

South Sudan: An evaluation of WFP's Portfolio (2011 - 2016)

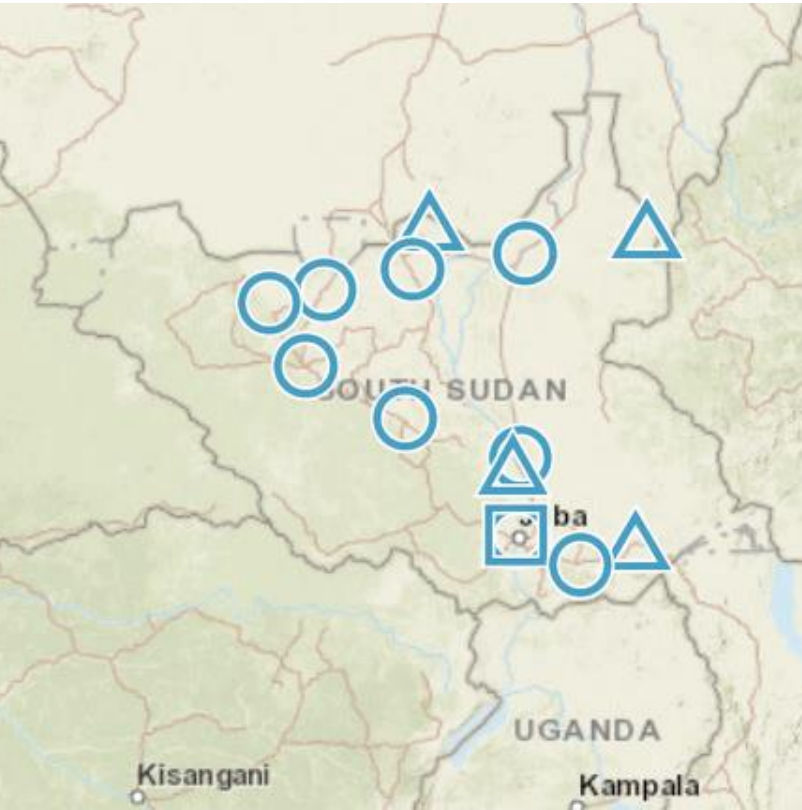
WFP Office of Evaluation

October 2017



World Food Programme

Overview of Evaluation



THE FIRST WFP EVALUATION IN SOUTH SUDAN 2011-2016

- ✓ Covered the country strategy and WFP operations 2011 to 2016
- ✓ Assessed strategic positioning, quality of strategic decision-making and results
- ✓ Provide evaluative evidence inform design of the interim country strategic plan
- ✓ Learning on WFP's work in fragile and complex political contexts

South Sudan Context



- Ongoing internal conflicts, political uncertainty
- Level 3 Emergency – February 2014
- 5 million people in need of urgent food assistance plus
- 1.9 million internally displaced, additional 1.98 million in neighboring countries



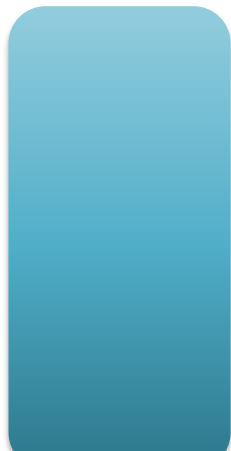
- 250,000 children facing severe acute malnutrition
- National stunting rate of 31%
- Stark gender disparity and
- Widespread gender-based violence

South Sudan Country Strategy (2014-2017)

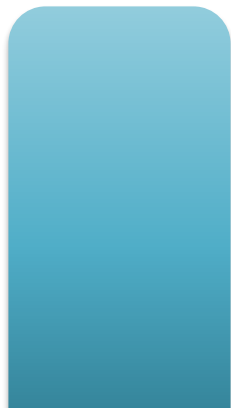
pillars



Meet the
**emergency
food needs**
of vulnerable
groups



Build
**community
resilience**
and strengthen
livelihoods



Enhance
market access
and
**food value
chains**

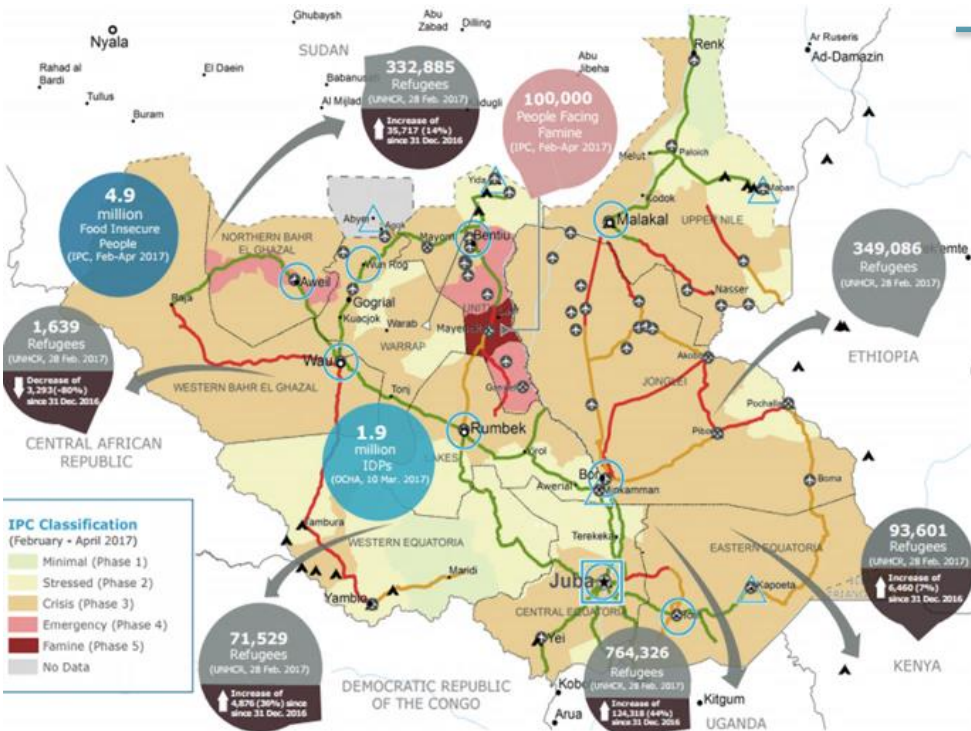


Enhance access
to **nutrition**
and
learning



WFP Portfolio Timeline - South Sudan

Country Portfolio (2011-2016)



3

Emergency operations

1

Protracted relief and recovery operation

4

Special operations (UNHAS, Roads)

2

Immediate response emergency operations

WFP Portfolio - South Sudan



WFP required funding of USD 3.8 billion, only USD 2.6 billion was received



P4P



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Evaluation Findings

WFP Portfolio Timeline - South Sudan (2011-2016)



Portfolio was realigned in 2012, 2014 and 2016

2011

State-building in the post-independence phase

2014

Responding to sudden onset

2015-6

Adapting to a multi-year crisis

Q2: Quality of Strategic Decision Making



Influenced by

- 1 WFP's mandate, strategy and policies
- 2 Analysis of humanitarian and development needs, national capacities and priorities
- 3 WFP's comparative advantages
- 4 Declaration of Level 3 Emergence in February 2014
- 5 Staffing shortfalls

Q2: Quality of Strategic Decision Making



Opportunities to build coherence and connectedness by capitalizing on internal synergies were identified but unrealized



CO's strategic decision-making included a strong analysis of gender and protection issues was integrated into strategic decision-making



CO adhered to WFP humanitarian principles and protection policy

Q3: Performance and Results



WFP performance was **relevant** and **effective**



General Food Assistance made significantly contribution to preventing severe food insecurity from deteriorating further

Q3: Performance and Results



Use of **CBTs** was challenging (widespread insecurity, weak markets, few financial service providers and hyperinflation)



Nutrition accounted for 22% of total beneficiaries
Good nutrition outcomes – measured by recovery rate



School Feeding reached an average of 300,000 children per year
(20% of all primary schoolchildren)

Q3: Performance and Results



P4P

Limited progress in enhancing market access and value chains through **P4P**

Beneficiaries valued **FFA** while scope and quality was limited



Feeder Road construction showed little positive outcome on agricultural production

Initial progress in **Capacity Development** was undermined by the deteriorating context since 2014



Q3: Performance and Results



EFFICIENCY

Logistics was the dominant cost factor

CBT: more cost efficient, predictable and timely than in-kind transfers

Frequent pipeline breaks affected timeliness of food delivery



SUSTAINABILITY

Maintenance plans assumed government responsibility



STAFFING

Disproportionate reliance on short-term personnel

Conclusions



Conclusions – Part 1



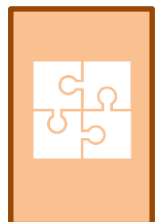
WFP's performance required a clear recognition of the extremely challenging and complex operating context



WFP demonstrated ability to work across emergency and development spheres.
Strong synergies with other UN agencies



Strategy and portfolio not fully adapted to challenges and opportunities of multi-year acute crisis



High relevance and effectiveness of portfolio results



Attention to safeguarding against protection risks

Conclusions – Part 2



Solid awareness of managing costs and introduction of innovations



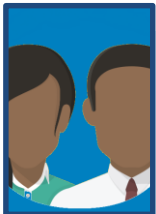
Outlook of declining resources and increasing needs required further cost-saving measures



WFP capitalized on comparative advantage incl. vulnerability assessment skills, logistics capacity



Deeper analyses of causes of food insecurity needed for better program quality



Persistent delays in staffing undermined decision-making and performance

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Recommendations

Recommendations



1

Set strategic vision and design a medium-term strategy for responding to multi-year acute crisis

2

Maximize humanitarian-development synergies; and refine an inter-agency approach on resilience

3

Further increase efficiency by working with partners (transport, technology and pipeline)

4

Innovate to improve programme quality: investments in food and nutrition assessments

5

Adjust human resources processes to ensure appropriate and timely CO staffing capacity