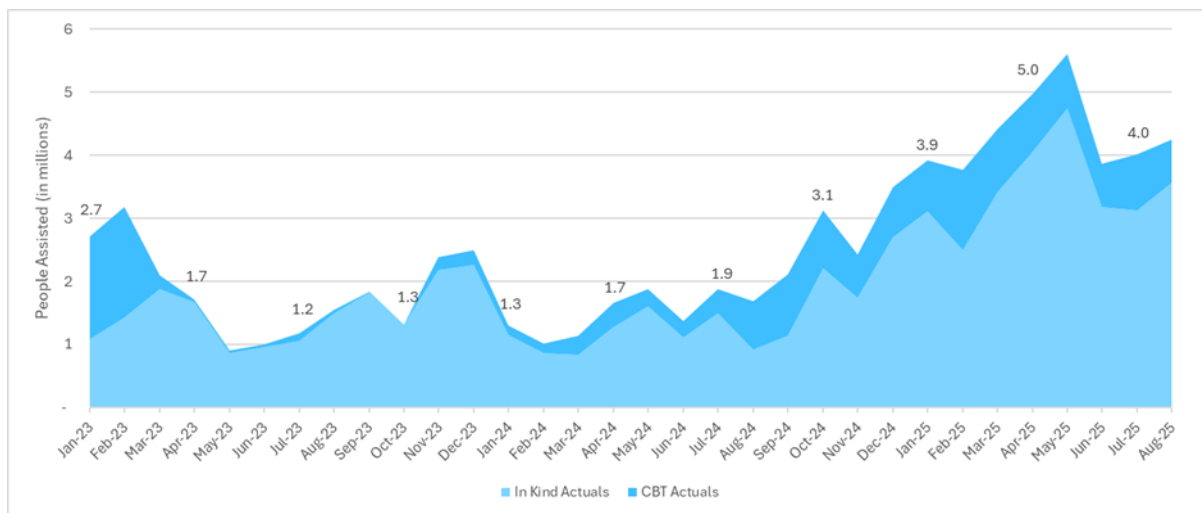
**Table 5 - Total number of staff for Sudan and neighbouring countries, 2023-2025**

Total number of staff	2023	2024	2025
<b>Sudan</b>	<b>1224</b>	<b>826</b>	<b>820</b>
CAR	341	340	333
Chad	547	605	614
Egypt	117	117	123
Ethiopia	1370	1235	1214
Libya	58	31	30
South Sudan	1272	1029	1027
Uganda	475	381	366

Source: WFP HR data 2023-2025.

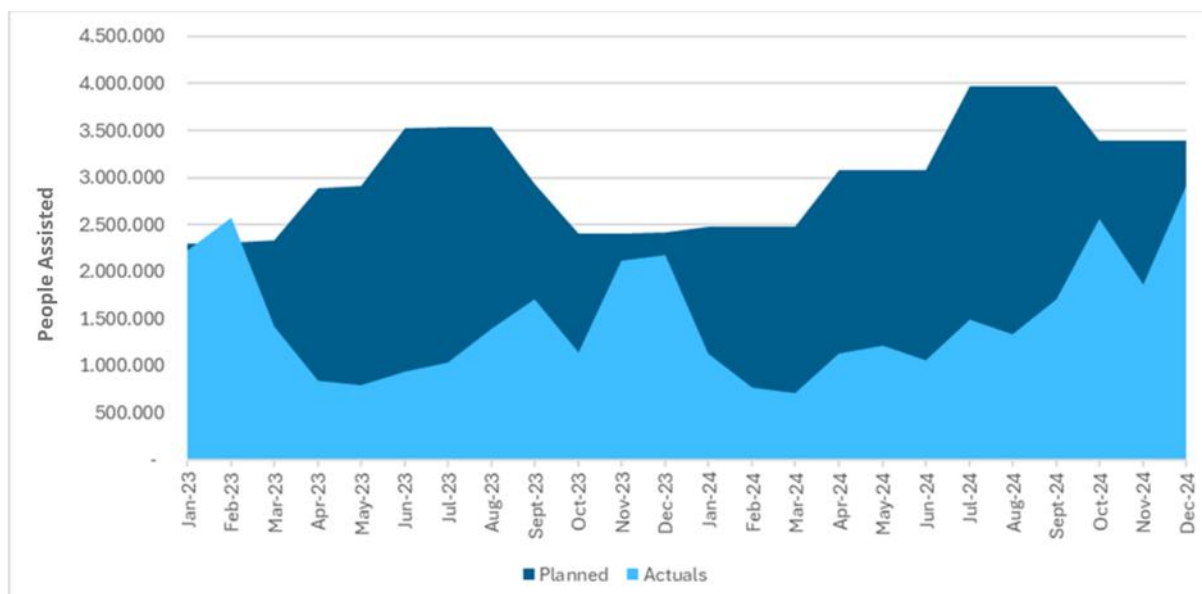
# Annex 16: Additional performance analyses

**Figure 10 - Total general food assistance to people assisted in Sudan reached with in-kind and cash-based transfer, Jan 2023-Aug 2025**



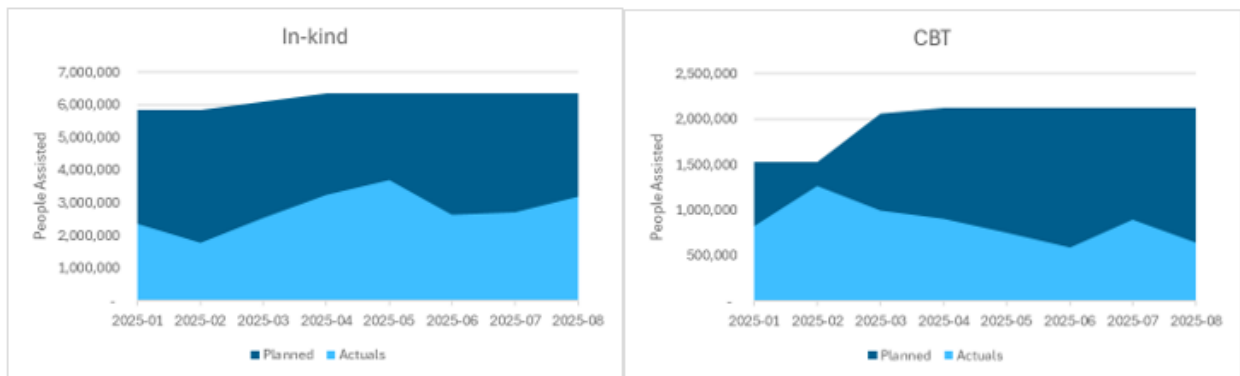
Source: WFP COMET system-Jan 2022-Aug 2025 country strategic plan beneficiaries\_06-10-2025.

**Figure 11- Sudan planned versus actual people assisted for in-kind general food assistance and food assistance for assets, Sudan, 2023-2024**



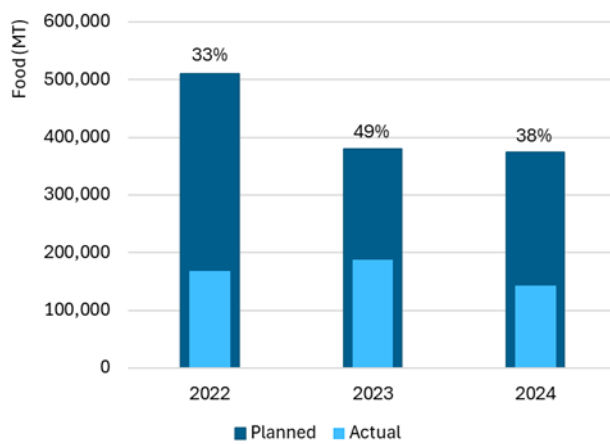
Source: WFP COMET system-Jan 2022-Aug 2025 CSP beneficiaries\_06-10-2025.

**Figure 12 - Sudan planned versus actual people assisted in-kind and cash-based transfer 2025<sup>8</sup>**



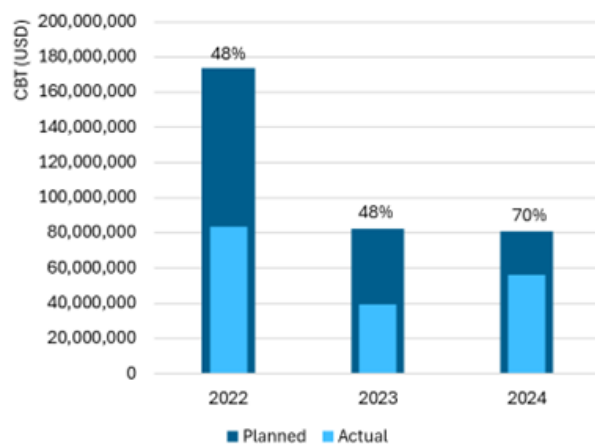
Source: WFP COMET system - Jan 2022-Aug 2025 CSP beneficiaries \_06-10-2025.

**Figure 13 - Sudan planned versus actual food distribution (metric ton), 2023-2024**



Source: Sudan annual country reports 2022-2024

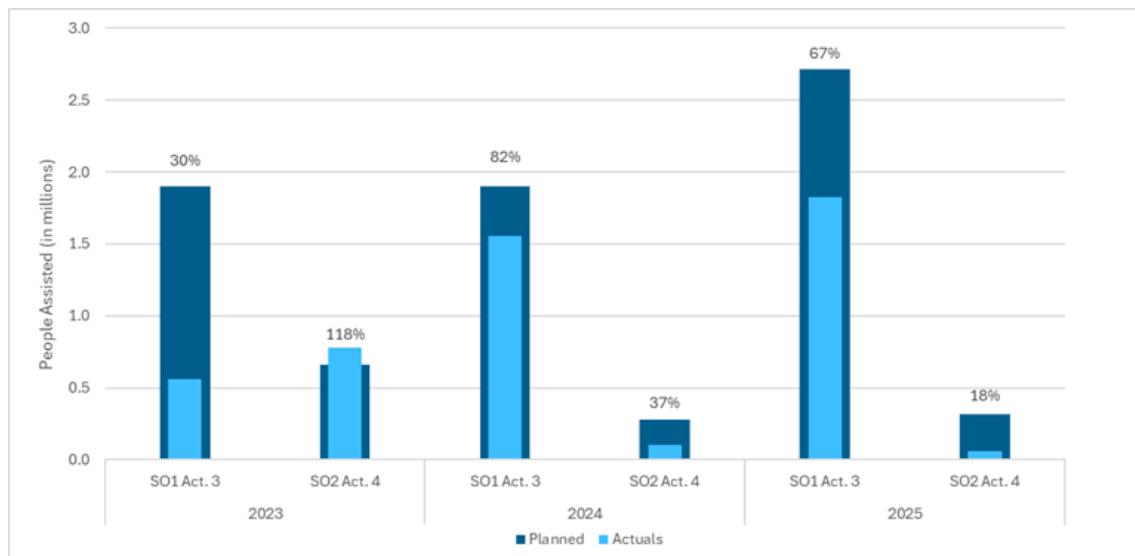
**Figure 14 - Sudan planned versus actual cash and voucher distribution (USD), 2023-2024**



Source: Sudan annual country reports 2022-2024.

<sup>8</sup> NB: Total people assisted numbers for Activity 1 based on data provided by WFP differed to those in ACRs.

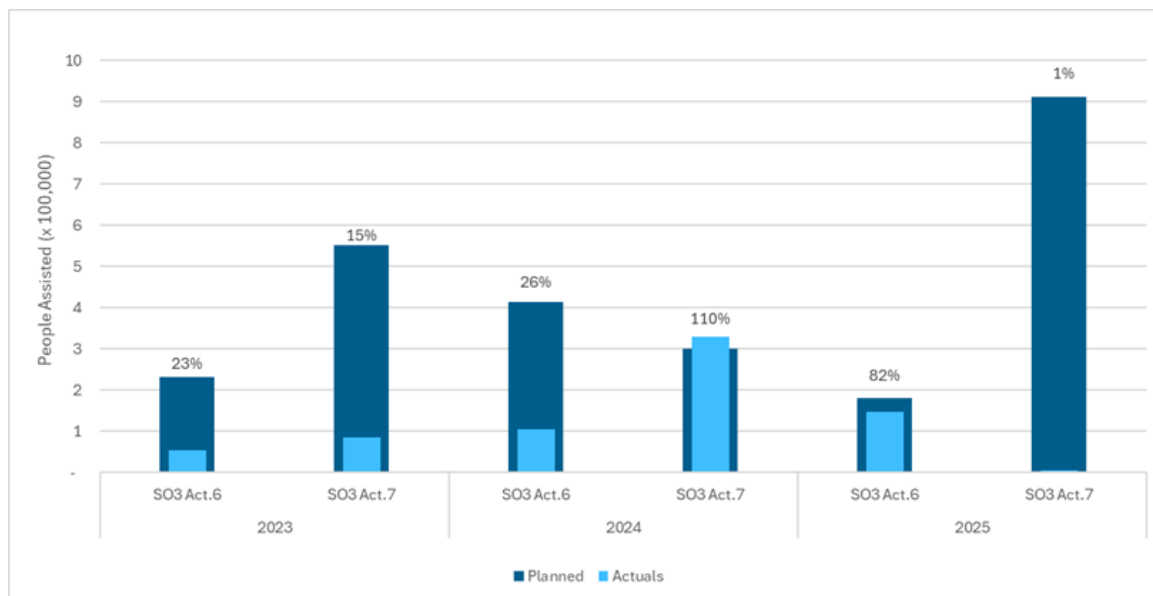
**Figure 15 - Nutrition people assisted, Sudan, 2023-2025**



Source: WFP COMET system - Jan 2022-Aug 2025 country strategic plan beneficiaries \_06-10-2025.

NB: Activity 3: Emergency nutrition assistance. Activity 4: Nutrition assistance including capacity strengthening.

**Figure 16 - Sudan planned versus actual people assisted for food assistance for assets and smallholder agricultural market support activities, 2023-2025**



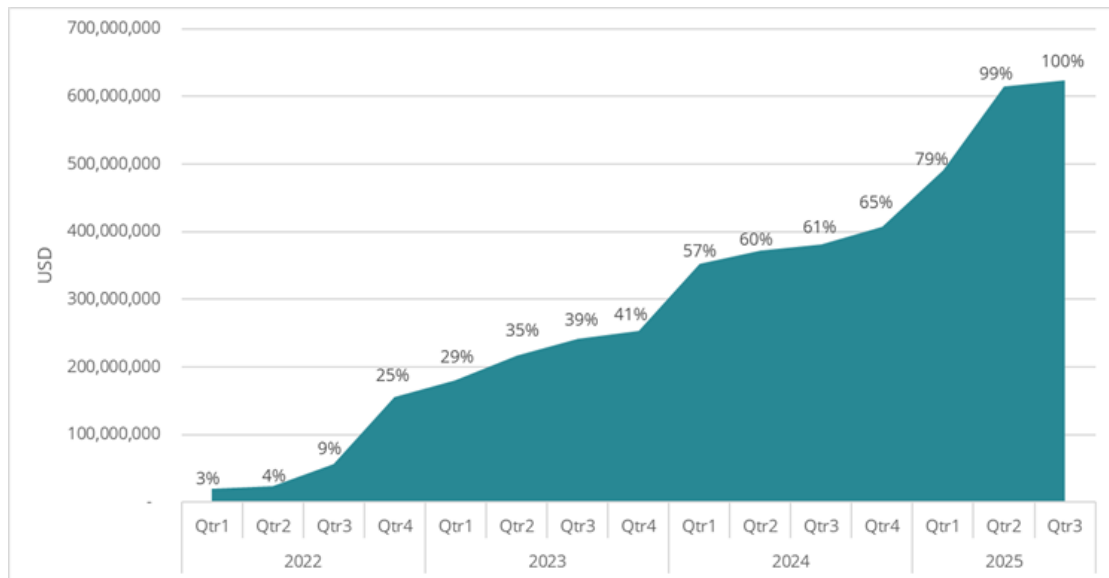
Source: WFP COMET system-Jan 2022-Aug 2025 CSP beneficiaries \_06-10-2025.

NB: Activity 6: Asset creation and technical assistance through safety nets. Activity 7: Capacity strengthening along agricultural value chains.

57. Additional budgetary and performance analyses are available in Annex 16b [here](#).

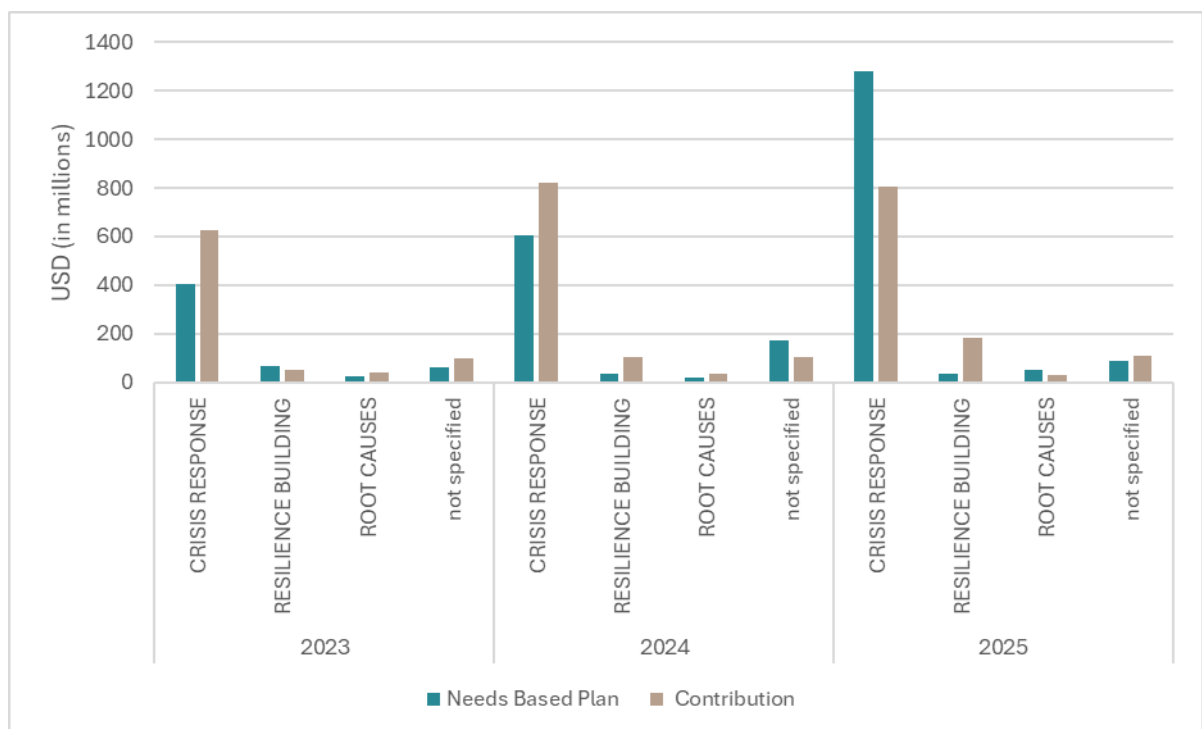
# Annex 17: Additional funding analysis

Figure 17 - Cumulative contributions received by the Sudan country office, 2023-2025



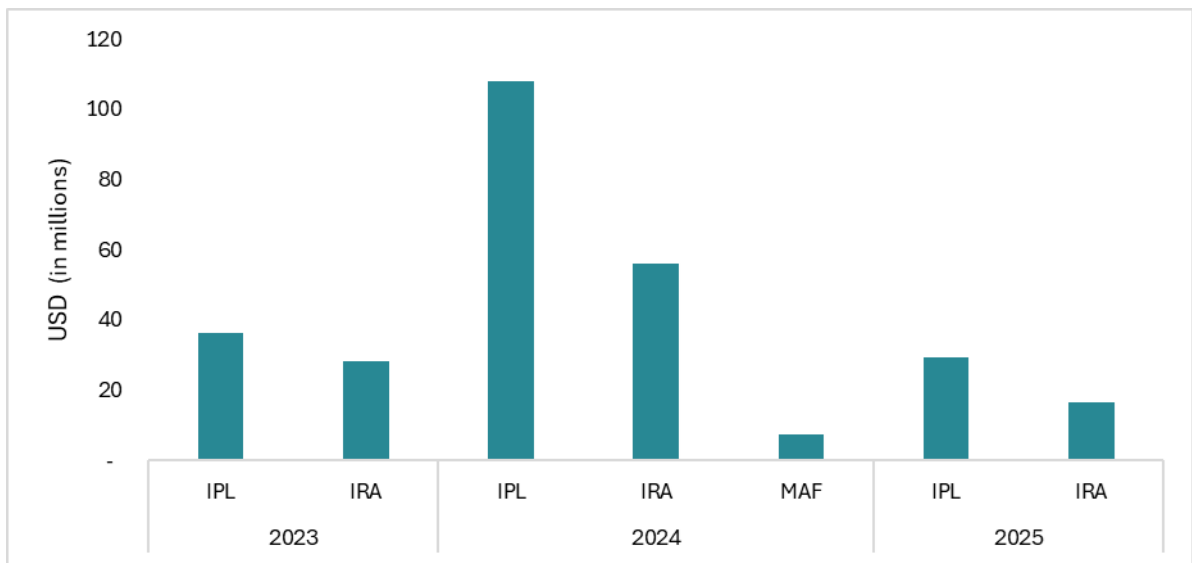
Source: WFP FACTory system - Distribution Contribution and Forecast Stats 2025-08-25\_Sudan contributions by duration.

Figure 18 - Net funding requirements, Sudan country office, 2023-2025

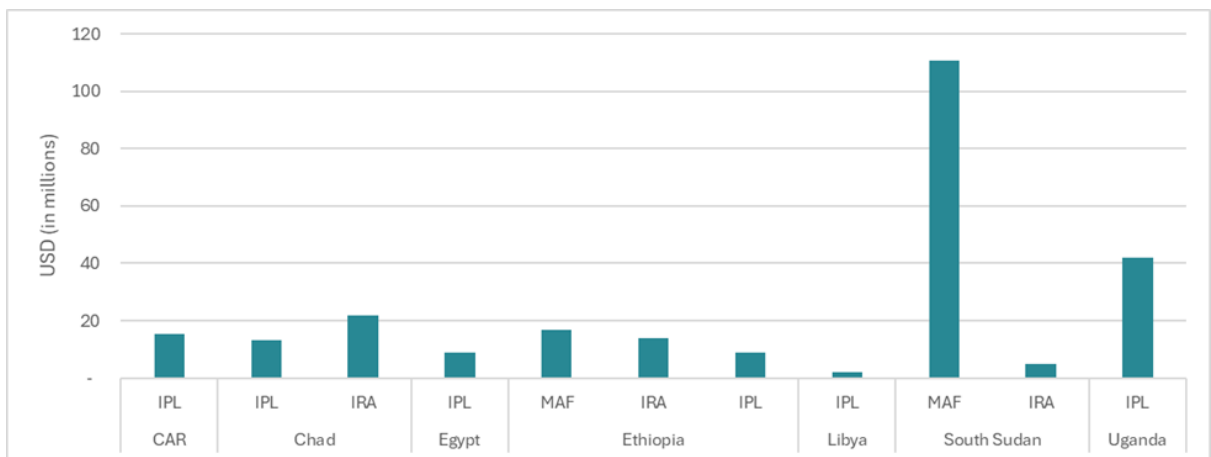


Source: WFP FACTory system - distribution, contribution and forecast statistics 2025-08-25\_Sudan contributions by duration.

**Figure 19 - WFP advance financing by type for Sudan and neighbouring countries, 2023-2025**

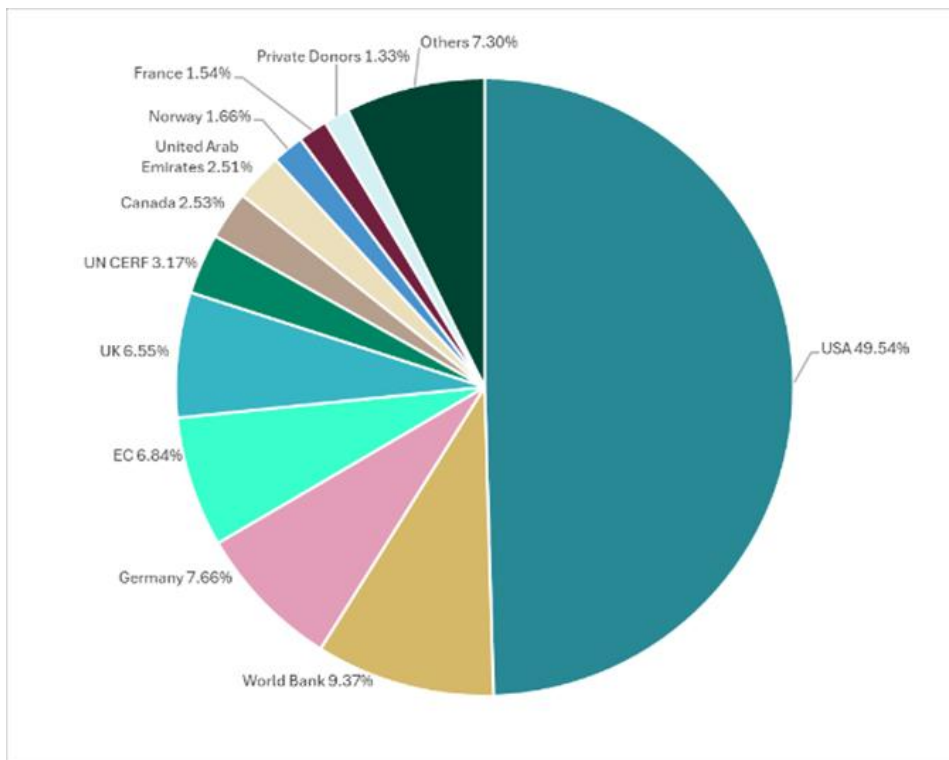


Source: WFP Programming & Funds Management Unit (APPBF) - 2023-2025. Advance allocations to Sudan and Sudanese refugees.



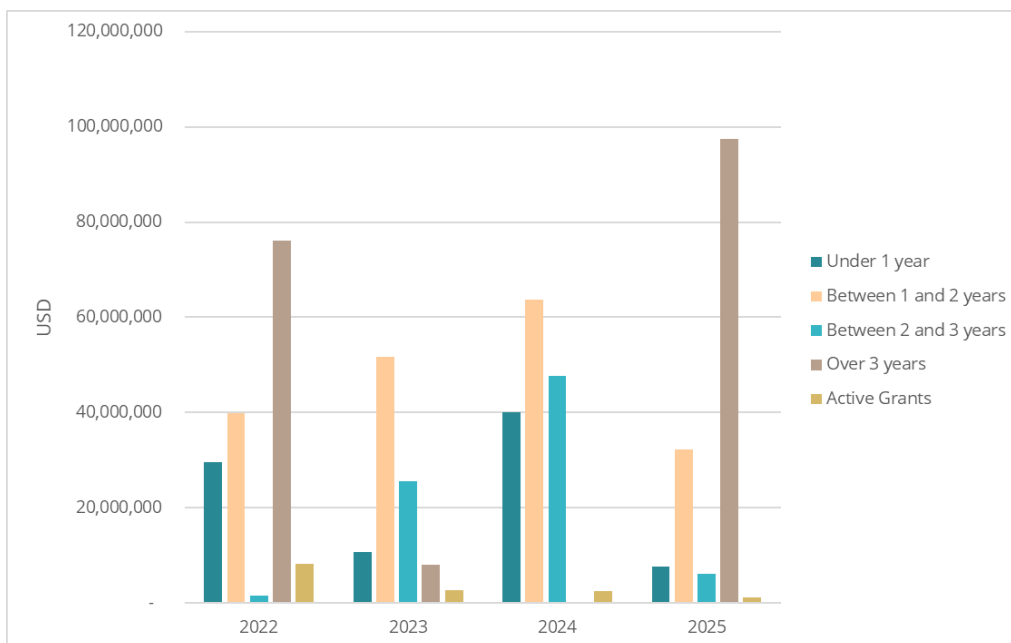
Source: WFP Programming & Funds Management Unit (APPBF) - 2023-2025 Advance allocations to Sudan and Sudanese refugees.

**Figure 20 - Donors to WFP Sudan, 2023-2025**



Source: Sudan country office data.

**Figure 21 - Contributions to WFP Sudan by grant length, 2022-2025**



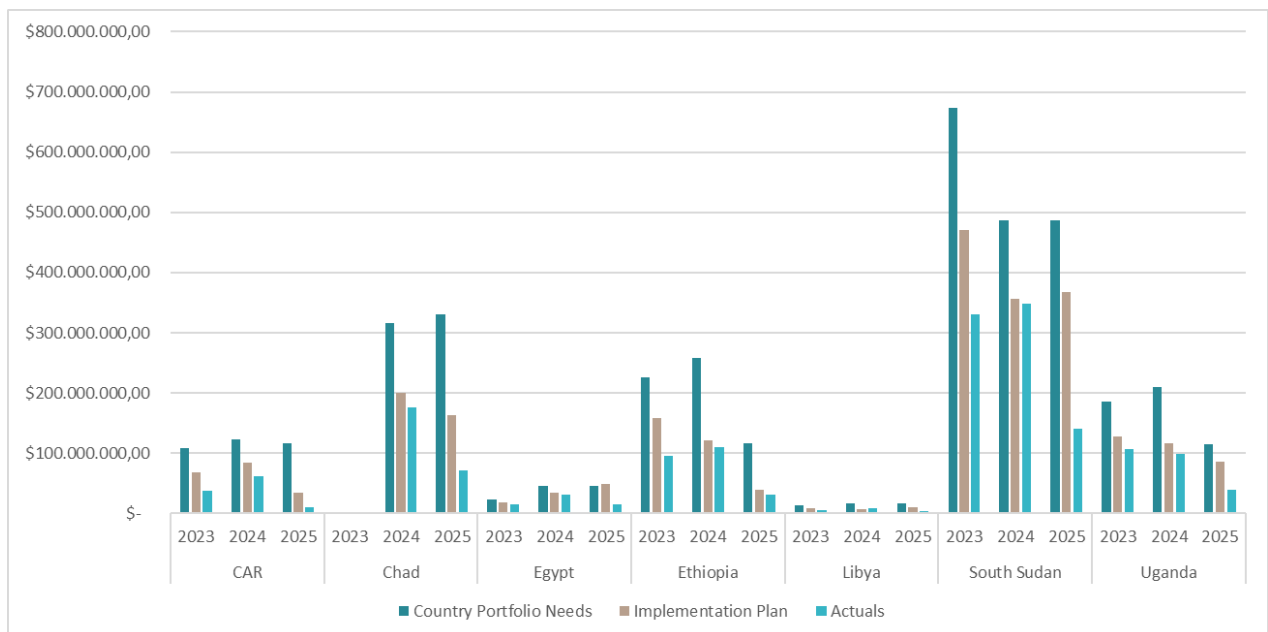
Source: Dataset duration and timing of fundings – Sudan.

# Annex 18: Neighbouring countries donor contributions

58. Annex is available through an external link [here](#).

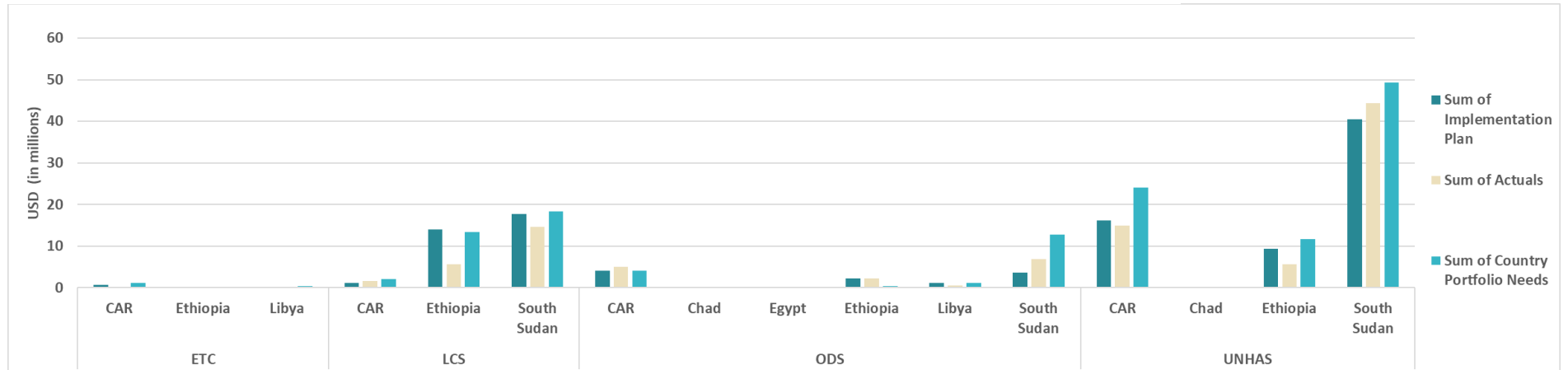
# Annex 19: Country portfolio needs versus implementation plan versus actual – neighbouring countries

**Figure 22 - Neighbouring countries unconditional resource transfer 1 country portfolio needs versus implementation plan versus actuals**



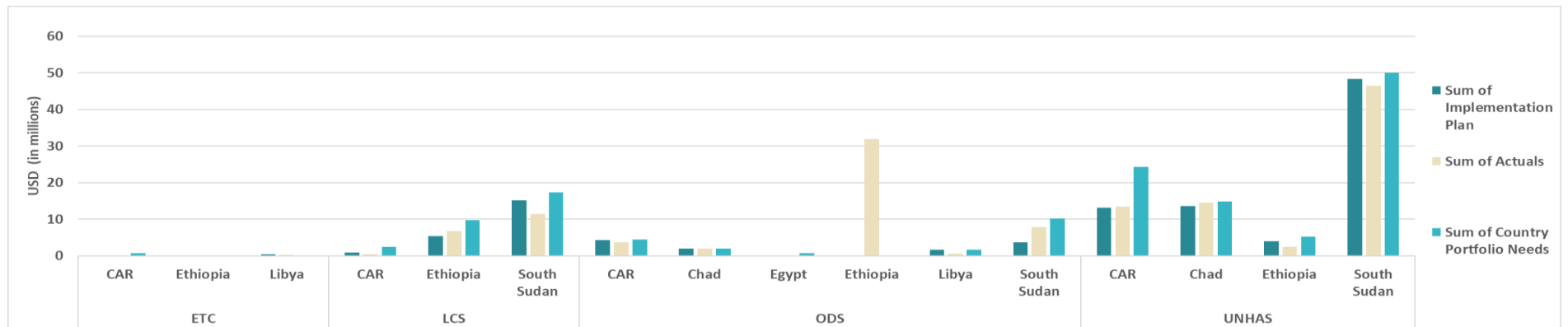
Source: WFP CFO Funds Management Reports – community-based planning (CPB) plan vs actual 2023-2025 (by country).

**Figure 23 - Neighbouring countries SO4 country portfolio needs versus implementation plan versus actual spend 2023**



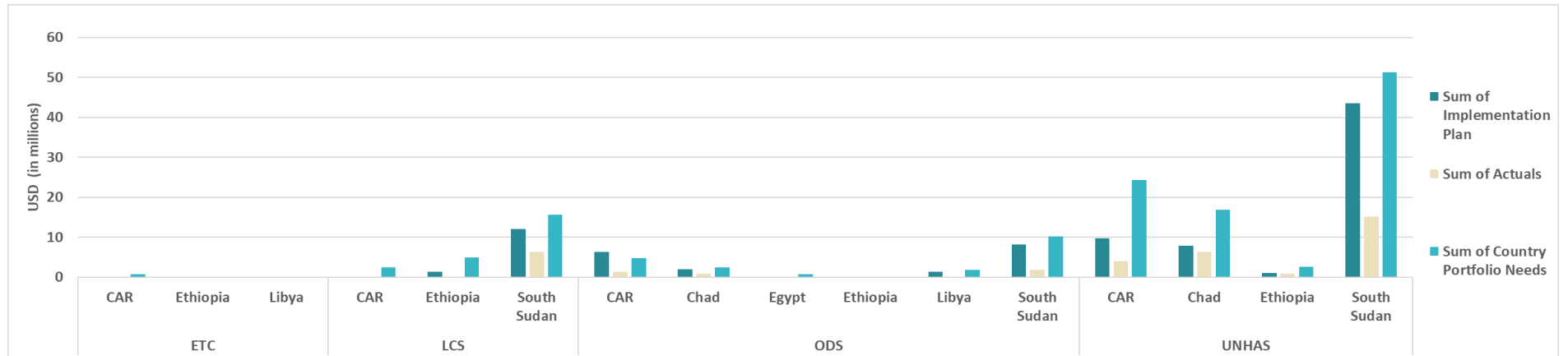
Source: WFP CFO Funds Management Reports - CPB plan vs actual 2023-2025 (by country).

**Figure 24 - Neighbouring countries SO4 country portfolio needs versus implementation plan versus actual spend 2024**



Source: WFP CFO Funds Management Reports - CPB plan vs actual 2023-2025 (by country).

**Figure 25 - Neighbouring countries SO4 country portfolio needs versus implementation plan versus actual spend 2025**



Source: WFP CFO Funds Management Reports - CPB plan vs actual 2023-2025 (by country).

# Annex 20: Evolution of risks assessed by the WFP Sudan Country Office 2023–2025

Figure 26 - Evolution of risk, 2023–2025

	2023	2024	2025
<b>Strategic</b>			
Disinformation about WFP	15	12	
Armed conflict impering humanitarian operations	25	25	25
Suboptimal beneficiary targeting. Insufficient and inflexible funding due to donor restrictions and priorities	16	16	15
Workforce inefficiencies	12	12	12
<b>Fiduciary</b>			
Theft, looting, and aid diversion	20	20	15
Insufficient safety and security to	20	12	20
Poor physical, mental, and psychological health of staff	12		
Inadequate monitoring, reporting, or escalation. Disruptions of humanitarian air travel within / to Sudan. Lack of beneficiary protection	16	16	15
<b>Operational</b>			
Supply chain disruption	20	12	20
Poor connectivity and erratic power supply. Liquidity constraints. Inadequate partner availability and performance	12	16	16
Poor food safety and quality		9	9
Lack of beneficiary protection		12	16
<b>Financial</b>			
Liquidity constraints and restricted CBT scale-up		15	20

Source: Evaluation team from corporate scale-up (CSU) risk register developed by the Sudan country office.

Note: Numbers are calculated by multiplying the likelihood of the event happening (1–5) by the impact of the event occurring (1–5). The higher the number, the more likely the event is to happen and the greater the impact. Colours reflect this trend, with darker colours representing greater risks.

# Annex 21: Age and gender markers – Sudan and neighbouring countries

**Table 6 - SO1 age and gender markers for Sudan**

CSP Activity	2023	2024
Activity 1: Provide food and CBTs to people affected by shocks.	4	4
Activity 2: Provide nutrition-sensitive programming in schools	3	N/A
Activity 3: Provide preventive and curative nutrition activities to children aged 6-59 months and pregnant and breastfeeding women and girls (PBWG)	4	4
Activity 4: Provide curative and preventive nutrition activities to children aged 6–59 months and PBWG and capacity strengthening to national and state health institutions	4	4
Activity 5: Provide nutrition-sensitive programming to schools and capacity-strengthening support to national and state education institutions	4	4
Activity 6: Offer asset-creation activities and technical assistance through safety nets to help food-insecure households to reduce risk and adapt to climate change	4	4
Activity 7: Provide capacity-strengthening support for farmers and local, state and national agricultural institutions	3	4
Activity 8: Provide technical and support services (logistical, ICT, administrative and project) to the humanitarian and development community and national entities and systems.	N/A	3
Activity 9: Provide air transport services for personnel and light cargo alongside aviation sector technical assistance	N/A	N/A

Source: Sudan 2023 and 2024 ACRs.

**Table 7 - SO1 age and gender markers for neighbouring countries, 2023-2024**

<b>Age and Gender Markers</b>	<b>2023</b>	<b>2024</b>
Central African Republic	3-4*	4
Chad	3	3
Egypt	4	4
Ethiopia <sup>9</sup>	4	4
Libya	3	4
South Sudan	4	4
Uganda	3	1

Source: 2023 and 2024 ACRs (by country).

\*Two ACRs for 2023 with different scores.

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<sup>9</sup> For “support treatment and prevention of acute malnutrition for crisis affected children aged 6-59 months and PBWG” the score was 1 “partially integrated gender and age”.

# Annex 22: Sudan output and outcome indicators

59. Further details on overview of outcome indicator changes over time for Sudan are available in [Annex 22b](#).

**Table 8 - SO3 output indicators, 2023-2024<sup>10</sup>**

Activity numbers	SO3 output indicators (planned vs actuals)	W&M	2023		2024	
			Planned	Actual	Planned	Actual
	Legend: grey cell = missing info					
6	A.1.6 Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers under food assistance for assets (complementary with International Labour Organization (ILO), UNDP, World Bank, UNHCR, UNICEF)	women	131,322	38,309	215,232	67,788
		men	99,068	34,676	194,923	59,561
	D.1.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure - D.1.1.g.11: Number of water points (ponds, shallow wells, weirs, dams) constructed or rehabilitated	women			17	6
		men			6	9
		total	20,004	3		
	D.1.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure - D.1.1.g.13: Total number of climate adaptation assets built, restored or maintained	total	30	2	10,000	6,000
	D.1.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure - D.1.1.g.3: Hectares of land rehabilitated/benefiting from irrigation infrastructures	total	30	100	16	13
D.1.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure - D.1.1.g.8: Number of community infrastructure	total	1	0	16	13	
7	F.1 Number of smallholder farmers supported with training, inputs, equipment and infrastructure - All	women	341,309	113,835	145,778	44,645
		men	209,190	119,173	154,222	284,221

<sup>10</sup> The same indicators are not present for 2022.

	F.4: Number of agricultural and post-harvest inputs, equipment and infrastructures provided- F.4.g.2: Number of post-harvest management equipment provided	total	819,804	127,248	184,644	122,958
	F.9: Number of smallholder farmers supported with trainings in post-harvest management principles and practices - F.9.1F: Number of smallholder farmers supported with trainings in post-harvest management principles and practices	women	40,920	25,211	33,416	18,329
		men	51,680	29,193	71,050	27,674

Source: Sudan ACRS 2023-2024.

**Table 9 - Nutrition outcome indicators in Sudan, 2022-2024**

	End CSP target	2022	2023	2024
<b>Strategic Outcome 1, Activity 3: Provide preventative and curative nutrition activities to children aged 6-59 months and PBWG in emergency context</b>				
Proportion of target population that participates in an adequate number of distributions (adherence)	≥66	59	59	55
Proportion of eligible population reached by nutrition prevention programme (coverage)	=100	-	45	45
Moderate acute malnutrition (MAM) treatment default rate, overall (%)	<15	6	3.6	6.4
MAM treatment mortality rate, overall (%)	<3	0	0	0
MAM treatment non-response rate, overall (%)	<15	3	1	1
MAM treatment recovery rate, overall (%)	>75	91	95	92
<b>Strategic Outcome 2, Activity 4: Provide curative and preventative nutrition activities to children aged 6-59 months and PBWG and capacity strengthening to national and state health institutions</b>				
Proportion of target population that participates in an adequate number of distributions (adherence)	≥66	29	14	54
Proportion of eligible population reached by nutrition prevention programme (coverage)	=100	-	180	100
MAM treatment default rate, overall (%)	<15	6	16.4	24
MAM treatment mortality rate, overall (%)	<3	0	0	0
MAM treatment non-response rate, overall (%)	<15	3	0	1
MAM treatment recovery rate, overall (%)	>75	91	83	76

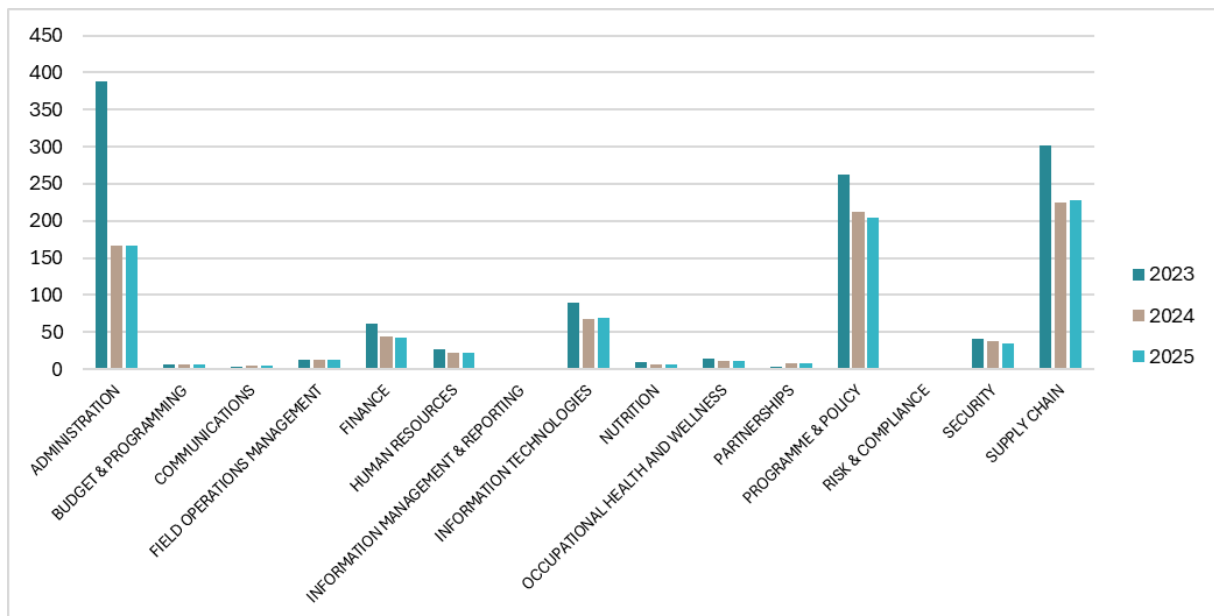
Source: Sudan annual country reports 2022-2024.

# Annex 23: Human resources – Sudan and neighbouring countries

60. Pre- and post-April 2023, the Sudan country office was faced with staffing gaps in critical areas, including country office leadership, supply chain management, risk management and access management, as well as staff counsellors, all of whom were crucial for WFP’s emergency scale-up.<sup>11</sup> WFP data show a minimum 34 percent vacancy rate from January 2022 onwards, rising to 44 percent throughout 2024 before decreasing again to 32 percent through to July 2025 (see Figure 28).

## WFP employees by function

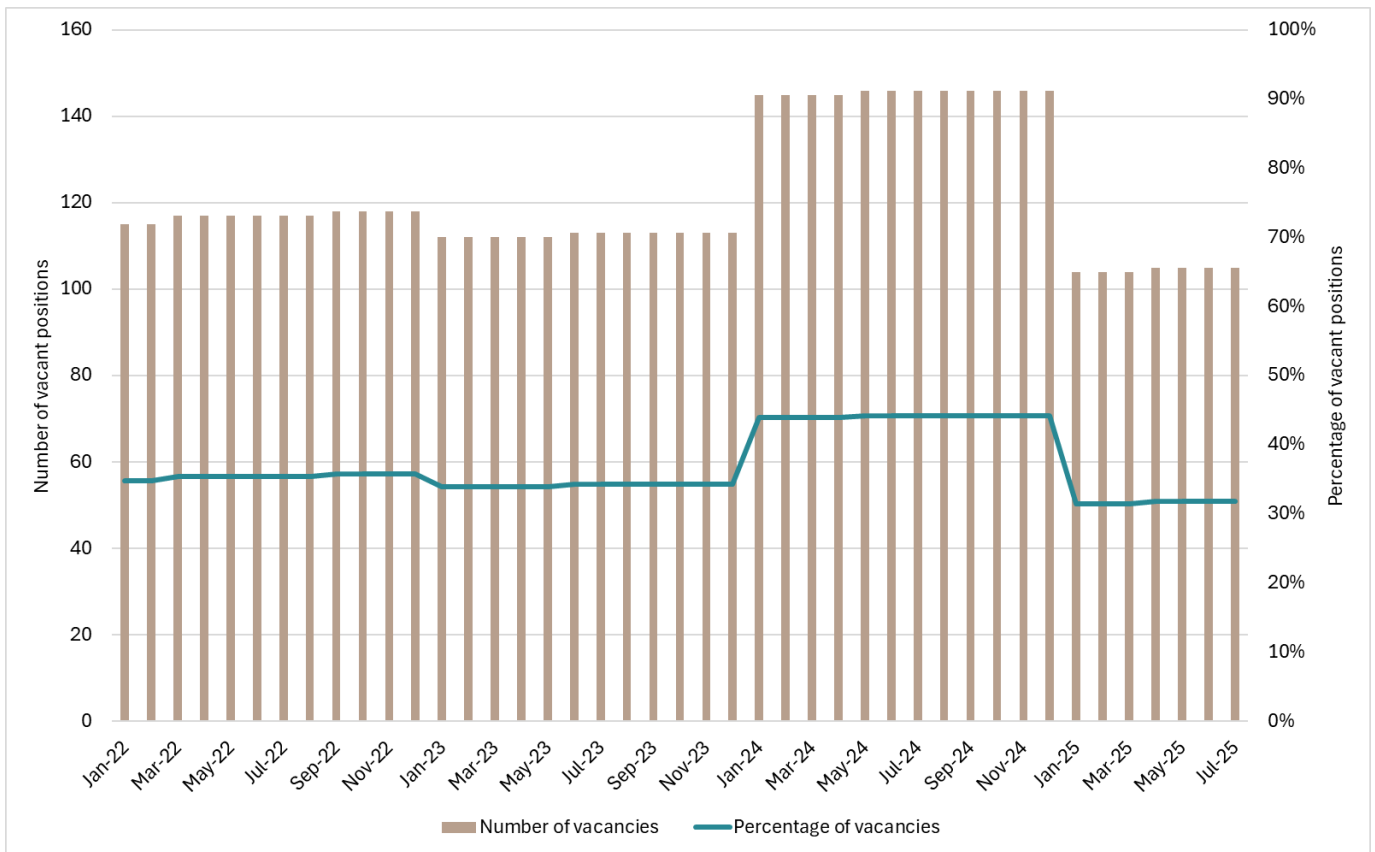
Figure 27 - Employee count by reporting area, by year for Sudan



Source: WFP employees list by area from 2022 to 2025.

<sup>11</sup> WFP. September 2025. [Internal Audit of WFP Emergency Operations in Sudan - September 2025, AR-25-09](#).

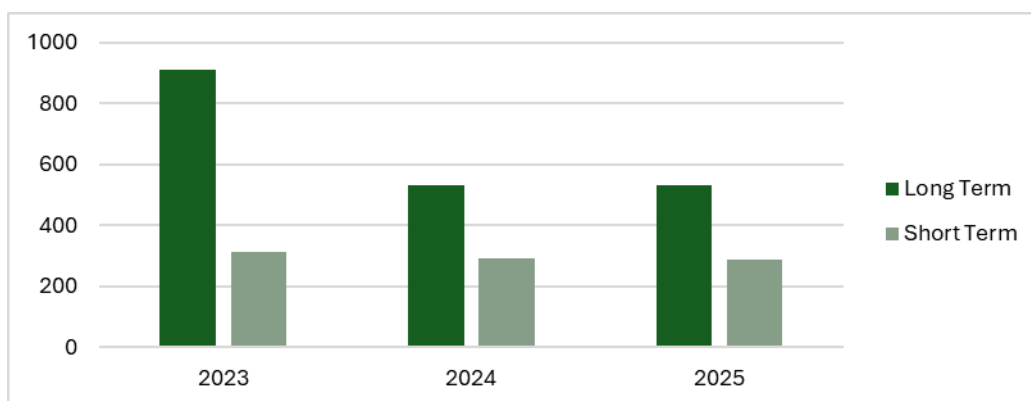
**Figure 28 - Sudan country office vacant positions, January 2022-July 2025**



Source: WFP data on number of WFP employees by country offices and workforce from 2022 to 2025.

61. **The majority of staff cuts in the Sudan country office affected those with long-term contracts,** representing 75 percent in 2023, reducing to 65 percent in 2025 (see Figure 29 for a breakdown of all WFP Sudan employees by contract type).

**Figure 29 - Sudan country office employee count by contract, 2023-2025**

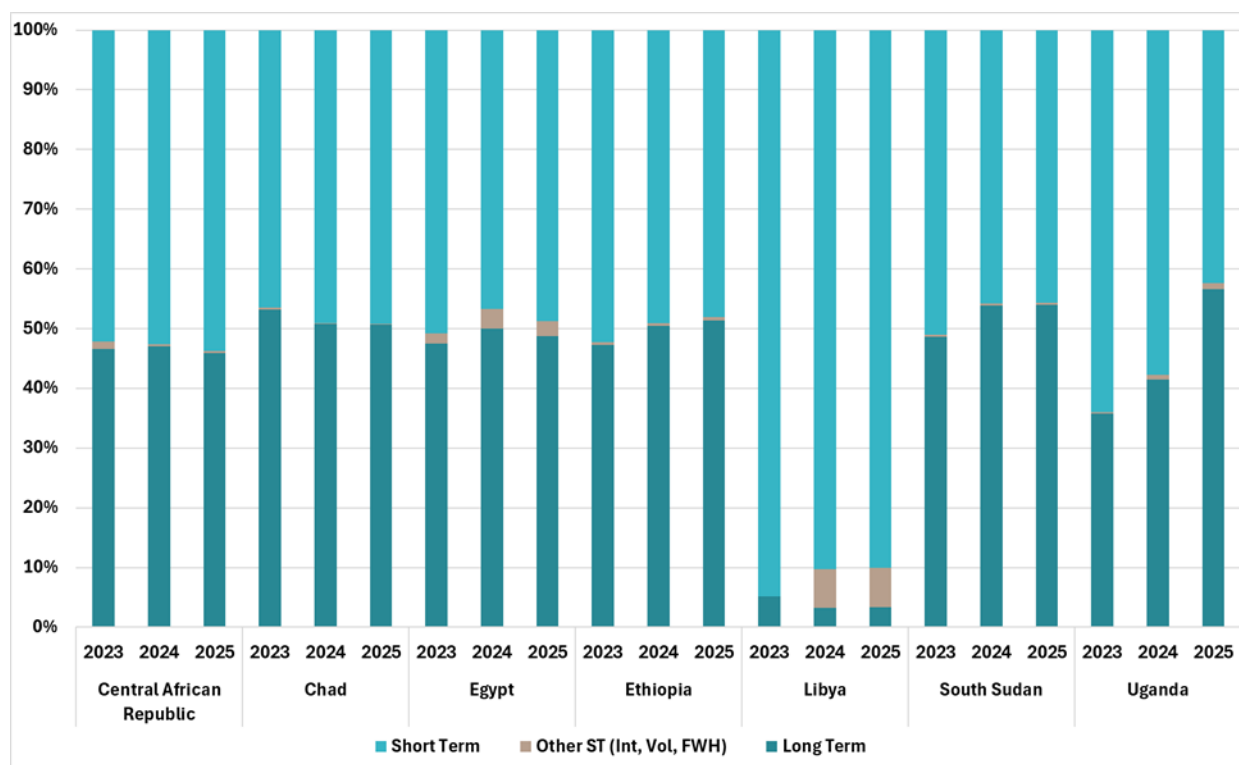


Source: WFP data on number of WFP employees by country offices and workforce from 2022 to 2025.

62. Like Sudan, short-term contracts were notable in neighbouring countries (see Figure 30), however, there was limited evidence as to the impact this had on the Sudan response. In Libya, where it was most prominent, staff described being used to this contracting model as it had been in place for several years.

Egypt proposed addressing capacity gaps through special service agreements, although there were challenges in engaging qualified candidates with this modality.<sup>12</sup>

**Figure 30 - Other countries' WFP employees by contract type, 2023-2025**



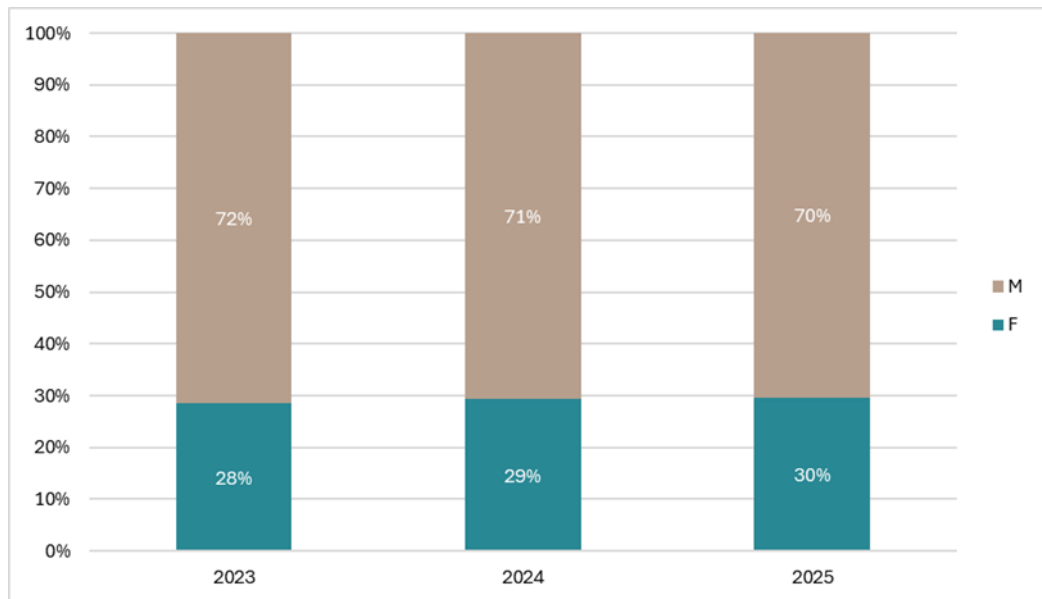
Source: WFP data on number of WFP employees by country offices and workforce from 2022 to 2025.

### Gender distribution

63. WFP staffing in Sudan was over two-thirds men. Prior to April 2023, there was a high gender bias across the workforce, with men filling around 69 percent of staff positions (Figure 31). By 2025, the ratio of men to women staff was slightly higher, with men filling just over 70 percent of all staff positions, and even higher for some functions for example, field management and security.

<sup>12</sup> WFP staff KIIs.

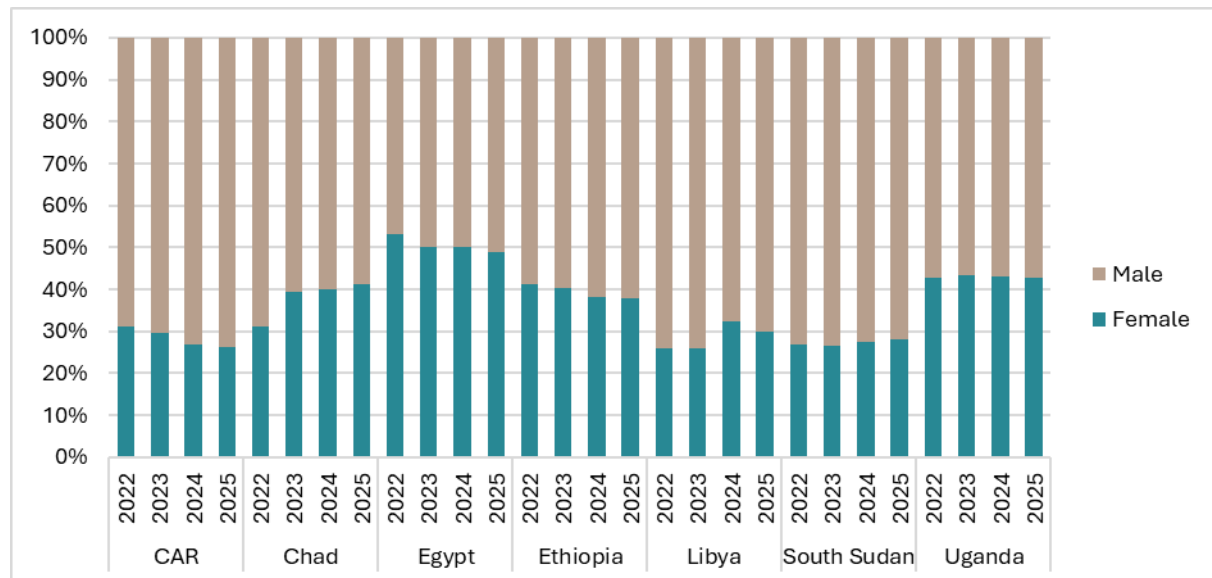
**Figure 31 - Distribution of women and men employees for Sudan country office by year, 2022-2025**



Source: WFP data on number of WFP employees from 2022 to 2025.

64. WFP staffing in neighbouring countries was less than 50 percent men in most countries with no notable changes over the evaluation period. The only country to have a consistent 50-50 parity was Egypt, with CAR, Libya and South Sudan having the lowest staff representation of women with at or below 30 percent. However as noted earlier, this was only specifically cited by interviewees as a constraint in Libya.

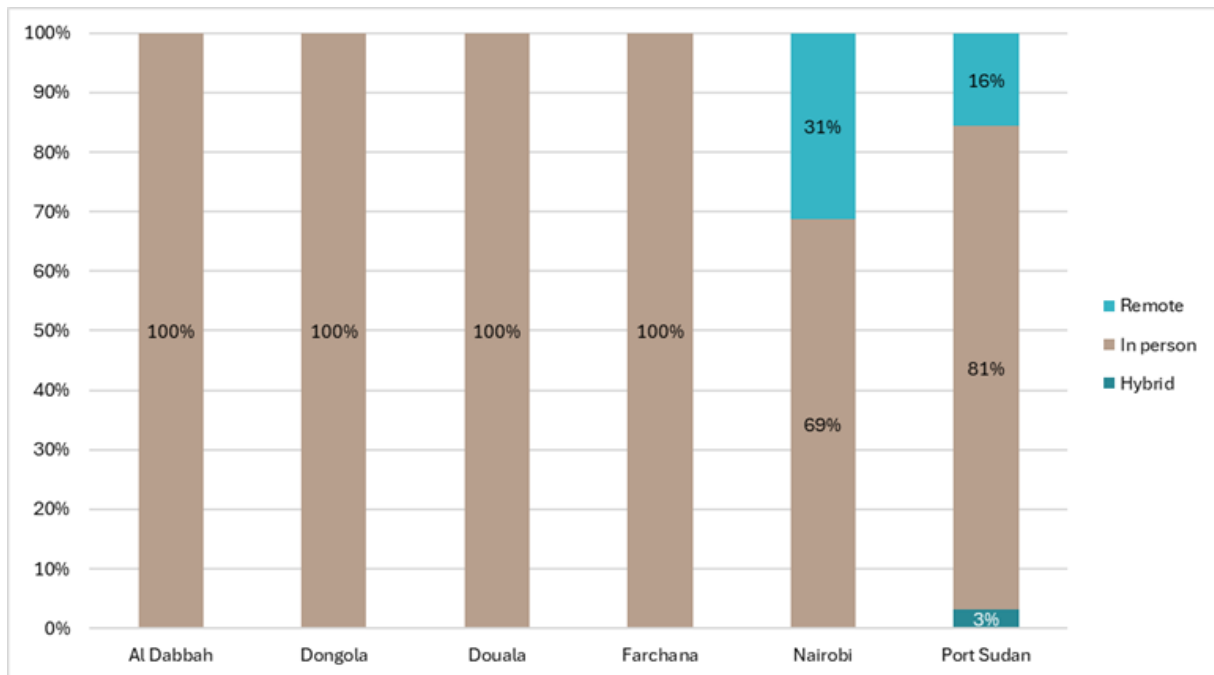
**Figure 32 - Distribution of women and men employees, by country office by year, 2022-2025**



Source: WFP data on number of WFP employees by country offices and workforce from 2022 to 2025.

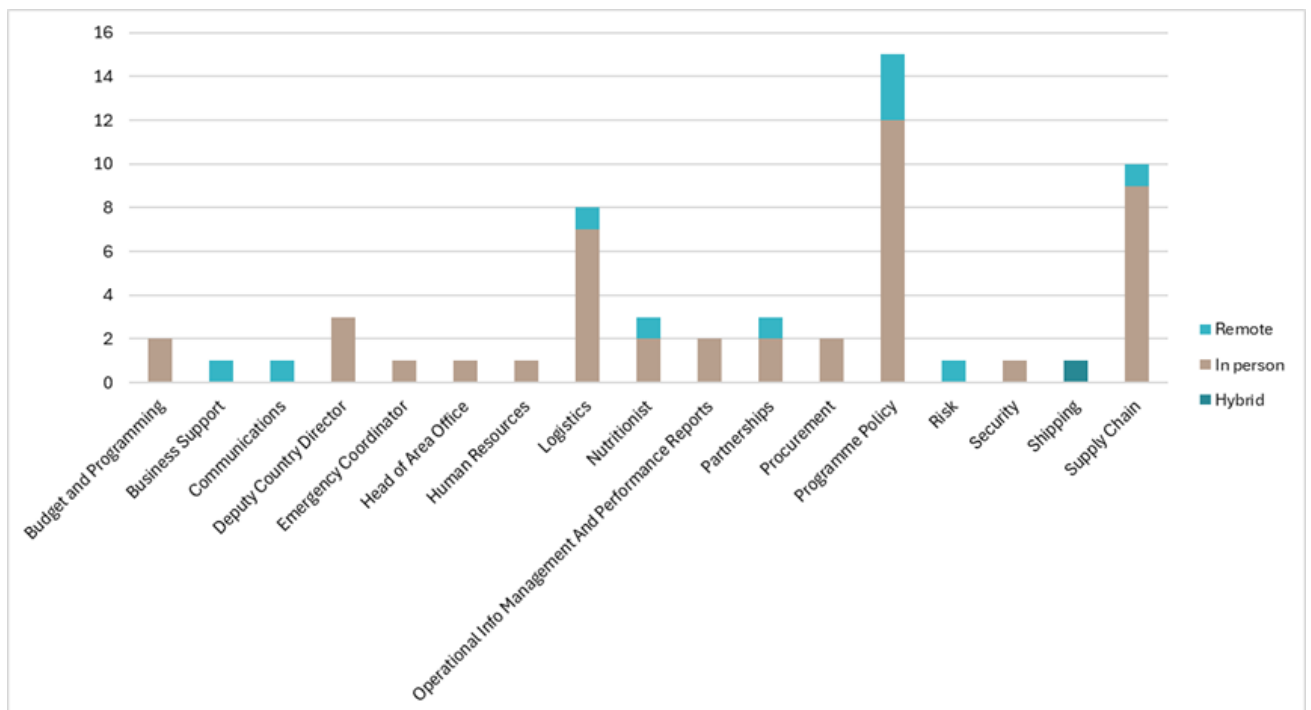
## Temporary duty assignments

Figure 33 – Temporary duty assignment deployments – distribution of working modality by duty station from 2024 to May 2025



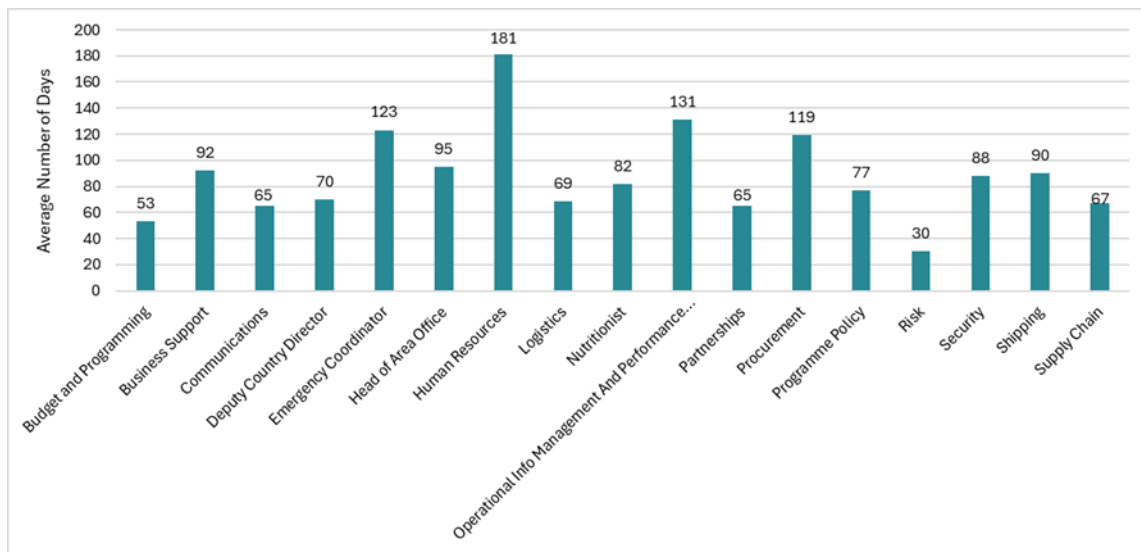
Source: Sudan report surge data for 2024.

Figure 34 - Count of candidates by job profile and working modality from 2024 to May 2025



Source: Sudan report surge data for 2024.

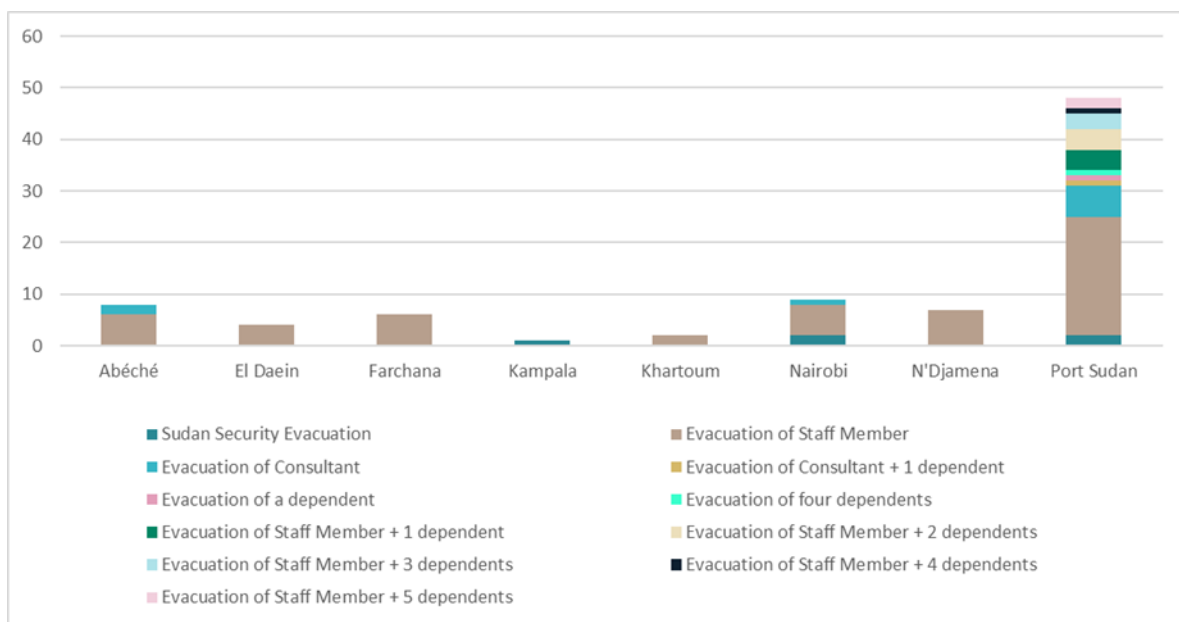
**Figure 35 - Average days of deployment by job profile from 2024 to May 2025**



Source: Sudan report surge data for 2024.

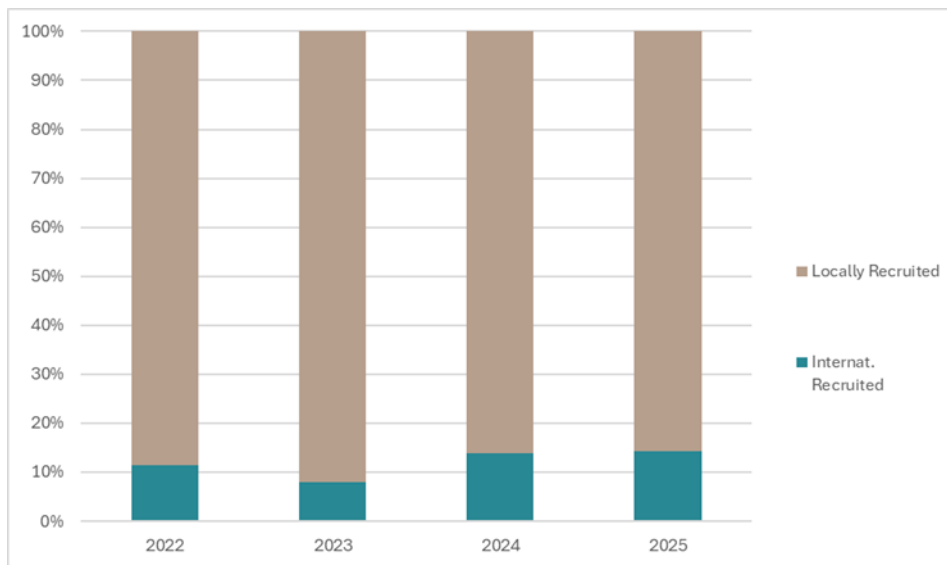
### Evacuation

**Figure 36 - Evacuation overview by type and destination**



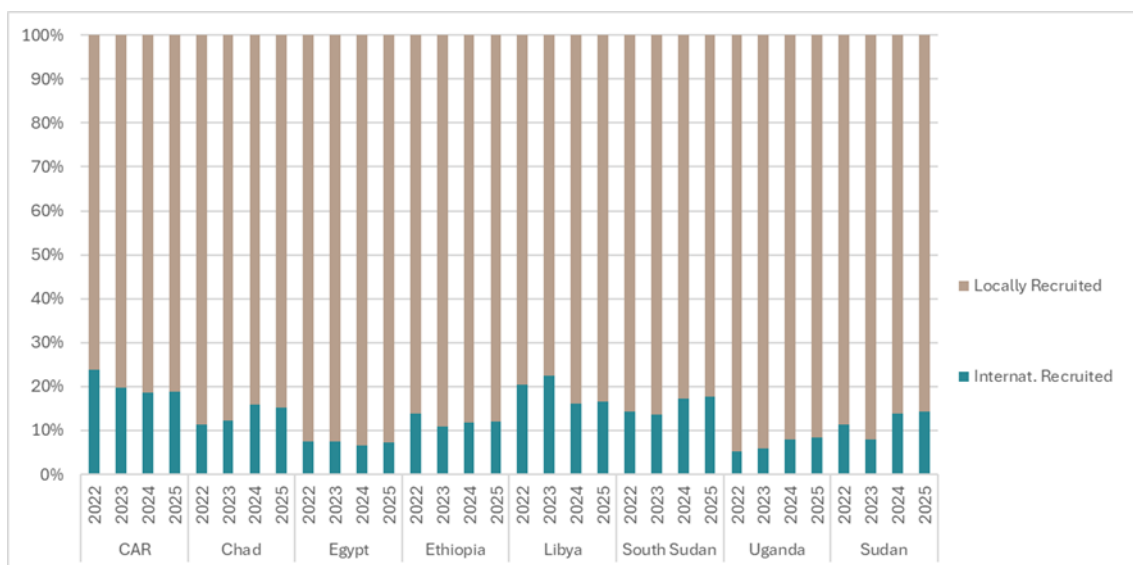
Source: Travel report from 01.01.2023 to 31.12.2023.

**Figure 37 - Sudan country office staffing locally and internationally recruited**



Source: WFP data on number of WFP employees from 2022 to 2025.

**Figure 38 - Other countries' country office staffing locally and internationally recruited**



Source: WFP data on number of WFP employees from 2022 to 2025.

# Annex 24: Partnerships

Table 10 – Financial service provider by type, 2022-2025

Financial service provider by type	
Bank	11
Microfinance institution	1
Mobile money provider	1
Other commercial transfer agent	2
Partner	10
Retailer	7

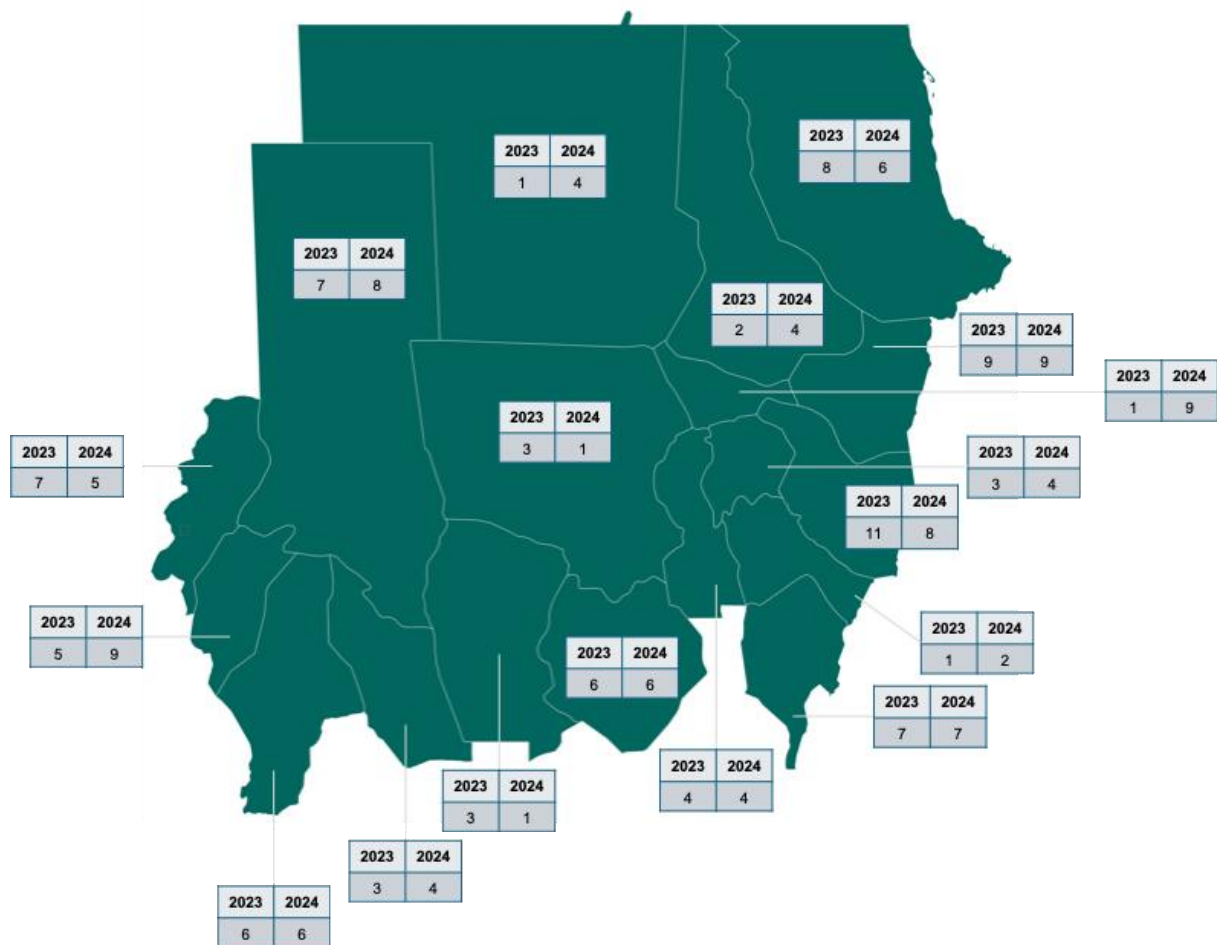
Source: WFP COMET system - CM-A004\_Actuals\_-\_CBT\_and\_Vouchers\_(Detailed)\_v4.08.

**Table 11 – Financial service provider by state, 2022-2025**

FSP by state	2023 Bank	2024 Bank	2025 Bank	2023 Partner	2024 Partner	2025 Partner	2023 Retailer	2024 Retailer	2025 Retailer	2023 Other	2024 Other	2025 Other
Aj Jazirah	0	1	1	0	0	0	0	0	0	0	0	0
Blue Nile	1	2	0	1	0	0	0	0	0	0	0	0
Central Darfur	2	0	1	0	0	0	0	3	2	0	0	0
East Darfur	1	0	0	0	0	0	0	0	0	0	0	0
Gedaref	0	0	1	0	0	1	0	0	0	0	0	0
Kassala	0	0	1	2	0	4	0	0	0	0	0	0
Khartoum	0	1	1	0	0	2	0	1	1	0	0	0
North Darfur	3	0	1	0	0	0	0	1	1	0	0	0
North Kordofan	3	0	0	0	0	0	0	1	1	0	0	0
Northern	0	1	0	0	1	0	0	0	1	0	2	0
Red Sea	2	2	2	0	0	0	0	0	1	0	0	0
River Nile	0	1	0	0	1	0	0	0	1	0	2	
South Darfur	2	0	1	0	0	0	0	0	0	0	0	0
South Kordofan	1	0	2	0	0	0	0	0	1	0	0	0
West Darfur	3	0	0	0	0	0	1	1	1	0	0	0
West Kordofan	1	0	1	0	0	0	0	0	0	1	0	0
White Nile	1	0	0	0	0	0	0	0	0	0	0	0

Source: WFP COMET system - CM-A004\_Actuals\_-\_CBT\_and\_Vouchers\_(Detailed)\_v4.08.

Figure 39 – Number of cooperating partners by state, 2023-2024<sup>13</sup>



Source: WFP COMET system - CM-A003\_Actuals-Beneficiaries.

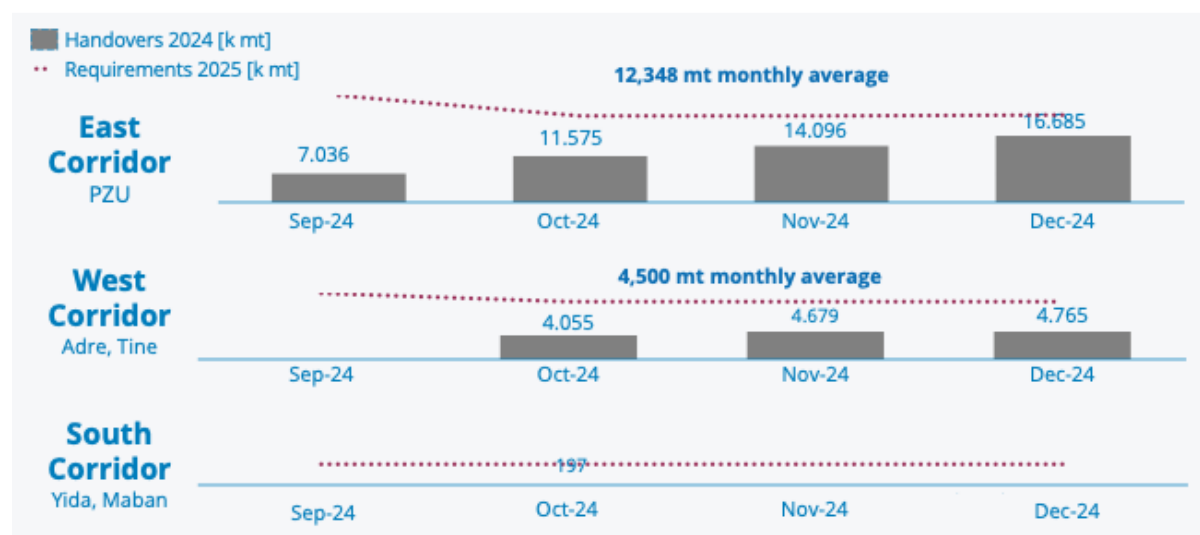
Note: To identify locations by year, the map above has been based on A003 dataset, however there are some variations between the A003 dataset and the field-level agreement trackers for 2023 and 2024. Specifically, the map does not include five organizations included in the 2023 field-level agreements (Agricultural Research Cooperation, Concern Worldwide, Darfur Development and Reconstruction Agency, Ministry of Agriculture – Central Darfur, Ministry of Agriculture – West Darfur) and eight organizations included in the 2024 field-level agreements (Agricultural Research Cooperation, Betay Development Organization, COOPI, Mercy Corps, Ministry of Health Federal, Norwegian Refugee Council, Practical Action, and Trocaire). While it is anticipated that this difference is based on how A003 tracks specific activities or how activities are logged into A003, the specific cause could not be confirmed.

<sup>13</sup> Cooperating partners may be in multiple states.

# Annex 25: Supply chain optimization supplementary analysis corridors

65. As indicated below (Figure 40 and Section 2.3.2, Vol. I), the west was the primary alternative route and a critical entry point into the Darfurs. For example, in 2024, WFP supply reports show that, of the 140,500 mt handed over to cooperating partners, 77 percent was transported through the east corridor, 20 percent through the west corridor and 3 percent through the south corridor.<sup>14</sup> While there were lengthy deliberations initially, the corridor was activated early in the crisis with the first successful delivery to Darfur in August 2023; moreover, available evidence suggests that regional and cross-border coordination for the Chad corridor strengthened markedly from late 2023 and continued improvements were instrumental in improving timeliness by 2025. There was also evidence of innovative approaches to address access challenges, including piloting of WFP's international non-governmental organization (INGO) service-provision model in September 2024, whereby commodities were transferred at Abéché under a full-cost recovery model with smaller rations to accelerate last-mile delivery in insecure areas.<sup>15</sup> Scale-up efforts continued in early 2025, including expansion of mobile storage units and cooperating partners' warehouse capacity assessments; documents also referred to fleet strengthening (though corresponding data were not available to confirm). However, despite these positive developments, corridor analysis in August 2025 described the west route as "high cost", "unpredictable" and "unsustainable for large volumes" (see also Vol. I, Section 2.3.3 - EQ3.3).<sup>16</sup> Interviews and documents show that, while there were regular discussions on the need and potential for additional corridors, notable diversification only began in mid-2025 with the expansion of the north Egypt corridor.<sup>17</sup> Evolution of the supply corridors is further illustrated in Figure 41.

**Figure 40 - Corridor handovers versus requirements, September–December 2024**



Source: Sudan Operations Logistics Overview February 2025.

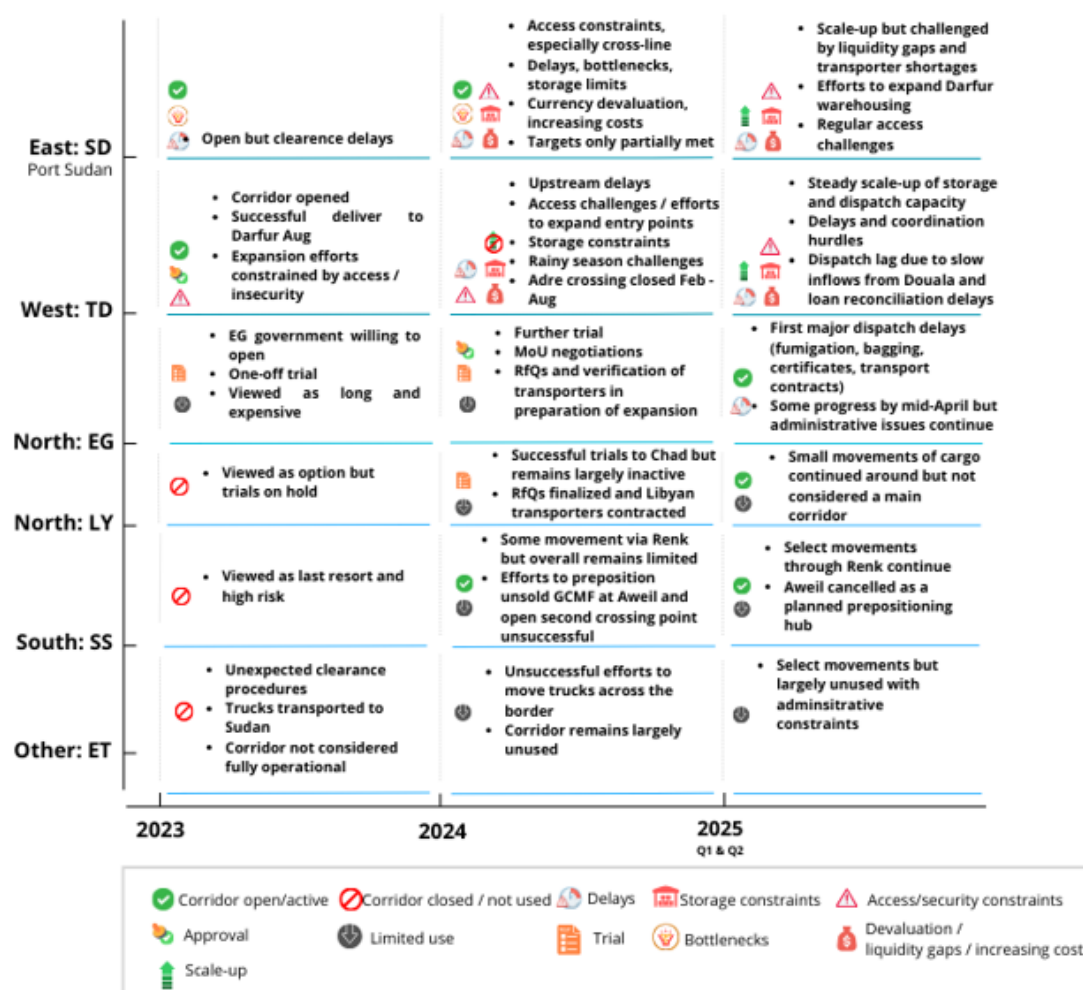
<sup>14</sup> Sudan Operations Logistics Overview February 2025.

<sup>15</sup> Service Provision Pilot Design Note (September 2024).

<sup>16</sup> Al Dabbah Corridor Overview PPT. August 2025.

<sup>17</sup> Efforts to formally open the Egypt corridor began in mid-2024. However, despite a successful trial in May 2024 documents and interviews point to coordination challenges, constrained facilities at Dongola and bureaucratic constraints slowing the process resulting in a near six-month delay in the first major dispatch, which finally took place in spring 2025.

Figure 41 - Corridor evolution timeline



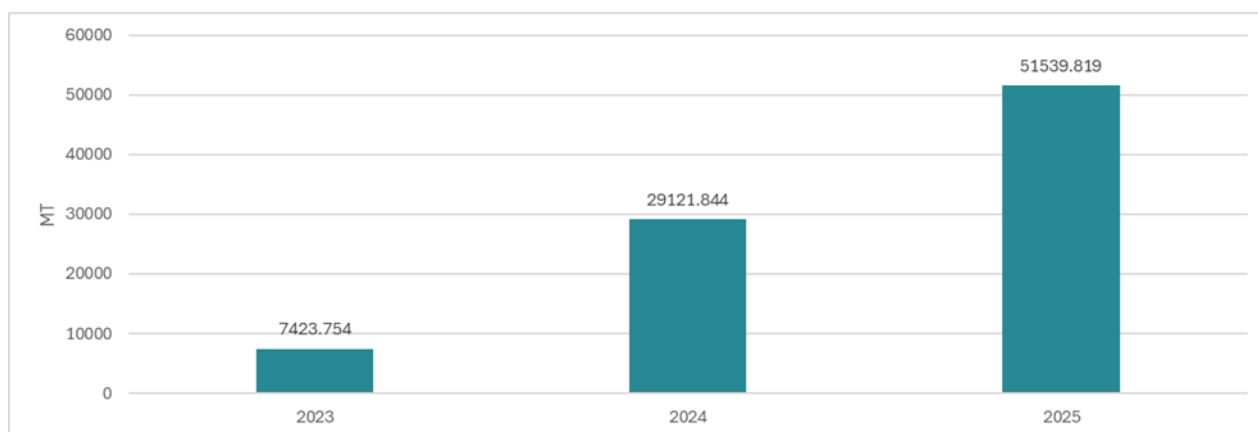
Sources: OTF NFRs 2023-2025, Sudan Crisis; Regional Response Overview (2023), CONOPS Executive Summary (August 2023), CONOPS (May 2023), Logistics Cluster Meeting Minutes.

66. Corridor costs varied extensively with a dependence on high-cost alternatives in 2023 and 2024, with diversification and corresponding projected reduction in costs from 2025 only. The dependence on the western corridor came with heavy costs per metric ton due to the extended supply chain linked to Douala Port or Nigeria into Chad and associated fees related to transporters, storage and security escorts. Convoys could also be held at checkpoints for weeks, reducing fleet productivity and increasing hidden costs. While WFP staff reported measures to improve cost efficiency (for example, integrating Sudanese trucks into local convoys to reduce duplication, allowing for cross-loading near border staging hubs, improved truck utilization rate), the overall cost of the corridor remained high. Alternative route trials in 2024 from Libya into Chad also carried high costs per metric ton, exceeding the Douala corridor (for example, USD 483 per metric ton versus Douala or Kribi to Abeche USD 338 per metric ton due to seasonal feasibility, security escort requirements and long, fuel-constrained desert routes), negating their feasibility for scale-up.<sup>18</sup> While cost pressures remained, cross-border movement from Chad increased in 2025 (see Figure 42) with expanded storage capacity, fleet integration and the earlier mentioned INGO service provision model, although seasonal rains impacted some efficiency gains.<sup>19</sup>

<sup>18</sup> WFP. 2024. Libya Corridor Trial Assessment, pp. 7-10.

<sup>19</sup> Chad Weekly Briefing 23 Aug 2024, p. 2.

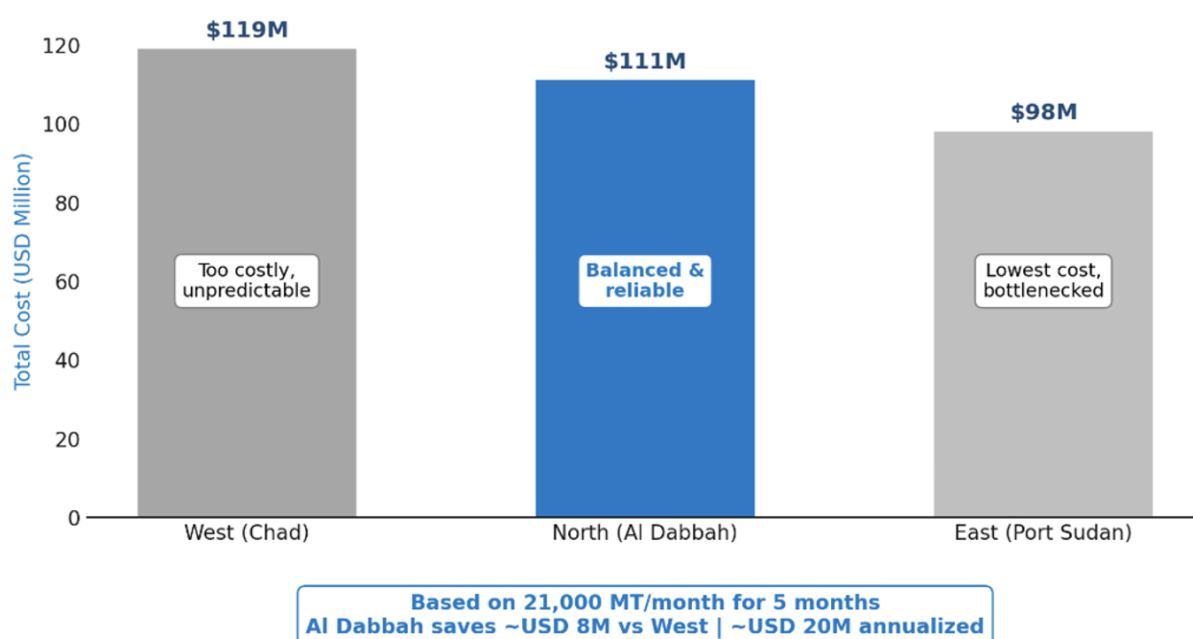
**Figure 42 - Total dispatch quantity from Chad into Sudan by year**



Source: WFP DOTS system - Chad-Sudan \_ Consolidated Food Transport 2023-2025.

67. As noted earlier, activating the Egypt corridor was a key part of the new strategy and there were plans to balance cargo between Chad, Egypt and Port Sudan from Q3 2025 onwards. There was no evidence of comparative analysis of corridor cost efficiency prior to mid-2025; although when the analysis was conducted, it was used to demonstrate the cost efficiency gains in opening up the north Egypt corridor via Al Dabbah (see Figure 43). Notably, the analysis identified Egypt as more cost efficient than Chad and competitive with Port Sudan, offering scalable capacity through strong transport and warehousing, capable of ensuring reliable year-round access by avoiding bottlenecks and seasonal risks and overall shorter lead times (approximately two weeks to Darfur versus months via alternatives).<sup>20</sup>

**Figure 43 - Corridor cost comparison (food transfer costs – Darfur, 21,000 mt/month)**



Source: Al Dabbah Corridor Overview PPT (August 2025).

68. Select stakeholders explained that Egypt had not been explored earlier as it had not been recognized as a humanitarian corridor by the Sudan authorities and only recent changes in geographical access opened the potential to use Egypt as a corridor into Darfur. While these are important contextual

<sup>20</sup> Al Dabbah Corridor Overview PPT. August 2025.

considerations, evidence of corresponding assessments was not available, and data were insufficient to determine whether cost efficiency could have been improved earlier.

### ***Internal factors influencing supply chain optimization***

69. Documents and interviews show that it was not until October 2024 that a conflict-sensitive transport plan was introduced – including direct contracting of transporters, reorienting movements into hard-to-reach areas from Kosti and Al Dabbah and engaging transporters onwards from those hubs, factors that had limited WFP's geographic reach earlier in the response.<sup>21</sup> This informed, and was followed by, a revised 2025 Logistics Strategy – including opening of the north Egypt corridor, further warehouse expansion and a GCMF Hub in Port Sudan – not all of which progressed. Analyses of metric ton movements into hard-to-reach areas do show increased movement into the Kordofans from Kosti in 2025 and increased use of Al Dabbah in line with the transport plan,<sup>22</sup> though available evidence was not sufficient to establish a clear causal link.

70. For both cross-border and crossline movements, while the external factors cannot be minimized, documents and interviews also point to internal constraints especially for 2023 and 2024. This included staffing (for example, fleet staffing, absence of logistics leadership),<sup>23</sup> “weak”<sup>24</sup> internal coordination (for example, between vulnerability analysis and mapping (VAM) and supply chain units, cross-functional coordination, inter-country office coordination on stock allocation), insufficient assessments and fragmented convoy management, resulting in slow adoption of forward prepositioning strategies.<sup>25</sup> For cash-based transfers, documents highlight similar weaknesses, including ineffective staffing structures and coordination as well as the absence of a guiding strategy for cash-based transfer delivery (noted in early 2024).<sup>26</sup> Actions to address these issues were taken, but only in 2024 through to early 2025.

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<sup>21</sup> WFP Sudan Transport Plan October 2024.

<sup>22</sup> CEE Consolidated Transport Report - contour-export-09-08-2025.

<sup>23</sup> See for example RBN Logistics Oversight Mission Report Summary Sudan Country Office September 2021-January 2024.

<sup>24</sup> Sudan Status 2023-2024.

<sup>25</sup> See for example Sudan Status 2023-2024; Transportation Plan 2024; OTF NFRs 2024; Lessons Learned Sudan Regional Scale-Up October 2024. Further supported by WFP staff KIIs.

<sup>26</sup> RBN Sudan CBT Oversight Report May 2024\_WFP Sudan\_Response\_15 July 2024\_RBN Feedback\_30 Aug 2024.

# Annex 26: Mapping of findings-conclusions-recommendations

Recommendation	Conclusions	Findings
<b>Recommendation 1:</b> Enhance WFP's understanding of the effect of the Sudan crisis and its agility to prepare for and respond to the ongoing emergency as well as other large-scale emergencies, including those that are multi-country and multi-region in nature.	Conclusion 2 Conclusion 1 Conclusion 5 Conclusion 7	2.3.2 2.1.1 2.3.1 2.4.3
<b>Recommendation 2:</b> Strengthen the way in which WFP manages the inherent dilemmas of delivering a principled humanitarian response in the Sudan context.	Conclusion 4	2.2.4
<b>Recommendation 3:</b> Strengthen approaches to protection, conflict sensitivity, inclusion and AAP within WFP's response to the emergency to ensure that they are central to the design, implementation, monitoring and oversight of activities, and not an add-on.	Conclusion 3	2.2.2 2.2.3
<b>Recommendation 4:</b> Reform mindsets, approaches and systems to enable more meaningful localization of WFP's assistance in Sudan and neighbouring countries. Use the Sudan experience of working with ERR to inform more efficient and effective ways of partnering with CBOs in Sudan and in other contexts.	Conclusion 6	2.4.1
<b>Recommendation 5:</b> Adapt programming and planning for scale-down and a shift towards durable solutions and resilience.	Conclusion 8	2.5

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