

COUNTRY PORTFOLIO EVALUATION

Sudan: An evaluation of WFP's Portfolio 2010-2012

Vol II - Annexes

September 2013

Prepared by; Herma Majoor, Team Leader, Martin Fisher, Humanitarian Response Specialist, Abdul Hamid Rhametalla, Food Security Specialist

Commissioned by the
WFP Office of Evaluation

Report number: OEV/2013/006



List of Annexes

Annex 1: Summary terms of reference Evaluation of WFP’s Sudan Country Portfolio 2010-2012.....	2
Annex 2: List of people and institutions interviewed.....	5
Annex 3: Bibliography.....	16
Annex 4: Timeline of the mission and deliverables.....	22
Annex 5: Evaluation matrix	25
Annex 6: Demographic, food security and nutrition indicators for Darfur, East Sudan, South Kordofan and Blue Nile	38

Annex 1: Summary terms of reference Evaluation of WFP's Sudan Country Portfolio 2010-2012

AN EVALUATION OF WFP'S PORTFOLIO 2010-2012

1. Introduction

Country Portfolio Evaluations (CPE) cover the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. CPEs help Country Offices in the preparation of Country Strategies and provide recommendation and lessons that can be used in the design of new operations.

2. Rationale

The rationale for this country portfolio evaluation is to review the strategic positioning and comparative advantage of WFP Sudan operations vis-à-vis i) the needs of food insecure households in all regions of Sudan, ii) against the priorities and strategies of government and implementing partners and iii) good practices for humanitarian operations in fragile/conflict states. In addition the CPE will examine the factors that affect strategic decision-making and the performance/results of the WFP portfolio against the stated objectives.

The Sudan CPE will cover three years of emergency operations in Sudan and the results of the evaluation will contribute to the design of the next operation beginning in 2014. The Sudan portfolio is one of WFP's largest and most complex including security risks, limited access to affected populations, a restricted operating environment and logistic challenges due to long distances and poor infrastructure. The balance and spread of WFP interventions throughout all regions and its ability to meet humanitarian needs within the complex environment is thus an important focus of the evaluation.

3. Scope of the Evaluation

The evaluation will cover the 2010 – 2012 period of WFP's portfolio in Sudan. The most recent OE-managed evaluation covered WFP's emergency operation (EMOP 10767) in 2009. This evaluation will pick up where that evaluation left off, including the use of its recommendations. The evaluation will primarily cover the three emergency operations (EMOPs 200027, 200151, and 200312). Special Operations will be evaluated only to the extent that they contribute to the outcomes of WFP's emergency operations. The Country Programme (CP/DEV 10105) will only be covered to the extent that its activities were carried over in the other operations because it finished in early 2010 and its activities were subsumed into other operations or scaled out.

The evaluation will cover all relevant WFP's partnership strategy for its food assistance delivery and the extent to which WFP's food assistance has been coherent with the strategies, plans and priorities of other humanitarian partners. The evaluation will also cover WFP's lead or participation in the cluster system to the extent that the clusters

have facilitated or mitigated WFP's achievement of its portfolio results and have contributed to the coherence of WFP's operations with those of partners. The evaluation will not assess the performance or results of the clusters themselves.

The evaluation will cover all geographic areas of WFP operation in Sudan. These include Darfur, Central, East and the Three Areas. In each area, a range of key stakeholders (government interlocutors, UN agencies, international and national NGOs, community based organizations, and beneficiary groups) will be covered. Key stakeholders in Khartoum will also be expected to participate in the evaluation.

In light of the strategic nature of the evaluation, it is not intended to evaluate each operation individually but to focus broadly on the portfolio as a whole. Following the established approach for WFP CPEs, the evaluation focuses on three main areas; strategic alignment of the portfolio, factors driving strategic decision-making and the overall results and performance.

4. Key Questions

Following the three main areas of focus for this evaluation, there are three key evaluation questions with specific sub-questions for each. These questions have been developed to align with the general intent of the CPE 'model', but focused specifically on issues of relevance to the Sudan context, the ongoing WFP operations, and key technical issues of relevance for future programming. The questions will be further detailed and evaluation matrix, to be developed by the evaluation team during the inception phase.

Question 1: What has been the strategic alignment of the WFP portfolio, including the extent to which:

- i. its main objectives and related activities have been relevant to the humanitarian and developmental needs of the Sudan populations;
- ii. its emergency food assistance is connected to longer-term livelihoods and coping strategies of the targeted populations;
- iii. its strategies and objectives have been aligned with those of the government in Sudan and its operational activities aligned with international good practices for non-state providers (NSPs) working in fragile/conflict states;
- iv. its strategies and operational activities have been coherent with those of other relevant humanitarian and development partners in Sudan, including the timely pre-positioning and delivery of food assistance for partners.

Question 2: What have been the factors driving strategic decision-making, including the extent to which WFP:

- i. has analysed the national food security and nutrition situation, including gender and protection issues, and appropriately targeted its interventions using this analysis;

- ii. has utilized conflict analyses and incorporated adequate risk management measures in responding to the scale of humanitarian need within the risk environment;
- iii. has sufficient technical expertise (either internal or through partnership) to strategically manage the different interventions under the portfolio;
- iv. has developed and implemented appropriate monitoring and evaluation systems to support strategic decision making.

Question 3: What have been the performance and results of the WFP portfolio, including:

- i. the coverage of food assistance operations in meeting needs across food insecure populations;
- ii. the overall efficiency of food assistance modalities;
- iii. the effectiveness of the emergency operations in meeting planned outcomes.

5. Organization of the Evaluation

The evaluation will be implemented over a 10 month period in 2013. As is typical for WFP's Country Portfolio Evaluations, the main part of the evaluation will proceed through three phases. The inception phase will involve a briefing of the evaluation team in Rome, followed by an inception mission (team leader and evaluation manager) to Sudan. An inception report, finalized in this phase, provides the detail for conducting the evaluation fieldwork and addressing the terms of reference. The fieldwork phase is anticipated to require approximately 30 days and will involve primary and secondary data collection. Given the seasonal conditions in Sudan, the fieldwork should start no later than April 2013. The analysis and reporting phase concludes with a final evaluation report (a full report and an Executive Board summary report) that will be presented to WFP's Executive Board in November 2013.

The evaluation will be managed by the WFP Office of Evaluation and the Evaluation Manager (EM) is Ross Smith. An independent team of three evaluators, one as the evaluation team leader, will implement the evaluation. Additional local expertise in the different regions of Sudan will complement the evaluation team.

Annex 2: List of people and institutions interviewed

- Inception Phase

Time	Name	Designation/ Department	Organisation
6 March 2013, Rome			
1:00-5:00	Ross Smith	Evaluation Manager	WFP HQ Rome
	Federica Zelada	Research Assistant	
7 March 2013, Rome			
9:00-10:00	Pascal Micheau	Senior Regional Programme Advisor	WFP RB Cairo WFP CO Sudan (via teleconf)
	Ellen Kramer	Regional Programme Advisor	
	Erik Kenefick	Head of Programme	
	Andrea Berardo	Programme Officer	
11:00-12:00	Carmen Burbano	Programme Officer, School Feeding	WFP HQ Rome
2:00-3:00	Lynnda Kiess	Programme Advisor Nutrition	
3:00-3:30	Paul Turnbull	Chief Programme Review	
4:00-5:00	Michela Bonsignora	Policy Officer Humanitarian & Transitions Service	
	Laurene Goublet	Policy Officer Humanitarian & Transitions Service	
8 March 2013, Rome			
9:00-9.40	Corinne Fleischer	Chief of Procurement (former DCD)	WFP HQ Rome
9:40-10:15	Shanoo Saran	Donor Relations Officer ERD	
10:15-11:00	Kartini Opposunggo	Performance & Accountability Management Division RMP	
	Norbert Bromme	Performance & Accountability Management Division RMP	
11:00-12:00	Adrian van der Knaap	Chief Logistics and Transport Service	
12:00-2:00	Sarah Bailey	Overseas Development Institute, London	(via Skype)
2:00-3:00	Levan Tchatchua	Performance and Accountability Division RMP	WFP HQ Rome
3:00-4:00	Victor Tsang	Programme officer – Gender Service	
10 March 2013, Khartoum			
12:00-1:00	Andrea Bernardo	Head of M&E	

1:00-2:00	Simon Brady	Security Officer	WFP CO Sudan
2:00-3:00	Eric Kenefick, Adham Musallam Pushpa Acharya Hazem Almahdy Arduino Mangoni Andrea Berardo	Head of Programme Head of Field Coordination Unit Head of Nutrition Head of VAM Head of FFE Head of M&E	
3:00-4:00	Samuel Clendon	C&V coordinator	
11 March 2013, Khartoum			
10:00-11:30	Paula Fredin Katherine Carey Aline Samu	Donors' Relation Officer Donors' Relation Officer Resource Analysis / Pipeline	WFP CO Sudan (by teleconference for those not in Khartoum)
2:00-3:00	Adnan Khan Kojo Anyanful Eric Kenefick Adham Musallam Selamawit Ogbachristos Marie-Helene Kyprianou Dageng Liu Mohamed Ali George Fedha Andrea Berardo	Country Director Deputy Country Director Head of Programme Head of Field Coordination Unit FCU/CETA FCU/Darfur West & Central Darfur, OIC North Darfur, OIC South & East Darfur, OIC Head of M&E	
3:00-4:00	Pushpa Acharya	Head of Nutrition	
12 March 2013, Khartoum			
9:00-10:00	Giovanni Suarez Ardila	FCU SIM specialist	WFP CO Sudan
10:00-11:00	Arduino Mangoni Anwar Muhideen	Head of FFE FFE Officer	
	Fakhreldin Ishag,	FLA Unit	
	Anthony Freeman	Head of Logistics	
	Amit Singh	Programme Officer - North Darfur	
	Flavia Scarnecchia	HR Officer	
13 March 2013, Khartoum			
	Hazem Almahdy Bakri Osman Trude Bruun,	Head of VAM VAM Officer VAM Officer	WFP CO Sudan
	Fatima Suliman	Programme Officer - FCU	
	Leila Meliouh	UNHAS	

Evaluation phase

Time	Name	Designation/ Department	Organisation
31 March 2013, Khartoum			
	Andrea Berardo	Head of M&E	WFP CO Sudan
	Erik Kenefick	Head of Programme Services	
1 April 2013, Khartoum			
9:30-10:30	Thamindri de Silva	Programme Quality Director	World Vision
	Eric Yunusu	Food Assistance Manager	
14:00-16:00	Andrea Berardo	Head of M&E	WFP CO Sudan
	Erik Kenefick	Head of Programme Services	
	Hazem Almahdy	Head VAM	
	Bakri Osman	VAM Officer	
	Sami Yagoub	M&E Officer	
	Marie Helene Kyprianou	Programme Officer Darfur	
17:15-18:45	Ivo Freijssen	Country Director	Care International Sudan
	Mariam Ibrahim	Partnership Coordinator	
	Mohamed MajzoubFidiel	Consultant	
2 April 2013, Khartoum			
9:00-10:30	Moh Ahmed Adam	Senior Programme Officer	GAA
	Azza N. Mustafa	Head of Program Department	
11:15-12:15	Irfan Sulejmanj	Field Coordinator	ICRC
	Christa Utiger	EcoSec delegate	
13:00-14:15	Barry Primm	Mission Director	USAID
	Eunice Wavomba	Program Officer OFDA	
	Abdul Rahman Hamid	Food Security Advisor FFP	
	Salma Rashid	Project Management Specialist FFP	
14:30-16:15	Yusuf el Tayeb El Nour	Executive Director	DRA
	El Fateh Osman	Country Director	Oxfam
14:30-15:30	Carolyn Fanelli	Country Representative	CRS
15:30-16:30	Hiroyuki Orikasa	Deputy Chief of Mission	Japanese Embassy
	Akiko Fukuda	Aid Coordination Officer	
16:15-17:15	AbdulrahimNorein	National Technical Manager	FEWSNET
	YahiaMohAwadElkareem	Field Monitor Coordinator	
	M. El Hafiz Ibrahim	Assistant Ntl Technical Manager	

3 April 2013, Khartoum			
9:30-10:30	BadrEldien	Head of Microfinance	Bank of Sudan
11:00-11:45	Abdalla Amin	Food Reserve Unit	Bank of Agriculture
12:00-12:45	Gaafar Ahmed Abd Alla	State Minister	MoAI
1:30-2:30	Heidi Gilert	Humanitarian Adviser	DFID
	Alexander Hamilton		
3:00-4:15	Patrik Olsson	Counsellor Hum & Devt Affairs	Swiss Embassy
4 April 2013, Khartoum			
9:00-10:00	Mark Cutts	Head of Office	OCHA
	Peter Krakolinig	Head of Operations	
	Yngvill Foss	Senor Programme Officer	
12:30-1:30	Kai Nielsen	Representative	UNHCR
2:15-3:15	Ray Virgilio Torres	Deputy Representative	UNICEF
	Susan Lillicrap	Head of Nutrition	
	Naoko Akiyama	Emergency Specialist	
4:00-5:00	Amor Almagro	Public Information Officer	WFP CO Sudan
5 April 2013, Khartoum			
11:30-12:30	Ali Adam Hassan	Director General	HAC
18:30-20:30	Margie Buchanan Smith	Consultant	Tufts University
6 April 2013, Nyala			
	Yukinori Hibi	Programme Officer	WFP Nyala
	Samuel Clendon	C&V Coordinator	WFP CO Sudan
7 April 2013, Nyala			
9:00-10:00	Yukinori Hibi	Programme Officer	WFP Nyala
	Peter Otto	Field Operation Coordinator	
	Atif Ismail	Nutrition Officer	
	Faisal Musa	Head of Operations	
	Mahir Ali	Senior Programme Assistant	
	Abdelaziz Ibrahim	Senior Programme Assistant	
	Hassan Harry	Senior Programme Assistant	
	Yousif Adam Elhag	VAM Assistant	
	AbdulhaiJaber	Programme Assistant (M&E)	
	Mohammed Fojar	Programme Assistant (M&E)	
	Niemat Mohammed	SAFE Consultant	
	Khalid Elhag	Field Monitor Assistant	
	Mohamed Mahjoub	Field Monitor Assistant	
Manal Mohamed	Field Monitor Assistant		

10:15-13:30	Geoffrey Kimaiyo	Community Officer	WVI
	Mohamed Ahmed	Sheikh (as one of a FGD with the sheiks)	Otash Camp
	MahboubYousifMohamed	Senior Logistics Assistant	WFP Nyala
	Idris Bello	Fleet Manager	
14:00-16:30	Abadallah Sanosi	Project Officer	SPCR
	Eldaw Ahmed	Programme Manager	
	Hashim Mohmed Zakaria	Executive Director	AFAG
	Abdelkarim Idris	Executive Director	SRCS
	Hafiz Abdalla	Programme Manager	
	Abbaker Hussein	Nyala Team Leader	IIRO
	Hawa Zakaria	Nutrition Supervisor	Merlin
	Geoffrey Kimaiyo	Community Officer	WVI
	Fatima Ahamed Omer	Nutritionist	ARC
	Tayeb Elasma Mohamed		
	8 April 2013, Nyala		
9:00-10:00	Yousif Adam Elhag	VAM Assistant	WFP Nyala
10:15-11:15	Abdalla Moh Abdelkarim	Acting Commissioner	HAC
	Moh. Adam Mohamed	Head of Procedures Office	
	Ahmed Abdul Hamid	Head of UN and NGOs office	
10:15-12:15	Stella Ajwang	Humanitarian Assistance Officer	OCHA
	Elgoni Mohamed	Field National Officer	
	Abduedin Mahamoud	Field National Officer	
	Sylvie Rachel Kiba	Humanitarian Resource Assistant	UNAMID
13:30-14:45	Alsaid Algali Alsaid	Head of PHC	MoH
	Abdulhameid Hemma	Head of Planning Department	MoA
	Elhafez Abubakar Adam	Director General	MoA
	Mohamed Omer	FFE Deputy Director	MoE
15:00-16:00	Moh. Salah El-Dein Moh.	Agricultural Field Office	FAO
16:00-17:00	Mercy Chikoko	Head of Office	UNICEF
19:45-21:00	Philippe Martou	Head of South Darfur Area Office	WFP Nyala
9 April 2013, El Fasher			
13:00-18:00	Field visit Tawilla – SAFE, IBSFP, beneficiary interviews		
19:30-20:30	Marie-Helene Kyprianou	Darfur programme Advisor	WFP El Fasher
10 April 2013, El Fasher			
9:00-11:30	Field visit Abou Shok – Voucher Programme		

2:00-4:00	Abubakar Siddique	Programme Officer Cash & Vouchers	WFP El Fasher
	Odette Kishabanga	Programme officer Food for Recovery	
	John Bukusuba	Nutrition Officer	
	Amna Elzein	National Nutrition Officer	
	Ehsan Hamid	Nutrition Programme Assistant	
	Mohammed Salih	VAM Officer	
	Basha Ibrahim	National Programme Officer, FFR	
	Hamid Ahmed	Programme Assistant FFR	
	Abdulmoniem Saad	National Programme Officer C&V	
	Mohammed Ibrahim	Senior Programme Assistant C&V	
	Abakar Mohamed	Senior Programme Assistant F2M&VAM	
	Mazahir Adam	Senior Programme Assistant SAFE	
Fatima Ibrahim	Senior Programme Assistant SAFE		
4:30-5:30	Mohamed Ibrahim	Civil Affairs Officer	UNAMID
11 April 2013, El Fasher			
9:00-11:00	Gebri Nuse	Area Coordinator	AHA
	Yousif Ibrahim Adam	Admin Officer	AHA
	Ibrahim Omer Mohamed	Disaster Management Project	SRCS
	Ibrahim Suleman	Sr. Logistics Officer	GAA
	Mudather Kitir	Nutrition Supervisor	RI
	Amel Ibrahim Idris	Coordinator	WDAN (Women Development Association Network)
	Mohamed Adam Yahya	Executive Director	Auttash (CBO)
	El Rashid Abdelrahman	Secretary	SWDO (Salam Women Development Organisation)
	Mohamed Osman Abakar	Director	(PPD) Plant Protection Department of

			Ministry of Agriculture
	Ismail Musa Mohamed	Director	KDN (Kuma Development Network)
	Eitdal Idris	Project Manager	WDAN (Women Development Association Network)
	Mohamed Adam Ishag	Project Manager	Seaker
	Abdalla Idris Abdelrasool	Financial Secretary	STDN (Sayah, Tagabo Development Network)
	Dawelnour Abdelmajeed	Member	STDN (Sayah, Tagabo Development Network)
	Yahya Suleman Sabeel	Director	CSDV (Charity for Sayah Development Villages)
	Osman Ahmed Sabeel	Field Coordinator	CSDV (Charity for Sayah Development Villages)
	Mohamed Elsaïd Hassan	Project Coordinator	Al Massar (Al Massar Organisation for Pastoralist Development)
	Manal Adam Mohamed	Government Seconded to SAFE Project	Ministry of Social Welfare
	Sidig Ibrahim	Project Manager	UKRDP (Um Kadada Rural Development Project)
	Ali Mohamed Aldoma	Director	KSCS (Kabkabya Small Community Society)
	Yagoub Musa Adam	Executive Manager	Rural El Fasher Development Network
11:30-1:00	Bashir Abdelrahman Abbas		FAO
	Asim Yagoub		UNDP
2:00-4:00	Adam Abdalla Adam	School Feeding Director	MoE
	Abdalla Abdelatif	Director General	MoA

	Fatima Elsharif Ibrahim	Director General - Nutrition	MoH
	Omda Mohamed Abakar	Social Worker	MoSW
12 April 2013, El Fasher			
12:00-1:00	Crispin Rukasha	Programme Manager Livelihood & Recovery	UNDP
3:00-4:00	Habtamu Biru	Logistics Officer	WFP El Fasher
	Simon Tarr	Operations	
13 April 2013, Geneina			
4:30-5:30	Margherita Coco	Programme Officer	WFP Geneina
14 April 2013, Geneina			
8:30-9:30	Emanuel Bigenimana	Programme Officer	WFP Geneina
	Ali Elbadawi	Programme Officer - Nutrition	
	Abdallah Abdallah	Programme Officer M&E/FFE	
	Ahemed Sabeel	Snr programme Assistant VAM	
	Babiker Toum	Snr Programme Assistant vouchers	
	Margherita Coco	Programme Officer	
10:00-10:30	Mohamed Mnazool Afandi	Secretary General	HAC
10:45-11:45	Hassan Abadalla	Director General	MoE
	Yahya Abakar Arabi	Director, School Feeding	MoE
	Omer Abdalla Omer	Assistant Director, School Feeding	MoE
	Ahmed Ibrahim Abdalla	School Feeding Directorate	MoE
12:00-13:00	Dr. Khalid Abdelrahman	Acting, Director General	MoA
	Mustaf Adam Mohamed	Extension Department	MoA
	Tayseer A. Abdelrahman	Planning Department	MoA
14:30-15:30	H.E. Ahmed Ishag Yagoub	Minister	MoH
	Zainab Ali Abdalla	Head of Nutrition Department	MoH
15:45-17:00	Siraj Getahun	Programme Officer	CRS
	Celeste Gregory	Programme Officer Education	
17:30-19:00	Abdallah Abdallah	M &E Officer	WFP Geneina
15 April 2013, Geneina			
09:00-10:00	Elfateh Najim Elbushari	Executive Director	SRCS (Sudanese Red Crescent Society)

	Bakri Mohamed Haroon	M&E Officer	SRCS
	Abuelgasim Mohamed Ali	Food Programme Manager	SRCS
	Mohamed Yousif	Food Project Coordinator	SRCS
	Alam Galaeldin	Nutrition Coordinator	SRCS
10:15–11:00	Omer Hashim	Director	ROAD for Rehabilitation and Development
	Ibrahim Abdalla	Acting Programme Manager	
12:00-13:30	Field visit Sultan House Camp – beneficiary focus group discussions		
14:00-15:00	Dost M Yousafzai	Head of Sub-Office	UNHCR Geneina
14:00-15:00	Field visit Dorti Camp – GFD Distribution, beneficiary interviews		
18:30-21:00	Tito Nikodimos and team	Head of Area Office	WFP Geneina
17 April 2013, Khartoum			
9:00-10:00	Ali Al-Za'tari	UN Resident Coordinator	UNDP
	Natalie Boucly	Senior legal Advisor	
10:30-11:30	Aisha Abd Ala Mohamed	Relief & Tracing Coordinator	SRCS
12:00-1:00	Talal Elfadil Mahdi	Director General PHC	MoH
	Samia Okoued	Director, Emergency Health Action Directorate	
1:30-2:00	Beatrice Fontem	Acting Head of Finance	WFP CO Sudan
2:00-3:00	Hazem Almahdy	Head VAM	
	Bakri Osman	VAM Officer	
4:00-5:00	Andrea Berardo	Head of M&E	
18 April 2013, Khartoum			
9:00-10:00	Simon Mansfield	Technical Assistant	ECHO
10:15-11:15	Rejean Hallee	Head of Aid	CIDA
11:30-12:15	Serge Oumow	Head FLA Unit	WFP CO Sudan
12:15-1:00	Devesh Shankhdhar	Compliance Officer	
1:30-3:00	Selamawit Ogbachristos	Head of CETA	
1:30-3:00	Ahmed Khalifa	Director, External Relations	MoE
	Eltaib Elmahi Elimam	Asst. Director, External Relations	
	Mahasin Khairseed	Head of School Feeding	
	Bilal Yahya	Asst. Head of School Feeding	
3:00-5:00	Adnan Khan	Country Director	WFP CO Sudan
5:00-6:15	Arduino Mangoni	School Feeding officer	
	Anwar Muhideen	FFE officer	

22 April 2013, Kassala			
08:45– 10:00	Ahmed Lummumba	Head of Sub-Office	WFP Kassala
	Elgaili Rhamatalla	Snr Programme Assistant	WFP
	Isam Yousif Ali	Snr Programme Assistant - VAM	WFP
	Afkar Osman	Field Monitor	WFP
	Shiekh Idris Arka	Field Monitor	WFP
10:00–10:15	Khalid	Security Officer	UNDSS
10:15–11:00	Mubarak Malik Abubakar	Head of the State Council for Foreign Aid and Coordination	State Council for Foreign Aid and Coordination
	Idris Ali Mohamed	Deputy Commissioner	HAC
	Hafiz Taha	Officer, Procedures Office	
	Hussein Hashim	Officer, Procedures Office	
	Muna Mahmoud	Secretary	
11:15 – 12:20	Atta Almanan Karamalla	Deputy Director General	MoE
	Ishraga A. Mukhtar	Projects Coordinator	
	Muhideen Alga'li	Head of School Feeding Dept	
	Mohamed Ali Ahmed	Deputy School Feeding Dept	
12:30 – 13:15	Mohamed Hassan Qassim	Head of Sub-Office	UNHCR
14:15 – 15:15	Sitaldar Ahmed Ali	Head of Nutrition Department	MoH
15:20 – 16:30	Ali Abuelgasim Ahmed	Head of Area Office	UNICEF
17:00 – 17:45	Wigdan Abelrahman	Team Leader, Emergency Coordination Unit and Gender	FAO
23 April 2013, Kassala			
10:00–11:00	Babikir Fadalmula	Camp Manager - Shagarab	COR
	Awadelbari Tahir	Logistics Manager	
	Mustafa Mayayie	Project Officer	SRCS
	Moahib Mohamed Ali	Supervisor	Talawiet NGO
11:10–12:00	Khalid Alie'asir	Supervisor – Food Voucher Refugees Reception Centre	Organisation for Development
	Hoor Weldegriasi	Supervisor – Wet Feeding Refugees Reception Centre	Human Appeal International
12:15 – 13:00	Haleema Mohamed	Supervisor – Women Centre	SRCS
13:30 – 14:00	Abbas Ali	Logistics Officer – Food Distributor	COR

	Abubakar Elsharif	Food Monitor	UNHCR
14:15 – 14:30	Ahmed Taha	Medical Officer, Health Centre	Human Appeal International
	Abdalla Osman	Medical Officer, Health Centre	
14:30 – 15:00	Mohamed Ali Yousif Adarob	Trader, Food Voucher	Market in Shagarab Camp
17:30 – 18:00	Hussein Saleh	Executive Manager	Talawiet NGO
	Motaz Kihail	Administration Officer	
24 April 2013, Kassala			
08:30– 09:30	Saleh Urabi	Head of Programme Unit	GAA
	Hatim Mirgani	Project Officer, Food Security	
09:45 – 10:15	Isam Yousif Ali	Senior Programme Assistant - VAM	WFP CO Sudan
10:15 – 11:45	Ahmed Lummumba	Head of Sub-Office	
25 April 2013, Khartoum			
9:00-10:15	Charles Agobia	Officer in Charge	FAO Khartoum
	Jimmy Owani	Programme Officer	
	Sabine Schenk	Emergency Coordinator	
12:00-1:00	Pushpa Acharya	Head of Nutrition	WFP CO Sudan
1:30-2:45	Flavia Scarnecchia	Human Resources	
3:00-4:15	Antony Freeman	Logistics	
	Erving Prado		
4:00-5:00	Denys Saltanov	UNHAS	
27 April 2013, Khartoum			
Debriefing WFP CO Sudan and AO Nyala, El Fasher and Geneina			
28 April 2013, Khartoum			
11:00-13:00	Debriefing C&V evaluation Mariangela Bizzarri	Consultant, C&V North Darfur Evaluation	
13:00-14:30	Salah Khalid	Sr. Programme Assistant (F2M)	WFP CO Sudan
15:00 – 16:00	Paula Fredin	Donor Relations Officer	
	Katherine Carey	Donor Relations Officer	
16:00-17:00	Adham Musallam	Head of Field Coordination Unit	

Annex 3: Bibliography

WFP Sudan documents

- Country Programme (CP) 10105.0 Country Programme Sudan (2002-2008)
- CP 10105. 0 Standard Project Report 2007
- CP 10105. 0 Standard Project Report 2008
- CP 10105. 0 Standard Project Report 2009
- CP 10105. 0 Standard Project Report 2010
- CP 10105. 0 Standard Project Report 2011
- CP 10105.0 Budget Revision 4
- CP 10105.0 Budget Revision 7
- CP 10105.0 Budget Revision 9
- Special Operation (SO) Sudan 10468.0: Emergency road repair and mine clearance of key transport routes in Sudan in support of EMOP 10048.2 (1/8/04-31/7/05)
- Special Operation (SO) Sudan 10342.2: UNJLC United Nations Logistics Centre, Common Logistics Centre, Logistics planning and facilitation and support to Non-Food Items and Emergency Shelter Sector
- SO 10342.2 Standard Project Report 2008
- SO 10342.2 Standard Project Report 2009
- SO 10342.2 Standard Project Report 2010
- SO 10342.2 Standard Project Report 2011
- SO 10342.2 Budget Revision 2
- SO 10342.2 Budget Revision 3
- SO 10342.2 Resource Situation 29 May 2012
- Special Operation (SO) Sudan 10845.0: Operational augmentation for WFP and NGO partners in Darfur in support of EMOP 10760.0 (1/5/09-30/11/10)
- SO 10845.0 Standard Project Report 2009
- SO 10845.0 Standard Project Report 2010
- SO 10845.0 Standard Project Report 2011
- SO 10845.0 Resource Situation 27 January 2011
- Special Operation (SO) Sudan 200073: Provision of Humanitarian Air Services in Sudan
- SO 200073 Standard Project Report 2010
- SO 200073 Standard Project Report 2011
- SO 200073 Standard Project Report 2012
- SO 200073 Budget Revision 1
- SO 200073 Budget Revision 2
- SO 200073 Budget Revision 3
- SO 200073 Resource Situation 1 March 2012
- Special Operation (SO) Sudan 200354: Provision of Humanitarian Air Services in Sudan
- SO 200354 Standard Project Report 2012
- SO 200354 Resource Situation 28 November 2012
- Special Operation (SO) Sudan 200470: Logistics augmentation and coordination in support of humanitarian operations in South Kordofan
- SO 200470 Standard Project Report 2012
- SO 200470 Resource Situation 28 November 2012
- Emergency Operation (EMOP) Sudan 10693.0: Food assistance to populations affected by conflict (01/01/08-31/12/08)
- Emergency Operation (EMOP) Sudan 200027: Food assistance to populations affected by conflict (01/01/10-31/12/10)

EMOP 200027 Standard Project Report 2009
EMOP 200027 Standard Project Report 2010
EMOP 200027 Standard Project Report 2011
EMOP 200027 Budget Revision 1
EMOP 200027 Budget Revision 2
EMOP 200027 Budget Revision 3
Emergency Operation (EMOP) Sudan 200151: Food Assistance to Vulnerable Populations Affected by Conflict and Natural Disasters (1/1/11-31/12/11)
Emergency Operation (EMOP) Sudan 200151: Voucher Programme (1/3/11-31/12/11)
EMOP 200151 Standard Project Report 2010
EMOP 200151 Standard Project Report 2011
EMOP 200151 Standard Project Report 2012
EMOP 200151 Resource Situation 12 August 2012
EMOP 200151 Budget Revision 1
EMOP 200151 Budget Revision 2
EMOP 200151 Resource Situation 25 March 2012
Emergency Operation (EMOP) Sudan 200312: Food Assistance to Vulnerable Populations Affected by Conflict and Natural Disasters (1/12/12-31/12/12)
EMOP 200312 Standard Project Report 2011
EMOP 200312 Standard Project Report 2012
EMOP 200312 Resource Situation 27 February 2013
EMOP 200312 Resource Situation 28 November 2012

Country Strategic Document Sudan 2009-2012
WFP Operational Strategy for Darfur: 2010 - 2011

Monitoring and Evaluation Strategy 2012 Plan
Annex1: Evolution of M&E Systems in Sudan (past and current) (Draft)

Note for the record: CETA School Feeding Activities. September 2012

Emergency Food Security Assessment Blue Nile State, May 2010
Emergency Food Security Assessment North Kordofan, October 2010
Emergency Food Security Assessment South Kordofan, October 2010
Emergency Food Security Assessment White Nile, October 2010
Darfur Food Security and Livelihood Assessment 2008
Comprehensive Food Security Assessment Darfur (November 2011)

The Sudan Market Monitor. Trends in Staple Food Prices in Selected Vulnerable States. Issue No 10; June 2012.
WFP Food Security Monitoring System (FSMS), Round 12 (February 2012). North Darfur State
Sudan Food Security Update, August 2012
Government of Sudan and FAO/WFP Crop and Food Security Assessment Mission to the 15 Northern States of Sudan. January 2011

Woodruff, B.A. Analysis of Anthropometric Data for May-September 2009 on the Cohort of Children in North and South Darfur. January 2011
Effect of Seasonal Blanket Supplementary Feeding Programme on Nutritional Status of Children 6-59 Months of Age in Darfur –WFP Interim Summary Report.

Impact of the Integrated Blanket Supplementary Feeding Programme (IBSFP) on Infant and Young Child Feeding (IYCF) Mukram Village, Kassala State
 Analysis of Anthropometric data for June – October 2010 from the Cohort of Children in North, West and South Darfur.
 Sudan Nutrition Programme Brief August. WFP 2012
 Effectiveness of Lean Season Supplemental Ration on Nutrition Status of Children Aged 6-59 Months in Greater Darfur. WFP 2011
 WFP Operational Guidelines on Integrated Blanket Supplementary Feeding (IBSFP) in Sudan
 Acharya, P; Kenefick, E. Improving blanket supplementary feeding programme (BSFP) efficiency in Sudan. WFP, January 2012

Concept Note: EMOP 200151 Voucher Programme, Sudan, March – December 2011
 Pattugalan G; Bonsignorio M; Goublet L. Case Study on the Effects of Voucher transfers on WFP’s Safety and Dignity, Gender and Social Dynamics. 6-20 November 2012. Draft Summary of Findings
 Proposal – Food Vouchers for DDR Programme in CETA, Sudan
 Harrison C; Wagabi C. Operational Review of ODS Voucher Programme. 8 December 2011
 Market Assessment for Cash/Food Vouchers Programme, North Kordofan and North Darfur. August 2010
 Bizzarri, A. Comparative Evaluation of Cash Voucher and In-Kind Activities in North and West Darfur. April 2013
 World Food Programme Sudan: Milling Vouchers Concept Note

Safe Access to Firewood and Alternative Energy in North Darfur: An Appraisal Report. 2009.
 Safe Access to Firewood and alternative Energy WFP - North Darfur. September 2011.
 Serrar M; Jahangiri V. Evaluating Fuel-Efficient Stove Program in Darfur. SAFE Project. November 2011
 SAFE Impact Assessment Mission in North Darfur: Qualitative Findings. 7-10 October 2012
 WFP Sudan Information Leaflet. Safe access to fire fuel and alternate energy (SAFE). Jan-June 2011
 South Darfur Area Office Operational Strategy 2013 “The Right Food to the Right People”

General WFP documents
 Executive Board Annual Session; Rome 7-11 June 2010; Reports of the Executive Director on Operational Matters; Programme Category Review
 Executive Board 2nd Regular Session; Rome 9-13 November 2009; Policy issues; WFP School Feeding Policy
 Executive Board 3rd Regular Session Country Programmes; Rome 22-26 October 2001
 WFP Strategic Plan 2008-2013
 WFP Gender Policy 2009
 WFP Policy Brief. Gender Policy: Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges
 WFP Nutrition Policy 2012

WFP Preparing for Tomorrow Today: Strategy for Managing and Developing Human Resources (2008–2011)

Nutrition at the World Food Programme – Programming for Nutrition-Specific Interventions December 2012

WFP and safe Access to Firewood. Protecting and Empowering Communities

Country Portfolio Evaluations – Concept Note

Country Portfolio Evaluations – Evaluation Quality Assurance System Guidance

Materials Office of Evaluation – March 2011 Measuring Results, Sharing Lessons

Global Food Security Update. Tracking Food Security Trends in Vulnerable Countries. Issue 3, 31 August 2010

Global Food Security Update. Tracking Food Security Trends in Vulnerable Countries. Issue 4, 31 January 2011

Global Food Security Update. Tracking Food Security Trends in Vulnerable Countries. Issue 8, October 2012

The Market Monitor. Issue 16, July 2012

Documents by others

FAO; FEWSNET; EU; Ministry of Agriculture and Irrigation. Special report: Quasi Crop and Food Supply Assessment Mission to Sudan. January 2012.

IFPRI 2012 Global Hunger Index

IPC Acute Food Insecurity Overview 15/8/12

SMOH, Merlin, IMC and UNICEF. Nutrition Screening Report, Kalma Camp, South Darfur. August 2012

The World Bank Global Monitoring Report 2012. Rural-Urban Dynamics and the Millennium Development Goals

The World Bank, WFP. Rethinking School Feeding. Social Safety Nets, Child Development and the Education Sector

UNAIDS/FEWSNET. Livelihoods Zoning “ Plus” Activity in Sudan. A Special Report by the Famine Early Warning Systems Network. August 2011.

United Nations Development Assistance Framework for the Republic of Sudan 31May 2012, Khartoum

UNDP. Human Development Report 2013

UNDP. The Republic of Sudan Ministry of Welfare & Social Security National Population Council General Secretariat (NPC/GS). Sudan Millennium Development Goals Progress Report 2010

UNDP; USAID; the World Bank. Darfur Joint Assessment Mission 2012. November 2012

United Nations High Commissioner for Refugees. Policy Development and evaluation Service. No turning back. A review of UNHCR’s response to the protracted refugee situation in eastern Sudan.

United Nations Children’s Fund, World Health Organization, The World Bank. UNICEF-WHO-World Bank Joint Child Malnutrition Estimates. (UNICEF, New York; WHO, Geneva; The World Bank, Washington, DC; 2012)

United Nations Children’s Fund. Women and Children in Sudan: Health and Nutrition. Factsheet March 2009

United Nations Children’s Fund. The State of Sudanese Children 2011

UNOCHA Humanitarian Bulletin Sudan Issue 6 1-31 July 2012

United Nations and Partners Work Plan Sudan 2011

United Nations and Partners Work Plan Sudan 2012

United Nations and Partners Work Plan Sudan 2013
 United Nations and Partners 2009 Work Plan For Sudan Mid-Year Review
 United Nations and Partners 2010 Work Plan For Sudan Mid-Year Review
 United Nations and Partners 2011 Work Plan For Sudan Mid-Year Review
 United Nations and Partners 2012 Work Plan For Sudan Mid-Year Review
 Sudan Common Humanitarian Fund Annual Report 2011
 WHO World Health Statistics 2011
 WHO World Health Statistics 2012

Meeting minutes from Nutrition Sector Coordination Meeting. 25 November 2012
 Nutrition Coordination Minutes. 13 December 2102
 Ministry of Health, Sudan & UNICEF. Sudan Nutrition Bulletin. Second Issue
 (January-March 2011)

ACF International. Blanket Supplementary Feeding Program, Garbatulla District,
 Kenya. February 2012

US Centers for Disease Control and Prevention. Evaluation of a Blanket Supplementary
 Feeding Program in Two Counties in Kenya, August 2011 – March 2012. 26
 September 2012

Bundy, Donald. Rethinking School Health. A Key Component of Education for All.
 The World Bank, 2011

Harmer, A. Providing Aid in Insecure Environments: Trends in Policy and
 Operations: Chechnya and Northern Caucasus. Background Paper. London:
 Humanitarian Policy Group, Overseas Development Institute, 2006

Pantuliano, S; Buchanan-Smith, M, Murphy P; Mosel I. The long road home.
 Opportunities and obstacles to the reintegration of IDPs and refugees returning
 to Southern Sudan and the Three Areas Report of Phase II Conflict, urbanisation
 and land. September 2008

Kaplan, S. What the OECD Does Not Understand About Fragile States. January 2013
 Spoorenberg, T; Pelletier, F. Under-five mortality estimates for Sudan and South
 Sudan. Sudanese Journal of Public Health, October 2011, Vol 6, No 4

Telford, J. and Thomson, R. “Evaluation on the Provision of Air Transport in Support
 Humanitarian Operations”; Brussels; ECHO, 2010

Sudan Government of National Unity Federal Ministry of Health. National
 Reproductive Health Policy, 2010

Sudan National Ministry of Health and Central Bureau of Statistics. Sudan
 Household Health Survey Second round 2010. Summary Report, August 2011

Federal Ministry of Health, Republic of Sudan. Maternal and Child Health
 Directorate, National Nutrition Programme. National Nutrition Policy & Key
 Strategies 2009

Federal Ministry of Health, Republic of Sudan. 5-year Health Sector Strategy:
 Investing in Health and Achieving the MDGs 2007-2011

Federal Ministry of Health, Republic of Sudan. National Supplementary Feeding
 Programme Guidelines 2011

Federal Ministry of Health, Republic of Sudan. Interim Manual Community-Based
 Management of Severe Acute Malnutrition. Version 1.0

Republic of Sudan, Ministry of Social Welfare, Women and Child Affairs. Women
 Empowerment Policy 2007

Sudan National Aids Control Program. Food, Nutrition and HIV Strategy 2010-2014
for North Sudan (Draft Version)
Darfur Peace Agreement
Statistical Year Book for the Year 2009

Annex 4: Timeline of the mission and deliverables

Days/ Duty station	Activities	Team Leader	Team member- 1	Team member- 2
<u>Phase 1: Inception</u>				
1 Feb-5 Mar Home	Preliminary Preparations/Planning <ul style="list-style-type: none"> • Desk review, literature review and preparation of survey material and evaluation matrix • Travel to Rome 	8 days	4 days	5 days
6-9 Mar Rome	Briefing meeting at HQ	3 days	3 days	
9 March	Team Leader and Team Member 1 travel to Khartoum	1 day	1 day	
10-13 March	Preliminary Preparations/Planning <ul style="list-style-type: none"> • Inception Mission meetings in Khartoum 	4 days	4 days	4 days
14 March	Team Leader and Team Member 1 travel home	1 day	1 day	
15-22 March	Finalization of draft data gathering tools and methods and Inception Report	3½ days	1 day	1 day
22 March	Submit draft Inception Report to OE			
26 March	Incorporate comments and suggestions OE	½ day		
26 March	Submit Final Inception Report to OE			
<u>Phase 2: Evaluation mission</u>				
28-29 March	Preparation mission/desk review	2 days		2 days
30 March	Team Leader and Team Member 1 travel to Khartoum	1 day	1 day	
31 March	Briefing stakeholders	1 day	1 day	1 day
1-5 April	Stakeholder interviews in Khartoum	5 days	5 days	5 days

6-8 April	Travel to Nyala Interviews at state capital and field level in South Darfur, and field visits as possible	3 days	3 days	3 days
9-12 April	Travel to El Fasher Interviews at state capital and field level in North Darfur, and field visits as possible	4 days	4 days	4 days
13-15 April	Travel to El Geneina Interviews at state capital and field level in West Darfur, and field visits as possible	3 days	3 days	3 days
16 April	Travel back to Khartoum	1 day	1 day	1 day
17-19 April	Follow up meetings stakeholders Khartoum Start of analysis	3 days	3 days	3 days
20-24 April	Travel to Kassala Interviews at capital and field level in Kassala and field visits as possible	5 days	5 days	5 days
25-28 April	Follow up meetings stakeholders Khartoum Analysis and preparation of debriefing	4 days	4 days	4 days
27 April	Debriefing Stakeholders			
29 April	Team travels home	1 day	1 day	
<u>Phase 3: Reporting</u>				
30 April – 31 May	Development of first draft report and preliminary recommendations	26 days	13 days	13 days
9-12 June	Second debriefing in Khartoum with internal and selected external stakeholders	4 days		
12-19 June	Finalisation of first draft report	3 days	3 days	3 days
19 June	Submit first draft evaluation report to OE			
24 June	OED sends suggestions and comments			

24-27 June	Revise draft report and incorporate OE comments and suggestions	3 days	3 days	3 days
27 June	Submit second draft evaluation report to OE			
27 June-20 July	Review of second draft report by stakeholders; submission of comments and suggestions			
20 July-27 August	Finalization of Evaluation Report including: <ul style="list-style-type: none"> •Review of comments received from stakeholders on the draft reports and •Finalization of the report and annexes. Submission of final report to OED 	5 days	1 day	
27 August	Submit final report to OE			
Total days		95 days	65 days	60 days

Annex 5: Evaluation matrix

Intended results	Performance indicators	Sources of information
Q1: What has been the strategic alignment of the WFP Portfolio?		
1.1 Have WFP's main objectives and related activities been relevant to the humanitarian and developmental needs of the Sudan population?		
1.1.1 What were the main humanitarian and development needs in Sudan 2010-2012?	National need analyses e.g. MDG reports, indicators from international organisations, Vulnerability Analyses, IPC maps, FEWSNET data	-National and international statistics, core indicators, livelihood analyses, humanitarian reporting; FEWSNET, WFP-VAM, WHO, UNICEF, World Bank -Nutritional data from NGOs and other sources -Interviews with WFP staff, Government, UN, donors and NGOs
1.1.2 How have these needs varied from 2010-2012?		
1.1.3 Were WFP's strategic objectives, operations and resources consistent with these needs and priorities?	WFP Strategic priorities	-WFP Documents: SP, EMOP 200027, 200151, 200312; SO 200073, 200342.2, 200368.0, 200453, 200470, 208450; DEV 10105.0 -Interviews with WFP staff, Government, UN, donors and NGOs
a. Were operational outcomes realistic given the scale of needs?	WFP Operational outcomes	
b. Was the targeting (geographic, temporal, household) appropriate?	WFP target groups reflect identified priority groups from national analyses	
c. What was the balance between relief, recovery and development?	Food security and nutrition related indicators	-WFP SPRs and training/capacity building reports -Interviews with Government, UN, donors and NGOs
d. How were the identified needs and priorities reflected in WFP's advocacy?	Advocacy and communication tools and reports	-Minutes from cluster meetings -Media reports

Intended results	Performance indicators	Sources of information
		-WFP communication plan and bulletins
1.1.4 Has WFP adapted the CP, strategies and objectives to changing demands?	WFP Adaptation of strategic priorities, strategies and objectives	WFP SPRs and (budget) revisions
1.1.5 Has WFP addressed medium/long-term development needs?		
a. Did WFP take into account longer term agricultural, nutritional and livestock related needs?	Recovery strategies Livelihood development strategies	-WFP Documents: SP, EMOP 200027, 200151, 200312; SO 200073, 200342.2, 200368.0, 200453, 200470, 208450; DEV 10105.0 -Partners' and governments' policy and strategy documents -Interviews with WFP staff, Government, UN, donors and NGOs
b. How sustainable were outcomes and impacts from the activities under the CP	Exit strategies	
c. What was achieved to ensure local participation/ownership?	Consultations Partners' strategies, policies and frameworks	
1.2 Were strategies and objectives aligned with international good practice in humanitarian response and the OECD's " <i>Principles for Good International Engagement in Fragile States & Situations</i> "?		
1.2.1 Has the WFP in its CP taken into account good practice also with regard to the cooperating partners inside and outside Sudan?	Lessons learned Reference to good practices in WFP project and strategic documents	-DAC reports and OECD reports on fragile states monitoring and supporting state building -WFP Documents incl. SPRs -Interviews with WFP staff, Government, UN, donors and NGOs
1.2.2 Has the WFP/CP taken into account the principles of "Do No Harm"?	"Do no Harm" principles	-WFP documents incl. SPRs -Interviews with WFP staff, Government, UN, donors and NGOs
1.2.3 Has the WFP/CP taken into account the	Good International Engagement	

Intended results	Performance indicators	Sources of information
<i>“Principles for Good International Engagement in Fragile States & Situations”?</i>	in Fragile States Principles	
1.3 Were strategies and objectives aligned with government authorities and other state actors?		
1.3.1 To what extent did WFP’s strategy align with government policies and strategies?	Government priorities and programmes in health, nutrition, education	Government (sector) strategies, Interim Poverty Reduction Strategy, development plans
1.3.2 Has WFP assisted in formulating new or adapting existing government programmes, policies and strategies?		
1.3.3 To what extent were the interests of government and WFP always sufficiently aligned regarding nature and timing of operations?	National structures, processes and sector coordination mechanisms agreements and decisions	National structures, processes and sector coordination mechanisms meeting reports -Interviews with WFP staff, Government, UN, donors and NGOs
1.3.4 What was the impact of WFP’s operations on the political and security context?	Specific incidents or increasing absence thereof Control of distribution	-External reports -UNDSS -Interviews with WFP staff, Government, UN, donors and NGOs
1.3.5 Was the presence of WFP and cooperating partners sufficient for a good quality liaison with government authorities?	Staff numbers (WFP and partners), task descriptions, level of engagement, technical capacity	-Minutes from cluster meetings -Reports on human resources, training, job descriptions -Interviews with WFP staff, Government, UN, donors and NGOs
1.4 Was WFP’s emergency food assistance connected to longer-term livelihoods and coping strategies of the targeted populations?		
1.4.1 What early recovery and transition related operations were part of the portfolio?	Ratio existing early recovery and emergency operations and	-WFP Sudan Country Strategy -WFP documents incl. SPRs

Intended results	Performance indicators	Sources of information
	change over time	
1.4.2 Was a plan made and implemented for transformation of emergency assistance to development assistance and under which criteria?	Transformation time plan Criteria identified	-WFP Sudan Country Strategy -WFP documents incl. SPRs
1.4.3 Are exit strategy and transfer of ownership and leadership part of the Sudan Country portfolio and strategy?	Exit strategy and handover plan Coordination and communication with others	-WFP Sudan Country Strategy -WFP documents incl. SPRs -Interviews with WFP staff, Government, UN, donors and NGOs
1.4.4 What was the balance between short, medium and long-term interventions and what transition was planned/implemented?	Logframes, objectives, planned and achieved outcomes	-Interviews with WFP staff and implementing partners -Project and programme documents -Field level interviews
1.4.5 How sustainable will current outputs and outcomes be?		
1.5 Were strategies and objectives coherent within the WFP operations and with other relevant humanitarian actors in Sudan?		
1.5.1 What has been the degree of consultation with key stakeholders in the design and implementation of the Country Portfolio?	Number and use of consultations	-WFP documents incl. SPRs -Interviews with WFP staff, Government, UN, donors and NGOs
1.5.2 How far have plans and programmes of other humanitarian actors been taken into account?		
a. How far were WFP operations and strategy aligned with UN family members?	UNDAF related activities UN cooperation Cluster mechanism outcomes	-UNDAF -UNCT meeting minutes -WFP and other UN organisations' progress reports

Intended results	Performance indicators	Sources of information
		-UN and partners' Annual Work Plans
b. How far were plans and programmes of non-UN humanitarian actors taken into account?	Cooperative activities Task or geographical distribution Cluster mechanism outcomes	-WFP documents incl. SPRs -Interviews with WFP staff, Government, UN, donors and NGOs -Cluster meeting minutes
1.5.3 What was the level of awareness on WFP's operations, objectives, activities and strategy among key stakeholders?	Knowledge of WFP's operations	-Interviews with Government, UN, donors and NGOs
1.5.4 Did the strategies sufficiently reflect WFP's comparative advantage and strengths?	Evidence of specific strengths and comparative advantages Funding opportunities	-WFP SP -Interviews with Government, UN, donors and NGOs
1.5.5 Has WFP sufficiently used the opportunities for bringing their comparative advantage into practice?	Leadership positions in clusters (sectors) Adaptations in government planning and action	-Minutes from cluster and other coordination mechanism meetings -Interviews with Government, UN, donors and NGOs
1.5.6 To what extent and with what outcome has WFP contributed to UNCT national planning processes?	Level of participation in UNCT planning processes	-Meeting minutes and work plans/strategies related to UNDAF, UNCT, PRSP etc. -Humanitarian Work Plans -Consolidated Appeal Process
1.5.7 Was the selection of partners adequate and transparent?	Number and type of partners Transparency selection mechanism Coverage of partners Technical capacity of partners	-WFP Project Documents, FLAs -Interviews with WFP staff, Government, UN, donors and NGOs
1.5.8 Did WFP contribute to capacity development of partners?	Training and capacity building events Change in partners' capacity	-Training and progress reports -Interviews with WFP staff, Government, UN, donors and NGOs

Intended results	Performance indicators	Sources of information
1.5.9 Did WFP contribute to build coherence among humanitarian partners?	WFP's role in cluster and coordination mechanisms	-Cluster and coordination meetings -Interviews with WFP staff, Government, UN, donors and NGOs
1.6 Was the Country Portfolio in line with relevant documents and agreements like the DDPD and the DRA Mandate?	Objectives, outcomes and indicators and changes over time	-WFP Project Documents -WFP Country Strategy -WFP Strategic Plan 2008-2013

Intended results	Performance indicators	Sources of information
Q2: What have been the factors driving strategic decision-making?		
2.1 To what extent has WFP analysed the national food security and nutrition situation, including gender and protection issues, and appropriately targeted its interventions using this analysis		
2.1.1 What food & nutrition security analytical framework did WFP have?		
a. What are the food and nutrition assessments carried out by WFP?	Quality of reports and data Timeliness of assessments	-WFP VAM system and other assessment reports -Interviews with WFP staff and key stakeholders
b. What is their scale and timing; what stakeholders were involved?		
2.1.2 How have the results and analysis of the assessments been used?		
a. By WFP itself?	Quality of analyses Access and reference to WFP analysis	-WFP reports -Analysis and assessment reports -Minutes from coordination and cluster meetings -Interviews with WFP staff and key stakeholders
a. By government, NGO partners and other stakeholders?		
2.1.3 Has WFP used data from assessments carried out by others?		

Intended results	Performance indicators	Sources of information
2.1.4 What important changes or decisions have been made based on the analysis and results of the assessments?	Changes in operations Budget revisions	-WFP reports and BRs - Interviews with WFP staff
2.1.5 Were analyses and assessments used to ensure proper targeting (geographically as well as specific vulnerable groups and stakeholders) with different interventions	Operations and their diversity and appropriateness	-WFP reports and BRs -Situation analyses and assessment reports -Interviews with WFP staff and key stakeholders and beneficiaries
2.1.6 What prioritization was made based on the result of the assessments?		
2.2 To what extent has gender equality and sensitivity been included in WFP's programming?		
2.2.1 Are gender considerations part of situation analyses and strategies?	Quality of analyses Incorporation of gender issues in analysis and reports	-WFP assessment and progress reports -M&E Reports -Evaluations and TORs -UN Guidelines -Interviews with WFP staff and key stakeholders
2.2.2 How and to what extent are gender related needs and opportunities addressed in various operations?		
2.2.3 To what extent are data collection and reporting conducted in a gender disaggregated manner?		
2.2.4 Are gender related requirements part of agreements with partner organisations and staff involvement?		-HR documents -Partner contracts -WFP progress reports
2.3 To what extent has WFP utilized conflict analyses and incorporated adequate risk management measures in responding to the scale of humanitarian need within the risk environment		

Intended results	Performance indicators	Sources of information
2.3.1 Did the CP take into account all risks (contextual, programmatic, institutional), which were relevant to operations?	Risks identified and occurred Security situation	-WFP reports -Risk management strategy -Risk matrix -Audits
2.3.2 Were risks identified at the design stage adequate and realistic?		-Situation analyses -WFP reports
2.3.3 Were decisions made and operations changed based on changes in risks or newly emerging risks?		-Interviews with WFP staff, Government, UN, donors and NGOs
2.3.4 Have external factors unexpectedly influenced operations and results?	Achievements against outputs and outcomes	
2.4 Does WFP have sufficient technical expertise (either internal or through partnership) to strategically manage the different interventions under the portfolio?		
2.4.1 Does WFP have sufficient technical expertise regarding its staff and from an organizational point of view?	Technical capacity and expertise of WFP staff Quality of cooperation with partners Achievements against outcomes	-WFP reports -Interviews with WFP staff, Government, UN, donors and NGOs -Minutes from coordination and cooperation meetings -Mission reports
2.4.2 What has been the contribution in support of the Sudan CO from HQ?	Technical support by HQ	-Communication with HQ -Mission reports -Progress reports and programme/project documents
2.4.3. What is the expected nature and extent of support by WFP RB Cairo?	Expectations on technical support RB	-Communication with RB -Planning documents

Intended results	Performance indicators	Sources of information
2.4.3 Do the selected implementing partners have sufficient technical expertise regarding staff and from an organizational point of view?	Technical capacity of partners' staff Experience and expertise of partners Quality of strategic management by partners	-WFP reports -Minutes from coordination and cooperation meetings -Interviews with WFP staff, Government, UN, donors and NGOs
2.5 Has WFP developed and implemented appropriate monitoring and evaluation systems to support strategic decision making?		
2.5.1 Did WFP have an effective monitoring system in place?		
a. Was frequency of monitoring regular and sufficient regarding food distribution and post-distribution?	Frequency and contents of monitoring reports	-WFP Monitoring framework -WFP Monitoring reports -WFP organogram -Third party monitoring reports -M&E formats and templates -WFP progress reports -Interviews with WFP staff and relevant stakeholders -VAM reports
b. Was frequency and quality of monitoring regarding training, asset development and school attendance sufficient?		
c. To what extent was outcome monitoring conducted?		
d. Were stakeholders involved and did they receive feedback?	Number of stakeholders involved in data collection and recipient of reports	
e. Was reporting regular and did it capture all relevant and necessary information?	Frequency of monitoring M&E formats and templates	
f. Was monitoring gender sensitive and were data collected in a gender-disaggregated manner?	M&E formats and templates M&E reports	

Intended results	Performance indicators	Sources of information
g. Did WFP have sufficient and qualified staff and were financial resources budgeted and available for monitoring?	Number of staff with necessary skills in appropriate locations	
h. Was data for monitoring collected by non-WFP staff, and was the quality acceptable?	Quality, frequency and timeliness of data collection by partners	
i. Was M&E related training/capacity building conducted for implementing partners and stakeholders	Quality of partner and stakeholder monitoring and reports	-Training reports -WFP Monitoring reports -Third party monitoring reports
2.5.2 Was the monitoring data analysed and used to support strategic decision making?		
a. Were monitoring results fed into operational planning and were adaptive measure taken based on monitoring results? What examples can be found?	Changes made in operations based on M&E results	
b. Was an effort made to measure impact?	Impact indicators in M&E formats and templates and M&E reports	-WFP Monitoring reports -WFP Progress report -WFP Impact Assessment Reports -Evaluation reports
c. What evaluations were conducted and to what extent did they contribute to adaptations and decisions?	Evaluations, recommendations and related actions	
d. Were lessons learned derived and used?	Lessons learned in report Awareness of lessons learned Changes in practice	
2.6 To what extent has the need for funding been a driving factor for decision-making?		
2.65.1 What is the current access to emergency,	Funding rate of operations and	-Interviews with donors

Intended results	Performance indicators	Sources of information
early recovery and development funding and are changes to be expected?	programs	-Interviews with WFP staff -Interviews with other development actors
2.6.2 Does the country portfolio adequately reflect the available balance of short term and long term funding?	Characteristics of available and used funding	-WFP Sudan project and programme documents
Intended results	Performance indicators	Sources of information
Q3: What have been the performance and results of the WFP portfolio?		
3.1 To what extent did food assistance operations meet the needs across food insecure populations with regard to quality and quantity and what was the coverage?		
3.1.1 How did the planned outcomes relate to the needs across food insecure populations?	CP planned and achieved outcomes	-WFP Standard Progress Reports -WFP Monitoring reviews -Field level interviews
3.1.2 To what extent were planned outputs achieved regarding quality and quantity?	CP planned and achieved outputs	
3.1.3 What was the achieved coverage as compared to the identified number of people in need?	CP planned and achieved outputs and outcomes Needs analysis data	
3.1.4 To what extent did the achieved coverage match the planned coverage?	Planned and achieved coverage	
3.1.5 Were there any unintended outcomes (positive or negative)?	CP planned and achieved outcomes	
3.2 What was the overall efficiency of food assistance modalities regarding cost, time investment and responsiveness?		
3.2.1 What was the relationship between costs and outputs/outcomes?	CP planned and achieved outcomes and outputs	-Budget reports -Expenditure reports

Intended results	Performance indicators	Sources of information
3.2.2 To what extent was food delivered according to planned schedules under the various modalities?	Financial indicators	-Progress reports -Budget revision -Interviews with WFP staff and implementing partners
3.2.3 How significant were any pipeline breaks under the different modalities, and how were they dealt with? How frequent were they, and for what reasons?		
3.2.4 What degree of flexibility was possible between the various modalities in case of new emergency situations?		
3.2.5 When rations had to be cut or reduced, how (and by whom) were these prioritised? What impact did they have on the beneficiaries?		
3.3 How effective were emergency operations in meeting planned outcomes?		
3.3.1 To what extent were planned outcomes achieved?	CP planned and achieved outcomes	-Progress reports -Project and programme documents -Planning documents -Interviews with WFP staff and stakeholders -Field level interviews
3.3.2 What were the factors that contributed to or constrained the achievement of outcomes?	Planned and actual risks and assumptions	
a. What was the effect upon WFP's operations of the separation between North and South Sudan in 2011?	Achieved outcomes and changes in planning before and after June 2011	
b. What were the synergies between various operational activities?	Objectives, target groups and target areas	
c. How adequate have WFP targeting mechanisms been in making the operations	Planned and achieved number and type of beneficiaries	

Intended results	Performance indicators	Sources of information
effective and efficient?		
d. Was administrative and financial support by WFP adequate, timely and sufficient?	Fund transfers	-Financial reports -Interviews with WFP staff and implementing partners

Annex 6: Demographic, food security and nutrition indicators for Darfur, East Sudan, South Kordofan and Blue Nile

Darfur demographic, food security and nutrition related indicators

Indicator	Darfur	North Darfur	West Darfur	South Darfur
Area (square Km)	493,180			
Population (million)	7.5	2.1	1.3	4.1
Infant mortality (per 1,000 live births)		69	93	67
Maternal mortality (per 100,000)		346	1,056	1,581
Gross enrolment, primary (%)	54	66	86	40
Access to improved drinking water (%)	50	50	45	52
Access to improved sanitation (%)	46	51	42	44
Food-insecure IDP population in 2011 (%)		65	71	70
Global Acute Malnutrition in 2011 (%):		21.6	18.6	14.0
Population displaced 2003-2008 (million)	2.7			
IDPs in Darfur 2010 – 2012 (million)	1.9			

East Sudan demographic, food security and nutrition related indicators

Indicator	East Sudan	Red Sea	Kassala	Gedaref
Area (square Km)	326,703			
Population (million)	4.533	1,396	1,789	1,348
Infant mortality (per 1,000 live births)		66	76	102
Maternal mortality (per 100,000)		556	456	564
Gross enrolment, primary (%.)		36.1	44.8	69.4
Access to improved drinking water (%)		33	39	37
Access to improved sanitation (%.)		51.3	38.9	14.6
Global Acute Malnutrition (%) in 2011		28.5	16.7	17.1
Refugees	93,500			

South Kordofan and Blue Nile demographic, food security and nutrition related indicators

Indicator	South Kordofan	Blue Nile
Population (million)	1.406	0.832
Infant mortality (per 1,000 live births)	100	137
Gross enrolment, primary (%.)	80.8	64.3
Access to improved drinking water (%)	72.8	54
Access to improved sanitation (%)	16.9	5.3
Food-insecure IDP population in 2012	695,000	
Global Acute Malnutrition in 2011 (%)	17.4	16.2
Population displaced from Abeyei in 2011	110,000	
IDPs in Blue Nile and South Kordofan in 2012	275,000	

Sources: Central Bureau of Statistics (CBS) Sudan (2009), 5th Population and Housing Census; CBS Statistical year book 2011; UNICEF; State of Sudanese Children Report 2011; Sudan UN and Partners Work Plan 2010-2012; WFP, Comprehensive Food Security Monitoring System Darfur, FSMS 2010 -2012

Office of Evaluation
www.wfp.org/evaluation



World Food Programme