



**IRAQ
TRANSITIONAL INTERIM COUNTRY STRATEGIC PLAN
(2018)**

Duration	1 January – 31 December 2018
Total cost to WFP	USD 218 809 523
Gender and Age Marker Code	1

EXECUTIVE SUMMARY

WFP's support in Iraq leading up to the transitional Interim Country Strategic Plan has concentrated for the most part on meeting emergency food requirements for those displaced internally by conflict and for Syrian refugees. WFP currently provides food assistance through flexible response modalities to conflict-affected Iraqis. Under a Regional Protracted Relief and Recovery Operation, WFP is assisting Syrian refugees fleeing their homeland and assessed to be most food insecure in Iraq; those in the nine refugee camps in the Kurdistan Region of Iraq. The main focus is on providing stable assistance through cash-based transfers, as they offer more choice and provide greater dignity to beneficiaries.

The pre-eminence of the civil conflict has limited a sustained dialogue on the Government of Iraq's Strategy on Sustainable Development Goal 2 implementation. Priority concerns in the country presently focus more on emergency response, recovery and reconstruction. The upsurge in conflict from 2014 and a concurrent downturn in the macro-economy currently threaten livelihoods, increase poverty where rates have been historically high and contribute to vulnerability and food insecurity, especially among internally displaced persons, women, girls and boys, and the poor. Efforts are being made to articulate relevant commitments through supporting mechanisms such as the United Nations Development Assistance Framework (2015-2019), the Humanitarian Response Plan and Iraq's own National Development Plan for 2018-2022.

With the apparent emergence from the civil conflict and the retaking of Mosul after two years of occupation by Islamic State of Iraq and the Levant, WFP will look to align itself with the Government's longer term vision of poverty reduction and development. Targeting will take account the 2016 Comprehensive Food Security and Vulnerability Analysis which showed low levels of food insecurity¹ among internally displaced persons and the general population. This transitional Interim Country Strategic Plan therefore supports these endeavours through five strategic outcomes:

- Food insecure households of internally displaced persons in affected areas have access to life-saving and nutritious food throughout the year;
- Food insecure Syrian refugees have access to life-saving and nutritious food throughout the year;
- Vulnerable refugees and conflict affected communities rebuild their assets and recover livelihoods and improve their food security across the country by the end of 2018;
- Vulnerable groups, including children, adolescent and pregnant and lactating women and girls, have improved nutritional awareness through infant and young child feeding practices (IYCF) and the Government's capacity is strengthened to manage fortified food commodities through the national safety net programme by the end of 2018;
- Effective coordination for humanitarian support in Iraq Country Analysis.

¹ Food insecurity among 3.1 million displaced people at the time of the assessment was 5.6 percent compared with 2.5 percent among the general population.

1. COUNTRY ANALYSIS

1.1. COUNTRY CONTEXT

1. Iraq is classified as an upper-middle income country, ranking 121 out of 188 in the 2016 Human Development Index. However, the sharp drop in global oil prices in recent years and the ongoing security crisis have had significant repercussions on the national economy and to an extent on food security. Throughout 2016 and into the first half of 2017, Iraq witnessed an escalation in the conflict between Iraqi Security Forces and fighters from the Islamic State of Iraq and the Levant (ISIL). With a population of 37.9 million, the fighting has left almost 10 percent, more than three million people displaced and 2.4 million unable to meet their dietary needs and food preferences since 2014. By the beginning of 2018 it is anticipated that 900,000 people will require emergency assistance. Further potential obstacles to food security and nutrition are the systemic and socio-cultural gender inequalities, which result in Iraq being ranked 123 in the 2016 Gender Inequality Index² and being listed as a country with high inequality in the Social Institutions and Gender Index.³
2. Iraq is largely self-sufficient in the production of vegetables, fruit and meat and has been able to meet cereal requirements mainly through imports. Nevertheless, its capacity to address the social protection or welfare needs of the population has been chronically hampered by macro-economic instability duplication and mismanagement, as seen through the lower performance of the gross domestic product (GDP) and increased military spending related to conflict. Economic stagnation for much of 2016, with the Organization of the Petroleum Exporting Countries oil prices slow to recover from lows of USD 27 per barrel in January 2016 to USD 48 per barrel in October 2016 – this is especially significant given Iraq’s high oil dependency and undiversified economic structure. The effects of these include rising consumer food prices, large-scale population displacement, disruption of livelihoods and employment, and a reduction in well-being for the poorest most vulnerable groups.
3. Among the GDP sectors, agriculture sustained losses in production, storage and livestock, which has had an impact on agricultural income and employment and affected both the Public Distribution System (PDS) and non-PDS food items available for local consumption. Conflict has been a significant impediment to the timely flow of the Government’s PDS circulation and, in 2016, coincided with general food price increases, with an overall impact on household food access.
4. Other key events leading up to 2018 that may contribute to uncertainty include the outcome of Governorate level elections, potential territorial issues in northern Iraq resulting from the Mosul conflict, and a referendum on independence in Kurdistan scheduled for September 2017.

1.2. PROGRESS TOWARDS SDG 2

➤ *Progress on SDG 2 targets*

5. The pre-eminence of the civil conflict has limited a sustained dialogue on the Government of Iraq’s Strategy on Sustainable Development Goal (SDG 2) implementation. Priority concerns in the country presently focus more on recovery and reconstruction. The upsurge in conflict from 2014 and a concurrent downturn in the

² <http://hdr.undp.org/en/composite/GII>

³ <http://www.genderindex.org/country/iraq>

macro-economy currently threaten livelihoods, increase poverty where rates have been historically high and contribute to vulnerability and food insecurity, especially among internally displaced persons (IDPs), women, girls and boys, and the poor. Efforts are being made to articulate relevant commitments through supporting mechanisms such as the United Nations Development Assistance Framework (UNDAF 2015-2019), the Humanitarian Response Plan (HRP) and Iraq's own National Development Plan (NDP) for 2018-2022. A more focused alignment with Agenda 2030 will be contained in a Poverty Reduction Strategy (PRS) 2018-2022 which defines three broad pillars to achieve poverty reduction, namely creating opportunities for generating sustainable income, empowerment and building human capital, and the establishment of effective social protection.

1.3. HUNGER GAPS AND CHALLENGES

6. In April 2017, WFP and the Government of Iraq launched a Comprehensive Food Security and Vulnerability Assessment (CFSVA) for Iraq – the first since 2007. The analysis drew from both qualitative reviews of secondary data and quantitative primary data sources. The CFSVA centred on addressing a set of key questions, fundamental to understanding the vulnerability and the causes of food insecurity in target populations.
7. As indicated in the assessment, the food insecure presently in Iraq are traditionally vulnerable groups – the illiterate, poorest socio-economic segments, the displaced, the unemployed, women, girls and boys. There is a strong relationship between poverty and food insecurity in resident and IDP households, with the most food insecure falling in the poorest wealth quintile, especially in rural areas. Other characteristics include the following:
 - Larger resident households are more food insecure than IDP households;
 - Single household heads are more food insecure than married, divorced or widowed households (for residents in urban areas and IDPs in rural areas), and separated and divorced persons (for residents separated persons in rural areas and divorced IDPs in urban areas);
 - Unemployed women: significantly higher rates of underemployment in female-headed households compared to male.
 - Households relying on child labour: informal labour widespread in children under the age of 15 (68 to 74 percent of children were found to be participating in some form of labour).

1.4. KEY COUNTRY PRIORITIES

➤ *Government priorities*

8. The Government of Iraq is currently preparing its NDP for 2018-2022 which will set out sectoral priorities for development over the next five years. Near term priorities are expected to focus on reconstruction and recovery following years of conflict. This will be complemented by the above mentioned PRS, which identifies six key outcomes for the Government and its partners: higher and sustainable incomes, improved health, improved education, suitable housing, social protection and emergency response. WFP has actively engaged in the preparatory work for the PRS, identifying appropriate areas of support for school meals and social protection.

➤ *United Nations and other partners*

9. The UNDAF for Iraq 2015-2019 broadly seeks to complement Iraq's NDP through enhancing "the capacity, understanding and ability of women, youth, children and the displaced to reduce their vulnerabilities through supporting national policies and programs that enable these groups to be active participants in the development process, build resilience, provide economic and livelihood opportunities, enable inclusion in decision making processes, and facilitate civil society efforts to increase the accountability of the public sector".
10. Complementing the UNDAF is the United Nations Country Team's (UNCT) Recovery and Resilience Framework which supports the Government in eight principal areas: economic diversification; transitional justice and reconciliation; security sector reform, including disarmament, demobilization and reintegration; delivery of basic services; returns; survivor support; prevention of violent extremism and de-radicalization and governance and anti-corruption.

2. STRATEGIC IMPLICATIONS FOR WFP

2.1. WFP'S EXPERIENCE AND LESSONS LEARNED

11. WFP's support in Iraq leading up to the transitional Interim Country Strategy (ICSP) has concentrated for the most part on meeting emergency food requirements for those displaced internally by conflict and for Syrian refugees. Emergency operation (EMOP) 200677 provides food assistance through flexible response modalities to conflict-affected Iraqis. WFP provides ready-to-eat Immediate Response Rations (IRRs) for those recently displaced or on the move, monthly Family Food Rations (FFRs) and monthly cash-based transfers (CBTs) where conditions permit. This is key to filling gaps in PDS across all governorates. The project establishes appropriate Food Assistance for Assets (FFA) activities through CBT modality for returnees. Through this operation, WFP co-leads the Food Security Cluster in Iraq. Under a Regional protracted relief and recovery operation (PRRO), WFP is assisting Syrian refugees fleeing their homeland and assessed to be most food insecure in Iraq; those in the nine refugee camps in the Kurdistan Region of Iraq (KR-I). The main focus is on providing stable assistance through CBTs, as they offer more choice and provide greater dignity to beneficiaries.
12. WFP ascertained that some partners had low capacity to manage complaints mechanisms. In order to ensure adequate resources were available for beneficiary feedback and complaints, amended Field Level Agreements included a separate budget line for these activities. Training for partners included gender sensitization such as how to deal with on-site protection issues and distribution processes for special groups. WFP staff in all sub-offices participated in gender-based violence (GBV) activism including staff discussions and visibility activities.
13. WFP provides broader humanitarian support through its capacity as the lead agency for the Logistics and Emergency Telecommunications Clusters (ETC). WFP facilitates the delivery of humanitarian assistance and augmented emergency telecommunications capacity of the humanitarian community. The work of both clusters is vital to ensuring assistance reaches families who need it, in a timely manner.
14. The 2016 Country Portfolio Evaluation found that WFP activities were well aligned with emergency humanitarian needs, and the policies and objectives of the Government of Iraq and donors in addressing ongoing development needs. Performance was

nevertheless found to be mixed. WFP did use its comparative advantage and large logistics expertise to support a significant number of IDPs across a broad geographical area. It positioned itself strategically alongside United Nations' counterparts, both responding to immediate humanitarian needs and promoting and introducing more flexible support modalities in a challenging operational context. However, poor performance of social protection activities, coupled with the changing context led to early curtailment of certain development activities. This was reflected in a key recommendation for WFP to reorient its capacity development interventions for targeted safety net programmes in food-insecure areas. In this connection, future activities will be coordinated with those of other major actors including the World Bank, with emphasis on areas such as livelihoods and vocational training and applying innovative approaches for social transfers using CBT, through the Ministry of Labour and Social Affairs and support to the Ministry of Trade's PDS reform as appropriate.

15. The absence of a clear targeting approach in implementation was found to limit the conclusion that could be drawn on how WFP was meeting the needs of the most vulnerable. It should be noted that WFP Iraq developed a number of key strengths during the emergency response, especially in the areas of preparedness, logistics capacity, Vulnerability Analysis and Mapping innovations, coverage and deep field presence, partnerships such as the Rapid Response Mechanism (RRM), cohesion of the humanitarian response, partnerships with local non-governmental organizations (NGOs) and CBT innovations and data collection and management. Building on these and the evaluation findings, WFP Iraq plans to conduct a full L3 lessons learned exercise in 2018 following the expected phase down of L3 status, with the support of the Regional Bureau and the Office of Emergencies.

2.2. OPPORTUNITIES FOR WFP

16. 2018 will represent a significant turning point for WFP's engagement in Iraq, marked by a distinct shift from emergency humanitarian response to longer term recovery and livelihood based activities for returnees and less vulnerable, with a particular focus on women and youth who are often excluded from employment opportunities. This will entail broader engagement with Government and the UNCT including WFP's active support to longer term planning mechanisms such as the NDP (2018-2022) and the PRS (2018-2022) with capacity strengthening on social protection emerging as a distinct new opportunity. WFP's programmatic strategy in Iraq will be aligned, as appropriate, with these frameworks. WFP has actively engaged in the preparatory work for the PRS, identifying appropriate modalities of support for school meals and improved targeting of social safety nets. WFP plans to take this opportunity to align with United Nations sister agency, Food and Agricultural Organization (FAO) which is in the midst of developing their own country strategy for Iraq.
17. A broader and longer term strategy will subsequently be developed by WFP informed, when feasible, by a national strategic hunger review for 2019 and onwards to determine Iraq's priorities in achieving the SDGs, notably SDG 2. This would be undertaken in close consultation with key stakeholders including the Ministry of Planning, Ministry of Labour and Social Affairs, Ministry of Trade, Ministry of Health and Ministry of Education, at both central and regional levels.

3. WFP STRATEGIC ORIENTATION

3.1. DIRECTION, FOCUS AND INTENDED IMPACTS

18. WFP's strategy in Iraq will be fully aligned with government priorities and consistent with the findings of relevant national planning processes, in particular the NDP and PRS. If feasible and appropriate, these processes may be further supplemented by a focused strategic hunger review. WFP will maintain its focus on providing support to the most vulnerable. In the near term, and in anticipation of a degree of sustained displacement and return in 2018, WFP will continue to support IDPs, albeit in a more targeted manner, based on findings of the CSFVA. This would include i) enhanced health outreach in host communities and among returnees especially giving attention to the needs of women, girls and boys based on participatory gender analysis so as to redress inequalities and discriminatory norms; ii) employment and livelihoods support through coordinated, multi-agency cash assistance and jobs training; iii) short-term, targeted food distribution that is harmonized with government food assistance through the PDS; support to the Government of Iraq in improving PDS performance.
19. The strategy will focus on the scale-up and improvement of safety nets and pro-poor growth initiatives tailored to specific needs in urban and rural areas, such as income generation support and training for women and youth. WFP will explore possible areas of support to the government to improve PDS targeting. Another key area of safety net support will be support of school meals, the scope of which is further detailed below.

3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES

3.2.1. STRATEGIC OUTCOME 1: FOOD INSECURE HOUSEHOLDS OF IDPS IN AFFECTED AREAS HAVE ACCESS TO LIFE-SAVING AND NUTRITIOUS FOOD THROUGHOUT 2018.

➤ *Outcome description*

20. The outcome has a dual objective in that it seeks to provide humanitarian food assistance to the most vulnerable women, men, girls and boys affected by the conflict crisis and implement emergency school meals activities in areas with high-impact destruction to infrastructure and displacement low food security and education indicators, namely Mosul.

➤ *Focus Areas*

21. The focus area for this strategic outcome is crisis response.

➤ *Expected outputs*

22. This outcome will be achieved through two outputs:
 - The targeted, food insecure population receive adequate food assistance, in order to meet their basic food needs. (*Tier 1, output category A, SR 1*)
 - Targeted students enrolled in regular school programmes will receive school meals, ensuring that girls and boys complete primary education. (*Tier 1, output category A, SR 1*)

➤ **Key activities**

Activity 1. Provision of general food assistance in the form of regular cash based transfers or in-kind monthly food entitlements and ready-to-eat rations in the initial phase of displacement.

23. Vulnerable Iraqi households will be eligible for WFP assistance. Families on the move arriving in transit centres, camps, and informal settlements will receive an initial three-day IRR from WFP through the joint United Nations RRM – expected to continue for at least the first three months of 2018. The IRRs consist of portable, ready-to-eat foods, which are sufficient to feed a family of five for three days at over 1,000 kcal per person per day. Additional rounds of IRRs will be distributed to families who experience multiple displacement, such as families that are moved through numerous transit centres and have few options for cooking facilities and men who are spending prolonged times in screening centres. As a joint response with the United Nations Population Fund (UNFPA) and the United Nations Children’s Fund (UNICEF), IRR distribution with the provision of hygiene kits and water will act as an entry point for GBV interventions by UNFPA. This is in line with the Iraqi context and new WFP guidelines on mainstreaming GBV into WFP interventions including the Food Security Cluster safe distribution guidelines which reflect WFP’s commitment and efforts to mainstream protection into programming. WFP is actively engaged with several taskforces related to GBV, including the prevention of sexual exploitation and abuse taskforce, the GBV sub cluster, the taskforce on conflict-related sexual violence and the technical taskforce on children and armed conflict, which provides feedback to the programme on trends and patterns which can impact WFP’s response in the field. Provision of this support will be undertaken in coordination with the PDS, as much as possible.

24. Under appropriate circumstances, CBT is provided either through WFP’s corporate digital beneficiary and transfer-management platform (SCOPE) in the form of cash or e-vouchers, or, if the service is available, through mobile telephone companies with mobile money transfer capacities. The selection of the most appropriate transfer modality will depend on the situation on the ground consultation with affected communities and the fulfilment of key indicators (market analysis, access, security, cash liquidity, gender and protection analysis etc.) for the implementation of a CBT modality.

Activity 2. Provision of assistance in schools newly reclaimed and rehabilitated.

25. WFP has revived dialogue with the Ministry of Education, to undertake emergency school meals in Mosul. WFP will target its support by providing school meals in reclaimed schools in the poorest areas of the city. In the longer term, in cooperation with the Ministry of Education, and as developed under Budget Revision #10, WFP will continue to provide emergency school meals to 120,000 girls and boys as a measure to support their regular access and return to safe education to prevent a “lost generation”. This activity will provide a targeted safety net to ensure vulnerable school children have access to food while phasing out households from general food assistance.

26. WFP will explore the provision of technical assistance in the development of a nationwide school meals programme under the National Education Strategy. The objectives of the strategy are to provide a suitable educational environment to attract students and to increase the rate of females in general and higher education to 50 percent of the total number of registered students whether in the rural or urban areas. WFPs support will be aligned with its Middle East and North Africa Initiative for School Meals and Social Protection.

3.2.2. STRATEGIC OUTCOME 2: FOOD INSECURE SYRIAN REFUGEES HAVE ACCESS TO LIFE-SAVING AND NUTRITIOUS FOOD THROUGHOUT THE YEAR

➤ *Outcome description*

27. The outcome seeks to provide humanitarian food assistance to the most vulnerable women, men, girls and boys among Syrian refugee populations living in Iraq and provide support to refugees to rebuild their livelihood;

➤ *Focus Areas*

28. The focus area for this strategic outcome is crisis response.

➤ *Expected outputs*

29. This outcome will be achieved through two outputs:

- Targeted Syrian Refugees receives adequate and appropriate food assistance in order to meet their basic food needs. (Tier 1, output category A, SR1)
- Targeted Syrian Refugees receive training/technical support to build marketable skills in order to have resilient and diversified livelihoods. (Tier 1, output category C, SR1)

➤ *Key activities*

Activity 3. Provision of general food assistance to vulnerable refugees.

30. WFP will provide support to the most vulnerable refugees based on the findings of the Joint Vulnerability Assessment conducted in 2017. This may include the provision of support to Syrian refugees living outside of the nine camps where WFP has been providing assistance under PRRO 200987.

Activity 4. Provision of support for resilience and livelihood activities for Syrian Refugees.

31. WFP will develop resilience and livelihood activities that will: i) enhance marketable skill sets and access to human resources, capital and productive assets; and ii) improve work placement to bridge gaps between vocational training, skills development and economic opportunities. Activities will promote gender equality and empowerment, and respond to specific refugee needs in Iraq while maintaining regional coherence through alignment with WFP's Vision 2020 and consistent with the UNHCR/WFP Joint Strategy for Enhancing Refugee Self-Reliance.

3.2.3. STRATEGIC OUTCOME 3: VULNERABLE RETURNEES AND CONFLICT AFFECTED COMMUNITIES REBUILD THEIR ASSETS, RECOVER LIVELIHOODS AND IMPROVE THEIR FOOD SECURITY ACROSS THE COUNTRY BY THE END OF 2018

➤ *Outcome description*

32. The outcome seeks to develop livelihood activities for moderately food insecure households, whose livelihood assets and incomes have been negatively impacted by the crisis.

➤ *Focus Areas*

33. The focus area for this strategic outcome is resilience building.

➤ *Expected outputs*

34. This outcome will be achieved through four outputs:

- Targeted population receives conditional food assistance through CBT to meet their basic food needs. (Tier 1, output category A, SR1)
- Targeted population benefit from technical assistance provided to the Government in order to address food insecurity. (Tier 3, output category C, SR1)
- Targeted population receives training/technical support to build marketable skills in order to have resilient and diversified livelihoods. (Tier 1, output category C, SR1)
- Individuals living in targeted municipalities benefit from the creation or rehabilitation of community assets to build social cohesion, improve living conditions and stimulate economic opportunities. (Tier 2, output category D, SR1)

➤ *Key activities*

Activity 5 - Resilience building through livelihood activities and social protection to support the food insecure.

35. Building on pilots developed in 2017, WFP will move beyond direct food assistance to develop new strategies for income generation that re-establish such livelihoods for returnees. Populations who have been displaced by conflict are in many instances returning to their places of origin with few assets, and without their former employment making it difficult for them to meet their basic needs. Areas for resilience building may include agricultural rehabilitation, infrastructure restoration or vocational training. Informed by the CFSVA and relevant livelihoods assessments, inclusive of participatory gender analysis, WFP will engage in resilience programmes to improve the food security needs of vulnerable communities in a manner that is equitable and promotes equality of outcome. This will include the building of community or household assets that can strengthen livelihoods and enhance resilience through the engagement of vulnerable returnees in reconstruction and recovery activities. The activities will encourage an enabling environment for increased self-reliance. Where appropriate the activities will be founded upon a 3PA approach, especially partnerships, modified to suit urban, post-conflict contexts.
36. As a complement to the relief support outlined in strategic outcome 1, WFP will increasingly look to improve social protection and pro-poor growth initiatives. In broad terms, social protection in Iraq presently consists of a universal PDS that provides basic food entitlements, and a set of social cash transfers including the Social Safety Net which provides transfers to specific vulnerable groups including minor orphans, widowed and divorced women, persons with disabilities, the medically sick, married students, the elderly and pensioners. Further to a priority outlined in the draft PRS WFP is working with the Government at a national level to improve these platforms to ensure greater efficiency and more accurate targeting.

3.2.4. STRATEGIC OUTCOME 4: VULNERABLE GROUPS, INCLUDING CHILDREN, ADOLESCENTS, AND PREGNANT AND LACTATING WOMEN AND GIRLS HAVE IMPROVED NUTRITIONAL AWARENESS THROUGH IYCF, AND THE GOVERNMENT CAPACITY IS STRENGTHENED TO MANAGE FORTIFIED FOOD COMMODITIES THROUGH NATIONAL SAFETY NET PROGRAMME BY END OF 2018

➤ *Outcome description*

37. The desired outcome is strengthened Government capacity to meet its nutrition awareness objectives.

➤ *Focus Areas*

38. The focus area for this strategic outcome is resilience building.

➤ *Expected outputs*

39. This outcome will be achieved through below output:

- Iraqi institutions receive capacity strengthening training in order to improve nutrition of children, adolescents and pregnant and lactating women and girls across the country. (Tier 3, output category C, SR2)

➤ *Key activities*

Activity 6. Nutrition capacity strengthening for Government partners.

40. In areas of Iraq emerging from recent conflict, WFP will work with cooperating partners, especially UNICEF, to support gender and age-targeted social and behavioural change communication initiatives that support the adoption of positive nutrition behaviours and assumption of shared responsibilities. This will include harmonizing messages and information, education and communication materials for advocacy on IYCF, and advocacy for micronutrient supplementations, hygiene and sanitation. WFP will develop a joint plan of action with UNICEF to disseminate communication through appropriate channels, with conscious attention to reaching diverse population groups.

41. More broadly, WFP will work with the Government to ensure the nutritional quality of the PDS. The PDS is one of the largest public food programmes in the world. At a nominal fee of less than one dollar, some 36 million Iraqis are entitled to receive rice, wheat flour, sugar, oil and infant formula on monthly basis. Many poor families, including IDP families, rely on the PDS ration. Although Iraq is an upper middle income country and there are no alarming rates of malnutrition in the country, micronutrient deficiency has been a concern to health and nutrition experts. A recent assessment of the mid upper-arm circumference of 5,883 children in new IDP camps receiving Mosul IDPs found a 3.6 percent prevalence of global acute malnutrition (GAM), 2.4 percent moderate acute malnutrition (MAM) and 1.2 percent severe acute malnutrition (SAM). WFP will work with the Government to ensure that wheat flour produced and milled in Iraq is fortified as per national standards and subsequently positively impacts the micronutrient intake of millions of PDS beneficiaries.

3.2.5. STRATEGIC OUTCOME 5: EFFECTIVE COORDINATION FOR HUMANITARIAN SUPPORT IN IRAQ

➤ *Outcome description*

42. This outcome seeks to ensure that effective coordination for humanitarian support is provided as and when needed.

➤ *Focus Areas*

The focus area for this strategic outcome is crisis response.

➤ *Expected outputs*

43. This outcome will be achieved through four outputs:

- Vulnerable population will benefit from expansion of the operation reach and presence of humanitarian partners throughout the year. (Tier 3, output category H, SR8)
- Vulnerable population will benefit from the provision of logistics services, information management, and coordination for the humanitarian community. (Tier 3, output category H, SR8)
- Vulnerable population will benefit from the provision of food security cluster co-leadership in Iraq. (Tier 3, output category H, SR8)

- Vulnerable population will benefit from the provision of Emergency Telecommunications Cluster (ETC) cluster leadership in Iraq. (Tier 3, output category H, SR8)

➤ *Key activities*

Activity 7- Provision of cluster services and common platforms for the humanitarian community.

44. Building on activities from the preceding special operation, logistics operational hubs in Erbil, Dohuk, and Baghdad will be maintained. Additional storage will be made available to agencies for emergency use as well as prepositioning. Logistics hubs will be established in or in close vicinity to already existing and planned emergency sites and camps along with any other locations requested by the humanitarian community. Temporary storage facilities will be made available in affected areas as and when required using a stock of Mobile Storage Units (MSUs). The MSUs can be loaned to partners should restricted access result in geographically confined accessible areas. Due to the fluid situation, emergency storage needs to be established close to new IDP camps. Facilities will be located to cater for cargo consolidation and storage of contingency stocks. This includes cargo handling equipment, pallets and safety equipment. WFP on behalf of the Logistics Cluster will continue to offer the humanitarian community support in terms of customs clearance facilitation through support to the established One Stop Shop which issues expedited customs clearance for relief items entering the KR-I. The Logistics Cluster will continue to support the Government through the Joint Crisis Coordination Centre, with administrative support to ensure uninterrupted services.
45. Emergency telecommunications support will focus on common service delivery to the humanitarian community in common operational areas at hubs and camps; information sharing related to emergency telecommunications with the humanitarian community through multiple channels including the dedicated ETC web portal, global teleconference calls, in-person meetings, email and social media; and training to humanitarian staff focusing on radio training for basic users and detailed technical training for specialized information and communications technology (ICT) personnel, with an emphasis on local staff.
46. WFP will continue to co-lead the Food Security Cluster providing services to beneficiaries through a platform to ensure service delivery is driven by the HRP and strategic priorities (including reconstruction and recovery, social cohesion and resilience) and by developing mechanisms to eliminate duplication of service delivery. The cluster will inform senior strategic decision making through needs assessments and analysis of gaps to inform the setting of priorities.
47. WFP will develop possible areas of support to the humanitarian community through the SCOPE platform and application. The aim is to make CBT faster, cheaper, and more secure. By reducing its reliance on third parties, WFP can better protect beneficiary data, reduce financial risks, and respond more rapidly in emergencies.

3.3. TRANSITION AND EXIT STRATEGIES

48. The key step to be taken in the transition to a full Country Strategic Plan, will be aligning priorities and activities with ongoing planning processes, namely the NDP and PRS, and where feasible and appropriate specific dialogues on meeting the goals under SDG 2 to

eliminate hunger. WFP will actively support these processes as required by national authorities through assessments, policy advice and capacity support.

4. IMPLEMENTATION ARRANGEMENTS

4.1. BENEFICIARY ANALYSIS

49. Through the RRM WFP will provide an initial three-day IRR to families on the move when they arrive at transit centres, camps, and informal settlements. The IRRs consist of portable, ready-to-eat foods, which are sufficient to feed a family of five for three days, providing over 1,000 kcal per person per day. Further rounds of IRRs will be given to families who experience multiple episodes of displacement, such as families that are moved through multiple transit centres. As a joint response with UNFPA and UNICEF, IRR distribution with the provision of hygiene kits and water will act as an entry point for GBV interventions by UNFPA.

Strategic Outcome	Activities	Female	Male	Total
STRATEGIC OUTCOME 1: FOOD INSECURE HOUSEHOLDS OF IDPS IN AFFECTED AREAS HAVE ACCESS TO LIFE-SAVING AND NUTRITIOUS FOOD THROUGHOUT THE YEAR	Provision of general food assistance in the form of regular cash-based transfers or in-kind monthly food entitlements and ready-to-eat rations in the initial phase of displacement.	398 220	382 604	780 824
	Provision of assistance in schools newly reclaimed and rehabilitated	58 800	61 200	120 000
STRATEGIC OUTCOME 2: FOOD INSECURE SYRIAN REFUGEES TO HAVE ACCESS TO LIFE-SAVING AND NUTRITIOUS FOOD THROUGHOUT THE YEAR	Provision of general food assistance to vulnerable refugees.	31 330	33 670	65 000
	Provision of support for resilience and livelihood activities for Syrian Refugees.	4 820	5 180	10 000

STRATEGIC OUTCOME 3: VULNERABLE RETURNEES AND CONFLICT AFFECTED COMMUNITIES REBUILD THEIR ASSETS AND RECOVER LIVELIHOODS AND IMPROVE THEIR FOOD SECURITY ACROSS THE COUNTRY BY END OF YEAR	Resilience building through livelihood activities and social protection to support the food insecure	73 500	76 500	150 000
STRATEGIC OUTCOME 4: VULNERABLE GROUPS, INCLUDING CHILDREN, ADOLESCENT, AND PREGNANT AND LACTATING WOMEN AND GIRLS, HAVE IMPROVED NUTRITIONAL AWARENESS THROUGH IYCF, AND THE GOVERNMENT CAPACITY IS STRENGTHENED TO MANAGE FORTIFIED FOOD COMMODTIES THROUGH NATIONAL SAFETY NET PROGRAMME BY END OF 2018	Nutrition capacity strengthening for Government partners	-	-	-
STRATEGIC OUTCOME 5- EFFECTIVE COORDINATION FOR HUMANITARIAN SUPPORT IN IRAQ	Provision of cluster services and common platforms for the humanitarian community	-	-	-
TOTAL*		429 550	416 274	845 824

*Total beneficiary excludes overlap.

4.2. TRANSFERS

4.2.1. FOOD AND CASH-BASED TRANSFERS

TABLE 2: FOOD RATION (g/person/day) ⁴ or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY							
Strategic Outcome	Strategic Outcome 1				Strategic Outcome 2		
Activity	Activity 1			Activity 2 etc. (if multiple activities lead to a Strategic Outcome)	Syrian refugees		
Beneficiary type	IDPs			Schoolchildren	Syrian refugees		
modality	IK (FFR)	IK (IRR)	CBT	In-Kind			
cereals	333						
pulses	66						
oil	30						
salt	5						
sugar	33						
Canned chicken		80					
Canned beans		80					
Canned Chickpeas		80					
Biscuits		107					
Dates		80					
Bread and Cheese				90			
Milk and Fruit				375			
total kcal/day							
% kcal from protein							
cash (USD/person/day)			17.09		19.00		
Number of feeding days	30	3	30	20	30		

⁴ Verify that the ration is in line with WFP guidelines in terms of energy, protein, fat, and micronutrient content (use the NUTVAL food basket calculator on the PGM, along with specific WFP programmatic guidance). For commodity vouchers and cash-based transfer values see relevant manual.

TABLE 2: FOOD RATION (g/person/day)⁵ or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

Strategic Outcome	Strategic Outcome 3						Strategic Outcome 4		
Activity	Livelihood support			Activity 2 etc. (if multiple activities lead to a Strategic Outcome)			Livelihood support		
Beneficiary type	Returnees						Refugees		
modality									
cereals									
pulses									
oil									
salt									
sugar									
SuperCereal									
SuperCereal Plus									
micronutrient powder									
total kcal/day									
% kcal from protein									
cash (USD/person/day)	17.09						19.00		
Number of feeding days	12						12		

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE

Food type / cash-based transfer	Total (mt)	Total (USD)
Cereals	29 670	9 921 374
Pulses	5 881	6 615 675
Oil and Fats	2 673	2 713 095
Mixed and Blended Foods	-	-
Other	5 911	9 505 061
TOTAL (food)	44 135	28 755 205
Cash-Based Transfers (USD)		101 476 923
TOTAL (food and CBT value – USD)	44 135	130 232 128

⁵ Verify that the ration is in line with WFP guidelines in terms of energy, protein, fat, and micronutrient content (use the NUTVAL food basket calculator on the PGM, along with specific WFP programmatic guidance). For commodity vouchers and cash-based transfer values see relevant manual.

4.2.2. CAPACITY STRENGTHENING

50. Capacity strengthening activities, including gender, will be mainstreamed across all strategic outcomes. This will involve cooperating partners and relevant government ministries. Specific focus areas for capacity strengthening will focus on technical support for Government led school feeding programmes, strengthening of social safety nets including potential reform of the PDS and improving national capacities for raising nutritional awareness. Taking into account the current fluidity and period of transition in Iraq, these activities may supersede the timeframe of this transitional ICSP.

4.3. SUPPLY CHAIN

51. Under the current arrangements, the FFRs commodities are procured from Turkey as FCA (Free Carrier) and transported by WFP Iraq to the three main hubs established in Duhok and Erbil as an overland and to Baghdad as inland from Erbil WFP warehouses. The IRRs are locally procured with DAP (Delivered at Place) delivery to Erbil and Baghdad. Duhok is covered by dispatches ex-Erbil WFP warehouses as need arises. This set-up is the most viable and cost efficient network. WFP Iraq will however continue to assess the hubs storage capacity against the operational needs for further optimization of resources. The major challenge likely to happen is the closure of Turkish – Iraqi borders by Turkey for security and/or military activities. Although the closure is not expected to last for long periods of time, WFP Iraq maintains contracts for transportation through Iran (Turkey – Iran – KRI/Iraq via the entry point at Bashmaq).

4.4. PARTNERSHIPS

52. WFP is an active part of the UNCT, in Iraq which engages with the Government on a number of key planning processes including the NDP 2018-2022 and the PRS 2018-2022. WFP will work closely with United Nations' sister agencies, including UNICEF, for the school meals and nutrition interventions. In expanding its work in resilience and livelihoods WFP will closely collaborate with key partners including FAO. Further potential partnerships will be explored with UNDP through their stabilization efforts and with the International Labour Organisation and the World Bank on social safety nets. Gender equality will be a core element of WFP's partnerships with the aforementioned sister agencies.

53. WFP will work closely with key ministries, to encourage at the earliest opportunity, SDG 2 reviews and support, as appropriate, other relevant planning processes related to poverty reduction. Key ministries will include the Ministry of Planning, Ministry of Trade, Ministry of Displacement and Migration, Ministry of Labour and Social Affairs, Ministry of Health and the Ministry of Education and Ministry of Agriculture. Similar engagement will be undertaken with authorities in the Kurdistan Regional Government.

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1. MONITORING AND EVALUATION ARRANGEMENTS

54. WFP Iraq will ensure its monitoring and evaluation (M&E) plan is in line with the Integrated Road Map and Corporate Results Framework including by reassessing and adjusting monitoring needs prior to the implementation of the transitional ICSP to ensure that the organization is able to respond more effectively to the needs of food

insecure people in Iraq. Monitoring will include Food Security Outcome Monitoring (FSOM) in-person or remotely at household level with baseline and post-distribution monitoring (PDM) for all modalities of assistance. Regular process monitoring of distribution points, partner voucher shops, and transfer agents will also be conducted. In several areas where continuing security limitations and access restraints render it necessary, WFP will outsource its monitoring activities to third parties. Monitoring tools will include PDM household surveys, on-site monitoring checklists and beneficiary contact monitoring questionnaires. To facilitate information gathering in the field, WFP Iraq uses a mobile data collection system through tablets and mobile phones which streamlines the process of analysis and facilitates oversight over third party monitors. This information is used to inform and adjust programming. The budget for monitoring, including for staff resource needs and third party monitoring services has been included in the financial plan. WFP participates in the inter-agency M&E working group which will serve to monitor progress on UNDAF outcomes. Indicators have been provided to the UNDAF monitoring plan.

55. FSOM survey: A baseline is established for new activities and PDM will take place 7 to 21 days after a household receives assistance, with data gathered on various indicators such as the household's food consumption, coping strategy usage, food expenditure share, and accountability/protection to the assisted households. Sampling will be representative by modality and depend on the activity. In addition to quantitative household level surveys, enumerators conduct focus group discussions to gather qualitative information.
56. Onsite Monitoring at Distribution Sites: Monitors are trained to recognize issues at distributions or shops related to the distribution processes, protection and security, and visibility. These issues, with recommendations, are reported by M&E focal points to local WFP sub-offices and recorded in a follow-up action matrix to be reviewed on a monthly basis by programme staff for action. Beneficiary contact monitoring at distributions is conducted with monitors gathering information on beneficiary satisfaction and other issues, adding another component to WFP's feedback mechanisms.
57. WFP Iraq plans to conduct a Decentralized Evaluation for CBT mid-2018 and a Multi-Purpose Cash Assistance review and it is expected to be completed in early 2018.

5.2. RISK MANAGEMENT

➤ Contextual Risks

58. Despite the significant gains made in the battle against ISIL, a number of underlying contextual risks remain in Iraq that could jeopardize gains made. As mentioned previously, uncertainty include the outcome of Governorate level elections, potential territorial issues in Northern Iraq resulting from the Mosul conflict, and a referendum on independence in Kurdistan scheduled for September 2017. WFP will ensure that the programme is implemented in a conflict-sensitive manner, that ensures that planned activities do not exacerbate conflict and tensions in the country.
59. With respect to strategic outcome 1, the unpredictability of the situation continues to hamper the capacity of WFP to forecast needs. Despite present indications of the Mosul conflict drawing to a close, it remains difficult to calculate with precision the impact the offensive and the post-offensive situation will have on individuals and therefore there

must be flexibility in planning. There is the possibility of reputational risk if WFP is considered to have exaggerated figures and requirements (leading to a wastage of food), as well as if WFP's estimates are too low which would limit our ability to meet the needs of displaced persons. WFP is actively monitoring the situation and adapting its response as it unfolds; WFP participates in regular interagency, government, and security briefings, and reviews analysis from the media, reports, and press releases.

60. The risk of instability following the retaking of Mosul from ISIL is a concern. While a tactical defeat of ISIL in Mosul has been the near-term priority, achieving a long-term strategic victory for Iraq and the region will be a greater challenge. There are tensions between Sunni and Shia groups, as well as Kurdish, Arab and Turkmen all of whom have been engaged to an extent in the offensive to defeat ISIL. Turkey and Iran are positioning their nations for greater influence within Iraq following the collapse of ISIL, resulting in greater ethnic tension. The majority of WFP's commodity purchases arrive through Turkey, and if the relationship deteriorates between the two countries to the extent that the border crossing is closed, WFP risks being unable to respond to requirements. Furthermore, even if the city is liberated from ISIL, it is likely that the militants will go underground and return to insurgency tactics among the Iraqi population. Both concerns pose a threat to WFP's operations due to the insecurity and possibility of an ever-increasing number of beneficiaries. Ongoing assessments and PDM will inform implementation planning and pipeline process to ensure stated needs are kept in line with actual requirements.

➤ *Programmatic Risks*

61. Funding shortfalls may impede WFP's ability to meet its programmatic objectives, especially for longer term activities where there is less donor visibility compared to the emergency context. To mitigate this, WFP work with donors to demonstrate WFP's value proposition in resilience activities and secure resources as appropriate, and with key partners, such as FAO to develop synergies and efficiencies in programme implementation thereby maximizing use of limited resources.

62. Some challenges may exist in WFP's ability to effectively scale-up CBT due to market availability, adequate partnerships and limitations on use of financial institutions. WFP will continually seek to mitigate this through comprehensive market assessments, gleaning lessons learned from comparable operations in the region and implementing and maintaining robust operational procedures for all aspects of the CBT programmes.

➤ *Institutional Risks*

63. There is a risk that WFP commodities could be diverted to the military in areas of high insecurity/strained access where due diligence processes are limited. There is a concern that WFP commodities could end up being distributed to ISIL supporters present amongst IDPs. However, there is the risk that WFP commodities located in MSUs within emergency camps could be looted in the event of a deterioration in security within these locations. WFP will endeavour to ensure monitoring at the screening sites and continued advocacy on the humanitarian purpose of its assistance.

6. RESOURCES FOR RESULTS

6.1. COUNTRY PORTFOLIO BUDGET

64. The transitional ICSP has a budget of USD 218 million which includes activities previously covered by the EMOP, Special Operation and the Iraq component of the regional refugee operation. The majority of the budget is allocated to Strategic Outcome 1, which covers the continued large scale humanitarian assistance and the school meals activities. The livelihood activities under strategic outcome 3 has the second largest allocation which is an indication of the priority focus allocated to these activities.
65. Strategic outcome 4 addresses the capacity strengthening initiatives for nutrition awareness raising. Hence, while the total amount is relatively small, the impact is substantial. There will also be efforts at strengthening institutional capacity for fortification policies.
66. Strategic outcome 5 ensures that humanitarian actors implementing activities in Iraq have the necessary logistics and ETC capacity to reach their beneficiaries. WFP is the cluster lead for both and is the co-lead for the food security cluster.
67. Concerted efforts will be made to meet WFP's corporate commitment of allocating 13 percent of project funds to gender equality activities.

COUNTRY STRATEGIC PLAN INDICATIVE ANNUAL BUDGET REQUIREMENT		
<i>(USD)</i>		
	Year 1 2018	Total
Strategic Outcome 1	118 707 520	118 707 520
Strategic Outcome 2	29 433 452	29 433 452
Strategic Outcome 3	59 610 477	59 610 477
Strategic Outcome 4	819 405	819 405
Strategic Outcome 5	10 238 669	10 238 669
TOTAL	218 809 523	218 809 523

6.2. RESOURCING OUTLOOK

68. Operations in Iraq have been funded at an average of 72 percent between 2014 and 2017 (including 77 percent EMOP, and 66 percent for the Special Operation.) Based on recent trends, and donor announcements of multi-year commitments, it is estimated that the current Regional PRRO (2017 -2018) for Syrian refugees would be 49 percent funded. Some donors, notably Germany, have expressed interest in supporting WFP resilience and livelihood activities.

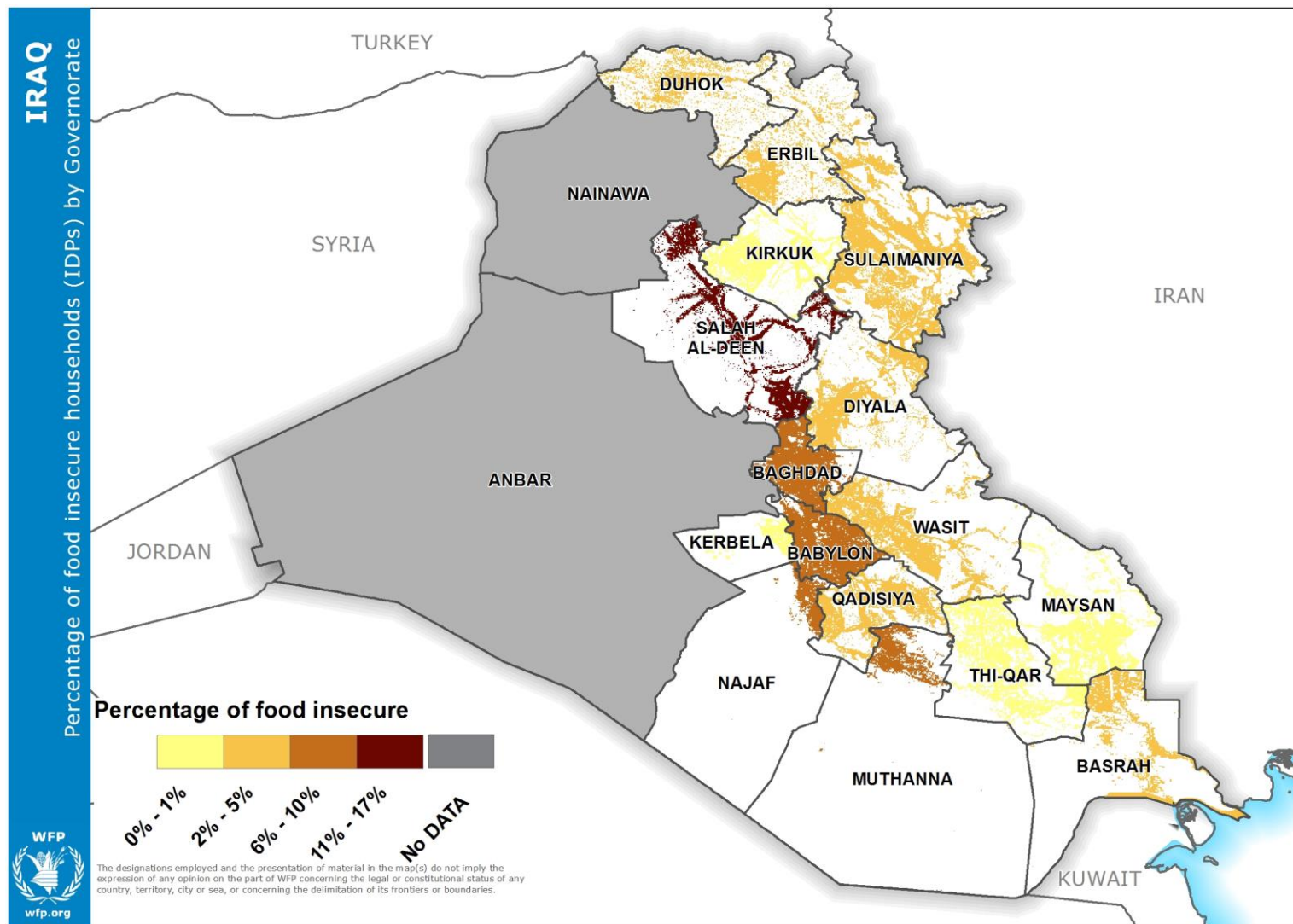
6.3. RESOURCE MOBILIZATION STRATEGY

69. WFP will enhance advocacy and donor outreach efforts to mobilize the required resources for relief and resilience assistance. In the event of a lack of funding, WFP will implement programme criticality and targeting measures, prioritizing immediate life-saving assistance for the most vulnerable populations by focusing on the most vulnerable camps. In order to prevent funding shortfalls, WFP continues to strengthen its fundraising activities through regular interaction with donors both locally and internationally, advocating for early and flexible commitments to ensure a stable pipeline.

ANNEX I: INDICATIVE COST BREAKDOWN

INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOME (USD)						
WFP Strategic Results / SDG Targets	SR 1, SDG 2.1	SR 1, SDG 2.1	SR 1, SDG 2.1	SR 2, SDG 2.2	SR 8, SDG 17.16	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	Strategic Outcome 5	
Transfer	98 793 373	22 758 127	46 047 994	655,211	8 971 261	177 225 965
Implementation	5 543 818	3 112 212	6 346 242	65 000	27 949	15 095 221
Adjusted DSC (%)	6 604 416	1 637 561	3 316 491	45 588	569 639	12 173 695
Sub-total	110 941 607	27 507 900	55 710 726	765 799	9 568 849	204 494 881
ISC (7%)	7 765 912	1 925 553	3 899 751	53 606	669 819	14 314 642
TOTAL	118 707 520	29 433 452	59 610 477	819 405	10 238 669	218 809 523

ANNEX II: MAP



ANNEX III: ACRONYMS

CBT	Cash-Based Transfer
CFVSA	Comprehensive Food Security and Vulnerability Assessment
EMOP	Emergency Operation
ETC	Emergency Telecommunications Cluster
FAO	Food and Agriculture Organization
FFR	Family Food Ration
GBV	Gender-Based Violence
GDP	Gross Domestic Product
ICSP	Interim Country Strategic Programme
IDP	Internally Displaced Persons
IRR	Immediate Response Ration
ISIL	Islamic State of Iraq and the Levant
M&E	Monitoring and Evaluation
MSU	Mobile Storage Unit
NDP	National Development Plan
PDS	Public Distribution System
PRRO	Protracted Relief and Recovery Operation
PRS	Poverty Reduction Strategy
RRM	Rapid Response Mechanism
SCOPE	WFP's Corporate Digital Beneficiary and Transfer-Management Platform
SDG	Sustainable Development Goal
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WFP	World Food Programme