

# Evaluation of South Sudan WFP country strategic plan 2023-2026

Terms of reference



# Contents

<b>1. Introduction</b> .....	<b>1</b>
1.1.    Introduction.....	1
<b>2. Reasons for the evaluation</b> .....	<b>1</b>
2.1.    Rationale .....	1
2.2.    Objectives .....	1
2.3.    Key stakeholders.....	1
<b>3. Context and subject of the evaluation</b> .....	<b>2</b>
3.1.    Context.....	2
3.1.1 Humanitarian and Development Challenges .....	2
3.1.2 National Programmes Relevant to WFP Support.....	4
3.1.3 International assistance.....	4
3.2.    The subject of the evaluation .....	5
<b>4. Evaluation scope, criteria and questions</b> .....	<b>11</b>
<b>5. Methodological approach and ethical considerations</b> .....	<b>13</b>
5.1.    Evaluation approach.....	13
5.2.    Preliminary considerations on evaluability and methodological implications.....	16
5.3.    Ethical considerations .....	17
5.4.    Quality assurance .....	18
<b>6. Organization of the evaluation</b> .....	<b>19</b>
6.1.    Phases and deliverables.....	19
6.2.    Evaluation team composition.....	19
6.3.    Roles and responsibilities .....	21
6.4.    Security considerations.....	22
6.5.    Communication.....	22
6.6.    The proposal.....	22
<b>Annex I. Overview of performance data availability</b> .....	<b>23</b>
<b>Annex II. List of relevant completed and ongoing evaluations, reviews, studies and audits</b> .....	<b>24</b>
<b>Annex III. Acronyms and abbreviations</b> .....	<b>26</b>
<b>Annex IV. List of key stakeholders</b> .....	<b>27</b>
<b>Annex V. Internal reference group membership</b> .....	<b>29</b>

# List of figures

Figure 1 South Sudan physical access constraints, February 2025 .....	3
Figure 2: South Sudan planned and actual beneficiaries, 2022-2024 .....	9
Figure 3: South Sudan beneficiaries 2022-2024, composition by residence status.....	9
Figure 4: South Sudan planned and actual beneficiaries 2022-2024, by programme area.....	10

# List of tables

Table 1: South Sudan CSP 2023-2025, overview of strategic outcomes and activities.....	6
Table 2: CSP South Sudan (2023-2026) cumulative financial overview as of 31 December 2024* .....	8
Table 3: CSP South Sudan evaluation questions.....	11
Table 4: Summary timeline – key evaluation milestones .....	19
Table 5: Summary of evaluation team and areas of expertise required.....	20
Table 6: Country Strategic Plan South Sudan 2023-2026 logframe analysis .....	23
Table 7: Analysis of results reporting in South Sudan annual country reports 2023-2024* .....	23
Table 8: WFP South Sudan evaluations, reviews, studies and audits .....	24
Table 9: CSPE South Sudan internal reference group .....	29

# 1. Introduction

## 1.1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.
3. The ToR is structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation the methodological approach and ethical consideration; and section 6 indicates how the evaluation will be organized.

# 2. Reasons for the evaluation

## 2.1. Rationale

4. Country strategic plan evaluations (CSPEs) are conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board approval in November 2027.

## 2.2. Objectives

5. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in South Sudan; and 2) provide accountability for results to WFP stakeholders.

## 2.3. Key stakeholders

6. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of a CSPE are the WFP country office, regional bureau in Nairobi and headquarters technical divisions. Other key stakeholders include the Executive Board (EB), communities targeted by WFP, the Government of South Sudan, local and international non-governmental organizations (NGOs), the United Nations country team. More specifically, national level government counterparts include the Ministry of Finance and Planning, Ministry of Gender, Child and Social Welfare, Ministry of Agriculture and Forestry, Ministry of Livestock and Fisheries, Ministry of Health and state level government. WFP in South Sudan also works with civil society organizations (including those representing women, persons with disabilities, indigenous peoples and other potentially marginalised groups). WFP has had cooperating partnership agreements with 36 global NGOs and 25 local NGOs over the course of the implementation of the CSP; the largest five by partnership expenditure (of each local and global) are listed

in Annex IV. Other stakeholders include international development actors present in the country and international financial institutions including Work Bank Group (WBG) and African Development Bank (AFDB) and key donors.

7. UN key stakeholders include the United Nations Resident Coordinators Office (UNRCO), United Nations International Children's Emergency Fund (UNICEF), Food and Agriculture Organisation (FAO), United Nations Development Programme (UNDP), United Nations High Commission for Refugees (UNHCR), International Organization for Migration (IOM), United Nations Mission for South Sudan (UNMSS) and the United Nations Interim Security Force for Abyei. Please see annex IV for a list of stakeholders.

## 3. Context and subject of the evaluation

### 3.1. Context

#### 3.1.1 Humanitarian and Development Challenges

8. **Widespread Humanitarian Need:** South Sudan is grappling with a series of crises caused by conflict, communal violence and climate change, with 9 million people out of the total population of 11.5 million requiring humanitarian aid. Internally, 1.8 million people are displaced.<sup>1</sup> The ongoing conflict in neighbouring Sudan has led to an influx of over 1 million people since April 2023, 30 percent of them Sudanese refugees and 69 percent South Sudanese returnees.

9. **Economic Crisis:** In addition, the conflict in Sudan has had dire consequences for South Sudanese economy. Belligerent activities have disrupted South Sudan's exports of crude oil, which constitutes the primary source of government revenue.<sup>2</sup> The conflict has driven steep currency depreciation in both countries, with the value of the South Sudanese pound declining by 77.4 percent year-on-year by December 2024. As a result, annual inflation rate in 2024 is estimated to be in the triple digits.<sup>3</sup>

10. **Fragile Security Situation:** The political and security situation remains fragile in South Sudan, marked by armed clashes in multiple locations. Renewed clashes between the Sudan People's Liberation Army-in-Opposition (SPLA-IO) and the South Sudan People's Defence Forces (SSPDF) have occurred recently in Western Equatoria and Western Bahr el Ghazal states, threatening the fragile 2018 peace agreement. The ongoing tensions continue to drive displacement, increasing humanitarian needs amid dwindling resources.<sup>4</sup>

11. **Climate Shocks:** While seasonal flooding is a regular feature of South Sudan's rainy season, the frequency, intensity and duration of floods since 2019 have been particularly devastating, occurring nearly every year and affecting on average one million people.<sup>5</sup> In 2022, floods affected areas where

---

<sup>1</sup> IOM DTM. 2024. [Mobility Tracking round 15, August-September 2024, published November 2024](#).

<sup>2</sup> WFP South Sudan. 2024. [Internal Situation Report on the Sudan Crisis #045](#).

<sup>3</sup> WFP Regional Bureau for Eastern Africa. 2025. [Market and Trade Update 2024 Q4](#). Data on inflation in South Sudan is not available. However, the inflation of WFP's food basket in South Sudan amounted to 249 percent year-on-year in November 2024. Source: WFP. 2025. [Prices & Currencies Monthly Update, Internal](#).

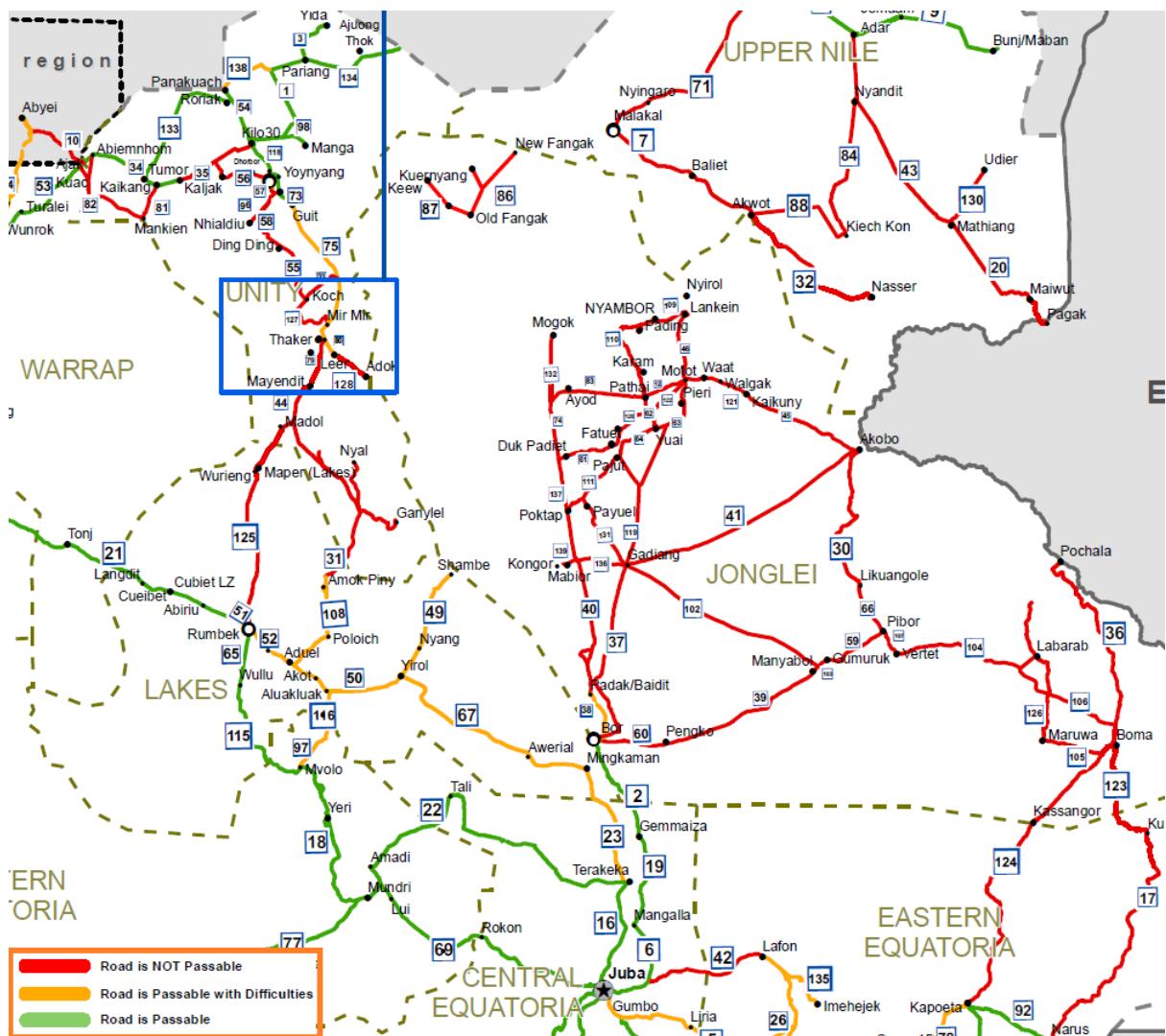
<sup>4</sup> WFP. 2025. [Daily Operational Brief 3 March 2025](#) (internal).

<sup>5</sup> In 2019, 975,000 people were affected (source: OCHA. 2020. [South Sudan: Seasonal Flooding Update #6, as of 18 February 2020](#)); in 2020, over one million people were affected (source: OCHA. 2020. [South Sudan Flooding Situation Report: Inter-Cluster Coordination Group, as of 18 December 2020](#)); in 2021, 835,000 people were affected (source: OCHA. 2021. [South](#)

water has not receded since 2021 flooding,<sup>6</sup> leaving people with “no food and no land to cultivate.”<sup>7</sup> Between September and December 2024 flooding affected 1.4 million people and led to a cholera outbreak.<sup>8</sup>

12. **Infrastructure Constraints:** While needs are chronically high, delivery of humanitarian aid is constrained by poor infrastructures and difficult access to many parts of the country (see figure 1 below).<sup>9</sup> The majority of the transport network comprises gravel roads, which are susceptible to perennial flooding. The same is true for gravel airstrips, and the problems are compounded by unreliable fuel supply and aircraft maintenance services.<sup>10</sup>

**Figure 1 South Sudan physical access constraints, February 2025**



Source: Adapted from: Logistics Cluster, [South Sudan Physical Access Constraints: 06 Feb 2025](#)

[Sudan Flooding Situation Report No. 3: Inter-Cluster Coordination Group – as of 14 December 2021](#)); in 2022, 909,000 people were affected (source: OCHA. 2022. [South Sudan: Flooding Snapshot No. 2, as of 11 October 2022](#));

<sup>6</sup> OCHA. N.d. centre for humdata, [Lessons from the 2022 South Sudan Floods on Acting Ahead](#).

<sup>7</sup> IFRC. 2022. [South Sudan: Floods – Operations Update n. 1, 24 January 2022](#).

<sup>8</sup> World Food Programme. 2025. [WFP South Sudan Country Brief](#).

<sup>9</sup> WFP. Logistics Cluster. 2023. South Sudan Logistics Capacity Assessment, “[Logistics Infrastructure](#)”

<sup>10</sup> WFP. Logistics Cluster. 2023. [South Sudan Logistics Capacity Assessment, “South Sudan Aviation”](#)

13. **Agricultural Challenges:** In South Sudan, 82 percent of households cultivated their lands in 2023. However, agricultural productivity remains low. The key factors affecting agricultural production as reported by households are pests/animal disease outbreaks, shortage of rainfall, and floods.<sup>11</sup> Additionally, conflict affects both land cultivation and cattle production.

14. **Food Insecurity and Malnutrition:** According to the latest available data, the prevalence of *severe* food insecurity in the total population was 63.2 percent and the prevalence of moderate food insecurity 87.3 percent.<sup>12</sup> In 2021, 92.8 percent of the total population was estimated to be unable to afford a healthy diet.<sup>13</sup>

15. As of the latest IPC acute food insecurity analysis published in November 2024, an estimated 6.3 million people are classified in IPC Phase 3 ('Crisis') or worse. This includes 41,000 people classified in IPC5 ('Catastrophe/Famine'), 31,000 of whom are South Sudanese returnees from the Sudan conflict and 10,000 are located in the Upper Nile State. These numbers are projected to increase to 7.7 million people in IPC3+ and 63,000 in IPC5 during the lean season in April-July 2025.<sup>14</sup> In the period between July 2024 and June 2025, 2.1 million children are estimated to be acutely malnourished (of which 650,000 suffering severe acute malnutrition) in addition to 1.1 million pregnant or breastfeeding women.<sup>15</sup>

### 3.1.2 National Programmes Relevant to WFP Support

16. National priorities are articulated in various plans including among others the **South Sudan Vision 2040**, a long-term national framework guiding development priorities, as well as the **revised national development strategy (2021-2024)**. More specifically, the revised national development strategy identifies the following six high-level priorities: (1) constitution, rule of law, security and peace, (2) economic and social development, (3) infrastructure, (4) macroeconomic stability, (5) governance, and (6) environment and climate.

17. Priority 2 of South Sudan's revised national development strategy—focused on economic and social development—emphasizes the importance of human capital development and the protection of vulnerable populations. These objectives are directly aligned with Sustainable Development Goal 2, "Zero Hunger," and are highly relevant to WFP's mandate, which centers on addressing food insecurity, improving nutrition, and supporting resilience-building among the most at-risk communities.

### 3.1.3 International assistance

18. In the 2023-2025 UNSDCF funding framework, WFP accounts for 35 percent of the total planned resources of USD 3.3 billion, by far the highest budget among the 18 agencies in the UNCT.<sup>16</sup> This is reflected in actual humanitarian funding—the humanitarian response plans in South Sudan 2021-2024 have generally amounted to USD 1.7 billion a year with approximately 70 percent funding rate (USD 1.2 billion), of which WFP has accounted for the largest part, between 40 and 50 percent of total funding.

19. In 2025 thus far only 30.5 percent of the USD 1.7 billion humanitarian response plan has been

---

<sup>11</sup> WFP, FAO and UNICEF. 2023. *Food Security and Nutrition Monitoring System (FSNMS) Round 29*.

<sup>12</sup> In the period 2021-2023. Source: FAO, IFAD, UNICEF, WFP and WHO. 2024. *The State of Food Security and Nutrition in the World 2024 – Financing to end hunger, food insecurity and malnutrition in all its forms*. Rome

<sup>13</sup> Ibid.

<sup>14</sup> IPC. 2024. *IPC Acute Food Insecurity and Malnutrition Analysis, September 2024 – July 2025*.

<sup>15</sup> Ibid.

<sup>16</sup> United Nations South Sudan. 2022. UNSDG Data Portal. United Nations Sustainable Development Cooperation Framework 2023-2025 Funding Framework.

funded, and WFP has received 31 percent of this funding.<sup>17</sup>

### 3.2. The subject of the evaluation

20. [WFP South Sudan CSP \(2023-2026\)](#) was approved by the Executive Board in November 2022 and originally covered a three-year period until 2025. This was subsequently extended by one year to 2026, and later further extended to the end of 2027. Guided by the humanitarian-development-peace nexus, the CSP outlines how WFP intends to support the achievement of zero hunger objectives while contributing to peace and climate resilience during the lifespan of the CSP.

21. The CSP supports the national priorities jointly agreed by the Government and its key partners. Its design was informed by South Sudan Vision 2040, the 2021-2024 national development strategy, the 2022 humanitarian response plan, key sectoral strategies, the 2021 national food systems dialogue, the 2021 common country analysis and the draft 2023-2025 United Nations sustainable development cooperation framework.

22. The CSP evaluation completed in 2022<sup>18</sup> highlighted WFP's leading role in emergency response and the adaptation of its programme in response to changing context and needs. Robust gains were achieved with respect to improving community self-reliance, food security and nutrition and reducing tensions and violence, but further investment is needed to reinforce the focus on resilience building and climate adaptation and deliver sustainable impact, including by addressing the root causes of food insecurity. The evaluation made six recommendations for WFP:

- Avoid spreading its resources too thinly and focus on priority areas to deliver longer-term results with other actors.
- Maximize the longer-term and sustainable impact of WFP interventions, ensure greater coherence across the portfolio including synergies between SOs and better support transition of beneficiaries from relief assistance to resilience building;
- Take steps to deliver ambitions to increase the focus on resilience building in the next CSP;
- Enhance the efficiency of beneficiary registration and verification processes and better integrate research, assessment, monitoring and evaluation data analyses with decision-making;
- Continue to strengthen approaches on accountability to affected populations, conflict sensitivity and gender equality.
- Strengthen WFP partnership arrangements with donors, cooperating partners and Government.

23. In follow-up to the recommendations, the CO developed a programme consolidated strategy<sup>19</sup> which focused on more integrated activities in fewer locations, shifting from breadth to depth, considering long-term trends of food insecurity in the country, and in annual operational plans.<sup>20</sup> which focused on more integrated activities in fewer locations, shifting from breadth to depth, considering long-term trends of food insecurity in the country, and in annual operational plans.

24. This country strategic plan was conceived as the first in a series of three plans laying the foundations for an integrated, sequenced and layered approach to WFP operations in South Sudan over the next 13 years. This timeframe was expected to enable WFP to pursue incremental gains in lifesaving, resilience, development and peace over multiple years and interrelated programme cycles. WFP's long-term ambition was to reduce the need for humanitarian assistance by promoting self-reliance and

---

<sup>17</sup> UN OCHA. 2025. Financial Tracking Service, accessed 21 October 2025.

<sup>18</sup> South Sudan Country Strategic Plan Evaluation (CSPE) 2018 – 2022

<sup>20</sup> WFP South Sudan Programme Consolidation Approach Paper. Operationalizing the Country Strategic Plan in 2024-2025. June 2023

resilience and strengthening national capacity and systems.

25. The CSP was designed around five strategic outcomes (SO), of which SO1 and SO5 are dedicated to crisis response (see table 1). SO1 provides unconditional resource transfers to crisis-affected people, whereas SO5 provides mandated (United Nations Humanitarian Air Service, leadership of the logistics cluster) and on-demand services to humanitarian partners. The remaining strategic outcomes focus on resilience building through nutrition and health support, provision of school meals, asset creation, market support activities, climate adaptation activities, and technical assistance to the Government in the realm of food security, nutrition, and the related emergency preparedness capacity.

26. WFP South Sudan leads the logistics cluster, co-leads the Food security and livelihood cluster, and participates in the Nutrition cluster.

**Table 1: South Sudan CSP 2023-2026, overview of strategic outcomes and activities**

Strategic Outcomes	Activities	Modalities
<b>SO 1:</b> Crisis-affected people in South Sudan including refugees, internally displaced persons, returnees and host populations are able to meet their food and nutrition needs in anticipation of, during and in the aftermath of crises.	<b>Activity 1:</b> Provide life-saving food and nutrition assistance to crisis-affected people to support their self-reliance, readiness, and recovery.	Food; CBT; Capacity strengthening
<b>SO 2:</b> Populations in vulnerable situations in South Sudan have enhanced nutrition, health and education and improved access to safety nets all year round.	<b>Activity 2:</b> Provide nutrition and health support to targeted groups.	Food; CBT; Capacity strengthening
	<b>Activity 3:</b> Provide nutritious school meals to school children and engage vulnerable urban and rural youth in skills training activities.	Food; CBT; Capacity strengthening
<b>SO 3:</b> Food insecure and shock-affected people in targeted areas especially women and youth have improved livelihoods and more resilient and sustainable food systems by 2030.	<b>Activity 4:</b> Engage targeted communities in resilience building activities including through community asset creation and climate adaptation using a conflict-sensitive and gender transformative approach.	Food; CBT; Capacity strengthening
	<b>Activity 5:</b> Engage targeted food-insecure populations, especially women and youth in livelihood development and market support activities.	Capacity strengthening
	<b>Activity 6:</b> Develop, rehabilitate and maintain essential infrastructure for targeted communities.	Capacity strengthening
<b>SO 4:</b> National institutions and partners in South Sudan have strengthened capacity and systems for managing food security, nutrition, social protection and climate adaptation policies and programmes by 2030.	<b>Activity 7:</b> Provide policy support and technical assistance to the Government and partners in the areas of food security, nutrition, social protection, anticipatory action, emergency preparedness and response, climate change adaptation and disaster risk management.	Capacity strengthening

Strategic Outcomes	Activities	Modalities
<b>SO 5:</b> Humanitarian and development partners in South Sudan have access to reliable common services and expertise enabling them to reach vulnerable people and respond to needs, throughout the year.	<b>Activity 8:</b> Provide air transport services (passengers and light cargo) and aviation sector technical assistance to the humanitarian community and other partners.	Service delivery
	<b>Activity 9:</b> Provide mandated information management, logistics and coordination services to the humanitarian community and partners through the logistics cluster.	Service delivery
	<b>Activity 10:</b> Provide on-demand services and expertise to humanitarian and development partners.	Service delivery

Source: *CSP South Sudan 2023-2025, budget revision 1 (July 2024)*

27. The original needs-based plan (NBP) of USD 3.7 billion was scaled back to USD 3.1 billion in the August 2024 revision, despite the increased number of people in need from the population affected by the Sudan crisis. The scale-down reflected new corporate guidance on calibrating budgets not only on the basis of needs, but also considering funding forecasts, access and operational capacities.<sup>21</sup> Needs under SO1 represent about one half of the total NBP (see table 2). At the end of 2024, resources allocated to South Sudan represented 57 percent of the needs-based plan (as per the latest budget revision), but the resourcing level varied widely by activity and strategic outcome, with less than a quarter of SO4 needs financed, but 62 percent and 74 percent of SO1 and SO5 respectively (table 2). The largest share of funding for CSP South Sudan as of February 2025 comes from the United States of America – more than 50 percent, followed by the United Kingdom (11 percent), multilateral funding (7 percent) and Germany (6 percent).<sup>22</sup>

28. The original NBP was planned to reach 7.2 million beneficiaries, which was revised to 7.7 million in the budget revision. South Sudan CSP served 5.3 million beneficiaries in 2023 (of which 121,000 were people living with disabilities<sup>23</sup>) and 4.5 million in 2024 (estimated 96,227 persons with disabilities);<sup>24</sup> women represent more than half of both planned and actual beneficiaries (figure 2). In 2024, the total number of beneficiaries reached represents almost 100 percent of the planned number following the budget revision, but only about 60 percent of the original planned number of beneficiaries. The share of refugee beneficiaries has increased from 7 percent to 10 percent between 2023 and 2024, continuing the upwards trend since 2022 under ICSP (figure 3). In line with the NBP, the largest share of beneficiaries falls under unconditional resource transfer activities. In both 2023 and 2024, WFP reached fewer beneficiaries than planned with asset creation and livelihood activities, despite the lower target in 2024. For treatment of malnutrition activities, on the other hand, the target was raised upwards in 2024 (figure 4).

29. WFP South Sudan country office employs 1,003 staff – 28 percent female and 72 percent male. The majority of employees (83 percent) are nationals, and 56 percent are long term employees.<sup>25</sup> The number of employees was cut by 29 percent (375 staff) in 2023 as a result of an organizational alignment exercise.<sup>26</sup> The same exercise reduced WFP field presence in South Sudan, closing three field offices. Currently, in addition to the head office in Juba, there are 14 sub-offices in South Sudan: Abyei,

<sup>21</sup> Source: *CSP South Sudan 2023-2025, E-PRP Comments June-July 2024*.

<sup>22</sup> Source: *FACTory Resource situation accessed 7 February 2025*.

<sup>23</sup> Source: *South Sudan Annual Country Report 2023*.

<sup>24</sup> Source: *South Sudan Annual Country Report 2024*.

<sup>25</sup> Source: *WFP Dashboard, South Sudan, accessed 17 February 2025*.

<sup>26</sup> Source: *Annual performance plan South Sudan 2023, End-year review*.

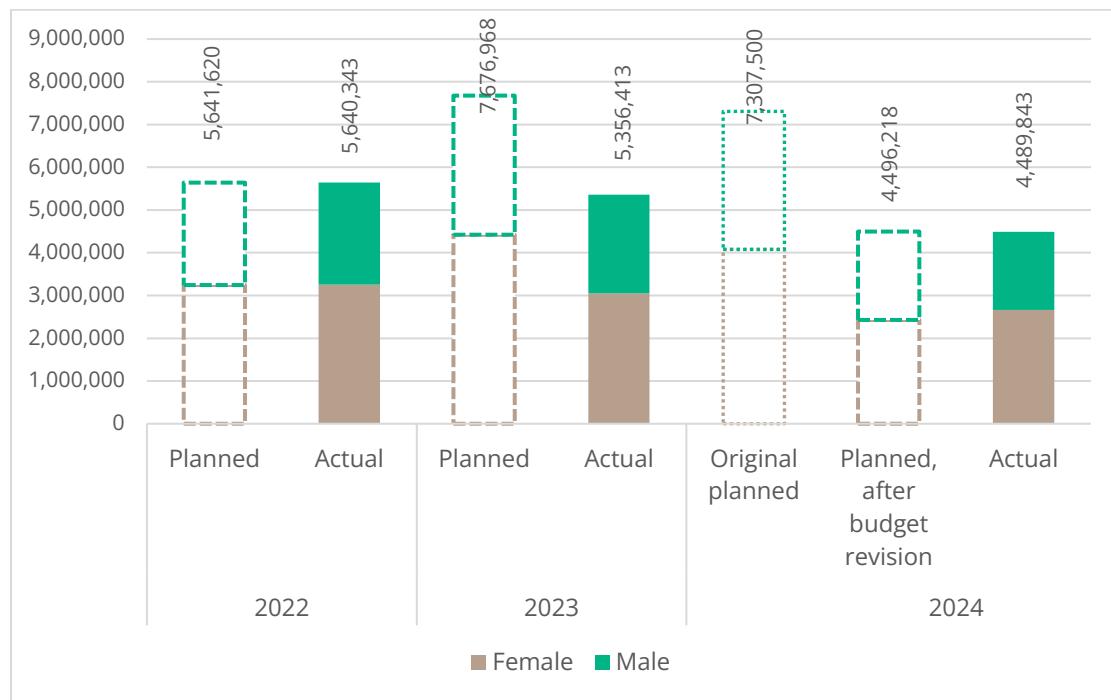
Aweil, Bentiu, Bor, Kapoeta, Kuajok, Maban, Malakal, Mingkaman, Nassir, Rumbek, Wau, Wunrok, and Yida.

**Table 2: CSP South Sudan (2023-2026) cumulative financial overview as of 31 September 2025**

Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, budget revision 02 (USD)	Cumulative allocated resources (USD)	Resourcing level (%)	
Crisis response	SO 1	Act. 01	1,856,567,118	⬆ 2,034,188,437	1,016,012,452	<div style="width: 49.9%;"></div> 49.9%	
	Non-activity specific				231,871		
	Sub-total SO 1		1,856,567,118	⬆ 2,034,188,437	1,016,244,323	<div style="width: 50.0%;"></div> 50.0%	
Resilience building	SO 2	Act. 02	608,213,496	⬇ 533,932,944	232,931,269	<div style="width: 43.6%;"></div> 43.6%	
		Act. 03	199,592,209	⬇ 126,522,059	29,793,569	<div style="width: 23.5%;"></div> 23.5%	
	Non-activity specific				10,135,335		
	Sub-total SO 2		807,805,705	⬇ 660,455,003	272,860,173	<div style="width: 41.3%;"></div> 41.3%	
	SO 3	Act. 04	347,643,628	⬇ 252,956,831	83,030,535	<div style="width: 32.8%;"></div> 32.8%	
		Act. 05	24,924,128	⬆ 39,463,239	8,814,231	<div style="width: 22.3%;"></div> 22.3%	
		Act. 06	119,387,164	⬆ 119,785,471	31,395,581	<div style="width: 26.2%;"></div> 26.2%	
Non-activity specific					5,629,066		
Sub-total SO 3			491,954,920	⬇ 412,205,541	128,869,412	<div style="width: 31.3%;"></div> 31.3%	
SO 4		Act. 07	4,176,716	⬆ 4,980,207	970,260	<div style="width: 19.5%;"></div> 19.5%	
Sub-total SO 4			4,176,716	⬆ 4,980,207	970,260	<div style="width: 19.5%;"></div> 19.5%	
Crisis response	SO 5	Act. 08	151,775,260	⬆ 193,289,765	16,838,013	<div style="width: 8.7%;"></div> 8.7%	
		Act. 09	51,273,040	⬆ 62,755,974	121,472,169	<div style="width: 193.6%;"></div> 193.6%	
		Act. 10	37,707,526	⬆ 40,874,429	34,482,598	<div style="width: 84.4%;"></div> 84.4%	
	Sub-total SO 5		240,755,826	⬆ 296,920,168	172,792,781	<div style="width: 58.2%;"></div> 58.2%	
Non SO Specific					15,201,471		
Total Direct Operational Cost		3,401,260,285	⬆ 3,408,749,356	1,606,938,419	<div style="width: 47.1%;"></div> 47.1%		
Direct Support Cost (DSC)		141,721,370	⬆ 170,025,804	98,152,163	<div style="width: 57.7%;"></div> 57.7%		
Indirect Support Cost (ISC)		227,740,608	⬆ 229,829,368	85,390,869	<div style="width: 37.2%;"></div> 37.2%		
Grand Total		3,770,722,263	⬆ 3,808,604,528	1,790,481,451	<div style="width: 47.0%;"></div> 47.0%		

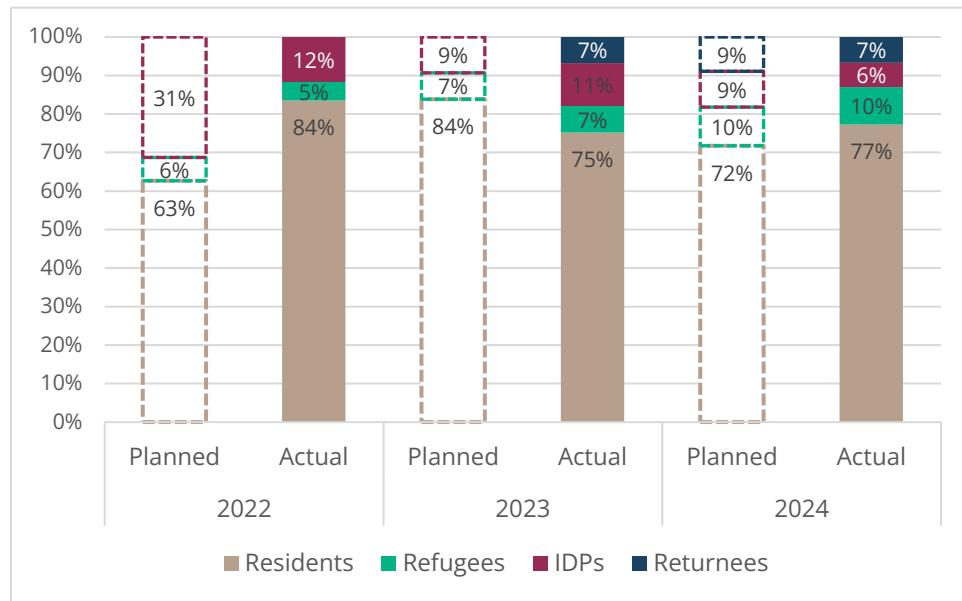
Source: SPA Plus, South Sudan Annual Country Report 2024.

**Figure 2: South Sudan planned and actual beneficiaries, 2022-2024**



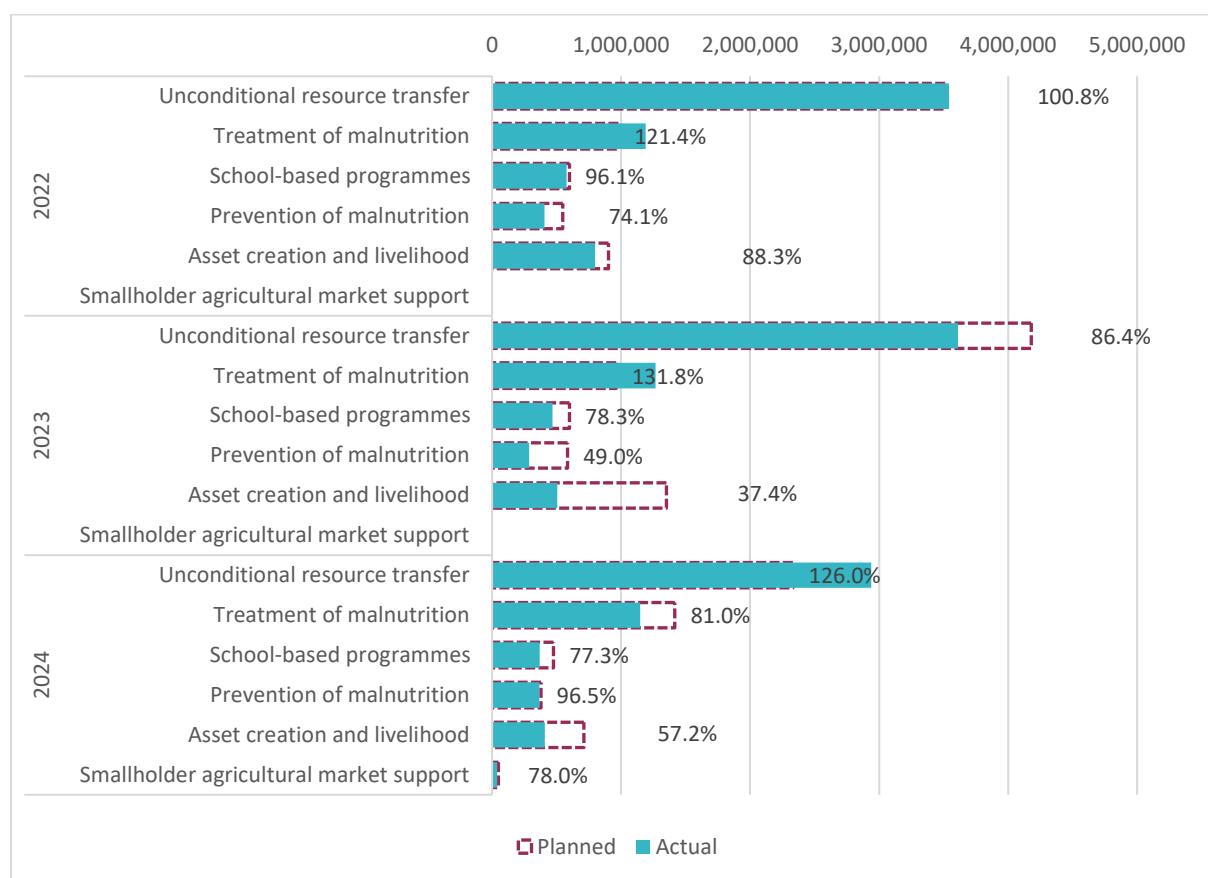
Source: South Sudan Annual Country Report 2024

**Figure 3: South Sudan beneficiaries 2022-2024, composition by residence status**



Source: South Sudan Annual Country Report 2024. Planned figures reflect the budget revision.

**Figure 4: South Sudan planned and actual beneficiaries 2022-2024, by programme area**



Source: South Sudan annual country reports 2022-2024. Planned figures reflect the budget revision.

## 4. Evaluation scope, criteria and questions

30. The unit of analysis of this evaluation is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board (EB) in 2022, as well as any subsequent budget revisions.

31. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with the national government and the international community.

32. The evaluation scope will include all the expected outcomes of the CSP; however, the CO has a wealth of existing evidence from recent evaluations, audits, reviews and studies (annex II) including case study evidence from two current centralized evaluations. The *Corporate emergency evaluation of WFP's response to the Sudan regional crisis 2023-2025* is in preparation phase, with a data collection visit to South Sudan planned in July 2025. The CSPE will not cover this part of WFP's response.

33. Furthermore, South Sudan is also among the case studies of the current *Strategic evaluation of WFP's approaches to targeting and prioritization for food and nutrition assistance*, covering the period 2019-2025. Targeting and prioritization being such a critical dimension of the CSP design and implementation, this will remain part of the CSPE scope, but the CSPE will be able to draw from the preliminary findings from the strategic evaluation to use as secondary evidence here.

34. The evaluation design will accordingly include a strong component of early analysis, which brings together the evidentiary basis against the evaluation questions before primary data collection is undertaken.

35. Since the previous CSPE covered the period up until December 2021, the temporal scope of this evaluation will start from January 2022 and cover the period until mid-2026 when the data collection is expected to take place.

36. The evaluation will address five main questions (table 3). Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to any unforeseen crisis.

**Table 3: Tentative evaluation questions**

<b>EQ1 – To what extent and in what ways is the CSP strategically positioned to address food and nutrition insecurity in South Sudan?</b>	
1.1	To what extent has the evidence collected by WFP been sufficient and relevant to inform CSP design, budget revisions, and programme decisions, ensuring a focus on those most in need?
1.2	To what extent did WFP's strategy in South Sudan appropriately balance the response to immediate food and nutrition needs of the most vulnerable and transition to early recovery and more sustainable solutions where feasible?
1.3	To what extent has WFP demonstrated the adaptive capacity to respond to changes in the context, including conflict dynamics and shocks, and evolving needs?

**EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in South Sudan?**

2.1	How extensive and comprehensive was the coverage of WFP assistance in comparison to the needs and the broader humanitarian response? How effective was WFP strategy in targeting assistance based on needs and prioritising support according to available resources?
2.2	To what extent and in what ways has WFP contributed to the expected outcomes of the CSP? Were there any unintended outcomes, positive or negative?
2.3	What has enabled or constrained WFP's emergency preparedness and ability to anticipate and adapt to future needs, challenges and risks?
2.4	In what ways has WFP seized opportunities during implementation for addressing root causes of food and nutrition insecurity, and setting up the foundations for strengthening livelihoods, resilience and sustainable food systems while meeting immediate food and nutrition needs? How appropriate is WFP's nexus approach considering latest trends in the conflict and possible scenarios for the future?

**EQ3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality?**

3.1	To what extent did WFP contribute to achievement of cross-cutting aims (protection and accountability to affected people; Gender and Inclusion; nutrition integration; environment and other issues as relevant)?
3.2	How well has WFP managed any challenges or trade-offs in adhering to the humanitarian principles and to which extent has it enabled/advocated for principled humanitarian access?
3.3	To what extent are conflict sensitivity considerations mainstreamed into WFP's response?

**EQ4: To what extent has WFP used its resources efficiently?**

4.1	To what extent were the CSP outputs delivered and related budget spent within the intended timeframe?
4.2	To what extent was the CSP delivered in a cost-efficient manner and were limited resources optimized including through selection of intervention modalities, programme integration and innovation?

**EQ5 What are the critical factors, internal and external to WFP, explaining performance and results?**

5.1	How well and in what ways did WFP establish and leverage strategic and operational partnerships at national and field level and how did these influence performance and results?
5.2	Did WFP have appropriate institutional arrangements in place to deliver the CSP, including staffing, reporting arrangements and others?
5.3	To what extent did monitoring systems support strategic and operational decision-making and help identify and manage risks and assumptions over time?

5.4	Were there any other factors within WFP's control that influenced the delivery and results of the CSP?
-----	--

37. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage.

Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected People, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.

38. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office will identify key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the country strategic plan; or may be informed by the recommendations of previous evaluations. The themes of special interests identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

39. At this ToR stage, the following learning themes have been tentatively identified:

- How successful was WFP in establishing pathways towards incremental national ownership and the transfer of programmes to the Government in the long run
- What should WFP core areas of focus be given the funding constraints moving forward?

## 5. Methodological approach and ethical considerations

### 5.1. Evaluation approach

40. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2). In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

41. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

42. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the

intended change to take place along these pathways.

43. The CSPE will adopt a **mixed methods approach**, whereby data collection and analysis are informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. Data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.

44. Given the extensive body of past evaluations, reviews and studies in South Sudan, the evaluation team will be expected to conduct during the inception phase a **comprehensive analysis of the available evidence** against the intended key evaluation questions and sub-questions. The main findings against the evaluation questions will be outlined in the inception report. More specifically, this CSPE will need to analyse in the Inception Phase several sources of secondary evidence, including for example:

- Evaluation of WFP school feeding programme in South Sudan, 2018 to 2023
- WFP-UNICEF Joint resilience programme impact evaluation, 2023
- Strategic Evaluation of WFP's protection from sexual exploitation and abuse, 2023
- Final evaluation of feeder improvement and maintenance project (FRIMP) with financial support from the Embassy of the Kingdom of the Netherlands in South Sudan, 2023
- Institutional feeding programme CBT pilot project review, 2023
- Water hyacinth bio-energy pilot project assessment report, 2023
- South Sudan urban safety net operation review, 2023
- Asset Creation for Resilience Building in the Context of Climate Change. Challenges and Opportunities to Improve Food Security and Nutrition Outcomes, 2024
- Review of IGNITE 1.0 Innovation challenge in South Sudan, 2024
- Internal Audit of WFP South Sudan, 2024
- Draft Report of the Strategic Evaluation on Targeting and Prioritization and the corporate emergency evaluation of WFP's response to the Sudan regional crisis.

45. Annex II provides a more encompassing list of analytical and evaluative products focusing on the South Sudan operation or including South Sudan as a case study; including audits of operations, reviews and other studies.

46. This analysis of available evidence along with an in-depth evaluability assessment will allow the evaluation team to define where existing evidence can be used to address some of the evaluation questions as well as propose any relevant amendments to the evaluation questions in consultation with the country office and the Office of Evaluation. The proposed revisions to the evaluation questions should be presented in the inception report.

47. The detailed methodological design, including a detailed evaluation [matrix](#), that the evaluation team will develop during inception phase should duly consider the approach proposed in these terms of reference as well as the analysis of the available evidence and the comprehensive evaluability assessment. The anticipated methods for this evaluation may include the following:

- **Document review:** will contribute to all evaluation questions and is particularly relevant given the substantial evidence available. The ET will review relevant reports from secondary sources including Annual Country Reports, Country briefs, available evaluation, assessments and studies, map the interventions against the pathways of change, and identify internal and external factors contributing to results.
- **Contribution analysis:** to assess the extent to which WFP supported interventions contributed to (or is likely to) expected outputs and outcomes. The evaluation will gather evidence to confirm the validity of the initial CSP design and to identify any logical and/or information gaps that it contained; examine whether and what types of alternative explanations/reasons exist for noted changes; test assumptions, examine influencing factors, and identify alternative assumptions for

each pathway of change.

- **Content analysis:** to analyse data from documents, interviews, and focus group notes and qualitative data from the case studies to identify emerging common trends, themes, and patterns for each evaluation question. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.
- **Quantitative analysis and descriptive statistics:** to interpret quantitative data collected by WFP South Sudan for reporting and monitoring purposes over the course of the evaluation period. Available data will be analysed thoroughly, and findings presented in a different manner from the country office's usual approach to reporting monitoring findings (e.g., longitudinal analysis, crosstabulations, etc.)

48. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.

49. A key annex to the inception report will be an evaluation matrix that spells out for each evaluation question and sub-question, the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques. The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions.

50. The evaluation's methodology will need to fully consider the complexity and fluidity of the context, adopting a systematic approach. An overarching theory of change should be reconstructed drawing from the CSP line of sight to inform data gathering and analysis and validated with the CO during the inception phase. To minimize pressure on WFP and partners' staff, the evaluation will need to maximize coordination and information sharing, drawing from available data and use fieldwork only to cover additional ground. Finally, the evaluation should be conducted in a way that promotes the use of findings. This will require the evaluation team to regularly communicate with stakeholders and focus on forward-looking analysis that can contribute to future planning.

51. The methodology should aim at data disaggregation by sex, age, disability status, nationality or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the inception stage to conduct a stakeholders' mapping and analysis that should be as detailed and comprehensive as possible.

52. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic <sup>27</sup>groups.

---

<sup>27</sup> In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

## 5.2. Preliminary considerations on evaluability and methodological implications

**Evaluability** is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

53. The CO collects a range of primary data on food security, nutrition, climate, and markets. WFP in collaboration with FAO, UNICEF and the Government and NGO partners undertake every year a nationwide Food Security and Nutrition Monitoring Survey (FSNMS), which constitutes the main source of data for the integrated phase classification (IPC) analysis. Furthermore, the country office regularly publishes the seasonal monitor, including data on rainfall and associated metrics.

54. Regarding CSP programmatic (performance indicators) and operational (funding, budget, expenditure, human resources) data, the evaluation will be able to count on two full years of annual country reporting (2023, 2024), partial mid-year 2025 data, as well as the last year of the ICSP implementation (2022) where relevant and comparable. The South Sudan CSP logical framework has changed minimally during the implementation so far, but the availability of outcome, cross-cutting and output indicators varies by activity (see annex I), which may reflect either data gaps or limitations in applying the corporate results framework to the South Sudan context. Other limitations to the use of performance data include:

55. Difficulties of merging data between different programme cycles due to changes in activities, the corporate results framework, or individual indicator methodologies.

- Duration and timelines of implementation of individual activities may not coincide with the overall CSP implementation.
- Differences in beneficiary groups targeted over time by the same activities may result in indicators that are seemingly comparable, but in fact relate to different populations. The use of different data sources and methods (post-distribution monitoring, population-based surveys) may compound this problem.
- Incorrect or inconsistent target setting, limitations related to data entry to and extraction from WFP internal systems, and other data gaps and inconsistencies.

56. During the inception phase, the evaluation team is expected to critically assess data availability, quality and gaps to inform the choice of data collection and analysis methods. Additional evaluability challenges identified thus far include:

- Restricted access caused by floods, particularly during the rainy season, long distances and poor infrastructure will limit the coverage of field visits during the main mission.
- Insecurity: access to specific sites may be affected by armed clashes, demonstrations, violence against civilians, or other security incidents.

57. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

### 5.3. Ethical considerations

58. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.<sup>28</sup> Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).<sup>29</sup> This includes, but is not limited to, ensuring informed consent, protecting personal data and privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

59. Personal data will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.

60. OEV will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP South Sudan CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.<sup>30</sup>

61. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.<sup>31</sup>

62. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfphotline.ethicspoint.com/>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

---

<sup>28</sup> For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-000003179/download/>).

<sup>29</sup> Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

<sup>30</sup> "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

<sup>31</sup> If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

## **5.4. Quality assurance**

63. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

64. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.

65. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The Deputy Director of OEV must approve all evaluation deliverables.

66. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

# 6. Organization of the evaluation

## 6.1. Phases and deliverables

67. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

**Table 4: Summary timeline – key evaluation milestones**

Main phases	Timeline	Tasks and deliverables
1.Preparation	<b>October 2025</b> <b>October 2025</b> <b>December 2025</b>	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	<b>February 2026</b> <b>February 2026</b> <b>March 2026</b>	Virtual inception interviews (global HQ) In-country Inception mission Inception report
3. Data collection	<b>May 2026</b>	Evaluation mission (3 weeks), data collection and exit debriefing
	<b>June 2026</b>	Analysis workshop (evaluation team plus OEV Evaluation Manager and Research Assistance – attendance subject to team agreement) - 2 days Preliminary findings debrief (3 weeks after the exit debriefing)
4. Reporting	<b>July – August 2026</b> <b>Sep – October 2026</b> <b>November – December 2026</b> <b>December 2026</b> <b>January – Feb 2027</b>	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	<b>February 2027</b> <b>March 2027</b>	Management response and Executive Board preparation Wider dissemination

## 6.2. Evaluation team composition

68. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of 2-3 internationals (including a researcher) and 2 national consultants (gender balanced) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of expertise listed in

Table 5 below. All team members must be fluent in English. The national evaluators should speak at least two national languages (e.g. Dinka, Nuer). The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in complex protracted humanitarian contexts and knowledge of the WFP food and technical assistance modalities.

**Table 5: Summary of evaluation team and areas of expertise required**

Areas of CSPE	Expertise required
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team Management, coordination, planning, ability to resolve problems and deliver on time</li> <li>• Strong presentation skills and excellent writing skills</li> <li>• Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning and nexus dynamics, including with UN organizations</li> <li>• Experience with applying theory based mixed methods approaches</li> <li>• Strong ability to navigate political sensitivities, and strong understanding the complexity of the relation between UN and member state</li> <li>• Evaluations of strategic plans and CO positioning in complex emergency and early transition situations, as well as organisational positioning and nexus dynamics</li> <li>• Evaluations in lower-income countries with key players within and outside the UN System</li> <li>• Experience in humanitarian contexts, preferably in South Sudan or Eastern Africa</li> <li>• Skills to oversee cross-cutting themes such as gender, protection, humanitarian principles and accountability to affected people.</li> <li>• Ability to analysis and synthesize large amounts of evidence</li> <li>• Strong communication and presentation skills</li> <li>• Fluency and excellent writing skills in English</li> <li>• Prior experience in WFP evaluations is strongly preferred</li> </ul>
<b>Humanitarian Assistance</b>	<ul style="list-style-type: none"> <li>• Complex emergency and humanitarian assistance design, vulnerability and needs assessments, targeting, implementation, monitoring, outputs, outcome and partnerships</li> <li>• Refugee, IDP assistance including host community's relation and social cohesion</li> <li>• Humanitarian, development and peace nexus (including conflict-sensitive programming)</li> </ul>
<b>Food security, livelihoods, resilience building and climate change</b>	<ul style="list-style-type: none"> <li>• Livelihood and resilience building programmes</li> <li>• Climate change impact on food security and livelihoods</li> <li>• Food security and nutrition monitoring, targeting and assessments</li> </ul>
<b>Nutrition</b>	<ul style="list-style-type: none"> <li>• Nutrition interventions (treatment and prevention of moderate acute malnutrition), social behaviour change and communication</li> <li>• Nutrition-sensitive programmes</li> </ul>

Areas of CSPE	Expertise required
<b>Gender, Protection and AAP</b>	<ul style="list-style-type: none"> <li>• Gender aspects of multilateral organisations' programme including gender analysis and gender transformative programming.</li> <li>• Protection aspects of multilateral organisations' programme in complex emergency.</li> <li>• Accountability to affected people, humanitarian principles and protection.</li> </ul>
<b>Cost Efficiency, Effectiveness, CBT and Supply chain</b>	<ul style="list-style-type: none"> <li>• Ability and knowledge to assess cost efficiency, effectiveness and timeliness of operations.</li> <li>• Ability and experience in assessing supply chain related matters, including logistics, infrastructure programmes, Emergency Telecommunications Cluster (ETC) and common services.</li> <li>• Inter-agency coordination and service/platforms provisions</li> <li>• Ability and experience in evaluating CBT and innovative approaches in humanitarian setting</li> </ul>
<b>Research Assistance</b>	<ul style="list-style-type: none"> <li>• Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, mobile phone survey design, analysis of M&amp;E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.</li> </ul>
<b>Quality assurance and editorial expertise</b>	<ul style="list-style-type: none"> <li>• Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries)</li> <li>• Experience in quality assurance of written technical reports and briefs, preferably for WFP</li> </ul>

### 6.3. Roles and responsibilities

69. This evaluation is managed by the WFP Office of Evaluation. Wilson Kaikai has been appointed as evaluation manager (EM) and Sanelia Muharemovic has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Alexandra Chambel, Senior Evaluation Officer, will provide second-level quality assurance. The Deputy Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2027.

70. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team. The proposed internal reference group membership is listed in Annex V.

71. The country office will facilitate the evaluation team's contacts with stakeholders in South Sudan; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Anne-Claire Mouilliez, Head of RAM supported by Koma Richard has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

## 6.4. Security considerations

72. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

73. As per annex I of LTA agreement, companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts. Prior to company participation in a mini-bid and submission of proposal, the company is advised to check whether government restrictions are in place that prevent team members from travelling to countries/areas to carry out the services. If it is the case that government restrictions prevent team member travel, the company should not participate in the mini bid.

## 6.5. Communication

It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations.

74. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2027. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report. This will be accompanied by an evaluation brief and an infographic with key highlights.

## 6.6. The proposal

75. Technical and financial offers for this evaluation should consider:

- a. In-country inception - budget for 5 working days plus travel days for the Team Leader only.
- b. Evaluation data collection mission and exit debriefing – budget for 3 weeks plus travel days for the evaluation team (Team Leader and senior thematic experts).
- c. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

76. Analysis workshop 2 days (in person) for all core team members should be budgeted (location to be proposed by the company) OEV EM will attend subject to team’s agreement)

- a. Stakeholder workshop to be held in Juba - budget for 4 working days plus travel days for the Team Leader only.
- b. Proposals should build in sufficient flexibility to deal with possible risks e.g., restrictions or flare-up of civil unrest / conflict.
- c. All evaluation products will be produced in English.
- d. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

77. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members

# Annex I. Overview of performance data availability

**Table 6: Country Strategic Plan South Sudan 2023-2026 logframe analysis**

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0	<b>Total nr. of indicators</b>	<b>114</b>	<b>14</b>	<b>95</b>
v 6.0	New indicators	+2	+4	+10
	Discontinued indicators	-6	-2	-1
	<b>Total nr. of indicators</b>	<b>110</b>	<b>16</b>	<b>104</b>
<b>Total number of indicators that were included across all logframe versions</b>		<b>108</b>	<b>12</b>	<b>94</b>

Source: COMET CM-L010 Detailed logframe CSP South Sudan 2023-2026 (SS02)

**Table 7: Analysis of results reporting in South Sudan annual country reports 2023-2024**

		ACR 2023	ACR 2024
<b>Outcome indicators</b>	Total number of indicators in applicable logframe	<b>114</b>	<b>110</b>
Baselines	Nr. of indicators with any baselines reported	<b>56</b>	<b>59</b>
Year-end targets	Nr. of indicators with any year-end targets reported	<b>56</b>	<b>59</b>
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>56</b>	<b>59</b>
Follow-up	Nr. of indicators with any follow-up values reported	<b>53</b>	<b>56</b>
<b>Cross-cutting indicators</b>	Total number of indicators in applicable logframe	<b>14</b>	<b>16</b>
Baselines	Nr. of indicators with any baselines reported	<b>12</b>	<b>16</b>
Year-end targets	Nr. of indicators with any year-end targets reported	<b>12</b>	<b>11</b>
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>12</b>	<b>15</b>
Follow-up	Nr. of indicators with any follow-up values reported	<b>9</b>	<b>15</b>
<b>Output indicators</b>	Total number of indicators in applicable logframe	<b>95</b>	<b>104</b>
Targets	Nr. of indicators with any targets reported	<b>72</b>	<b>55</b>
Actual values	Nr. of indicators with any actual values reported	<b>73</b>	<b>55</b>

Source: South Sudan Annual Country Report 2023, COMET reports CM-L008b Outcome Indicator Values, CM-L009b Cross-Cutting Indicator Values, CM-O004 Other Outputs Comparison (Details)

# Annex II. List of relevant completed and ongoing evaluations, reviews, studies and audits

78. The South Sudan operation has been the subject of a number of evaluations, studies, reviews and audits varying in purpose, scope and methodological rigor over the past several years. Table 8 below presents these, published or unpublished, as well as ongoing learning projects, in addition to relevant audits:

**Table 8: WFP South Sudan evaluations, reviews, studies and audits**

Evaluation / assessment / review / study	Year conducted	Remarks
<b>Impact evaluations</b>		
<a href="#">South Sudan: WFP-UNICEF Joint resilience programme impact evaluation</a>	2023	
<b>Centralized evaluations</b>		
<a href="#">Evaluation of South Sudan WFP interim country strategic plan 2018-2022</a>	2021	Evaluation excluded the last year of programme cycle.
<a href="#">Evaluation of WFP's Policy on building resilience for food security and nutrition</a>	2021	Evaluation included a data collection visit to South Sudan country office.
<a href="#">Evaluation of WFP's Policy on country strategic plans</a>	2022	Evaluation included a virtual (remote) data collection visit.
<a href="#">Strategic evaluation of WFP's protection from sexual exploitation and abuse</a>	2023	Evaluation included a desk study of the South Sudan operation.
Evaluation of WFP's Corporate emergency response to the Sudan regional crisis	Ongoing	Evaluation includes South Sudan country visit for data collection.
Strategic evaluation of WFP's approaches to targeting and prioritization	Ongoing	Evaluation includes South Sudan country visit for data collection.
<b>Decentralized evaluations</b>		
<a href="#">Thematic Evaluation of supply chain outcomes in the food system in Eastern Africa</a>	2021	Evaluation included a data collection visit to South Sudan country office.
<a href="#">Thematic evaluation of WFP's contribution to market development and food systems in Bangladesh and South Sudan from 2018 to 2022</a>	2022	Evaluation included a data collection visit to South Sudan country office.
<a href="#">Evaluation of school feeding programme in South Sudan, 2018 to 2023</a>	2022	
Final evaluation of feeder improvement and maintenance project (FRIMP) with financial support from the Embassy of the Kingdom of the Netherlands in South Sudan – September to November 2023	2023	Not published.
<b>Other reviews and studies</b>		

Institutional feeding programme CBT pilot project review	2023	Not published.
Water hyacinth bio-energy pilot project assessment report	2023	Not published
South Sudan urban safety net operation review	2023	
Asset Creation for Resilience Building in the Context of Climate Change. Challenges and Opportunities to Improve Food Security and Nutrition Outcomes	2024	Not published
Review of IGNITE 1.0 Innovation challenge in South Sudan	2024	Not published
A gender analysis of water (in)security in agricultural production in South Sudan		Ongoing
WFP South Sudan EUTF projects mid-term review report		Ongoing
GFD/GFD+ review		Ongoing
Local economy wide impact evaluation (LEWIE) (ACL/FFA endline study)		Ongoing
ACL operational research: Effective cash-based transfer approaches in asset creation and livelihoods		Ongoing
Gender analysis on cash-based transfer programming		Ongoing
Cost-benefit analysis		
<b>Audits</b>		
<a href="#">Internal audit of WFP operations in South Sudan</a>	2022	
<a href="#">Internal audit of WFP operations in South Sudan</a>	2024	

# Annex III. Acronyms and abbreviations

<b>AAP</b>	accountability to affected people
<b>ACR</b>	annual country report
<b>CBT</b>	cash-based transfer
<b>CO</b>	country office
<b>CSP</b>	country strategic plan
<b>CSPE</b>	country strategic plan evaluation
<b>EB</b>	[WFP] Executive Board
<b>EM</b>	evaluation manager
<b>FSNMS</b>	Food Security and Nutrition Monitoring Survey
<b>HRP</b>	humanitarian response plan
<b>ICSP</b>	interim country strategic plan
<b>IDP</b>	internally displaced person
<b>IPC</b>	Integrated phase analysis
<b>IRG</b>	internal reference group
<b>LTA</b>	long-term agreement
<b>NBP</b>	needs-based plan
<b>OECD/DAC</b>	Organisation for Economic Co-operation and Development/ Development Assistance Committee
<b>OIGI</b>	[WFP] Office of Inspection and Investigation
<b>PHQA</b>	post-hoc quality assurance
<b>QA/QA2</b>	quality assurance/quality assurance level 2
<b>RA</b>	research analyst
<b>SDG</b>	sustainable development goal
<b>SO</b>	strategic outcome
<b>ToC</b>	theory of change
<b>TOR</b>	terms of reference
<b>UNEG</b>	United Nations Evaluation Group
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>WFP</b>	World Food Programme

# Annex IV. List of key stakeholders

<b>Host government partners</b>
Ministry of Finance and Planning
Ministry of Gender, Child and Social Welfare
Ministry of Agriculture and Forestry
Ministry of Environment and Forestry
Ministry of Livestock and Fisheries
Ministry of Health
<b>Coordination bodies</b>
Food Security and Livelihoods Cluster
Nutrition Cluster
Global Action Plan on Child Wasting
School Meals Coalition
Logistics Cluster
<b>United Nations entities in South Sudan</b>
United Nations Resident Coordinator's Office (UNRCO)
United Nations Children Fund (UNICEF)
Food and Agriculture Organization (FAO)
United Nations Development Program (UNDP)
Office of the United Nations High Commissioner for Refugees (UNHCR)
International Organization for Migration (IOM)
United Nations Mission in South Sudan (UNMSS)
United Nations Interim Security Force for Abyei
<b>Other</b>
<b>Cooperating partners - local NGOs</b>
Abyei Community Action for Development
Christian Mission for Development
Andre Foods South Sudan
Organization for Peace Relief and Development
Health Link South Sudan
<b>Cooperating partners - global NGOs</b>
World Vision International South Sudan
Catholic Relief Services South Sudan

Samaritan's Purse
Oxfam GB Juba
Welthungerhilfe
Norwegian Refugee Council
<b>Donors</b>
United States of America
United Kingdom
Germany
European Commission
Canada
International financial institutions

# Annex V. Internal reference group membership

The following (table 9) is a preliminary list of members to be appointed to the internal reference group:

**Table 9: CSPE South Sudan internal reference group**

<b>South Sudan country office</b>
Evaluation focal points
Head of Programme
Deputy Country Director
<b>Regional bureau for Eastern Africa</b>
Senior Regional Programme Advisor/Head of programme cycle
Regional Emergency Coordinator
Regional Emergency Preparedness & Response Unit Officer
Regional Humanitarian Adviser (or Protection Adviser)
Regional Risk Management Officer
Regional Evaluation Officer
Deputy Regional Directors
<b>WFP Headquarters</b>
Head of Programme Cycle and Quality Unit, Programme Operations Department
Logistics Cluster Unit, Programme Operations Department

**Office of Evaluation**

**World Food Programme**

Via Cesare Giulio Viola 68/70,  
00148 Rome, Italy - T +39 06 65131

**[wfp.org/independent-evaluation](http://wfp.org/independent-evaluation)**