



**SYRIAN ARAB REPUBLIC
TRANSITIONAL INTERIM COUNTRY STRATEGIC PLAN**

Duration	1 January – 31 December 2018
Total cost to WFP	USD 795 882 366
Gender and Age Marker Code	2A

EXECUTIVE SUMMARY



The Syrian Arab Republic has middle-income country status, but has been in the midst of a country-wide crisis since 2011, which has substantially impacted the gains previously made.

Due to the prolonged crisis, the human toll has been substantial. An estimated nine million people need food assistance, of which 52 percent are female and 43 percent are children.¹ There is not widespread malnutrition in the country, but the health service infrastructure has suffered thus setting the scene for future challenges. Almost two million children are currently not attending school.

This transitional Interim Country Strategic Plan supports the priorities of the Government of Syria and is in line with the priorities and objectives of the humanitarian community. WFP seeks to gradually transition into livelihood focused activities, for both men and women, while maintaining food assistance to the most vulnerable. The transitional Interim Country Strategic Plan will continue to implement complementary education and nutrition activities.

The transitional Interim Country Strategic Plan is based on the existing Protracted Relief and Recovery Operation project effective as of 1 January 2017 and will have a duration of 12 months. The transitional Interim Country Strategic Plan takes into account recent assessments and the Government's strategic priorities.

The plan seeks to achieve the following four strategic outcomes:

- Food insecure populations affected by the crisis, including host communities, internally displaced persons and returnees, in all governorates, have access to life-saving food to meet their basic food needs all year long. This includes programmes for school meals and out-of-school children.
- Food insecure families in urban and rural areas affected by the crisis are enabled to meet their basic food and nutrition needs and increase their self-reliance, throughout the year.
- Vulnerable groups, especially children, pregnant and lactating women and girls, across Syria have reduced levels of malnutrition, achieved through high quality, nutrient dense diets, throughout the year.
- Humanitarian partners across Syria benefit from augmented logistics and emergency telecommunications capacity, enabling them to provide their technical assistance, throughout the crisis.

The transitional Interim Country Strategic Plan will contribute to the achievement of the United Nations Strategic Framework, directly and indirectly to Sustainable Development Goals 2, 3, 4, 5 and 17. It is aligned with WFP's Strategic Plan (2017-2021), and Gender Policy (2015-2020).

^{1 1} United Nations, 2017 Humanitarian Needs Overview Syria (2017 HNO)

1. COUNTRY ANALYSIS

1.1. COUNTRY CONTEXT

1. The crisis in Syria is in its seventh year and has seen substantial human suffering and loss of lives. The prolonged crisis has resulted in large-scale population displacements, economic recession, damage to vital infrastructure, and is exacerbating pre-existing gender inequalities,² contributing to an increase in the population's vulnerabilities and poverty levels.
2. This, in turn, has eroded the development of sustainable livelihoods and social systems in Syria causing severe losses for both current and future generations of men and women.
3. The 2017 Humanitarian Needs Overview (HNO) identified 13.5 million people, of whom over seven million are female and 5.8 million are children, as being in need of humanitarian assistance. More than half of the population has been forced to leave their homes. A total of 6.3 million people are internally displaced and over five million have sought refuge in neighbouring countries and North Africa. An estimated 6,100 people are displaced every day.³
4. One-third of school-age children in Syria are not in school, equivalent to 1.8 million children, with one-third of schools out of service. Many girls and boys are engaged in various forms of child labour, with boys facing the additional risk of recruitment by armed groups while girls may be married at an early age. The lack of educational and training opportunities for young Syrians, particularly girls, presents a long-term challenge, and more so in rural areas.
5. Since 2011⁴ the country has fallen from 113th to 134th in the United Nations Development Programme (UNDP) Human Development Index (HDI). Eighty-five percent of the population is living in poverty compared to 12 percent pre-crisis.⁵ Unemployment has risen from 10 percent pre-crisis to more than 50 percent. Women are increasingly becoming family breadwinners, as male family members are missing or have left Syria to escape the crisis. Even then, according to the 2015 Food Security Assessment (FSA), households headed by women tend to be far more food insecure and vulnerable than households headed by men (up to 60 percent); partly because livelihood opportunities for women are limited due to both security conditions and cultural considerations.
6. The HNO found that all segments of the Syrian population are vulnerable. Women and girls risk sexual violence, exploitation, abuse, harassment, and domestic violence. Men and boys face restrictions on their freedom of movement due to insecurity and lack or loss of documentation, and are primary targets of campaigns of arrest, detention, disappearance, and recruitment to the conflict. The elderly and persons with disabilities and mental health disorders, are at increased risk of social exclusion, poverty, and violence due to limited mobility, discrimination, and a lack of availability of services designed to meet their specific needs. Nearly three million people are living with permanent disabilities.

² According to the 2014 Human Development Report, Syria ranked 124 out of 149 countries. Based on the 2013 index, 12 percent of parliamentary seats are held by women, and 29 percent of adult women have reached at least a secondary level of education compared to 38.9 percent of their male counterparts. For every 100,000 live births, 70 women die from pregnancy related causes.

³ United Nations, 2017 Humanitarian Needs Overview Syria (2017 HNO)

⁴ United Nations Strategic Framework for Cooperation, 2016–2017

⁵ UNDP, Syrian Arab Republic Third National MDGs Progress Report Damascus 2010 and 2017 HNO Syrian Centre for Policy Research. 2015. Alienation and Violence, Impact of Syria Crisis Report 2014, Damascus

1.2. PROGRESS TOWARDS SDG 2

7. *Access to food.*

The food security situation in Syria has progressively deteriorated since the onset of the crisis. According to the 2017 HNO, nine million people are in need of some sort of food assistance. Of these, seven million people are acutely food insecure, while two million are at risk of slipping into food insecurity if not assisted. Fifty-two percent of the total is female, while children account for 3.9 million or 43 percent of the food insecure population.

8. The 2015 FSA found that coping mechanisms have been eroded across Syria, with 74 percent of sub-districts reporting community members having adopted, on average, more than five types of negative coping mechanisms to access food, with households headed by women, children, people with disabilities or elders particularly at risk, as they have no or very limited access to livelihood opportunities. While typical coping measures include reducing the quantity and quality of the food consumed, decreasing adult consumption in favour of children, especially by women, selling off last remaining household assets, borrowing from friends and family, more serious practices such as early marriage, begging, child labour and child recruitment have also been observed. Women often face barriers to access and formal ownership of material assets, thus households headed by women tend to resort to more severe negative coping mechanisms, earlier.
9. According to the ongoing food security monitoring, more than half of Syrian households continue to adopt often irreversible coping strategies including selling productive assets or land, which are detrimental to future productivity and resilience to shocks.
10. Throughout six years of crisis, food prices have increased dramatically as a result of international sanctions, inflation rates, currency depreciation and decreased agricultural outputs. According to WFP's vulnerability and analysis mapping (VAM) unit, the price of a standard food basket has increased eight-fold since the start of the crisis. A recent assessment found that households spent 57 percent of their expenditures on food.⁶ This has meant that many households cannot afford even the basic foods to supplement the humanitarian assistance received, and many do not eat fresh fruit and vegetables, dairy or meat as they cannot afford them. Female and elderly headed households are particularly at risk as they are not often able to supplement the family income, and rely solely on humanitarian assistance.

11. *Nutrition.*

According to a recent SMART (standardized monitoring and assessment of relief and transitions) nutrition survey, conducted in accessible areas in 11 out of 14 governorates, the level of acute malnutrition amongst boys and girls under the age of five is found to be within acceptable levels with a global acute malnutrition (GAM) at three percent, although there were pockets of high malnutrition in several areas of the country. However, chronic malnutrition in the same age group was at 12.7 percent. Acute malnutrition rates amongst women and girls of child bearing age was reported at 7.8 percent. Anaemia is widespread amongst both children aged 6-59 months old and women with a prevalence of 25.9 percent and 24.5 percent respectively.

12. A number of aggravating factors pose a serious risk to the overall nutritional status, including population displacement, high food insecurity, deteriorating livelihood options, and sub-optimum infant and young child feeding (IYCF) practices contributing to diarrhoea and other childhood diseases. These factors combined with a context of worsening healthcare and other public services coverage negatively impact the nutrition situation, particularly in besieged and hard-to-reach locations.

⁶ Food Security Cluster, "Food Security and Livelihood Assessment," November 2016

13. The Whole of Syria (WoS) nutrition sector estimates that 4.4 million boys and girls aged 6-59 months and pregnant and lactating women and girls (PLWG) are in need of preventive and curative nutrition services in 2017. Of these, an estimated 75,000 children aged 6-59 months (36,750 girls, 38,250 boys) are acutely malnourished, 840,000 children (411,600 girls, 428,400 boys) suffer from micronutrient deficiencies, 2.9 million children under two years of age (1.42 million girls, 1.48 million boys) require optimal feeding to ensure adequate nutrition status, and 1.5 million PLWG require preventive nutrition services against undernutrition.

14. *Smallholder farmer productivity and incomes.*

The latest Crop and Food Security Assessment Mission (CFSAM) released by WFP and the Food and Agriculture Organization of the United Nations (FAO) in July 2017 shows that wheat production improved slightly compared to 2016, where record low levels were observed. However, 1.8 million mt wheat production is still less than fifty percent of the pre-conflict average of 4.1 million mt, leading to a shortfall compared to national requirements.

15. Agricultural production continues to be seriously hampered by insecurity that constrains access to agricultural land. Moreover, some lands are no longer arable due to the presence of mines. Women and elderly, who lack documentation of land ownership, face further difficulties in maintaining farm incomes without a male head of household. There is a lack of spare parts for irrigation infrastructure and machinery, and many inputs such as fuel, seeds and fertilizer are either too expensive or not available in adequate quantities.

16. The livestock sector, once very important in the Syrian domestic economy and external trade, has suffered substantially since 2011. Before the crisis, livestock production accounted for between 35 and 40 percent of the country's total agricultural production, and employed about 20 percent of the labour force in rural areas. The 2017 CFSAM observed that the livestock sector is a major source of livelihood for women; this is in line with the 2016 CFSAM, which found that more women (28 percent) than men (21 percent) earn their income from livestock. While the recent CFSAM indicates that the livestock population may have stabilised, there have been substantial reductions compared to pre-crisis numbers; approximately 40 percent for cattle, 30 percent for goats and 45 percent for sheep. Particularly noticeable is the reduction in poultry, the most affordable source of animal protein, which has reduced by almost 60 percent, thus disproportionately eroding women's income. This is particularly significant, as the poultry sector pre-crisis employed, directly and indirectly, more than one million workers.

17. *Sustainable food systems.*

Syria is prone to natural hazards including drought and floods. In the most recent cropping season, precipitation was inconsistent and some cropland areas were affected by drought. The damage to irrigation infrastructure across the country amplify the impact of the erratic rainfall on crop conditions and affect yield. Moreover, the resilience of farmers has been heavily compromised after more than six years of crisis and many may abandon food production, with potential grave consequences on the food availability at national level and consequently on the national food security.

Macro-economic environment

18. The economy contracted by 55 percent between 2010 and 2015 in terms of gross domestic product (GDP): losses are estimated at up to USD 260 billion.⁷ The value of the currency has depreciated from SYP 47/USD 1 to SYP 540/USD 1 since 2010. The sectors that have suffered the greatest losses are energy and manufacturing⁸ while the agricultural sector has increased its share of GDP in relative terms, but overall food production has decreased as noted in the three most recent CFSAMs (2015 to 2017).

Key cross-sectorial linkages

19. Three of the four strategic outcomes will contribute directly to SDG 2. Outcome 1 has strong synergy with SDG 4 (education), while Outcome 2 is indirectly linked to SDG 1 (poverty), and Outcome 3 is linked to SDG 3 (health). The outcomes are all directly linked with SDG 5 (gender equality), as activities consider the unique needs of men, women, girls and boys and aim to achieve gender equality and women's empowerment. The fourth strategic outcome supports SDG 17 through its provision of services to other humanitarian actors.

1.3. HUNGER GAPS AND CHALLENGES

20. The crisis has severely impacted both physical and public service infrastructure across Syria. Many buildings have been destroyed, and the quality of service has been reduced due to an absence of qualified staff as well as additional pressures placed on the system by a high number of internally displaced persons (IDPs). The additional burden to the bureaucratic legal and social systems combined with socio-cultural norms and practices, have resulted in a low priority of equitable access to public services for an increasing number of female headed households, further deepening their vulnerability to food insecurity.
21. The institutional capacity within Syria is challenged following more than six years of crisis. Government institutions continue to work in the capital and large swathes of the country, however, geographical fragmentation means that governance structures are not unified.⁹
22. There is a lack of social safety nets in Syria that could assist returnees and other vulnerable women and men in a possible post-crisis scenario. In 2010, the Government issued its new ten year plan, which had a strong focus on social protection and poverty reduction. Social protection was broadly defined to incorporate social safety nets, free education and free health services, health insurance and energy subsidies. The plan was to take effect as of 2011; however, due to the prolonged crisis most elements have not yet been implemented. The United Nations, as part of its Post-Agreement planning for Syria, are looking at how to provide longer term assistance in terms of protection, access, and legal status, and the provision of basic support for the most vulnerable women and men.
23. One of the most important changes to Syria's economic structure has been to the country's demographic composition, in terms of both the decline in the total population as people have left Syria, and the population shifts between governorates, as people have sought refuge in perceived safer locations.¹⁰ This has resulted in a brain drain, as many professionals have left the country. Women have assumed some of the productive roles previously undertaken by men, although there is a long way to go toward gender equality in terms of national development.

⁷ ESCWA, Syria at War: Five Years On, <https://www.unescwa.org/publications/syria-war-five-years>, 2016
According to the International Monetary Fund, the contraction may be as high as 57 percent, <https://www.imf.org/external/pubs/ft/wp/2016/wp16123.pdf>, 2016

⁸ David Butter, "Salvaging Syria's Economy", Chatham House, March 2016

⁹ Ibid.

¹⁰ Ibid.

1.4. KEY COUNTRY PRIORITIES

Government priorities

24. In October 2016, the Government endorsed a list of strategic objectives for 2017.¹¹

- Improving the community services provided to the displaced and host communities;
- Strengthening the response to the needs of women and girls affected, in order to achieve social care, social rehabilitation and reintegration;
- Securing the basic food needs for IDPs in emergency displacement situations;
- Providing basic shelter assistance and other non-food items (NFIs) needed for vulnerable groups in addition to IDPs;
- Providing urgent support for the production of agricultural crops in rural communities;
- Supporting safe and equitable access to the health services for the affected populations;
- Provision of health services for prevention and health care;
- Supporting the efforts in the provision of public health services (strengthen hospitals in the worst impacted areas);
- Improving the infrastructure of schools to ensure that students return; and
- Increasing safe access to water, sanitation and hygiene (WaSH) services.

United Nations and other partners

25. The United Nations and the Government of Syria have jointly agreed to the 2016-2017 United Nations' Strategic Framework for Cooperation (UNSF). The UNSF, which is in the process of being extended to 2018, has a strong emphasis on resilience and supporting the most vulnerable to achieve national priorities and the SDGs. A total of three complementary outcomes have been developed:

- Targeted institutions have mechanisms to develop, implement and monitor robust evidence-based policies, plans and resilience programmes.
- Basic and social services and infrastructure are restored, improved and sustained to enhance community resilience.
- Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion.

26. The above-mentioned priorities are in line with the three key strategic objectives outlined in the 2017 Humanitarian Response Plan (HRP):

- Provide life-saving humanitarian assistance to the most vulnerable people.
- Enhance the prevention and mitigation of protection risks, and respond to protection needs through supporting the protective environment in Syria, by promoting international law, International Humanitarian Law (IHL), Human Rights Law (HRL) and through quality principled assistance.
- Increase resilience and livelihood opportunities and affected people's access to basic services.

Gender equality is a priority for all agencies under the United Nations System Wide Action Plan for gender equality (UNSWAP). Joint programmes and actions are being undertaken with the aim to improve gender outcomes across the whole of Syria, and WFP co-chairs the Interagency Gender Working Group under the Resident Coordinator/Humanitarian Coordinator in Syria.

¹¹ Information from a yet to be released joint 2017 WFP-World Bank study on Social Safety Nets

2. STRATEGIC IMPLICATIONS FOR WFP

2.1. WFP'S EXPERIENCE AND LESSONS LEARNED

27. WFP has been present in Syria since 1964 mainly providing assistance to households impacted by drought or assisting refugees. WFP has a well-established presence in-country and was thus able to quickly scale-up assistance for people in need when the crisis commenced in 2011.
28. Following an external evaluation in 2015 for the regional response including Syria, WFP Syria has strengthened its analysis of a range of topics including markets, food insecurity and beneficiary selection. WFP has established a system to monitor the food security situation in-country and update the findings of the FSA, and has included sex- and age-disaggregated data (SADD) for the main food insecurity indicators food consumption score (FCS), coping strategy index (CSI), household expenditures and income activities. A new FSA is underway in 2017, and CFSAMs take place annually. Through the mobile Vulnerability and Assessment Mapping (mVAM) system, randomly selected households are interviewed by phone each month across the country, including in hard-to-reach and besieged areas, to collect data on food security outcome indicators, socio-economic status, displacement, coping strategies, household composition, and food prices.
29. The existing market price watch system was further expanded, with data collected in 42 markets, up from 28, across all 14 Syrian governorates through direct WFP or cooperating partners' visits, or phone calls with key informants in inaccessible areas. Monthly bulletins are prepared and disseminated widely identifying price trends and fluctuations, and assess their impact on the overall food security situation.
30. WFP and its cooperating partners have developed a beneficiary selection tool to identify the most vulnerable households, which is based on vulnerability indicators such as length and number of displacements, household demographics, disabilities, and relevant socio-economic indicators. Cooperating partners have been trained on the tool and a revised version will be released in 2017, supported by WFP's corporate beneficiary management platform: SCOPE. Furthermore, assessment tools guide cooperating partners in rapid emergency response to address the needs of households facing sudden displacement.
31. Following an extensive review of cash-based transfers (CBT) as a modality in Syria in 2016, WFP Syria is planning for a progressive expansion of CBT through SCOPECARD¹² across various programme activities where feasible. Any scale-up is subject to the availability of equipment, adequate number of retail shops and cooperating partner capacity. Women and youth will be particularly targeted in the scale-up of these activities as they have been identified by both the Government of Syria and United Nations agencies as groups most in need of prioritised assistance. During group interviews, PLWG confirmed that they preferred vouchers which give them more independence and freedom of choice. Some clearly preferred vouchers to cash, stating that with money they might spend the money on items or basic needs other than fresh food (e.g. pay rent, debts, medicine).
32. The partner base in Syria has been scaled-up from 28 partners in 2013 to 55 in 2017, the majority of which are national non-governmental organizations (NGOs). The increase in livelihood and nutrition activities will require cooperating partners with a higher degree of technical skills, and supporting diverse groups within the population, including people with disabilities and women's groups.

¹² The electronic card solution known as SCOPECARD is the actual electronic voucher whereas SCOPE refers to the beneficiary and transfer management platform.

2.2. OPPORTUNITIES FOR WFP

33. Maintain unconditional life-saving assistance to the most vulnerable with limited livelihood opportunities, while gradually shifting to more recovery and livelihood based activities for returnees and less vulnerable, with a particular focus on women and youth. This would include expanding partnerships with United Nations agencies, NGOs and relevant ministries for the implementation of livelihood projects including vocational training. As women make up a progressively larger percentage of the workforce, gender-transformative programming is key to the livelihood sector. This will render capacity strengthening opportunities for civil society, as activities will increasingly be implemented through local, Syrian cooperating partners.
34. Develop a platform for beneficiary management and provision of assistance through SCOPE that other humanitarian actors can utilise. A further scale-up of CBT for both women and men's activities will strengthen WFP's stimulation of the local economy.
35. Continue to expand the school meals programme in terms of geographical coverage, types of meals provided and scale-up the out-of-school programme to encourage both girls and boys to remain in school and complete secondary education.
36. Move beyond the emergency response nutrition interventions and seek to address longer term issues such as stunting and micronutrient deficiencies. Rehabilitation and development of national fortification programmes in salt iodization and wheat flour fortification represent areas of opportunity. Similarly, WFP's current school meals and CBT for PLWG can form the basis for future national programmes to target nutritionally vulnerable women, men, girls and boys.
37. Liaise closely with neighbouring countries to plan for any possible return movements. This includes examining possibilities for benefitting from existing registrations, e-vouchers, skills and livelihood programmes.
38. Gradually increase local procurement. In 2016, local procurement accounted for two percent, but is targeted to grow to ten percent in 2017. Market assessments have been undertaken to ensure that increased procurement does not disrupt local markets.

2.3. STRATEGIC CHANGES

39. In alignment with WFP's Strategic Plan, the UNSF, the HRP, the Syria+5 Vision 2020 initiative, and Government priorities, WFP Syria will maintain a large scale humanitarian assistance, gradually shift from provision of general food assistance (GFA) to interventions that increase resilience and recovery, and support the rehabilitation of social safety nets that will be required in a post-crisis scenario.
40. WFP Syria envisions several assessments to take place during 2017 and 2018 including an updated FSA, a CFSAM, a gender analysis, and a possible conflict analysis. These undertakings combined with cross cutting activities such as monitoring and evaluation (M&E), VAM, gender and protection, as well as the role of the Food Security Sector will apply to strategic outcomes 1, 2 and 3. This includes capacity strengthening of relevant institutions engaged in data collection and analysis for food security monitoring under strategic objective 1.
41. The different assessments and programmatic reviews will provide the opportunity for improved gender-transformative programming in line with the Regional Gender Implementation Strategy and WFP Syria's Gender Action Plan.

3. WFP STRATEGIC ORIENTATION

3.1. DIRECTION, FOCUS AND INTENDED IMPACTS

42. This transitional Interim Country Strategic Plan (ICSP) positions WFP as a strategic and public policy partner, supporting efforts to achieve SDGs 2 and 17. WFP will promote the food security and enhanced nutrition status of vulnerable groups through extensive partnerships and further seek to strengthen institutional capacity to address the challenges facing Syria after more than six years of crisis.
43. Recognising the priorities of the Government, the UNSF, as well as the humanitarian needs outlined in the 2017 HNO, WFP will be implementing activities seeking to address the large humanitarian needs, while assisting in re-establishing and stabilising livelihoods and food security to the extent possible. The volatile context requires a certain degree of flexibility between the interventions, and the balance between relief and recovery can be adjusted during implementation in response to changes in the context.
44. WFP will apply a gender lens throughout the transitional ICSP and ensure SADD. In line with WFP's Gender Policy, a Gender Action Plan (GAP) has been completed, and a participatory gender analysis is planned for 2017 to inform the development of a Syria Gender Strategy in 2018. WFP Syria recognises gender-transformative programming is vital to achieve WFP's corporate goals, and gender analysis and the needs, interests, priorities, vulnerabilities and capacities of women and men will inform all activities and outcomes.
45. Across the duration of the transitional ICSP, WFP will seek to enhance its knowledge base through programmatic reviews, ongoing food security assessments, consultations with appropriate stakeholders including relevant line ministries. WFP will ensure views of women are included in all assessments as they are a key component in developing peacebuilding strategies.
46. WFP will support the achievement of SDGs 2 and 17 through four strategic outcomes based on the Strategic Results for access to food, ending malnutrition, and global partnership support for the achievement of SDGs. Each strategic outcome includes activities corresponding to the priorities of the Government, those outlined in the UNSF, and WFP's experience and expertise. The one year transitional ICSP is aligned with the current Protracted Relief and Recovery Operation (PRRO), and the duration of the transitional ICSP will be used to collect SADD data and develop strategic alliances that will strengthen the ICSP expected to commence in 2019.

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

3.2.1. Strategic Outcome 1: Food insecure populations affected by the crisis, including host communities, IDPs and returnees, in all governorates, have access to life-saving food to meet their basic food needs all year long.

Outcome description

47. 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 prolonged crisis in Syria and implement school meals activities in areas with low food security and education indicators.
48. The strategic outcome contributes to SDG target 2.1 and WFP's Strategic Result 1.

Focus Area: Crisis Response

49. This strategic outcome will focus on addressing the humanitarian needs of vulnerable Syrians affected by the prolonged crisis and the large educational needs in a country where almost two million children are not attending school. The primary focus of this outcome is crisis response.

Expected outputs

50. This outcome will be achieved through the following outputs:

- Targeted, food insecure populations receive adequate food assistance, in order to meet their basic food needs. *(Tier 1, output category A, SR 1).*
- Targeted students receive nutritious school meals or CBT, in order to increase enrolment and attendance. *(Tier 1, output category A and B, SR 1).*
- Food insecure populations benefit from targeted local producers' increased capacity to produce nutritious food products. *(Tier 3, output category C, SR 1).*
- Food insecure populations benefit from enhanced capacity of cooperating partners in areas such as protection and beneficiary registration, in order to protect access to food. *(Tier 1, output category C, SR 1).*
- Food insecure populations benefit from enhanced coordination through WFP's leadership of the Food Security Sector and improved harmonization of monitoring and data collection within the Sector, in order to protect access to food. *(Tier 2, output category C, SR 1).*

51. Tier one beneficiaries include food insecure families who receive food assistance, and students who receive school meals. Tier two beneficiaries include food insecure populations who benefit from enhanced coordination through the Food Security Sector, and tier three are food insecure populations who benefit from local producers' improved capacity to produce nutritious foods.

Key activities

52. *Activity 1. Provision of general food assistance in the form of regular in-kind monthly food rations and ready-to-eat rations in the initial phase of displacement.*

Vulnerable Syrian households, whether displaced or still living in their communities, will be eligible for WFP assistance. Households in all 14 governorates will be assessed against WFP vulnerability criteria, and the most vulnerable will be targeted for assistance. The criteria include households headed by women, children, elderly or people living with disabilities and displacements, amongst others. Response to rapid displacements will be analysed on a case-by-case basis and eligible households will receive support. In 2018, up to four million people (2,040,000 girls and women, and 1,960,000 boys and men) will be supported under GFA including returnees from within the country and from neighbouring countries.

53. The beneficiaries will be assisted through in-kind food baskets assembled at WFP warehouses in Syria for regular and cross-line deliveries, or procured directly from suppliers for cross-border deliveries.¹³ In case of displacements, where people have no access to cooking facilities or where an immediate response is needed, WFP may provide ready-to-

¹³ Cross-line deliveries take place across lines of conflict, while cross-border is implemented from Jordan and Turkey under Security Council Resolutions.

eat rations (RTEs). Distributions will be monitored by female and male enumerators, employed by both WFP and third party monitoring (TPM) companies.

54. The large cooperating partner base will be provided with relevant training on an ongoing basis covering a variety of issues including gender programming, the revised beneficiary selection tool, market price monitoring, reporting, and warehouse management.
55. WFP will continue its co-leadership in the Food Security Sector that ensures coordinated responses amongst sector partners. Following the successful harmonisation of the food basket, efforts will continue regarding the harmonisation of monitoring.
56. *Activity 2. Provision of school meals for pre- and primary school children in regular schools and CBT to out-of-school children enrolled in informal education or alternate learning opportunities.*

Pre-primary and primary students in schools located in areas that have a high prevalence of IDPs, as well as poor food security and education indicators will be eligible for the school meals programme. During 2018, the programme will target up to one million students (510,000 boys, 490,000 girls). The programme is implemented in partnership with UNICEF and the Ministry of Education and targets schools accessible from inside Syria.

57. Students are provided with a school meal that consists of a fortified date bar and fortified ultra-high temperature processing (UHT) milk on school days. Seeking to transition from a school snack to a school meal, a pilot programme for the provision of a fresh meal in the form of a sandwich and fresh fruit or vegetables was launched in early 2017.
58. The continued capacity strengthening of local food manufacturers will be essential in achieving this strategic outcome. WFP is working with local manufacturers to enhance their capacity to produce fortified date bars for the programme. This has reduced the lead time, resolved quality issues, and provided employment opportunities mainly for women.
59. Recognising the long-term challenge of almost two million girls and boys being out of school, a CBT will be provided to families who send their out of school children to accelerated learning sessions supported by UNICEF in order to facilitate a re-entry into mainstream education. The CBT will enable families to buy fresh food items at selected WFP retailers. In 2018, the programme will target 50,000 students and their families.
60. While there are no immediate plans for a transition of the programme to the Government, the school meals programme will continue its capacity strengthening of institutional partners such as the Ministry of Education, local school administrators and teachers to ensure efficient implementation and build long-term programmatic sustainability.

3.2.2. Strategic Outcome 2: Food insecure families in urban and rural areas affected by the crisis are enabled to meet their basic food and nutrition needs and increase their self-reliance, throughout the year.

Outcome description

61. The outcome seeks to develop livelihood activities for moderately food insecure households, whose livelihood assets and incomes have been negatively impacted by the crisis.
62. The strategic outcome contributes to SDG target 2.1 and WFP's Strategic Result 1.

Focus Area: Resilience Building

63. This strategic outcome addresses the need for early recovery activities in a context where more than half of the population are unemployed and infrastructure has deteriorated greatly throughout the prolonged crisis, with a particular focus on women and youth. The primary focus of this outcome is resilience building.

Expected outputs

64. This outcome will be achieved through outputs that are all linked to SDG 4.1 (technical and vocational skills):
- Food insecure families improve and maintain livelihood assets for targeted communities and households, in order to protect their access to food. (*Tier 1, output category A and D, SR 1*).
 - Targeted farmers, including women, receive training and/or technical support in order to increase their production and sales. (*Tier 1, output category C, SR 1*).
 - Targeted vulnerable Syrian IDPs and families in host communities build marketable skills to strengthen their livelihoods (*Tier 1, output category A and C, SR 1*).
 - Food insecure families benefit from creation of community assets in the environmental and agricultural sectors, in order to protect their access to food. (*Tier 2, output category A and D, SR 1*).
65. Tier one beneficiaries include food insecure IDP and returnee families, families in host communities and farmers who receive food assistance for assets or training. Tier two beneficiaries include food insecure families who benefit from community assets.

Key activities

66. *Activity 3. Creation and rehabilitation of communal assets through Food Assistance for Assets (FFA); and household-level productive assets and enhanced human capital through Food Assistance for Training (FFT).*

Households will participate in the creation and rehabilitation of home-based, group-based and communal assets through FFA, as well as FFT activities that will lead to increased household income through the development of productive assets and enhanced human capital, benefitting both women and men equally.

67. Livelihood projects seek to reach 160,000 Syrian households (800,000 people) in areas where relative stability allows for a transition towards early recovery-oriented activities. Eligible households in urban and rural areas will be identified using WFP vulnerability criteria focusing on food-insecure households whose livelihood assets and incomes have been negatively impacted by the crisis, with a focus on women and youth. Moreover, WFP will work with small and medium producers, processors and manufacturers who have the capacity to generate employment opportunities, particularly for women and youth, and stimulate local markets.
68. Priority focus will be on transitioning eligible households currently receiving GFA from unconditional emergency support to livelihood activities. Projects will be implemented from within Syria as well as areas covered by cross-border operations.
69. WFP will improve nutrition outcomes through prioritizing nutrition-sensitive FFA/FFT activities, such as poultry production and homestead gardens. These income generating activities will benefit women in particular, and improve consumption of animal proteins and dietary diversity at household level. Furthermore, FFT curricula will include modules on nutrition, dietary diversity and hygiene promotion.
70. For FFA activities, beneficiaries will receive inputs that enable them to actively participate in the asset creation activity, with consideration of the needs and priorities of both women and men. For FFT activities, beneficiaries may also receive household or communal-level inputs (such as agricultural inputs, processing units or production lines) that will allow them to either leverage pre-existing skills or utilize their training (as identified by local and national skills-gap analysis) to increase household production or generate income. To ensure equal

benefits to both women and men, the types of inputs are project specific and will be identified in collaboration with women and men in the community, and WFP cooperating partners.

71. Projects will be implemented in partnership with technically specialised national and international NGOs. Where appropriate, WFP will partner with existing GFA cooperating partners, or link technical partners with GFA partners who have strong engagement with the targeted communities in order to ensure strong local participation. This will include NGOs with a commitment to gender equality specialising in activities for women and people with disabilities. For activities focusing on market support or retail sector rehabilitation, WFP will seek out private sector partners. WFP will continue to implement livelihood projects in coordination with other United Nations agencies, technical institutions and relevant line ministries, particularly the Ministry of Agriculture and Agrarian Reform, Ministry of Water Resources, and Ministry of Social Affairs and Labour.

3.2.3. Strategic Outcome 3: Vulnerable groups, especially children, pregnant and lactating women and girls, across Syria have reduced levels of malnutrition, achieved through high quality, nutrient dense diets, throughout the year.

Outcome description

72. Preventing stunting and addressing micronutrient deficiencies remain a priority for the Government as well as Nutrition Sector partners. In addition to working closely with the Sector to address gaps in policy frameworks and carry out institutional capacity strengthening, WFP will implement nutrition specific and sensitive interventions benefitting children and PLWG, as well as promote the shared responsibility for the health and well being of children.

73. The strategic outcome contributes to SDG target 2.2 and WFP's Strategic Result 2.

Focus Area: Resilience Building

74. The nutrition specific and sensitive interventions and the institutional capacity strengthening, seek to improve the capacity of vulnerable Syrian women, girls and boys to prevent deterioration of the nutrition situation in the country. The primary focus of this outcome is resilience building.

Expected outputs

75. This outcome will be achieved through the following outputs:

- Targeted children, aged 6-23 months, receive specialized nutritious foods in order to prevent acute malnutrition and micronutrient deficiencies. *(Tier 1, output category A and B, SR 2).*
- Pregnant and lactating women and girls receive cash-based transfers in order to improve their dietary diversity and nutrient intake. *(Tier 1, output category A, SR 2).*
- Children, 6-59 months, and pregnant and lactating women and girls are treated for moderate acute malnutrition (MAM). *(Tier 1, output category A and B, SR 2).*
- Beneficiaries and/or caregivers are provided with behavioural change communications, in order to improve nutrition. *(Tier 2, output category E, SR 2).*
- Beneficiaries and caregivers benefit from improved capacity of cooperating partners and health care providers, in order to improve nutrition. *(Tier 1, output category C, SR 2).*
- Food insecure families benefit from WFP efforts through the nutrition sector to rehabilitate national fortification programmes. *(Tier 3, output category C, SR 2).*

76. Tier one beneficiaries include children aged 6-59 months, and PLWGs who receive CBT or SNFs and benefit from cooperating partners' improved capacity. Tier two beneficiaries include PLWG and caregivers who receive BCC. Tier three beneficiaries include food insecure populations who benefit from rehabilitation of national fortification programmes.

Key activities

77. *Activity 4. Prevention of acute malnutrition and micronutrient deficiencies in children 6-23 months of age.*

Data from the latest SMART survey indicates the level of acute malnutrition amongst boys and girls is within acceptable levels. In order to ensure that the situation does not deteriorate, WFP implements a programme to prevent acute malnutrition and micronutrient deficiencies. WFP distributes SNFs through preventive supplementary feeding for children aged 6-23 months to eligible families already assisted through WFP's GFA programme.

78. *Activity 5. CBT to targeted PLWG to improve their dietary diversity and intake of fresh food items such as dairy, meat and vegetables.*

The risk of malnutrition amongst PLWG is high in Syria, as food prices have increased and women and girls may not have access to sufficient fresh food such as dairy, meat and vegetables. These women and girls may not receive adequate micronutrients needed for their health and that of their unborn or infant child. To address the critical needs of this vulnerable group, WFP launched a CBT-based nutrition support to improve the dietary diversity of vulnerable PLWG in 2014. Beneficiaries for the programme are identified through the GFA programme. Every PLWG, who receives GFA in the targeted locations of the nutrition support programme, is eligible for CBT support enabling them to purchase fresh products such as dairy, meat and vegetables from selected WFP retailers.

79. To provide enhanced services for PLWG, WFP has a partnership with the United Nations Population Fund (UNFPA), which enables PLWG to benefit from services and skills development provided at UNFPA's regular and mobile clinics. These include reproductive health sessions, provision of hygiene kits, referrals for antenatal and postnatal care, vaccinations and family planning. The joint programme is expected to be rolled out in additional governorates as the nutrition programme expands.

80. *Activity 6. Treatment of moderate acute malnutrition in children aged 6-59 months and PLWG.*

To address acute malnutrition in children aged 6–59 months and PLWG, WFP in partnership with UNICEF and the World Health Organization (WHO), and in close coordination with the Ministry of Health, is implementing a community management of acute malnutrition (CMAM) programme. WFP supports treatment of children and PLWG with MAM through provision of specialized lipid based nutrient supplements (LNS). The services including community outreach and awareness, which includes promotion of the shared responsibility for the health and well being of children, are provided with the assistance of the Government of Syria and NGO partners.

81. BCC underpins the successful implementation of all three activities and will promote men and women's shared responsibility for the health and wellbeing of their children, and enabling environments for breastfeeding women and girls. WFP will continue to work closely with its specialised nutrition partners to ensure long-term sustainability of the interventions.

82. Through its membership of the Nutrition Sector, WFP will continue to work on strengthening institutions. WFP is currently a member of the national IDD (iodine deficiency diseases) Steering Committee and is working on food fortification initiatives.

3.2.4. Strategic Outcome 4: Humanitarian partners across Syria benefit from augmented logistics and emergency telecommunications capacity, enabling them to provide their technical assistance, throughout the crisis.

Outcome description

83. This strategic outcome provides humanitarian actors with support across shared platforms and seeks to share knowledge and expertise as well as strengthen global partnerships, in order to facilitate the achievement of the SDGs.
84. The strategic outcome contributes to SDG target 17.16 and WFP's Strategic Result 8.

Focus Area: Crisis Response

85. This strategic outcome addresses the need for provision of services to humanitarian actors that face gaps in their abilities to deliver on their commitments to affected populations. The primary focus of this outcome is crisis response.

Expected outputs

86. This outcome will be achieved through two outputs:
- Crisis affected populations benefit from humanitarian partners being provided with coordination and services that cover logistical gaps, enabling the implementation of activities. *(Tier 3, output category C, H and K, SR 8).*
 - Crisis affected populations benefit from humanitarian organisations being provided with shared ICT services and coordination support in common operational areas. *(Tier 3, output category C, H and K, SR 8).*
87. These outputs cover tier three beneficiaries who are crisis affected populations that benefit from humanitarian organisations being provided with coordination and shared logistics and ICT services, and enhanced coordination in affected areas.

Key activities

88. *Activity 7. Provide Whole of Syria coordination, information management, capacity development and shared logistics services to sector partners that face logistical gaps.*

The complex crisis in Syria requires humanitarian actors to have a comprehensive logistics set-up, as the volatile situation requires a multitude of delivery modalities, and storage facilities across the country. Through the Whole of Syria coordination mechanism, the Logistics Cluster provides coordination, an information management platform, technical support and capacity development and tailored logistics services to enable the humanitarian community to deliver and implement relief assistance.

89. *Activity 8. Provide shared ICT services, Emergency Telecommunications coordination and Information Technology (IT) Emergency Preparedness training to humanitarian organisations in common operational areas.*

Following years of crisis, the telecommunications infrastructure in Syria is in disrepair. Furthermore, humanitarian actors may not have the capacity to establish the required services. The Emergency Telecommunications Cluster (ETC) can cover gaps in ICT services, IT emergency preparedness training, etc.

3.3. TRANSITION AND EXIT STRATEGIES

90. The transitional ICSP will be in place for 12 months. During this duration, the context is expected to remain volatile and no major changes to project activities are foreseen. While the transitional ICSP takes into account a possible return movement from neighbouring countries and displaced persons returning to their area of origin, a large scale return

movement would represent a pivotal change, which will necessitate strong coordination between Syria and neighbouring countries and alignment of project documents.

91. The transitional ICSP focuses on providing access to food for vulnerable Syrians with high levels of food insecurity. Continued large scale, direct food assistance is not sustainable. Therefore, WFP will explore opportunities for transitioning to early recovery activities, where feasible. Enhancing livelihoods is a key priority for the Government of Syria, and WFP seeks to be a vital partner in future joint programming. For large scale recovery projects, WFP's role will be to support initiatives and partner with relevant entities and sister-agencies rather than initiating the projects. Gender mainstreaming will be a priority for all United Nations agencies to advance gender equality and women's empowerment as key to peacebuilding, transition and recovery.
92. WFP will maintain nutrition prevention programmes while together with cooperating partners contribute to strengthening nutrition related initiatives at central and local levels, improving coordination between ministries, and monitoring progress towards national SDG targets. It is further acknowledged that gender equality is a requirement for sustained food security and nutrition and all programme activities will work towards this.

4. IMPLEMENTATION ARRANGEMENTS

4.1. BENEFICIARY ANALYSIS

93. Gender analysis, based on SADD, has informed the beneficiary targets, as reflected in Table 1. The beneficiaries covered under the first activity (GFA) under strategic outcome 1 are the most vulnerable Syrians including IDPs, host communities and refugees from Iraq. The most vulnerable sub-districts are identified based on the 2015 FSA and the ongoing food security monitoring. The 2017 FSA will further inform the analysis and geographical prioritisation. WFP Syria will use its gender-sensitive beneficiary selection tool to categorise the most vulnerable into three categories.¹⁴ For the second activity (school meals), WFP supports schools that are covered by UNICEF and in areas with a high prevalence of IDPs and low food security and education indicators. SADD is used to triangulate data analysis.
94. The beneficiaries covered by FFA and FFT activities under strategic outcome 2 are the moderately vulnerable, food insecure households, as identified by cooperating partners and through WFP's beneficiary selection tool. Returnees will be included in this category.
95. Strategic outcome 3 addresses the nutritional challenges faced by children aged 6-59 months and PLWG. Beneficiaries for the two prevention activities will be from households that are assisted under activity 1 (GFA) in strategic outcome 1 (preventative supplementary feeding to children aged 6-23 months across the country and CBT to PLWGs in select locations), while the treatment activity will cover children aged 6-59 months and PLWG, who suffer from MAM.
96. WFP Syria will continue to push for a greater scale-up of SCOPECARD and SCOPE and offer it to other humanitarian actors.
97. Strategic Outcome 4 has no direct beneficiaries, as both the Logistics and ETC clusters act as service platforms facilitating other humanitarian actors' ability to reach beneficiaries.
98. In addition to direct beneficiaries, there are indirect beneficiaries benefitting from capacity strengthening such as institutions and cooperating partners.

¹⁴ Each indicator in the tool has a weight that contributes to the combined household vulnerability score, which indicates households' food security vulnerability. Households are then categorized into three groups: A (highly vulnerable); B (moderately vulnerable) and C (less vulnerable).

TABLE 1: FOOD & CASH TRANSFER BENEFICIARIES

BY STRATEGIC OUTCOME & ACTIVITY

Strategic Outcome	Activities	Women	Men	Girls	Boys	Total
STRATEGIC OUTCOME 1: FOOD INSECURE POPULATIONS AFFECTED BY THE CRISIS, INCLUDING HOST COMMUNITIES, IDPS AND RETURNEES, IN ALL GOVERNORATES, HAVE ACCESS TO LIFE-SAVING FOOD TO MEET THEIR BASIC FOOD NEEDS ALL YEAR LONG.	1: Provision of general food assistance in the form of regular in-kind monthly food rations and ready-to-eat rations in the initial phase of displacement.	869 199	835 113	1 170 801	1 124 887	4 000 000
	2: Provision of school meals for pre- and primary school children in regular schools and CBT to out-of-school children enrolled in informal education or alternate learning opportunities.			514 500	535 500	1 050 000
STRATEGIC OUTCOME 2: FOOD INSECURE FAMILIES IN URBAN AND RURAL AREAS AFFECTED BY THE CRISIS ARE ENABLED TO MEET THEIR BASIC FOOD AND NUTRITION NEEDS AND INCREASE THEIR SELF-RELIANCE, THROUGHOUT THE YEAR.	3: Creation and rehabilitation of communal assets through Food assistance for Assets (FFA); and household-level productive assets and enhanced human capital through Food assistance for Training (FFT).	173 840	167 023	234 160	224 977	800 000
STRATEGIC OUTCOME 3: VULNERABLE GROUPS, ESPECIALLY CHILDREN, PREGNANT AND LACTATING WOMEN AND GIRLS, ACROSS SYRIA HAVE REDUCED LEVELS OF MALNUTRITION, ACHIEVED THROUGH HIGH QUALITY, NUTRIENT DENSE DIETS, THROUGHOUT THE YEAR.	4: Prevention of acute malnutrition and micronutrient deficiencies in children 6-23 months of age.			102 000	98 000	200 000
	5: CBT to targeted pregnant and lactating women and girls to improve their dietary diversity and intake of fresh food items such as dairy, meat and vegetables.	60 000				60 000
	6: Treatment of moderate acute malnutrition in children 6-59 months and pregnant and lactating women and girls.	20 000		13 000	12 000	45 000
STRATEGIC OUTCOME 4: HUMANITARIAN PARTNERS ACROSS SYRIA BENEFIT FROM AUGMENTED LOGISTICS AND EMERGENCY TELECOMMUNICATIONS CAPACITY, ENABLING THEM TO PROVIDE THEIR TECHNICAL ASSISTANCE, THROUGHOUT THE CRISIS.	7: Provide Whole of Syria coordination, information management, capacity development and shared logistics services to sector partners that face logistical gaps.	N/A	N/A	N/A	N/A	N/A
	8: Provide shared ICT services, Emergency Telecommunications coordination and IT Emergency Preparedness training to humanitarian organisations in common operational areas.	N/A	N/A	N/A	N/A	N/A
TOTAL*		1 094 511	1 051 589	1 393 014	1 338 386	4 877 500

**Note: Total number of beneficiaries excludes overlaps.*

4.2. TRANSFERS

4.2.1. FOOD AND CASH-BASED TRANSFERS

99. The majority of food assistance will be provided as in-kind food rations, though WFP Syria envisions a gradual scale up of CBT across different project activities. Gender analysis of the SADD will be used to inform the implementation and expansion of activities to address the needs and priorities and empower both women and men equally. In activities where women are the main recipients of the vouchers (e.g. PLWG CBT nutrition support), they can decide, either alone or in consultation with their families, on which food commodities the entitlement should be spent.
100. CBT is currently being used for the nutrition sensitive programme for PLWG and out of school children. FFA activities under livelihoods will receive in-kind food rations, while FFT will gradually be transitioned to CBT. Assessments carried out by the CBT and supply chain units indicate that it is feasible to introduce CBT in different areas of the country. Its implementation is further supported by local authorities, who recognise the benefit of the indirect investment in local retailers, wholesalers and producers through the use of vouchers.
101. Fortified date bars are used for the school meals programme, however, following a programmatic review of the pilot fresh sandwich programme, this modality may be scaled-up.
102. Strategic outcome 4 is not included in the below table, as there are no direct beneficiaries.

Strategic Outcome	Strategic Outcome 1		Strategic Outcome 2	Strategic Outcome 3		
Activity	Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Activity 6
Beneficiary type	Vulnerable Syrians	Pre-primary and primary students	Moderately vulnerable Syrian households	Children aged 6 – 23 months	PLWG	Children aged 6 - 59 months and PLWG
Modality	In-kind	In-kind / CBT	In-kind / CBT	In-kind	CBT	In-kind
Cereals	234		234			
Pulses	120		120			
Oil	36		36			
Salt	7		7			
Sugar	33		33			
Fortified date bars		100				
UHT milk		200				
LNS – medium quantity				46		
LNS – large quantity						92
Total g/day	430	300	430	46		92
Total kcal/day	1 697	552	1 697	258		500
% kcal from protein	12.5	10.4	12.5	8.6		10
% kcal from fat	21	30.2	21	55		55
Cash (US\$/person/month)		23	70		25	
Number of feeding days	360	140 / 270*	360	360	360	120

* The number of feeding days for the school meals programme is 140, whereas for the out of school programme it is 270 days

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE		
Food type / cash-based transfer	Total (mt)	Total (USD)
Cereals	228 900	77 196 900
Pulses	137 160	125 409 960
Oil and Fats	41 605	43 851 881
Mixed and Blended Foods	17 451	30 408 185
Other	247 557	196 223 143
TOTAL (food)	672 672	473 090 069
Cash-Based Transfers (USD)		63 150 000
TOTAL (food and CBT value – USD)	672 672	536 240 069

4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION

103. Capacity strengthening activities, including gender, will be mainstreamed across all strategic outcomes. This involves cooperating partners, line ministries and food manufacturers. The long-term perspective is to support national ownership and long-term sustainability. However, taking into account the current volatile context, it is an endeavour that will supersede the timeframe of the transitional ICSP.
104. The transitional ICSP anticipates a scale-up of CBT activities implemented through SCOPECARD. This will necessitate enhanced capacity of cooperating partners and strengthened markets to support the increase in demand.
105. Where applicable, WFP will facilitate an exchange of knowledge with WFP's respective Centres of Excellence and with other country offices. Partnership opportunities with other United Nations agencies, academic and technical institutions will also be pursued.

4.3. SUPPLY CHAIN

106. In order to support the large and complex operation, WFP maintains two separate supply chains; one for inside Syria and another for cross-border deliveries from Jordan and Turkey. For inside Syria, commodities arrive at Beirut Port, Lebanon and the Syrian ports of Lattakia and Tartous. From the ports at Beirut, Lattakia and Tartous, commodities are transported to WFP managed warehouses, where food rations are prepared and dispatched to cooperating partners (WFP maintains eight warehouses across the country with six packaging facilities). For the cross-border operations from Jordan and Turkey, WFP procures pre-packed food rations directly from the suppliers.
107. The lead time for international procurement of most commodities require three to four months, which necessitates substantial advance planning. WFP Syria is scaling up local procurement to 10 percent, which will reduce the lead time for some commodities.
108. The supply chain unit has conducted market assessments together with the CBT unit to ascertain the feasibility of gradually increasing the use of the CBT modality across the country. These assessments include female enumerators to ensure any gender issues in access and social barriers are considered.
109. The Logistics Cluster organises interagency humanitarian convoys to hard-to-reach and besieged areas in close collaboration with Office for the Coordination of Humanitarian Affairs

(OCHA). The Logistics Cluster further provides common storage for humanitarian actors and logistics training.

4.4. COUNTRY OFFICE CAPACITY AND PROFILE

110. Ensuring full coverage across the country, WFP will maintain its deep field presence with a total of five field offices in Syria, two cross-border field offices in Jordan and Turkey, and logistics hubs in Turkey and Lebanon. If the security situation permits, additional field offices may be added inside Syria.
111. A Structure and Staffing Review (SSR) exercise took place in 2016 and the recommendations will be implemented throughout 2017. The SSR ensured that WFP Syria has in place an optimal structure for implementing the activities outlined, with a focus on gender equality. Recognising the gender and protection elements inherent in the Syrian crisis, WFP Syria has a dedicated gender and protection specialist to ensure that relevant analysis is systematically incorporated in programme design and implementation. To maintain a focus on gender mainstreaming, the gender adviser will also ensure capacity strengthening and skills development of staff.

4.5. PARTNERSHIPS

112. WFP Syria is an active part of the United Nations Country Team (UNCT), which engages with the Government of Syria on several fronts including the Strategic Framework.
113. WFP Syria engages with WFP offices in neighbouring countries to prepare for possible return movements and to limit duplication in registration efforts, e-vouchers, etc.
114. WFP works with several ministries in order to ensure implementation. Key ministries include the Ministry of Foreign Affairs and Expatriates, Ministry of Local Administration, the Ministry of Social Affairs, which includes a new Women's Directorate, and the Planning and International Cooperation Commission. WFP implements its school meals programmes in coordination with the Ministry of Education both at the national level and the governorate level. In order to implement its prevention and treatment of malnutrition programmes, WFP works closely with the Ministry of Health and UNICEF. For livelihood activities, the primary ministry is the Ministry of Agriculture and Agrarian Reform, the Directorate of Rural Women's Development, along with different chambers of agriculture, and the Ministry of Internal Trade and Consumer Protection. The Central Bureau of Statistics is a key actor in national food security assessments.
115. WFP Syria works closely with sister agencies, including UNICEF, for the school meals and nutrition interventions, UNFPA for the nutrition sensitive programme for PLWG, and FAO and UNDP for livelihood activities. FAO and WFP jointly prepare the CFSAM. This is in addition to a diverse partner base of 55 national and international NGOs as of mid-2017. WFP is also working with UNFPA and the International Labour Organization (ILO) on an assessment of Gender and Livelihoods. The scale up in livelihood and nutrition activities has increased the demand for more specialised cooperating partners, including those supporting women and people with disabilities.
116. There is extensive coordination with partners in the Food Security Sector in order to optimise responses and avoid duplication of assistance.
117. WFP Syria works with private sector partners including retail shops for CBT and TPM companies.

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1. MONITORING AND EVALUATION ARRANGEMENTS

118. In light of WFP's revised strategic direction in the collective commitment to contribute to the SDGs, WFP Syria will increasingly focus on impact and outcome, in line with the revised Corporate Results Framework. This will include expansion of gender-responsive monitoring and evaluation practices to include periodic activity-based programmatic reviews and lessons learned exercises, progressively conducted in partnership with sister-agencies, relevant research institutions and academia. A decentralised end-term evaluation of the effectiveness of WFP Syria's operation will feed into the formulation of the Country Strategic Review (CSR), subsequent planning process, and future strategic programmatic orientation. Commensurate resources have been budgeted for this purpose.
119. An activity-based programme structure will increase the line of sight with increasing clarity of resource impact from strategic outcomes through to activities. Joint programming will lead to joint monitoring and an augmented evidence base, particularly for joint livelihood projects with FAO and UNDP, and nutrition with UNICEF and UNFPA. Alongside sister-agencies, WFP Syria will continue its contribution to the UNSF progress monitoring and evaluation framework, and the food security outcome monitoring initiative (FSOMI), integral reporting in support of the Food and Agriculture Sector HRP Strategy.
120. Crisis and armed conflict impact women and men differently. Gender perspectives will receive particular emphasis in the empiric data-collection and analytical phases, ensuring a balanced perspective from both women and men. COMET will capture SADD data for output indicators. Post distribution monitoring (PDM) will be stratified separately for female- and male-headed households, enabling the establishment of sex-disaggregated baseline values for core food security outcome indicators and cross-cutting results.
121. Ideally, WFP would monitor all its operations in the deep field, and maintain a direct, uninterrupted dialogue with the most vulnerable beneficiaries. However, in the Syrian context, there are operational risks which are limiting the monitoring span, including an insecure environment and access restrictions. TPM is a principal mitigating action for operational risks, and one that has gained corporate acceptance as an essential monitoring tool in complex environments.¹⁵
122. WFP implements programme operations in all governorates across Syria, subject to access. WFP Syria will continue to augment regular gender-responsive monitoring activities with TPMs to maintain consistent and representative monitoring coverage across the country, despite fluctuations in conflict-lines and hard-to-reach areas. Eighty percent of monitoring activities in Syria are conducted by the TPM. In hard-to-reach areas, field monitoring is complemented by mVAM outcome monitoring for FCS and CSI. All data-sources are combined in the analytical phase, which is undertaken solely by WFP.
123. WFP Syria's gender-responsive monitoring strategy will expand the use of remote monitoring systems (RMS). WFP uses geo-referenced real-time acquisition of statistics platform (GRASP) in all areas covered through cross-border operations. GRASP is a tool that enables data collection, transmission and analysis in real-time through the use of mobile devices. It reduces costs and time between data collection and transmission, while improving accuracy by eliminating manual data entry. WFP Syria is exploring options for expanding the use of RMS to other parts of Syria.
124. The transitional ICSP will provide an opportunity to analyse the markers of difference between current proprietary country-based and corporate data management tools, with the

¹⁵ WFP Third Party Monitoring Guidelines, Performance Management and Monitoring Division (RMP), 2014

long-term vision of full transition to corporate systems, namely the Country Office Tool for Managing [programme operations] Effectively (COMET) and Mobile Data Collection and Analytics (MDCA). Transition may imply the configuration of corporate systems, as migration is contingent on specific operational requirements (i.e. airdrops, convoys to besieged areas, cross-line and cross-border).

5.2. RISK MANAGEMENT

Contextual Risks

125. The security situation may force WFP to reduce its presence in-country. Mitigating actions to maintain business continuity include emergency preparedness, remote management where necessary and flexible contracts with transporters and cooperating partners to enable changes between cross-line and cross-border operations and rapid scaling-up of assistance. WFP Syria has recently completed a conflict sensitivity training programme, to develop the capacity of staff to analyse the impact of WFP's operations and to ensure that the assistance does no harm.
126. Discriminatory socio-cultural norms and practices may restrict women's involvement in livelihood activities. The Syria Gender Analysis and other planned studies will provide a sound basis for gender-sensitive programming activities, and programme implementation will be undertaken in a safe and dignified manner respecting the rights of women, men, girls and boys.
127. Price volatility in local markets for food commodities presents a real risk. Mitigating actions include the continuation of in-kind food baskets for the majority of the response and carrying out detailed market assessments before increasing local procurement.
128. Environmental risks such as the onset of a drought could further compound an already complex humanitarian crisis. The likelihood and severity is reviewed through the regular risk register review and annually in the context of the CFSAM.

Programmatic Risks

129. Funding shortfalls will be mitigated by prioritising the most vulnerable people for assistance, and by securing adequate funding for projects, before proceeding with their implementation; downsizing activities when needed, and continuously monitoring impacts.
130. Inability to scale-up CBT in the absence of qualified partners and retailers as well as banking and Government restrictions. This risk will be mitigated through comprehensive market assessments, facilitating lessons learned from neighbouring countries and implementing strong operational procedures for all aspects of the CBT programme.
131. WFP Syria may not be able to assist its targeted beneficiaries due to access restrictions caused by the volatile security situation and large population movements. Mitigation measures include the flexibility to switch between the different delivery modalities and enabling preparedness measures such as pre-positioning stocks. Above all, WFP assistance must do no harm to the safety and dignity of women, men, girls and boys receiving it.

Institutional Risks

132. Due to the complex nature of the crisis, negative media portrayal of WFP and its cooperating partners constitutes a significant risk. This risk can be mitigated through transparency, demonstrating strong procedures including due diligence assessments of partners, and by having in place a strong communication strategy focusing on demonstrating the results of WFP's interventions across the entire country.

6. RESOURCES FOR RESULTS

6.1. COUNTRY PORTFOLIO BUDGET

133. The transitional ICSP has a budget of USD 796 million, which is a combination of the approved PRRO budget and the required amount for strategic outcome 4, which was previously covered by a Special Operation. The corporate commitment of 15 percent of project funds to gender equality activities will be met.
134. The majority of the budget is allocated to strategic outcome 1, which covers the continued large scale humanitarian assistance as well as the school meals activities. The livelihood activities under strategic outcome 2 has the second largest allocation with about 12 percent of the total, an indication of the priority focus allocated to these activities.
135. Strategic outcome 3 addresses the potential nutrition crisis by supporting both prevention and treatment activities for children and PLWG. Hence, while the total amount is relatively small, the impact are substantial. There will also be efforts at strengthening institutional capacity for fortification and iodization policies.
136. Strategic outcome 4 ensures that humanitarian actors implementing activities in Syria have the necessary logistics and ETC capacity to reach their beneficiaries. WFP is the cluster lead for both and taking into account the current infrastructure in Syria, these common services will continue to be essential.

COUNTRY STRATEGIC PLAN INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)		
	Year 1 2018	Total
Strategic Outcome 1	638 749 289	638 749 289
Strategic Outcome 2	109 263 336	109 263 336
Strategic Outcome 3	34 371 862	34 371 862
Strategic Outcome 4	13 497 878	13 497 878
TOTAL	795 882 366	795 882 366

6.2. RESOURCING OUTLOOK

137. The Syria operation has been funded at an average of 50 percent between 2012 and 2016. However, since September 2015, and following the Syria London Conference in February 2016, donor contributions to WFP's operations in Syria have increased substantially, for both relief and recovery activities. Based on recent trends, and donor announcements of multi-year commitments, it is estimated that the current Syria PRRO (2017 - 2018) would be funded at a 55 percent level. The estimate for 2018 specifically currently stands at around 50 percent of requirements.
138. Some major donors, including Germany, Canada and France, have expressed interest in supporting WFP livelihood activities, also at scale when and where possible. Others, such as the Department for International Development (DFID) and the Netherlands would welcome WFP use of different food assistance modalities, including vouchers and multi-purpose cash assistance.
139. WFP will enhance advocacy and donor outreach efforts to mobilize the required resources for relief and resilience assistance. In case of funding shortfalls, WFP will resort

to prioritizing the most vulnerable crisis-affected IDP and returnee households, including those in remote and besieged communities. Life-saving nutrition treatment and prevention programmes will be prioritised, as will school meals in areas with low enrolment and attendance rates. Livelihood activities would be reduced, focusing on implementation in the most food insecure areas. Based on available resources, the GFA food basket may be reduced from 1,700 kcal to 1,500 kcal. Further ration reductions would be considered only as a last resort, or temporarily during pipeline breaks.

6.3. RESOURCE MOBILIZATION STRATEGY

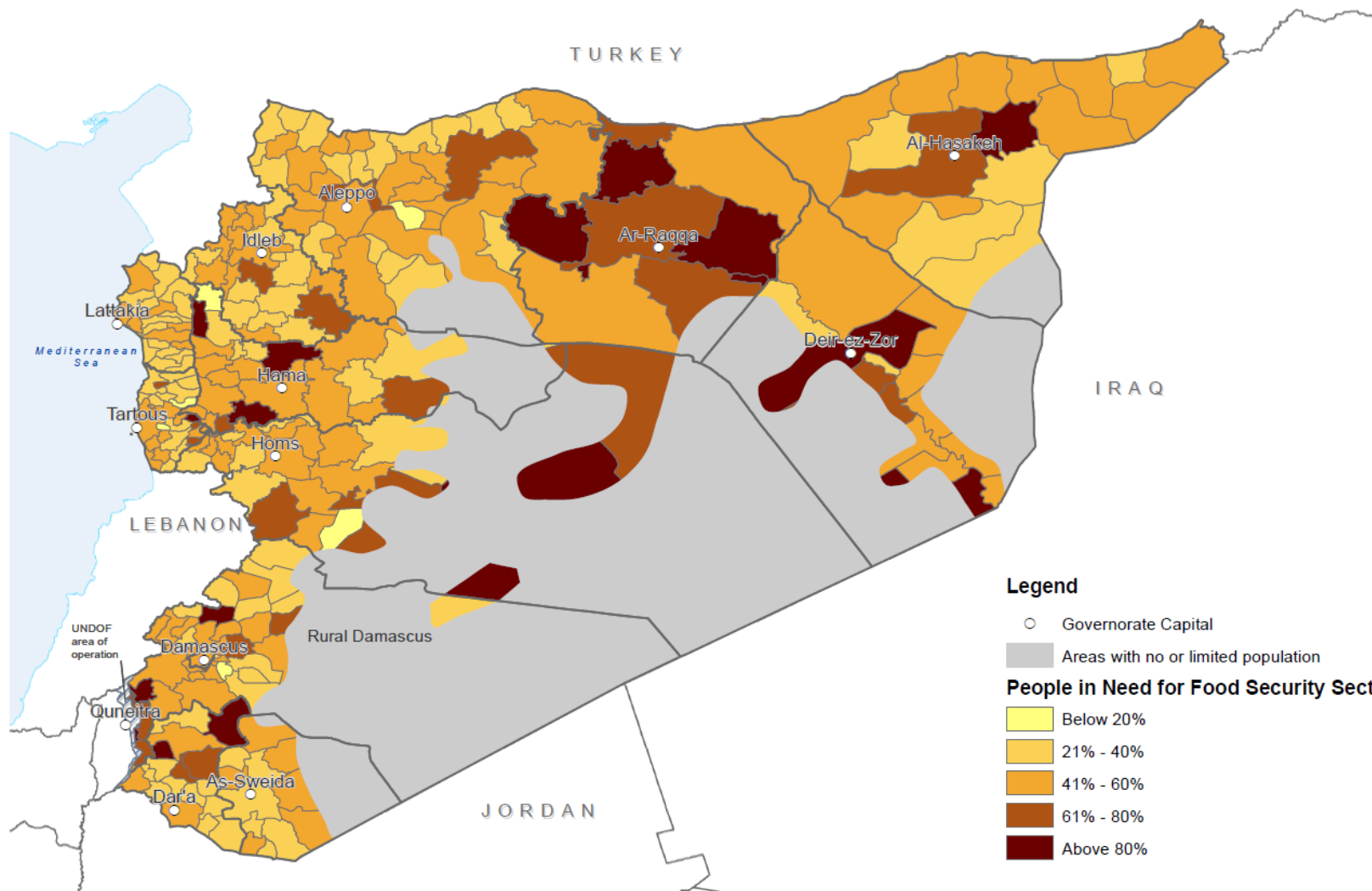
140. As of mid-2017, the top donors to the PRRO include Germany, the United States, the European Commission, Canada, Saudi Arabia and multilateral donors. WFP will continue engaging with these donors at the corporate, regional and country levels. Whenever possible, WFP Syria management will brief donors present in Lebanon, Jordan and Turkey on inside Syria operations that they fund.
141. WFP will continue to reach out to donors from Gulf Cooperation Council (GCC), to ensure their continued support to WFP's operation in Syria. Renewed engagement with non-traditional donors, such as China, the Republic of Korea and others, is expected to mobilise support for this transitional ICSP and for the longer term.

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 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	
Transfer	568 840 108	94 529 365	29 565 222	12 323 796	705 258 490
Implementation	14 349 024	5 229 948	1 816 882	-	21 395 855
Adjusted DSC (%)	13 772 821	2 355 955	741 132	291 044	17 160 951
Sub-total	596 961 952	102 115 268	32 123 235	12 614 840	743 815 295
ISC (7%)	41 787 337	7 148 069	2 248 626	883 039	52 067 071
TOTAL	638 749 289	109 263 336	34 371 862	13 497 878	795 882 366

ANNEX II: MAP(S)

Syrian Arab Republic: People in Need for Food Security Sector 2017



ANNEX III: ACRONYMS

BCC	Behavioural Change Communications
CBT	Cash-Based-Transfers
CFSAM	Crop and Food Security Assessment Mission
CMAM	Community Management of Acute Malnutrition
COMET	Country Office Tool for Managing Effectively
CSI	Coping Strategy Index
CSR	Country Strategic Review
ETC	Emergency Telecommunications Cluster
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
FFA	Food assistance For Assets
FFT	Food assistance For Training
FSA	Food Security Assessment
GAM	Global Acute Malnutrition
GAP	Gender Action Plan
GDP	Gross Domestic Product
GFA	General Food Assistance
GII	Gender Inequality Index
GRASP	Geo-referenced real-time acquisition of statistics platform
HNO	Humanitarian Needs Overview
HRL	Human Rights Law
HRP	Humanitarian Response Plan
IDD	Iodine Deficiency Diseases
IHL	International Humanitarian Law
ICT	Information and Communications Technology
IDP	Internally Displaced Persons
IYCF	Infant and Young Child Feeding
LNS	Lipid based nutrient supplements
MAM	Moderate Acute Malnutrition

MDCA	Mobile Data Collection and Analytics
MMR	Minimum Monitoring Requirements
mVAM	Mobile Vulnerability and Assessment Mapping
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PLWG	Pregnant and Lactating Women and Girls
PRRO	Protracted Relief and Recovery Operation
RMS	Remote Monitoring Systems
RTE	Ready-to-eat rations
SADD	Sex- and age-disaggregated data
SDG	Sustainable Development Goal
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SNF	Specialised Nutritious Foods
ICSP	Interim Country Strategic Plan
TPM	Third Party Monitoring companies
UHT	Ultra-High Temperature
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSF	United Nations Strategic Framework (for Syria)
UNSWAP	United Nations System Wide Action Plan (for gender equality)
VAM	Vulnerability and Analysis Mapping
WaSH	Water, Sanitation and Hygiene
WHO	World Health Organization
