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Operational matters

**For approval**

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## **South Sudan Interim Country Strategic Plan (2018–2020)**

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 3,182,700,929
Gender and age marker*	2A

\*<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

### **Executive summary**

As a result of civil war since December 2013, South Sudan is experiencing a prolonged crisis exacerbated by mass population displacement and a collapsing economy, with declining food security and nutrition. Apart from slight seasonal variations, global acute malnutrition remains above the emergency threshold in most of the country. In 2017 famine was declared in two counties; early detection followed by immediate and sustained humanitarian assistance prevented expansion or deepening of famine conditions.

The extent of conflict and instability in 2017 prevented a full strategic review of government priorities for achieving the Sustainable Development Goals on which WFP would base a country strategic plan. WFP has instead consulted government entities, United Nations agencies, cooperating partners, non-governmental organizations and donors to develop this interim plan.

The interim country strategic plan is based on the most likely scenario for 2018–2020: increased conflict throughout the country spreading to new areas and groups, political instability, displacement and economic collapse with a resulting fall in household purchasing power and reduced crop production. The interim country strategic plan assumes that South Sudan will continue to rely on WFP for food and nutrition assistance for much of its population until 2020, requiring WFP's continuing leadership to mobilize life-saving food-based responses and improve the nutrition status and protection of vulnerable people while enhancing gender equality and women's empowerment.

WFP will help to increase the impact of humanitarian assistance on the resilience and future self-reliance of communities by creating and expanding delivery systems that support community empowerment. WFP will engage more directly with communities and civil society to progress towards

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the Sustainable Development Goals by increasing community participation in programme design and delivery, providing greater accountability to affected populations and supporting community-driven initiatives that contribute to food security, improved nutrition and peace.

WFP will continue to work with national and local authorities, community groups, United Nations agencies, non-governmental organizations, international financial institutions and private sector entities to protect, and meet the needs of, vulnerable people, where possible supporting community and household recovery.

The interim country strategic plan addresses four strategic outcomes supporting strategic results 1, 2, 3 and 8 of WFP's Strategic Plan (2017–2021):

- Strategic outcome 1: Food-insecure people in crisis-affected areas have access to safe and nutritious food all year round.
- Strategic outcome 2: People at risk of malnutrition in crisis-affected areas, especially young children and pregnant and lactating women, are able to meet their basic nutrition requirements all year round.
- Strategic outcome 3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year.
- Strategic outcome 4: The humanitarian community in South Sudan has access to reliable common services until satisfactory alternatives are available.

WFP will exploit its operational flexibility and its capacity to deliver large-scale emergency responses even in remote areas; its assessment capacity to target food and nutrition assistance on the basis of the different needs of women, men, girls and boys; its relationships with partners and communities for resilience building; and enhanced practices for beneficiary protection, accountability to affected populations and gender-transformative activities.

### **Draft decision\***

The Board approves the South Sudan Interim Country Strategic Plan (2018–2020) (WFP/EB.2/2017/7-B/4) at a total cost to WFP of USD 3,182,700,929.

## 1. Country analysis

### 1.1 Country context

1. After five decades of war, South Sudan became independent on 9 July 2011. A subsequent power struggle descended into widespread armed conflict; a peace agreement based on power sharing was signed in August 2015, and in April 2016 the President and the leader of the Sudan People's Liberation Movement in Opposition formed the Transitional Government of National Unity. In July 2016, however, clashes between these forces in Juba reignited fighting, causing the deaths of hundreds of people, with widespread destruction, displacement and rape.
2. An economic crisis is being driven by the rapidly depreciating South Sudanese pound, shortages of hard currency, declining oil production and prices and dependence on imports. Insecurity regularly interrupts trade. Public service salaries are not paid for months at a time, decimating public administrative staff and depriving households of income. The urban poor are increasingly destitute and desperate.
3. Cultural norms and the decades of violence drive gender inequalities: men control most productive assets and powers, domestic violence is common and adolescent girls are often married to polygamous men. Maternal mortality is the highest in sub-Saharan Africa, and 80 percent of women are illiterate. There are significant differences in the ways that violence, displacement and food insecurity affect women, girls, men and boys. Gender-based violence and the forced recruitment of boys into military forces are common.
4. Conflict, insecurity and economic decline have taken an enormous toll in deaths, displacement and trauma. The peace agreement is not perceived as fully inclusive, and political and armed groups are mobilizing. Two million people are internally displaced, of whom 214,000 continue to shelter in sites protected by the United Nations Mission in South Sudan (UNMISS),<sup>1</sup> and an additional 1.8 million people are refugees in neighbouring countries. Traditional livelihoods are being disrupted, and hunger and malnutrition are at historic high levels. Susceptibility to disease has increased, particularly with regard to malaria, cholera, *kala-azar* – visceral leishmaniasis – and measles. The Government has changed the number of states within the country and frequently appoints new authorities, adding to the political and administrative complexity.<sup>2</sup>
5. South Sudan is prone to seasonal flooding and drought. Heavy rains from late April cause flooding in low-lying areas, disrupting agriculture and making 80 percent of roads impassable. Below-average and sporadic rainfall causes water shortages, poor harvests and livestock losses.
6. South Sudan has vast arable land areas, oil reserves, water resources and large cattle and fish stocks, but the absence of political and economic stability impedes sustainable progress towards humanitarian and development objectives. The lack of transport, communications infrastructure, market integration and investment in agriculture, combined with gender inequality, further impede progress.

### 1.2 Progress towards SDG 2

7. The Sustainable Development Goal (SDG) localization process<sup>3</sup> in South Sudan began in May 2017 and the South Sudan 2017 Inaugural SDG Report is being drafted. The Government identified as its first priority SDG 16 on peace, justice and strong institutions, followed by SDG 2 on zero hunger; SDG 5 on gender equality was identified as an important facilitating SDG.

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<sup>1</sup> In 2014 the mandate of UNMISS was expanded to cover protection of civilians, monitoring and investigating human rights issues, creating the conditions for delivery of humanitarian assistance and supporting implementation of the cessation of hostilities agreement. UNMISS is responsible for the protection of civilian sites that were formed spontaneously on or near its bases when people fled during outbreaks of ethnic violence in 2014 and 2016.

<sup>2</sup> This document refers to the ten states that were part of the 2015 Agreement on the Resolution of the Conflict in the Republic of South Sudan.

<sup>3</sup> Countries “localize” the SDGs by identifying the goals and targets that are most relevant to their socio-economic conditions and defining the activities and policies needed to achieve these results.

8. In the absence of a United Nations development assistance framework, the country team's interim cooperation framework and Humanitarian Response Plan are the basis of humanitarian and development assistance. Despite the crisis, donor partners continue to invest in food security and nutrition and in health, education, gender analysis, gender-responsive programming and reform of the financial sector.
9. Deterioration against all indicators for SDG 2 is expected throughout 2017 and 2018. Of the 23 counties with recent data in early 2017, 14 had global acute malnutrition at or above 15 percent, and rates were 30 percent in several counties. A third of children under 5 were stunted in 2010,<sup>4</sup> and given the deterioration of conditions, the figure is likely to be much higher now.

### 1.3 Hunger gaps and challenges

10. Famine was declared in two counties in South Sudan in early 2017. During the peak of the lean season in August, 6 million people were estimated to be severely food insecure, with 1.7 million in emergency conditions, of whom 45,000 were facing catastrophe.<sup>5</sup> The annual food price inflation rate of 358 percent indicates that increasing numbers of people will continue to struggle to feed themselves and their children.
11. A 50 percent cereal deficit in 2016 is projected to increase in 2017 to surpass 500,000 mt as large numbers of people have been displaced and are unable to plant, fields have been destroyed and an infestation of fall armyworm is further limiting production. As a result of conflict and displacement, the food supply crisis is expected to continue beyond 2017 and to affect all regions.
12. Chronic food deficits in the Greater Upper Nile region, aggravated by the July 2016 conflict, and renewed clashes across the country resulted in famine being declared in two counties in Unity State as the 2017 lean season began, with two other counties on the brink of catastrophe. Early detection of the conditions followed by the delivery of immediate and sustained multi-sector humanitarian assistance to affected populations – including through WFP's massive air deliveries of food to the state – prevented the expansion or deepening of famine conditions.
13. Parts of the Greater Bahr el Ghazal region are suffering a major food security and nutrition crisis that is driven by market failure and the depletion of livelihood assets. Large numbers of returnees from the Sudan and people displaced by conflict from other regions in South Sudan are without means of support.
14. In the Greater Equatoria region, which has traditionally produced most of the country's food, insecurity in 2016 and 2017 disrupted food production and supply routes, leading to the loss of 50 percent of harvests and to major outflows of people seeking shelter in the Democratic Republic of the Congo, Kenya and Uganda.
15. Global acute malnutrition exceeds the emergency threshold in the Greater Bahr el Ghazal and Greater Upper Nile regions. The continuing food and nutrition insecurity is likely to result in increased chronic malnutrition and micronutrient deficiencies among nutritionally vulnerable groups.
16. In the absence of political and economic changes, the trends identified by the 2017 Integrated Food Security Phase Classification (IPC) are likely to continue. Well over half of the population will face severe food insecurity for the foreseeable future, with women and girls suffering disproportionately.<sup>6</sup> In addition, most of the 280,000 refugees currently living in camps are expected to remain in South Sudan.<sup>7</sup>

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<sup>4</sup> Ministry of Health. 2010. *Sudan Household Health Survey*. Juba. These are the most recent figures available.

<sup>5</sup> 2017 Integrated Food Security Phase Classification.

<sup>6</sup> See Jalan, S. *Facing Famine, Women and Girls Face the Heaviest Burden*. Universal Access Project; and Corner, L. 2008. *Making the MDGs Work for All: Gender-Responsive Rights-Based Approaches to the MDGs*. New York, United Nations Development Fund for Women (UNIFEM).

<sup>7</sup> The vast majority of these refugees are from the two areas – Blue Nile and South Kordofan – of the Sudan where no settlement is in sight.

## 1.4 Country priorities

### *Government*

17. At independence, the Government developed the South Sudan Development Plan (2011–2016), focusing on governance, economic development, social and human development, and conflict prevention and security. Conflict reversed initial gains and prevented further progress.
18. The Government and opposition have developed separate strategies for addressing humanitarian priorities, including developing frameworks for the return, resettlement and reintegration of refugees and internally displaced persons (IDPs).<sup>8</sup> The crisis situation has limited the opportunities for implementing these strategies.
19. Development of a three-year national development strategy with which stakeholders are expected to align their actions started in June 2017; WFP is participating in the process.

### *United Nations and other partners*

20. The United Nations country team Interim Cooperation Framework (2016–2017) prioritizes building community resilience; enhancing social services for the most vulnerable people; peace and sound governance; reinvigoration of the economy; and cross-cutting support to improve the status of women and young people. WFP and the Food and Agriculture Organization of the United Nations (FAO) co-lead with regard to building community resilience, while WFP and the United Nations Development Programme (UNDP) lead on reinvigoration of the economy. The Interim Cooperation Framework has been extended to December 2018. The United Nations is articulating a common approach to supporting the national development strategy.
21. The 2017 South Sudan Humanitarian Response Plan, which guides the work of 12 United Nations agencies and 128 non-governmental organizations (NGOs) in the country, targets 5.8 million people in 2017 with a six-point strategy to:
  - i) maximize efficiency, effectiveness and transparency;
  - ii) ensure the centrality of protection in action and advocacy;
  - iii) implement a flexible, adaptive and coordinated response;
  - iv) deliver despite the challenges, including by securing safe access;
  - v) implement a strictly prioritized, targeted and coordinated response; and
  - vi) put communities at the centre of humanitarian action.

## 2. Strategic implications for WFP

### 2.1 WFP's experience and lessons learned

22. Between 2014 and 2017, WFP implemented an emergency operation, a protracted relief and recovery operation and four special operations.<sup>9</sup> WFP operations take account of the December 2015 Substantive Dialogue on Reframing the Approach to Food Assistance in South Sudan,<sup>10</sup> the 2017 country portfolio evaluation<sup>11</sup> and a summary of external assessments carried out between 2014 and 2017.<sup>12</sup>

<sup>8</sup> The Government's strategy was developed by the Ministry of Humanitarian Affairs and Disaster Management and the South Sudan Relief and Rehabilitation Commission; the opposition strategy was developed by the Relief Organization for South Sudan.

<sup>9</sup> The special operations were for the logistics cluster, the United Nations Humanitarian Air Service, feeder roads and emergency telecommunications.

<sup>10</sup> This dialogue was organized by WFP and the Directorate-General for European Civil Protection and Humanitarian Aid Operations in Nairobi; the participants were national and regional authorities, private-sector entities, cooperating partners, religious groups and humanitarian agencies.

<sup>11</sup> The evaluation covers WFP's portfolio in South Sudan from independence in 2011 to the end of 2016; the summary evaluation report is document WFP/EB.2/2017/6-A.

<sup>12</sup> Norwegian Agency for Development Cooperation, 2016: Available at <https://www.norad.no/om-bistand/publikasjon/2016/country-evaluation-brief-south-sudan/>; Inter-Agency Standing Committee (IASC) – Inter-Agency Humanitarian Evaluation (IAHE), 2015: <https://interagencystandingcommittee.org/working-group/documents-public/southsudan-iahe-april-2016>

23. The South Sudan Substantive Dialogue recommendations called for the enhancement of trust with communities; improved understanding of local contexts and support for local capacities; support for an environment promoting recovery and development; flexibility in the use of programming tools; the leveraging of markets and local production; and the expansion of cash transfers.
24. The 2017 country portfolio evaluation found that WFP decision-making included the integration of protection and gender analyses and that there was good participation of women in WFP activities. It recommended that WFP:
  - i) orient itself to respond to a multi-year acute crisis, with the flexibility to adapt to rapidly changing needs;
  - ii) position itself to ensure that activities for short-term emergency response are carried out in a manner that takes longer-term development and interconnected problems into account;
  - iii) address constraints in transporting food to beneficiaries and managing the food pipeline economically;
  - iv) invest further in food and nutrition related assessments and analyses;
  - v) capitalize on internal synergies among activities; and
  - vi) provide staffing for emergency response, ensuring that staff members meet their obligation to serve in hardship postings.
25. Management responses to the evaluation recommendations are described in detail in document WFP/EB.2/2017/6-A/Add.1.
26. Recommendations from external assessments include the adoption of decision-making criteria for the selection of transfer modalities and the establishment of a complaints and feedback mechanism to improve the protection of communities and enhance accountability to affected populations.

## **2.2 Opportunities for WFP**

27. WFP will capitalize on opportunities to develop more strategic and sustainable engagement with communities. Project management committees, along with the new complaints and feedback mechanism comprising help desks, a hotline system and community outreach initiatives, will support systematic engagement.
28. The integrated rapid response mechanism (IRRM) provides opportunities to support multi-sector responses. IRRM mobile teams, supported by WFP's operational capacity, reach populations facing the most urgent needs in the most inaccessible areas of the country. The United Nations Children's Fund (UNICEF) joins WFP missions to provide access to safe water, deworming, vitamins, vaccination and family tracing, while FAO plans to scale up distributions of emergency seeds and livelihood kits. WFP is working with UNICEF, UNFPA and UN-Women on joint protocols for mitigation of gender-based violence in areas served by the IRRM.
29. A new conditional food distribution modality is an opportunity to incentivize resilience-building activities in areas where food distribution is conditional on communities or households engaging in activities that develop knowledge or skills; or that improve food access or use and nutrition and hygiene practices; or that otherwise contribute to resilience. Communities identify the activities that they prefer; usually part of a planned food or cash distribution is provided ahead of the activity and part of it on completion of the activity.
30. Cash-based transfer (CBT) programmes offer opportunities to empower beneficiaries and provide greater dietary diversity and better food security outcomes. Vouchers for use with specific vendors provide an entry point for WFP to work with financial service providers, retailers and wholesalers to enhance supply chains and improve extremely limited market functioning.
31. Biometric registration and use of the SCOPE beneficiary and transfer management platform offer opportunities to ensure that the most vulnerable populations are served equitably, especially where large-scale population movements occur. Data sharing with the Office of the

United Nations High Commissioner for Refugees (UNHCR) and the International Organization for Migration<sup>13</sup> will facilitate large-scale registration and authentication of people served. WFP will set up mechanisms for ensuring that SCOPE and the biometric systems of its partners are compatible.

32. WFP's innovation strategy will seek to enhance the efficiency and effectiveness of WFP's programmes and is based on two pillars: encouraging local innovations that reduce costs, such as dropping vegetable oil by parachute as an alternative to expensive helicopter delivery; and rapid adoption of corporate innovations, such as biometric registration and SCOPE.

### **2.3 Strategic changes**

33. The major strategic changes for WFP will be in the degree to which it fosters community engagement and the empowerment of women in seeking longer-term hunger solutions even in emergencies, where feasible, and in the forging of closer links among emergency, transition and resilience activities. WFP and its partners will seek to increase community participation in programme design and delivery, enhance accountability through strengthened community feedback mechanisms, and support community-driven initiatives that contribute to food security, improved nutrition and peace. Increasing community empowerment and accountability will increase the impact of humanitarian investments on the resilience and future self-reliance of communities.
34. To better promote gender equality and women's empowerment, a more comprehensive approach to gender and protection will be followed that provides strategic preventive measures, intensive training for staff and cooperating partners and crisis management of protection hotspots. The strategy is laid out in the gender action plan for 2016–2020. In recognition of the extent to which poverty, entrenched gender roles and weak institutions contribute to food insecurity and threaten people's safety, dignity and integrity, protection risks will be mitigated and programme design optimized through consultations with women, men, girls and boys to ensure that their different needs are addressed; people with disabilities will receive special consideration.
35. In areas where communities are stable enough to engage in livelihood activities, WFP and its partners will prioritize conditional transfers that build skills and assets. WFP's three-pronged approach will be employed, beginning with an integrated context analysis, then engaging with stakeholders to identify the specific needs in each area and the seasonal livelihood programming options and finally entrusting each community, through project management committees that include women and men, people with disabilities and representatives of the main population groups in the community, with developing a community action plan. The approach is intended to promote food security, household recovery and resettlement, peacebuilding and gender-transformative participation.

## **3. WFP strategic orientation**

### **3.1 Direction, focus and intended impacts**

36. WFP will continue to address emergency response, providing life-saving assistance with civil society engagement and community empowerment that leads to increasing resilience and self-reliance. In more stable areas, WFP will begin the transition to recovery activities. Local capacities will be supported and activities will be nutrition-sensitive and gender-transformative, taking into account the protection needs of people with disabilities or chronic illnesses, heavily pregnant women and other individuals identified as being vulnerable.
37. If the political situation stabilizes, displacement decreases and the economy improves, WFP will increase its commitment to capacity development and policy coordination with the Government.

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<sup>13</sup> See *WFP Guide to Personal Data Protection and Privacy*. 2016.

38. WFP will focus on:
- maintaining operational readiness in terms of logistics capacity, partnerships and staff skills;
  - linking first response and life-saving assistance to transition and recovery;
  - promoting humanitarian principles through access negotiations, independent assessments and coverage of populations in need;
  - enhancing accountability to affected populations through increased community engagement and outreach, and advancing gender equality and following a gender-transformative approach in all activities;<sup>14</sup>
  - investing in innovations that improve the delivery of assistance; and
  - continuing its commitment to good stewardship, results monitoring and communication with donors.
39. The intended impact is to arrest declines in the food security and nutrition status of affected populations in ways that lay the foundation for communities to enhance their resilience to shocks.

### **3.2 Strategic outcomes, focus areas, expected outputs and activities**

#### ***Strategic outcome 1: Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food***

40. Strategic outcome 1 will ensure access to food for vulnerable populations affected by conflict, displacement, weather-related or economic shocks or serious illness that cannot meet their food and nutrition needs. The activities will cover the whole country; geographic targeting will be guided by the IPC results and other assessments, including gender analyses. Strategic outcome 1 is linked to strategic result 1 and contributes to the achievement of SDG target 2.1.

#### ***Focus area***

41. This strategic outcome will focus on crisis response.

#### ***Expected outputs***

42. The seven expected outputs of this strategic outcome are:
1. Crisis-affected refugees receive nutrition-sensitive unconditional general distributions in order to meet basic food needs.
  2. Moderately acute malnourished refugee children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status.
  3. Targeted refugee children aged 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition.
  4. Targeted crisis-affected populations in rural and urban settings receive conditional or unconditional general distributions in order to improve food security.
  5. Vulnerable primary schoolchildren in rural and urban areas receive nutrition-sensitive hot meals or take-home rations to meet basic food needs.
  6. In-patients with *kala-azar*, HIV or tuberculosis (TB) and their caregivers, caregivers of children with severe acute malnutrition and families of people living with HIV and TB patients enrolled in treatment programmes receive nutrition-sensitive conditional in-kind transfers in order to meet their basic food needs.
  7. Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods.

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<sup>14</sup> This mainstreamed and cross-cutting approach is described in the Country Gender Action Plan (2016–2020).

**Key activities**

*Activity 1: Provide nutrition-sensitive food assistance to crisis-affected populations.*

43. WFP will provide food or CBTs to crisis-affected men, women, boys and girls in counties classified by the IPC as phase 5 – catastrophe/famine; phase 4 – emergency; or phase 3 – crisis. Rations will be seasonal or year-round depending on the severity of food insecurity.<sup>15</sup> WFP will improve health and nutrition practices through messages that reinforce positive roles of men and women.
44. Food-insecure households with members affected by HIV or TB undergoing treatment will receive rations for six months; in-patients with *kala-azar*, HIV or TB and their caregivers and caregivers of children with severe acute malnutrition in stabilization centres will receive hot meals for 30 days. The assistance will be provided in accordance with protocols, with a view to increasing the nutritional recovery rates of patients and enhancing adherence to treatment plans.
45. WFP will provide school meals to alleviate short-term hunger and re-engage school-aged children who have limited access to education in food-insecure and conflict-affected areas. It will also promote the right to education for all children by increasing access, promoting gender equality and ensuring equity. WFP will collaborate with the United Nations Children’s Fund (UNICEF) in selected schools through the Back to School campaign to ensure that children are educated in peacebuilding, gender and life skills. The interventions will be nutrition-sensitive<sup>16</sup> and will include blanket deworming and messaging on health, hygiene and nutrition.
46. The country office has a strategy for nutrition-sensitive programming that integrates nutrition-sensitive approaches in all its programmes with a view to improving nutrition outcomes, even in areas where it is not delivering nutrition-specific interventions. The approach also promotes gender equality and women’s empowerment.

*Activity 2: Provide food and nutrition assistance to refugees.*

47. WFP will provide year-round nutrition-sensitive food assistance through general food distributions or CBTs to up to 300,000 people in refugee camps. On the basis of nutrition screening, WFP will provide specialized nutritious foods for refugee children aged 6–59 months and pregnant and lactating women and girls with moderate acute malnutrition to prevent acute malnutrition. It will ensure that nutrition-sensitive messaging accompanies general distributions and is disseminated by cooperating partners, and that persons with disabilities and other vulnerable people are accommodated in dignified, safe ways.

***Strategic outcome 2: People at risk of malnutrition in crisis-affected areas, especially young children and pregnant and lactating women, are able to meet their basic nutrition requirements all year round***

48. Strategic outcome 2 focuses on improving the nutrition status of vulnerable groups through nutrition-specific interventions, including nationwide interventions to treat moderate acute malnutrition and to prevent malnutrition. These will be combined with nutrition-specific and nutrition-sensitive programmes such as infant and young child feeding, treatment of severe acute malnutrition and nutrition-sensitive school meals delivered by WFP and partners. The strategy is reinforced through partnership with the Ministry of Health to enhance national capacities to develop and implement nutrition programmes. Strategic outcome 2 is linked with strategic result 2 and contributes to the achievement of SDG target 2.2.

**Focus areas**

49. This strategic outcome will focus on crisis response.

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<sup>15</sup> People living in civilian sites protected by UNMISS and refugee camps will be provided with year-round rations until they have safe access to other means of support.

<sup>16</sup> The country office Gender and Protection Unit collaborated in drafting the South Sudan Nutrition-Sensitive Concept Note to promote gender equality and women’s empowerment in WFP’s programming.

***Expected outputs***

50. The four expected outputs of this strategic outcome are:
1. Moderately acute malnourished children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status.
  2. Targeted children aged 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition.
  3. Moderately acute malnourished HIV, TB and *kala-azar* patients receive specialized nutritious foods and nutrition counselling to support nutritional recovery.
  4. Nutritionally vulnerable populations benefit from improved access to nutrition and health services through capacity development and strengthening of health and nutrition delivery systems.

***Key activities***

*Activity 3: Provide nutrition assistance to populations at risk of malnutrition.*

51. On the basis of nutrition screening WFP will provide specialized nutritious foods and nutrition counselling to moderately acutely malnourished children aged 6–59 months and pregnant and lactating women and girls and to moderately acutely malnourished people living with HIV and TB patients undergoing treatment. To prevent acute malnutrition WFP will provide specialized nutritious foods to children aged 6–59 months and pregnant and lactating women in households receiving general food distributions in crisis-affected areas, ensuring that gender-sensitive nutrition messaging and counselling accompanies these programmes.
52. A three-year commitment with UNICEF will scale up high-quality nutrition interventions, ensuring the continuity of care through a seamless transition between the treatment of moderate and severe acute malnutrition. WFP will help to improve national and state primary health and nutrition systems by rolling out guidelines on community management of acute malnutrition. Consistent with its focus on empowering civil society organizations, WFP will support their role in the Scaling Up Nutrition initiative, including their participation in the development of a costed national nutrition plan. WFP will continue to support the Government in contributing to the initiative.

***Strategic outcome 3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year***

53. WFP's objectives under strategic outcome 3 include improving resilience to seasonal climate shocks and preventing negative coping strategies. WFP's activities are integrated: they include support for asset creation, safety nets and sustainable livelihoods and help to enable food-insecure households to meet their immediate food needs. WFP is working with UNICEF, FAO and UNDP to provide complementary activities in the same locations. Strategic outcome 3 is linked with strategic result 3 and contributes to the achievement of SDG target 2.3.

***Focus areas***

54. This strategic outcome will focus on resilience building.

***Expected outputs***

55. The four expected outputs of this strategic outcome are:
1. Smallholder farmers and farmer organizations have improved market access through training in post-harvest handling techniques and technology, and institutional development.
  2. Smallholder farmers have improved market access through government official capacity building on extension and quality-assurance services.

3. Targeted beneficiaries receive nutrition-sensitive food or cash transfers through participation in building and maintaining assets and through training activities in order to build resilience to shocks.
4. Communities have improved access to assets, transport, markets and services through feeder road construction.

### ***Key activities***

*Activity 4: Provide livelihood support and build the resilience of rural households.*

56. Communities will be selected on the basis of food security trends identified by the IPC and WFP's three-pronged approach. Activities will include the strengthening of farmers' organizations, natural resource management, climate change adaptation, repair and construction of community infrastructure, improvement of post-harvest storage, and capacity development in national institutions that can provide community outreach. WFP will continue to support government capacity strengthening in early warning systems and disaster risk management.
57. WFP's community-based participatory approach<sup>17</sup> will support activities for building assets and improving livelihoods, targeting 500,000 people per year. The assets will help communities to manage resources, increase production, improve food security and enhance resilience to shocks. WFP promotes equal access and ownership of assets, which increases the availability of food for women and contributes to the prevention of negative coping strategies such as removing girls and boys from school to have them work. Food assistance for assets protects households experiencing seasonal food gaps caused by climate-related shocks. Smallholder farmers who could produce marketable surpluses will be helped to increase production. WFP-supported messaging will improve beneficiaries' basic knowledge and practices related to health and nutrition.
58. Building and maintaining feeder roads will improve access to markets, social services and food and will contribute to reducing transport costs and improving humanitarian deliveries.

***Strategic outcome 4: The humanitarian community has access to reliable common services until satisfactory alternatives are available***

59. There are severe infrastructure gaps in South Sudan: there are no safe and reliable air or train services, most roads are unpaved and impassable during the rainy season and barges are prone to attack because rivers often separate warring factions. Strategic outcome 4 will aim to enable humanitarian access and response in remote locations by providing air transport and coordinated logistics services to humanitarian partners. Strategic outcome 4 is linked with strategic result 8 and contributes to achievement of SDG target 17.16.

### ***Focus areas***

60. This strategic outcome will focus on crisis response.

### ***Expected outputs***

61. The expected output of this strategic outcome is:
  - Affected populations benefit from more efficient and effective responses made possible through provision of common services.

### ***Key activities***

*Activity 5: Operate air services for the humanitarian community.*

62. Because safe overland and air transport options are limited, WFP will continue to run the United Nations Humanitarian Air Service to enable humanitarian workers to reach most areas. The service provides regularly scheduled flights to 50 destinations each week, with special flights

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<sup>17</sup> The community-based participatory approach uses sex, age, diversity and vulnerability analysis and ensures that different needs, capacities and opportunities of women and men are equitably considered to promote equal access and ownership.

for IRRM teams, special visits and emergency evacuations. It trains civil aviation personnel and supports an air traffic management project to improve the safety of South Sudanese airspace.

*Activity 6: Coordinate the logistics cluster in support of the humanitarian community.*

63. WFP will continue to lead the logistics cluster, which provides a coordinated response to augment humanitarian logistics capacities. Services will include coordination and information management, delivery of humanitarian relief items by the most efficient means – road, air or river – common warehousing and geographic information system mapping.

### **3.3 Transition and exit strategies**

64. The interim country strategic plan (ICSP) is based on an assumption that insecurity and instability will continue for the three years it covers: its primary focus is thus on immediate life-saving intervention and support. If the underlying conditions change, the transitional strategy will entail a greater focus on resilience-building activities under strategic outcome 3. The transition will be facilitated by the enhanced engagement of communities in emergency response.
65. A strategic review will precede the development of a full country strategic plan with its own implementation arrangements and exit strategies.

## **4. Implementation arrangements**

### ***Targeting***

66. To reach the most vulnerable people, the targeting of general food distributions will be based on the IPC, with additional data from food security and nutrition monitoring surveys and emergency food security or inter-agency rapid needs assessments. Blanket supplementary feeding will be provided in areas where global acute malnutrition rates exceed the emergency threshold. The country office gender and protection unit works with vulnerability analysis and mapping specialists to ensure that assessment tools are gender sensitive. Access and security teams provide information on conditions that might impede beneficiary registrations and distributions of assistance.
67. Targeting for treatment of moderate acute malnutrition will be based on anthropometric measurements in accordance with national guidelines on community-based management of acute malnutrition and the WFP/UNICEF cooperation framework, which emphasize the integration of sites for WFP's targeted supplementary feeding programmes and UNICEF's outpatient therapeutic programmes to ensure a continuum of care.
68. Activities under strategic outcome 3 will use geographic and community targeting informed by the IPC, the three-pronged approach and gender and protection analysis. Geographic alignment with partners will enable more effective interventions. Household-level targeting will be carried out with community representatives, local authorities and cooperating partners to prioritize poor households headed by women and vulnerable households with able-bodied members.

### ***Implementation modalities***

69. WFP's ten sub-offices and four field offices carry out or manage assessments, registrations, distributions and monitoring where security and road or river conditions permit. They work with local authorities, cooperating partners and government social service structures where available to ensure coverage of vulnerable people in all geographic areas. The IRRM mobile teams of WFP and its cooperating partners, supported by WFP's air assets, deliver food and nutrition supplies to populations in areas with high levels of insecurity and displacement where access is difficult and cooperating partners have little or no presence.
70. To strengthen community engagement the country office will support the formation and effective functioning of project management committees, which are required to include women, men, young people, persons with disabilities and other individuals identified as vulnerable, making them both representative and inclusive. The committees will facilitate engagement, problem resolution and communication with WFP; the complaints and feedback mechanism will support this work. WFP will emphasize community engagement in all geographical areas.

71. Where possible, CBTs rather than food are distributed in selected areas where markets are functioning to promote beneficiary empowerment, support market development and reduce food transport costs, with regular monitoring of the effects of CBTs on markets. The SCOPE biometric registration and transfer distribution management system will increasingly be employed to confirm the identity of beneficiaries, facilitate transfers and track utilization. Cooperating partners manage programme implementation and reporting, while financial service providers effect the actual transfers. Help desks are available at distribution sites and beneficiaries are encouraged to use the complaints and feedback hotline to report any problems and communicate with WFP about the programme.

#### *Partners' implementation*

72. WFP relies heavily on cooperating partners where they are able to maintain a presence in the field. WFP works with more than 80 NGO partners each year and will continue to invest in improved partnerships to increase geographic coverage and deepen the impact of collective work. Please see section 4.5 on partnerships.

#### *Prioritization*

73. WFP prioritizes the most vulnerable populations requiring emergency food and nutrition assistance. People living in refugee camps and civilian sites protected by UNMISS, and in counties where IPC levels are 5 or 4, receive priority emergency assistance, with additional food security and nutrition assessments helping to determine the greatest needs. Prioritization for other activities will be based on needs and activity-specific guidelines. WFP will increasingly move away from entitlement-based to vulnerability-based targeting for refugees and IDPs. Details will be provided each year in the country office management plan.

### 4.1 Beneficiary analysis

Strategic outcome	Activity	Women/girls	Men/boys	Total
1	Provide nutrition-sensitive food assistance to crisis-affected populations	1 559 060	1 355 800	<b>2 914 860</b>
	Provide food and nutrition assistance to refugees	171 325	151 929	<b>323 254</b>
2	Provide nutrition assistance to populations at risk of malnutrition	426 914	201 226	<b>628 140</b>
3	Provide livelihood support and build the resilience of rural households	265 000	235 000	<b>500 000</b>
4	Operate air services for the humanitarian community			
	Coordinate the logistics cluster in support of the humanitarian community			
Unique beneficiaries*		<b>2 219 039</b>	<b>2 147 215</b>	<b>4 366 254</b>

\* This is an annual figure that excludes overlaps between general distributions and malnutrition prevention, institutional feeding and HIV/TB household support.

## 4.2 Transfers

### *Food and cash-based transfers*

74. Given the scale of food needs and the logistics and other challenges involved in delivering food, cash and/or vouchers can be an efficient and effective alternative. WFP will follow corporate guidelines for selection of the transfer modality – food, CBTs or a mixture of both – including analysis of the availability, cost efficiency and effectiveness of each modality; the institutional and regulatory frameworks; logistics arrangements; and the capacities of financial institutions, traders and retailers. It will take into consideration accountability to affected populations including beneficiary choice, the different needs of women and men and the safety and dignity of all beneficiaries.
75. Cash or voucher modalities will be employed only in areas where markets function; beneficiaries' purchasing power and access to food will be protected. WFP performs detailed market studies before implementing cash or voucher programmes and conducts regular market monitoring to adjust voucher values in line with fluctuating markets. Ration sizes are adjusted according to needs.

**TABLE 2: FOOD RATIONS (g/person/day) AND CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY**

TABLE 2: FOOD RATIONS (g/person/day) AND CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY													
Strategic outcome 1					Strategic outcome 2						Strategic outcome 3		
Activities	Provide nutrition-sensitive food assistance to crisis-affected populations				Provide food and nutrition assistance to refugees				Provide nutrition assistance to populations at risk of malnutrition			Provide livelihood support and build the resilience of rural households	
Beneficiary type	IDPs/food-insecure people	IDPs/food-insecure people	IDPs/food-insecure schoolchildren	IDPs/RES (IFP/TFP)	Refugees/host communities	Refugees/host communities	Refugees/host communities (blanket supplementary feeding programme)	Refugees/host communities (targeted supplementary feeding programme)	IDPs/RES (blanket supplementary feeding programme)	IDPs/RES (targeted supplementary feeding programme)	IDPs/RES (HIV/TB)	RES	RES
Modality	Food	Cash	Food	Food	Food	Cash	Food	Food	Food	Food	Food	Food	Cash
Cereals	500		120	450	500							300	
Pulses	50		30	50	50							50	
Oil	30		10	30	30							30	
Salt	5		4	5	5							5	
SuperCereal													
SuperCereal Plus							200		200		200		
Plumpy' Sup							0	100	0	100			
Total kcal/day	2 130		597	1 961	2 130		787	535	787	535	787	1 452	
% kcal from protein	12.7		13.5	12.6	12.7		16.6	10.5	16.6	10.5	16.6	12.4	
Cash (USD/person/day)		0.59				0.59							1
Number of feeding days	22.5	30	22	30	30	30	30	30	30	30	30	20	20

IDP = internally displaced person; IFP = institutional feeding programme; RES = residents (host community); TFP = therapeutic feeding programme.

<b>TABLE 3: TOTAL FOOD/CBT REQUIREMENTS AND VALUE</b>		
<b>Food type/CBTs</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	880 893	175 598 581
Pulses	91 849	60 580 959
Oil and fats	60 842	59 163 605
Mixed and blended foods	141 437	149 694 204
Other	9 361	1 115 867
<b>Total (food)</b>	<b>1 184 382</b>	<b>446 153 217</b>
CBTs		185 886 000
<b>Total (food and CBTs)</b>	<b>1 184 382</b>	<b>632 039 217</b>

### *Capacity strengthening*

76. WFP will support training and capacity strengthening for communities, civil society and cooperating partners to enhance community-level participation; promote gender equality; and optimize beneficiary registration and assistance delivery mechanisms.
77. WFP will continue to engage with national and local authorities on food security and vulnerability analyses, emergency preparedness, nutrition, HIV/AIDS, gender equality and women's empowerment, and support for smallholder farmers. These activities will be expanded if the security and political situation improves.

### **4.3 Supply chain**

78. The operational context is challenging in terms of maintaining the supply chain. WFP will continue to use the Global Commodity Management Facility (GCMF); expand local procurement where possible; ensure that beneficiary needs and cost-efficiency improvements drive logistics operations; and support the supply chain for CBT activities.
79. WFP uses three food delivery corridors. The southern road corridor from Kenya and Uganda is used for 70 percent of international and regional purchases; deliveries occur during the November–May dry season when roads are passable. The eastern corridor from Ethiopia is used mainly by aircraft, with some deliveries by river and road. A recent agreement to open additional humanitarian corridors from the Sudan has the potential to reduce costs and improve deliveries.
80. WFP has made most of its food purchases since 2014 through the GCMF, which uses primarily regional procurement and thereby supports the economies of countries in East and Central Africa. Conditions permitting, WFP will gradually increase its local food procurement, supported by capacity-development activities for smallholder farmers, traders and government institutions involved in agricultural development.
81. Because 80 percent of South Sudan is inaccessible by road for half of the year, and to reduce the use of costly airlifts, WFP pre-positions over 100,000 mt of food and nutrition items each year during the dry season, relying on an extensive network of commercial transport, trucks in the WFP fleet, barges and warehouses. River transport will be increased if the security situation allows.
82. WFP will support efficiency and effectiveness in the CBT supply chain. It will engage with ministries, the Bureau of Standards, the national Chamber of Commerce and the communications authority to create a policy environment that facilitates cash transfers; this will include minimizing tariff and non-tariff barriers on cross-border trade, instituting a stable monetary policy and encouraging the development of mobile money platforms. WFP will provide capacity strengthening for traders and negotiate for improved terms of trade.

#### 4.4 Country office capacity and profile

83. WFP has a main office in Juba and extensive field presence: more than half of its workforce of more than 1,000 staff members operates from ten sub-offices and four field offices, with the IRRM providing emergency response in areas that are inaccessible by road. This profile gives the country office the flexibility to respond to sudden shocks and changes in humanitarian needs.
84. The country office will develop and complement staff skills as needed, and will continue to focus on enhancing the capacities of its national staff with a view to operational and institutional continuity.

#### 4.5 Partnerships

85. WFP will develop a partnership action plan based on a detailed mapping of partnerships and outlining its work with government, operational, programmatic, inter-agency, multilateral and bilateral partners. This will be undertaken as part of implementation of the ICSP.
86. WFP works with the Ministry of Humanitarian Affairs and Disaster Management to support early warning systems and disaster risk management; with the Ministry of Gender, Child and Social Welfare on promoting gender equality and women's empowerment; with the Ministry of Education on school feeding and gender equality; with the National Bureau of Statistics on the surveys of the Food Security and Nutrition Monitoring System and on the IPC process; with the Ministry of Health on Scaling Up Nutrition, the community-based management of acute malnutrition and preventing undernutrition; with the Ministry of Agriculture and Food Security on post-harvest handling and market linkages and support for women farmers; and with the South Sudan National Bureau of Standards on testing for and managing aflatoxins in the food supply chain.
87. WFP works with the humanitarian country team and seeks to improve the system for responses to the protracted crisis by United Nations agencies. Among the partnerships that will continue are those with UNICEF, particularly on nutrition, through the IRRM and at the sub-office and central levels; with FAO on livelihood and resilience activities, including through the IRRM;<sup>18</sup> with UNICEF, FAO, UNDP and the World Bank on improving safety net systems; with UNICEF, UNFPA and UN-Women on promoting the adoption of a gender-transformative agenda in humanitarian and development programmes and addressing gender and protection concerns through harmonized protocols for addressing gender-based violence; with UNHCR on food assistance for refugees; with UNHCR and the International Organization for Migration on biometric registration of beneficiaries; with UNHCR and the Joint United Nations Programme on HIV/AIDS on nutrition support to people living with HIV or TB; and with UNMISS on security training, information and clearances, with protection from UNMISS forces as a last resort where insecurity is blocking food deliveries.
88. WFP works with more than 80 NGO partners on crisis response and resilience building. Cooperating partners provide strategic inputs to operations in South Sudan from the planning stages, including consultation for the ICSP. They extend the reach and quality of WFP's work in all ways, providing crucial links to communities and continuity of presence and assistance; leading IRRM missions in designated geographic zones; supporting context and vulnerability analyses, rapid assessments and needs planning; improving targeting and ensuring the mainstreaming of gender and protection considerations; managing activity implementation; and providing feedback and reporting. WFP is piloting long-term partnership agreements for selected activities and areas.

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<sup>18</sup> The International Fund for Agricultural Development does not have a presence in South Sudan.

## 5. Performance management and evaluation

### 5.1 Monitoring and evaluation arrangements

89. WFP is developing a new monitoring and evaluation strategy that focuses on enhancement of outcome and thematic monitoring, using monitoring visits to provide proactive feedback.
90. WFP will optimize its monitoring systems to ensure adequate measurement of results and oversight of activities and integration of gender in all programmes. Progress towards outcomes will be regularly measured in surveys that will include cross-cutting indicators related to gender, protection and accountability to affected populations. To address constraints, especially in remote areas, WFP will explore the use of third-party monitoring contracts.
91. WFP plans to develop theories of change for all activities to improve its understanding of risks, assumptions and causes and will work on data standardization at the outcome, output and process levels to enable robust analysis in the results chain. WFP will explore the possibility of adding value-for-money indicators.
92. WFP will conduct a mid-term portfolio review of the ICSP to inform the future country strategic plan. Thematic and activity-specific reviews will enhance learning from pilot projects, experience with transfer modalities and other innovations.

### 5.2 Risk management

93. WFP maintains a robust risk register that is updated regularly; it also has a warehouse risk management strategy and a dedicated risk assessment tool. The United Nations Security Management System manages security risks for the entire United Nations system.

#### *Contextual risks*

94. Political instability and conflict are the main contextual risks in that they increase humanitarian requirements, food insecurity, population displacement and rapid changes in needs and contribute to the risks to convoys<sup>19</sup> and warehouses.<sup>20</sup> Drought and floods also lead to increased humanitarian needs, and annual rains render roads impassable in most places. There is a risk that inflation and currency devaluation will increase vulnerability and food insecurity, along with insecurity and criminal activity affecting WFP staff and assets. In mid-2017 all ICSP areas were at security level 3 or 4 as determined by the United Nations Department of Safety and Security.
95. WFP will mitigate these risks by monitoring the political situation and updating its business continuity plan accordingly. Conflict and protection analysis will help ensure that WFP's activities do not exacerbate conflict or tensions and do not have unintended negative effects on people living in conflict areas. Supply chain management and innovative programme modalities will provide flexibility to respond to changes in conditions. Advance financing, procurement through the GCMF and pre-positioning will help to ensure that food and nutrition products are available as needs and transport conditions change. Transport capacities will be augmented and means of delivery adapted as needed. WFP will lobby for more functional corridors.
96. To mitigate contextual risks to WFP staff and assets such as looting, theft, attacks and harassment, WFP will monitor local security conditions and liaise with local authorities. Robust risk assessments will be carried out at pre-positioning locations, and where necessary UNMISS protection for warehouses will be requested. WFP will regularly update security management plans, contingency plans and standard operating procedures. A minimum operating security standards compliance tracking system is in place.

#### *Programmatic risks*

97. Access challenges may result in disruption of WFP's operations and thus irregular transfers of food or cash support. Food delivery may place people in harm's way if conflict analysis and protection concerns are not taken into account. The rising cost of food and depreciation of the

<sup>19</sup> These include taxes and extortion costs at numerous checkpoints, along with threats and violence.

<sup>20</sup> The warehouse risk management strategy includes monthly risk assessments and reviews of mitigation efforts.

currency may erode the efficiency of CBTs. Resistance by authorities and beneficiaries to addressing gender inequalities may be a risk to the achievement of gender-transformative objectives.

98. To mitigate these risks and facilitate the timely delivery of food and nutrition supplies to people in need, WFP carries out regular conflict and protection analysis; negotiates with local authorities to ensure access to affected populations and staff security; and works with local cooperating partners to ensure access to affected populations and to improve targeting. Risk assessments for transport, storage and delivery help to ensure that operations continue and results are achieved. The IRRM helps ensure the capacity to provide food and nutrition supplies rapidly in remote locations and provides an entry point for other humanitarian partners to reach people in need.
99. Fraud and corruption pose risks at various points in the programme cycle. These are mitigated by ensuring transparency and communication with communities regarding targeting criteria, ration sizes and the frequency of supply deliveries. A complaints and feedback mechanism provides channels for reporting and enhances monitoring of WFP programmes.
100. Markets are monitored frequently because of high inflation and supply-chain challenges, and CBT values are adjusted as often as weekly. To reduce risks to WFP staff, banks and private financial service providers deliver cash throughout the country.

#### *Institutional risks*

101. Inadequate funding could prevent WFP from fully meeting the needs of vulnerable people. Operational shortfalls and pipeline breaks may damage WFP's reputation and its relationships with communities. To mitigate these risks, the country office has significantly increased its fundraising activities and staff capacity. A refined prioritization strategy will also serve as a risk mitigation measure in case of resourcing shortfalls.
102. Concurrent emergencies in other countries and the hardships of working and living in South Sudan have meant that the country office has had to rely heavily on short-term contracted staff: inadequate institutional skills and high turnover could reduce WFP's efficiency and effectiveness. This risk will be mitigated by increasing the number of fixed-term posts and by supporting incentives for reassignments to South Sudan. Investments in staff wellness are intended to increase the attractiveness of South Sudan as a duty station.

## **6. Resources for results**

### **6.1 Country portfolio budget**

103. The budget required to implement this ICSP for three years is USD 3.18 billion. The largest component of WFP's assistance – 86 percent – will be for crisis response under strategic outcomes 1 and 2 (SDG 2). Resilience under strategic outcome 3 (SDG 2) accounts for 6 percent and strategic outcome 4 (SDG 17) accounts for 8 percent; 15 percent of project funds will be allocated to activities promoting gender equality, in line with WFP's corporate commitment.

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	
Strategic outcome 1	734 782 780	735 956 297	738 279 624	<b>2 209 018 702</b>
Strategic outcome 2	177 367 827	177 868 512	178 541 842	<b>533 778 182</b>
Strategic outcome 3	64 333 271	64 298 870	65 195 736	<b>193 827 877</b>
Strategic outcome 4	86 725 210	79 729 471	79 621 488	<b>246 076 169</b>
<b>Total</b>	<b>1 063 209 088</b>	<b>1 057 853 151</b>	<b>1 061 638 691</b>	<b>3 182 700 929</b>

## **6.2 Resourcing outlook**

104. Resourcing for WFP's operations has been stable, and an average of 70 percent of needs have been funded for the past three years. Donors have been responsive, even when it has been necessary to allocate resources to emergencies elsewhere. In 2016 the country office received USD 614 million for its operations. It has multi-year agreements with a few major donors who have committed predictable resources for the purchase and transport of food in advance of the rainy season. A number of other donors have provided consistent funding in line with annual appeals. WFP receives a major share of the donor resources contributed to the Humanitarian Response Plan, reflecting the importance of food and nutrition support to most donors and their trust in WFP's delivery and results.
105. WFP engages positively and transparently with donors in South Sudan. Its multi-year agreements, analysis of past funding and discussions with donors indicate that levels of funding to support the ICSP will be maintained. WFP's field presence, extensive logistics networks and staff experienced in emergency response and recovery make it an important partner for donors. In case of funding shortfalls, WFP will prioritize the most vulnerable populations under strategic outcomes 1 and 2.

## **6.3 Resource mobilization strategy**

106. The resource mobilization strategy for South Sudan focuses on positioning WFP as a major partner in addressing hunger and supporting achievement of the SDGs in the country. WFP will engage donors in every stage of the ICSP to communicate how the process works, to enable donors to provide inputs and to align activities and results with donor priorities and strategies. Donors are increasingly asking WFP to provide outcome-level results, so the resource mobilization strategy focuses on improving reporting on results and seeking support for addressing operational challenges.
107. An important element of this is expanding WFP's donor base by drawing on new and emerging funding sources such as international financial institutions and public-private partnerships such as the Global Fund. WFP will also encourage host government and private sector contributions. Donor mapping will identify existing and new opportunities, and multi-year funding will be sought to support sustained and coordinated activities. WFP will encourage donors to confirm contributions early in the year, so that they can be used for the advance purchase and pre-positioning of food.

## ANNEX I

## LOGICAL FRAMEWORK FOR SOUTH SUDAN INTERIM COUNTRY STRATEGIC PLAN (JANUARY 2018–DECEMBER 2020)

**Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food**

Outcome category: nutrition-sensitive  
 Maintained/enhanced individual and household access to adequate food  
 Focus area: crisis response

## Assumptions:

Beneficiaries are willing and able to attend food distributions  
 Entitlements and complementary resources are sufficient to prevent negative coping strategies  
 Entitlements are supplemented by complementary foods, provided by partners or otherwise available  
 Qualified partners are available to support and complement WFP interventions with non-food items or other goods and services  
 Value of school meals entitlement is attractive enough to send children, especially girls, to school  
 Quality of available education is sufficient to deliver expected benefits  
 Providing take-home rations to girls will not induce gender-based violence

**Outcome indicators**

Attendance rate  
 Consumption-based coping strategy index (percentage of households with reduced CSI)  
 Enrolment rate  
 Food consumption score  
 Food consumption score – nutrition  
 Food expenditure share  
 MAM treatment default rate  
 MAM treatment mortality rate

MAM treatment non-response rate  
 MAM treatment recovery rate  
 Minimum dietary diversity – women  
 Proportion of children 6–23 months of age who receive a minimum acceptable diet  
 Proportion of eligible population that participates in programme (coverage)  
 Proportion of target population that participates in an adequate number of distributions (adherence)

## Activities and outputs

### 1. Provide nutrition-sensitive food assistance to crisis-affected populations (Unconditional resource transfers to support access to food)

In-patients with *kala-azar*, HIV or TB and their caregivers, caregivers of children with severe acute malnutrition and families of people living with HIV and TB patients enrolled in treatment programmes receive nutrition-sensitive conditional in-kind transfers in order to meet their basic food needs (A: Resources transferred)

In-patients with *kala-azar*, HIV or TB and their caregivers, caregivers of children with severe acute malnutrition and families of people living with HIV and TB patients enrolled in treatment programmes receive nutrition-sensitive conditional in-kind transfers in order to meet their basic food needs (E: Advocacy and education provided)

Targeted crisis-affected populations in rural and urban settings receive conditional or unconditional general distributions in order to improve food security (A: Resources transferred)

Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods (K: Partnerships supported)

Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods (M: National coordination mechanisms supported)

Vulnerable primary schoolchildren in rural and urban settings receive nutrition-sensitive hot meals or take-home rations to meet basic food needs (A: Resources transferred)

Vulnerable primary schoolchildren in rural and urban settings receive nutrition-sensitive hot meals or take-home rations to meet basic food needs (E: Advocacy and education provided)

## **2. Provide food and nutrition assistance to refugees (Unconditional resource transfers to support access to food)**

Crisis-affected refugees receive nutrition-sensitive unconditional general distributions in order to meet basic food needs (A: Resources transferred)

Crisis-affected refugees receive nutrition-sensitive unconditional general distributions in order to meet basic food needs (E: Advocacy and education provided)

Moderately acute malnourished refugee children 6–59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious foods and nutrition counselling to improve their nutritional status (A: Resources transferred)

Moderately acute malnourished refugee children 6–59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious foods and nutrition counselling to improve their nutritional status (B: Nutritious foods provided)

Moderately acute malnourished refugee children 6–59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious foods and nutrition counselling to improve their nutritional status (E: Advocacy and education provided)

Targeted refugee children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (A: Resources transferred)

Targeted refugee children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (B: Nutritious foods provided)

Targeted refugee children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (E: Advocacy and education provided)

Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods. (K: Partnerships supported)

### **Strategic Objective 2: Improve nutrition**

#### **Strategic Result 2: No one suffers from malnutrition**

**Strategic outcome 2: People at risk of malnutrition in crisis-affected areas, especially young children and pregnant and lactating women, are able to meet their basic nutrition requirements all year round**

Outcome category:  
Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: crisis response

**Assumptions:**

Beneficiaries and/or caregivers are willing and able to visit health clinics and/or distribution sites  
Beneficiaries and/or caregivers understand the benefits and preparation methods of nutritious commodities  
Sharing of individual entitlements among household members is minimal  
Health and sanitation conditions in clinics, households and activity sites are acceptable

**Outcome indicators**

ART default rate  
MAM treatment default rate  
MAM treatment mortality rate  
MAM treatment non-response rate  
MAM treatment recovery rate  
Proportion of children 6–23 months of age who receive a minimum acceptable diet  
Proportion of eligible population that participates in programme (coverage)  
Proportion of target population that participates in an adequate number of distributions (adherence)  
TB default rate

**Activities and outputs****3. Provide nutrition assistance to populations at risk of malnutrition (Nutrition treatment activities)**

Moderately acute malnourished children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status. (A: Resources transferred)

Moderately acute malnourished children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status. (B: Nutritious foods provided)

Moderately acute malnourished children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status. (E: Advocacy and education provided)

Moderately acute malnourished HIV, TB and *kala-azar* patients receive specialized nutritious foods and nutrition counselling to support nutritional recovery (A: Resources transferred)

Moderately acute malnourished HIV, TB and *kala-azar* patients receive specialized nutritious foods and nutrition counselling to support nutritional recovery (B: Nutritious foods provided)

Moderately acute malnourished HIV, TB and *kala-azar* patients receive specialized nutritious foods and nutrition counselling to support nutritional recovery (E: Advocacy and education provided)

Nutritionally vulnerable populations benefit from improved access to nutrition and health services through capacity development and strengthening of health and nutrition delivery systems. (C: Capacity development and technical support provided)

Targeted children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (A: Resources transferred)

Targeted children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (B: Nutritious foods provided)

Targeted children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (E: Advocacy and education provided)

### **Strategic Objective 3: Achieve food security**

#### **Strategic Result 3: Smallholders have improved food security and nutrition**

#### **Strategic outcome 3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year**

Outcome category: nutrition-sensitive  
Improved availability of key pro-smallholder public goods and services  
Focus area: resilience building

#### Assumptions:

Community participation in activity and site selection and management starts at project inception and remains ongoing

Value of entitlement is attractive against work norms

Entitlements and complementary resources are sufficient to prevent negative coping strategies

Entitlements are supplemented by complementary foods, provided by partners or otherwise available

Households have access to local functioning markets

Limited price/currency inflation or fluctuation

Stakeholders are successful at supporting increased grain production and building sustainable access to markets for smallholders

Food surplus is aggregated at collection points to facilitate safe storage and marketing

Market prices remain competitive relative to the region

**Outcome indicators**

Consumption-based coping strategy index (average)

Dietary diversity score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (average)

Minimum dietary diversity – women

Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems

Percentage of WFP food procured from pro-smallholder farmer aggregation systems

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Proportion of the population in targeted communities reporting benefits from an enhanced asset base

Rate of post-harvest losses

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

**Activities and outputs****4. Provide livelihood support and build the resilience of rural households (Asset creation and livelihood support activities)**

Communities surrounding assets, projects and feeder roads benefit from projects through improved access to assets, transport, markets and services (L: Infrastructure and equipment investments supported)

Smallholder farmers and farmer organizations have improved market access through training in post-harvest handling techniques and technology, and institutional development (F: Purchases from smallholders completed)

Smallholder farmers have improved market access through government official capacity-building on extension and quality-assurance services (C: Capacity development and technical support provided)

Targeted beneficiaries receive nutrition-sensitive conditional assistance through participation in building and maintaining assets and through training activities in order to build resilience to shocks (A: Resources transferred)

Targeted beneficiaries receive nutrition-sensitive conditional assistance through participation in building and maintaining assets and through training activities in order to build resilience to shocks (D: Assets created)

Targeted beneficiaries receive nutrition-sensitive conditional assistance through participation in building and maintaining assets and through training activities in order to build resilience to shocks (E: Advocacy and education provided)

**Strategic Goal 2: Partner to support implementation of the SDGs****Strategic Objective 5: Partner for SDG results****Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs****Strategic outcome 4: The humanitarian community has access to reliable common services until satisfactory alternatives are available**

Outcome category:  
Enhanced common  
coordination platforms

Focus area:  
crisis response

## Assumptions:

Operational constraints are minimal and do not hinder timely movement of passengers and cargo

Qualified partners are able to support and complement WFP interventions

Users of the service are able and willing to complete the survey

**Outcome indicators**

User satisfaction rate

**Activities and outputs****5. Operate air services for the humanitarian community (Service provision and platforms activities)**

Affected populations benefit from common services for humanitarian actors that to enable them to implement of their programmes  
(K: Partnerships supported)

Affected populations (Tier 3) benefit from common services for humanitarian actors that enable them to implement of their programmes  
(H: Shared services and platforms provided)

**6. Coordinate the Logistics Cluster in support of the humanitarian community (Service provision and platforms activities)**

Affected populations benefit from common services for humanitarian actors that enable them to implement their programmes  
(K: Partnerships supported)

Affected populations benefit from common services for humanitarian actors that enable them to implement their programmes  
(M: National coordination mechanisms supported)

Affected populations (Tier 3) benefit from common services for humanitarian actors that enable them to implement their programmes  
(H: Shared services and platforms provided)

**Strategic Goal 1: Support countries to achieve zero hunger****C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1. Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2. Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

C.2.1. Proportion of targeted people accessing assistance without protection challenges

**C.3 Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

C.3.1. Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2. Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3. Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

**C.4 Targeted communities benefit from WFP programmes in a manner that does not harm the environment****Cross-cutting indicators**

C.4.1. Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

## ANNEX II

<b>INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)</b>					
	<b>Strategic result 1, SDG target 2.1</b>	<b>Strategic result 2, SDG target 2.2</b>	<b>Strategic result 3, SDG target 2.3</b>	<b>Strategic result 8, SDG target 17.16</b>	<b>Total</b>
	<b>Strategic outcome 1</b>	<b>Strategic outcome 2</b>	<b>Strategic outcome 3</b>	<b>Strategic outcome 5</b>	
Transfer	1 928 707 990	458 007 931	153 005 371	220 914 933	<b>2 760 636 225</b>
Implementation	62 441 376	23 124 839	21 705 265	900 000	<b>108 171 480</b>
Adjusted direct support costs	73 354 094	17 725 344	6 436 912	8 162 794	<b>105 679 144</b>
<b>Subtotal</b>	<b>2 064 503 460</b>	<b>498 858 114</b>	<b>181 147 548</b>	<b>229 977 728</b>	<b>2 974 486 850</b>
Indirect support costs (7.0 percent)	144 515 242	34 920 068	12 680 328	16 098 441	<b>208 214 079</b>
<b>Total</b>	<b>2 209 018 702</b>	<b>533 778 182</b>	<b>193 827 887</b>	<b>246 076 169</b>	<b>3 182 700 929</b>

## Acronyms used in the document

CBT	cash-based transfer
FAO	Food and Agriculture Organization of the United Nations
GCMF	Global Commodity Management Facility
ICSP	interim country strategic plan
IDP	internally displaced person
IPC	Integrated Food Security Phase Classification
IRRM	integrated rapid response mechanism
NGO	non-governmental organization
SDG	Sustainable Development Goal
TB	tuberculosis
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan