



WFP EVALUATION

Evaluation of Sudan WFP Country Strategic Plan 2019-2022

October 2022

EB Round Table



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

CONTEXT

- Population 44 million
- 40% of population below 14
- Low-income food deficit and food insecure country
- Poverty rate 55%
- Climate change shocks and political instability
- Child Chronic malnutrition 34%
- High refugee influx
- Covid 19



WFP COUNTRY STRATEGIC PLAN IN SUDAN

FIVE STRATEGIC OUTCOMES

(% of needs-based plan after February 2021 Budget Revision DSC: 4%; ISC: 5%)

Emphasis on food assistance for food-insecure people, school meals, nutrition, asset creation, service provision and capacity strengthening



SO1

People affected by shocks in targeted areas have access to food, nutrition, and livelihoods during/after crises

64.7%



SO2

Food insecure residents in targeted areas have sustainably improved nutrition by 2024

4.7%



SO3

Food insecure people in targeted areas and food systems have increased resilience to shocks by 2024

8.4%



SO4

Humanitarian and development actors and national systems have access to expertise, services, and infrastructure in the areas of logistics, ICT and administration

20.6%



SO5

The social protection system ensures that chronically vulnerable populations can meet their basic needs all year round

1.7%

DATA COLLECTION METHODS



- Documents review
- Field missions
- Key Informant interviews
- Attention to confidentiality, gender and ethical considerations
- Partially remote data collection considering COVID-19 travel restriction

FINDINGS

Q1 TO WHAT EXTENT ARE WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE'S NEEDS, AS WELL AS WFP'S STRENGTHS?



Evidence-based CSP, aligned to national priorities building on WFP's strengths



Focused on the most vulnerable but trade-offs between enhanced coverage and the adequacy of rations

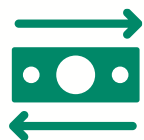


Effective adaptation and response to crisis but limited shift towards "changing lives" agenda

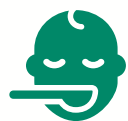


Aligned with UN framework but roles and responsibilities not always clear

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES?



Unconditional **cash and food transfers contributed** to mitigating food insecurity of people affected by shocks



MAM treatments largely effective for children under five, pregnant and lactating women and girls



School feeding enhanced school retention, but nutritional interventions were constrained by funding shortfalls



WFP filled national institutions' **capacity gaps** but **no clear strategy** for sustainable capacity strengthening

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES?



Relevance, ownership and effectiveness of resilience related activities **constrained by limited resources** and **insufficient consultation** with beneficiaries



UNHAS services were essential for safe and effective delivery of humanitarian assistance, despite some concerns on its governance



Procurement services contributed to **expanding bread supply to the population**



WFP was instrumental for implementing the **Sudan Family Support Programme**, but lacked a strategy for capacity strengthening

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES?



Sustainability of results was elusive



Adherence to humanitarian principles in a highly politicized environment



Accountability to affected populations and protection mechanisms in place but beneficiaries are not always aware



Gender balanced coverage and promotion of women's decision-making but sustainable transformational change remains a major challenge



There are example of a conflict-sensitive approach, but linkages across the triple nexus need to be strengthened

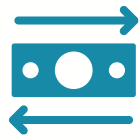
Q3 TO WHAT EXTENT DID WFP USE ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO CSP OUTPUTS AND STRATEGIC OUTCOMES?



Timely response to emergency but less so in root causes and resilience



Adequate coverage and targeting in emergency, but dispersion of development-oriented activities



Food transfer costs equal or lower than global average but cash transfer costs higher



Pre- and post-delivery losses minimized



Short-term contracting and funding cycles constrain cost efficiency

Q4 WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE CSP?



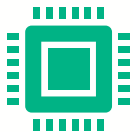
CSP design architecture



Adequacy, flexibility and predictability of funding



Approach to partnerships with the Government, UN and civil society



Country Office Structure, HR and monitoring systems



Perceptions on WFP mandate and highly complex country context

CONCLUSIONS



WFP has effectively built on its comparative advantages in emergency response, and mitigated food insecurity during a very tumultuous period



Development-oriented programming relevant but overshadowed by emergencies and shifting to the enabling role remains challenging



Considerable attention paid to gender equality and accountability to affected population but further improvements are needed



WFP initiated conflict-sensitive approaches, but has not sufficiently developed partnerships within and outside the UN to bridge the continuum of the triple nexus



Emergency assistance delivered efficiently and effectively, but cost effectiveness of resilience and root cause activities was hindered by fragmentation and limited integration

RECOMMENDATIONS

- 1 Strengthen programme integration and partnership to reinforce the humanitarian-development-peace nexus
- 2 Advocate for longer-term funding to enhance predictability and continuity
- 3 Place capacity strengthening at the core of the new CSP with appropriate staffing, budgeting and M&E system
- 4 Strengthen country office capacity for gender analysis and transformative programming
- 5 Review AAP mechanism including complaint procedure, feedback opportunities and WFP responses