



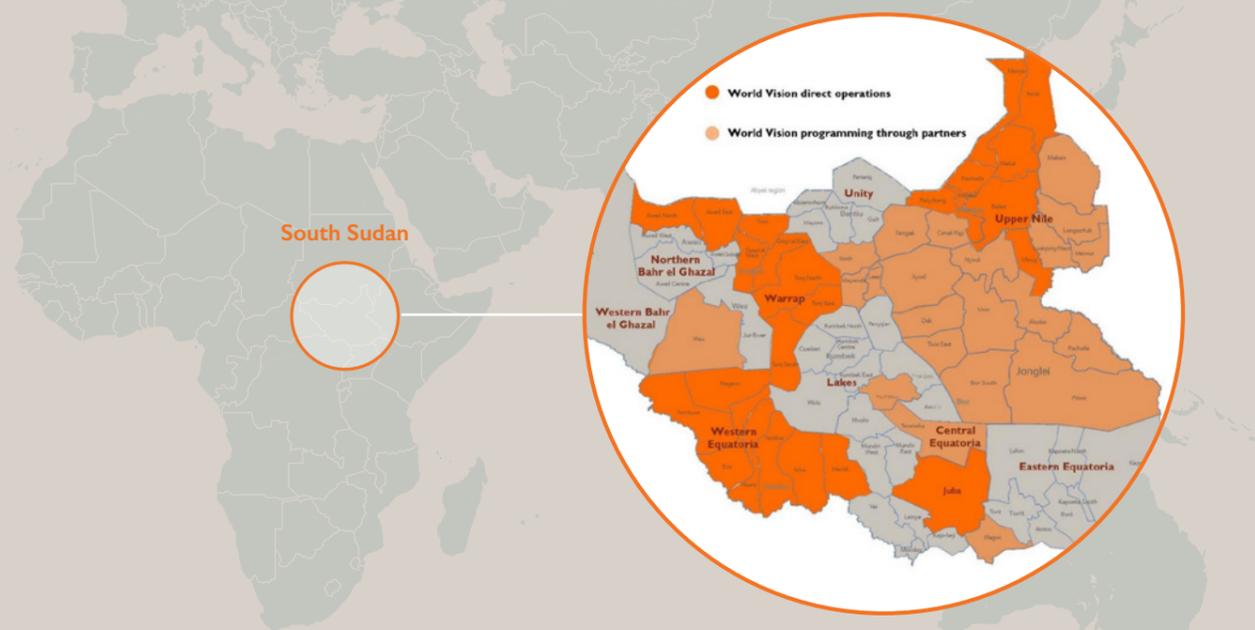
It takes a nation  
to protect the future generation

World Vision  
South Sudan



# Real-time learning report executive summary

1 April 2019



**On 27 August 2018, World Vision re-declared its CAT 3 National Office response to the complex crisis in South Sudan. A CAT 3 Global Response was previously declared on 3 March 2017.**

The goal of the 2017 Response Plan and the 2018 Annual Programme Framework was to "Save lives and avert suffering of the conflict-affected children and their families in South Sudan".

WV South Sudan's (WVSS) interventions focused on water, sanitation and hygiene (WASH), food security and livelihoods, child protection and gender-based violence, education, health and nutrition as well as shelter and non-food items to save lives and alleviate suffering.

In January 2019 a Real Time Learning (RTL) process was carried out, focusing on WVSS's programming. The purpose was to assess the programme against four criteria: programme effectiveness, relevance and responsiveness, coordination and influence, and organisational efficiency.

The RTL culminated in a workshop held from 29 to 31 January 2019, where WV staff and partners validated the findings and helped define the conclusions and recommendations.

## Main findings

### Program effectiveness:

**In FY17, the programme significantly exceeded its beneficiary target in all sectors but education, and its funding target by nearly US\$ 6 million. In FY18, the budget target was exceeded by nearly US\$ 20 million. The beneficiary target of two million was exceeded by 1.6 million.**

The programme strategy has largely been life-saving, child-focused, flexible, aligned to communities' needs, clusters, donors and World Vision's Global Our Promise strategy to provide comprehensive life-saving interventions in WASH, food assistance, health, nutrition and protection to millions of beneficiaries. Furthermore, significant efforts have been made in recovery and resilience interventions to strengthen community resilience to withstand shocks, meet their longer-term needs and expand community ownership.

Generally, WVSS's programming is perceived as responding in a timely manner and reacting to feedback quickly and collaboratively. Grant management and donor engagement is robust and impressive – the donor base is strong, diverse and expanding. Some donors approach or continue to work with WVSS due to past reputation, coverage and reach. Efforts have been made to gain multi-year, multi-sector, humanitarian-development grants, despite ongoing donor fatigue and short grant timelines.

While many baselines and evaluations are conducted, they are at times delayed. Lessons from evaluations need to be consistently captured and leveraged to inform future programming.

### Relevance and responsiveness:

Overall, the programme is addressing the short to medium-term needs of the affected population, and is aligning to WV's strategic intent and donors' priorities. It is clearly focused on improving the well-being of the children in South Sudan. It covers appropriate geographical areas, and projects strive to target the most vulnerable people – based on a transparent assessment process using integrated and collaborative approaches. Additional efforts should be made to more fully consider vulnerabilities unique to age and ability. While communities are informed and participating, greater collaborative efforts are needed to ensure community ownership of design and implementation as well as safe child participation. Implementation generally follows WV and donor standards, as well as international humanitarian principles and protocols. Efforts are made to ensure safeguarding and do-no-harm are mainstreamed, although there could be more focus on training volunteers and casual labourers. Additionally, there is room to more fully implement humanitarian accountability and sensitivities to gender.

### Coordination and influence:

Nationally, WVSS is actively and consistently engaged in relevant inter-agency coordination mechanisms and clusters, and brings appropriate technical expertise in most sectors to contribute to joint planning and analysis. WV is seen by partners, donors and staff as an organisation that takes on leadership roles, seeks and shares relevant, timely information and reinforces focus and funding on the needs of South Sudanese children. Additional efforts are necessary to share information with and influence local communities. WV has developed a positive, professional reputation with peer organisations and donors and has strengthened relationships with local authorities. WV complements the capacity of government and local non-governmental organisations in promoting sustainable programme outcomes.

While the 'It Takes a Nation' campaign has afforded WVSS access to decision-making tables and funds, advocacy efforts need to be strengthened and better coordinated at all levels. External communication has improved greatly via wvi.org, international, local and social media. There is a need to profile the WVSS programme across the WV Partnership and relevant Support Office markets to combat media fatigue.

### Organisational efficiency:

WVSS leadership has made efforts to establish strong communications and continues to support improvement in internal communication and collaboration efforts. The management structure is conducive to organisational efficiency and staff cohesion. Proactive and timely decision-making processes support operational effectiveness. WVSS has strong support from across the WV Partnership at various levels. However, Regional Office support can be strengthened, based on needs. Support services are a growth area. There is scope to more efficiently repair vehicles and use leftover project inputs. Support services have been improved though systems, resources and contextual constraints within supply chain and information. Information, Communication and Technology needs to be addressed to improve organisational efficiency, especially through enhanced coordination between project managers and supply chain.

## Scenarios developed

Additionally, staff reflected on most probable and highly impactful scenarios to inform the programme strategy.

1. Escalating conflict: The security situation deteriorates and there is a spike in conflict leading to more internally displaced persons (IDPs). Funding is extremely limited and highly competitive.
2. Fear of famine: Drought and insecurity expand, leading to an increased risk of famine and displacement.
3. Enduring peace: Peace remains, IDPs and refugees return home. Development programming begins to become feasible, but funding opportunities decrease.

## Recommendations

- Conduct a process improvement review of procurement policies and systems.
- Advocate for the contextualisation of indicators, policies and project models for fragile contexts.
- Continue partnering via consortia, clusters, community-based organisations, faith groups.
- Enhance learning via zonal exchange visits and routine learning events.
- Leverage peacebuilding, recovery programming for possible reintegration.



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# Resilience

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Annual report: <https://www.wvi.org/south-sudan/publication/world-vision-south-sudan-annual-report-2018>