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SPR Reading Guidance



Logistics Cluster Activities in Support of the Humanitarian Community in South Sudan

Standard Project Report 2017

World Food Programme in South Sudan, Republic of (SS)



World Food Programme

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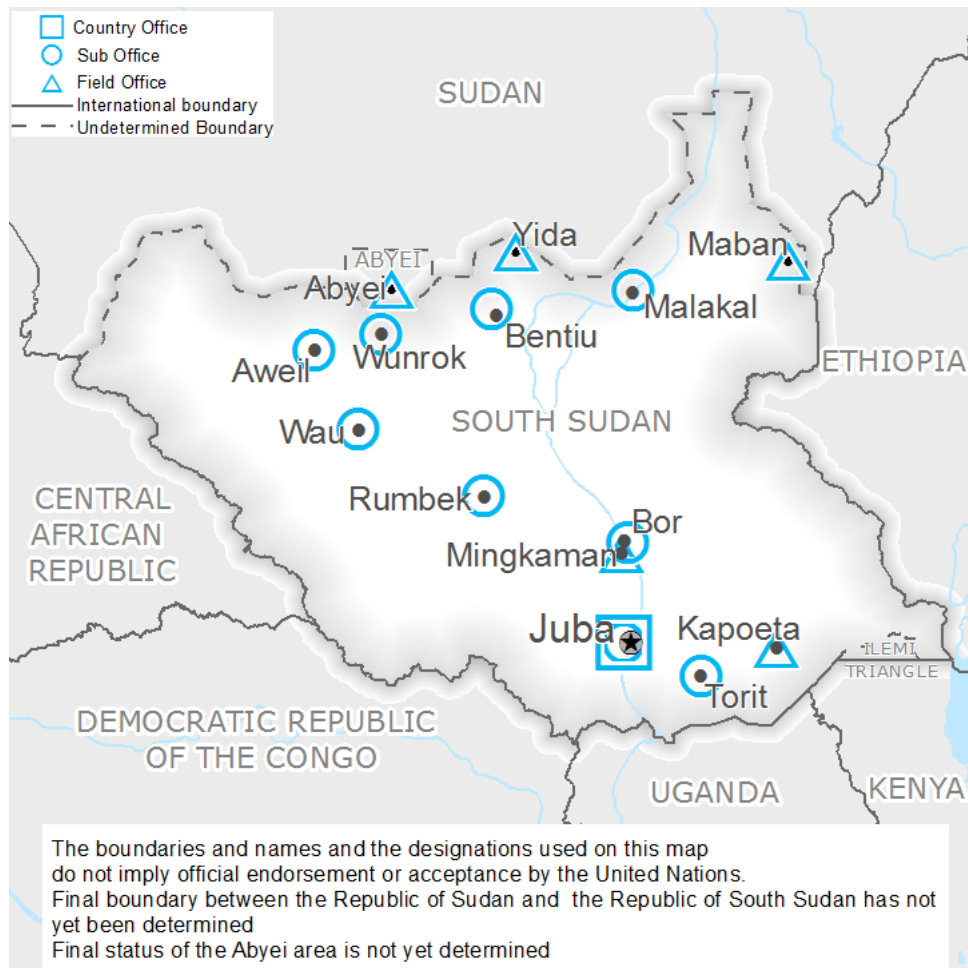
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Country Context and WFP Objectives



Achievements at Country Level

The year 2017 saw a dramatic worsening of the food security and nutrition situation in South Sudan which, along with the expansion of conflict and the continuous degradation of the economy, brought substantial challenges to WFP's operations in the country.

Despite the hostile working environment, WFP managed to adapt its intervention to the emerging needs and overcome access constraints in order to provide life-saving assistance to the affected populations, reaching 800,000 more beneficiaries than in 2016. WFP exceeded the planned coverage for 2017 by 700,000 beneficiaries, which added up to over 4.8 million total people assisted during the year, the highest number of people served by WFP since the country's independence. In 2017, WFP transferred approximately 270,000 mt of food commodities. Cash-based transfers were valued at USD 32 million, which represent an increase of 19 million from 2016.

To address the projected famine in three counties of the Unity state [1], WFP managed to scale up its operations timely and substantially. WFP deployed 36 Integrated Rapid Response Mechanism (IRRM) missions, adapted distribution cycles to provide more frequent relief and nutrition assistance and was successful in maintaining strong coordination and communication with stakeholders. WFP assisted over 400,000 beneficiaries in Unity state through the IRRM during the five-month response, which was about 23 percent of IRRM's total assisted beneficiaries in 2017.

WFP progressed in its efforts to increase programme efficiency by better targeting its beneficiaries through biometrics registrations, registering over 200,000 people in 2017. WFP assessments were particularly useful in supporting programme targeting and resource prioritization, including the integration of protection and gender

analyses to minimize the risk of exposure of beneficiaries to gender-based violence. The country office led and supported a range of food and nutrition studies to support strategy development and decision making, including the inter-agency Food Security and Nutrition Monitoring Survey (FSNMS), Integrated Phase Classification (IPC) reports, the Integrated Food and Nutrition Security Causal Analysis (IFANSCA), market assessments, urban food security assessments and other ad hoc studies.

WFP successfully worked across both emergency and development spheres and made efforts to transition from emergency response to resilience building activities in relatively stable areas, in order to promote the development of beneficiaries' skills for long-term sustainability of livelihoods. To this regard, WFP explored the potential advantages of safety nets using the conditional food distribution modality, whereby participants receive food or cash in exchange of their involvement in livelihood-related activities. Specially households with malnourished children and/or pregnant and lactating women, as well as those headed by children or vulnerable people both in urban and rural areas, have benefited from the initiative thus far.

In 2017 WFP increased focus on community structures and mechanisms of information and accountability, with a special focus to identify and address female and vulnerable beneficiaries' needs. WFP strengthened the presence of Project Management Committees (PMCs) and successfully implemented a Complaints and Feedback Mechanism (CFM). PMCs proved to be a key channel in many locations to consult affected populations and provide them with information and feedback, while the expansion of the CFM complemented already existing helpdesks and strengthened two-way communication with affected populations. The data collected through the CFM provided key information on the impact of food assistance on women, men, boys and girls, on context-specific protection risks and on gender dynamics related to food assistance in South Sudan.

WFP also provided leadership on the implementation of humanitarian principles in South Sudan, engaging in access negotiations with all parties of the conflict and opening up humanitarian space. In 2017 WFP negotiated humanitarian access in previously inaccessible areas and successfully opened two road corridors in the north and a river corridor from Renk to Malakal, thus contributing to the safe and unhindered movement of WFP and partners' staff and assets across the country.

[1] The designations employed in this document do not imply the expression of any opinion on the part of WFP concerning the legal or constitutional status of any county or state of South Sudan nor concerning the delimitation of its frontiers or boundaries.

Country Context and Response of the Government

The Republic of South Sudan achieved independence from Sudan on 9 July 2011, becoming the world's youngest country. Since that time supporters of President Salva Kiir and Vice President Riek Machar have been involved in a power struggle which in 2013 led the country into outright civil war.

Until now, conflict has continued unabated, despite a major peace initiative in 2015 known as the "Agreement on the Resolution of Conflict in the Republic South Sudan (ARCSS)" and several peace initiatives and forums. Since ARCISS unraveled in July 2016 the civil war has spread to previously unaffected areas like Greater Equatoria and the Greater Bahr El Ghazal regions.

The last attempt to end hostilities via the High-Level Revitalization Forum (HLRF), led by the Inter-Governmental Authority on Development (IGAD), has led to a greater level of restraint among the parties, but there have been numerous violations of the cessation of hostilities (CoH) agreement.

Deep rooted ethnic tensions and a lack of formal institutions have contributed to the creation of violent and sustained conflict, reinforcing institutional weakness while also causing a dramatic deterioration in physical security, food security, and economic conditions in the country, with South Sudan standing the 181 out of 188 countries in the Human Development Index rank [2]. Despite its vast arable land and exploitable natural resources, the lack of infrastructure and economic setup have sunk the country in an economic crisis which impedes sustainable progress towards humanitarian and development objectives. The South Sudanese pound (SSP) has depreciated with historical low values in 2017, causing an adverse impact on household purchasing power and consequent food insecurity, while food prices have continued to rise exorbitantly [3]. The South Sudanese population relies mostly on smallholder production and pastoralist work, with little formal employment available.

Societal and cultural norms, along with decades of violence, drive gender inequalities and discrimination in South Sudan. Men control most productive assets and decision-making powers, domestic violence is common and adolescent girls are often married into polygamous unions with adult men. The population is very young and on average 48.6 percent of the heads of household are women with an average household size of 7.1 members [4]. Maternal mortality is the highest in sub-Saharan Africa, and 80 percent of women are illiterate. Conflict,

displacement and food insecurity affect women, girls, men and boys differently, and gender-based violence and forced recruitment of boys into military forces are common incidents countrywide.

The geographic expansion of conflict and insecurity in 2016 has caused deterioration in access to education, with the Greater Upper Nile being the most affected region of the country. Numerous education facilities have been occupied and few teachers are available to support the temporary learning spaces. By the end of 2017, 1.3 million children were at risk of dropping out of school, with similar drop-out rates for girls and boys [5].

The conflict situation has driven 2 million people to flee the country, 85 percent of whom are women and children; 1.9 million people have resettled within the country [6], including over 200,000 of people who live in United Nations protection of civilian (POC) sites. South Sudan is also home for over 274,000 refugees, mostly from Sudan [7].

The food insecurity and malnutrition status in the country reached unprecedented levels in February 2017. Famine was declared in Leer and Mayendit counties and projected in Koch, in Central Unity state, where 100,000 people were facing Humanitarian Catastrophe (IPC Phase 5) [8]. In August, the number of severely food insecure people reached 6 million South Sudanese [9]— half of the country's population —at the peak of the lean season. Despite no national survey has been conducted in the country since independence, county-level surveys conducted in 2017 reported how Global Acute Malnutrition (GAM) rates had exceeded the emergency threshold in nine of out the ten states, where more than 15 percent of children aged 6-59 months (1.1 million children) were acutely malnourished [10].

By September 2017, all the three Greater regions of South Sudan included populations in Humanitarian Catastrophe [9] and by December 4.8 million people were estimated to be facing severe food insecurity, the highest level of food insecurity during the harvest season since the IPC analysis started in 2008. The anticipated start of the lean season is expected to push 5.1 million people to severe food insecurity in the period January-March 2018.

The progressive deterioration of the nutrition situation in South Sudan can be attributed to various synergistic factors, including the rising food insecurity, poor infant and young child feeding practices, the limited access to safe water and sanitation, and the increasing food prices, all associated with the ongoing and spreading conflict. Along with food insecurity and malnutrition, susceptibility to disease and poor access to health services has kept high numbers of cases of HIV, TB, malaria, diarrhoea, cholera, kala-azar and measles.

The strategy of the Government is built on the "Vision 2040" framework, a wide strategic approach encompassing medium and long-term plans. The Vision, initially pursued through the South Sudan Development Plan (2011-2016), will be continued with a new three-year National Development Strategy (NDS), currently being drafted by the Government in collaboration with WFP and other UN agencies.

South Sudan started in 2017 the Sustainable Development Goals (SDGs) nationalisation process, which feeds into the NDS and aspires to align the country's humanitarian and development objectives with the SDGs. The two main areas of action prioritised by the Government fall within SDG 16 on peace, justice and strong institutions and SDG 2 on zero hunger.

For the humanitarian agenda, both the Government and opposition have established separate bodies for addressing humanitarian priorities, each of which have developed their own strategy, primarily focused on developing a national framework for returns, resettlement, and reintegration.

The Government, at the national and state-level, has coordinated with several UN agencies and other partners for the development of public policies and for capacity strengthening of its institutions. Initiatives like the Scaling-Up Nutrition (SUN) and the active chairing of the National Forum on Early Warning Systems, as well as the commitment to develop School Feeding and Girls Schooling Strategies, reflect the Government's commitment to collaborate for the improvement of its people's living conditions.

However, further enhancement of the Government's capacities and strategic coordination with the humanitarian community will be required to keep up with the increasing needs of a population in the midst of a civil war.

[2] Estimated population in 2017 13 million (CIA 2017); 64 ethno-linguistic groups (the largest being Dinka, 36 percent, and Nuer, 16 percent) (UNDP 2017 and CIA 2017); Population age structure 65 percent under 25 years (CIA 2017); Per capita income USD 1085 (UNDP 2017); Population below national poverty line 50.6 percent (UNDP 2015); Life expectancy at birth 56 years (UNESCO 2017); Infant Mortality Rate in 62.8 deaths/1,000 live births (CIA 2017); 1 in 7 women die in childbirth (UNDP 2017); Mean years of schooling 5.4 years (UNDP 2015); 80 percent of women are illiterate (UNESCO 2017); Military expenditure 10.93 percent of 2015 GDP; Health expenditure 2.7 percent of 2014 GDP (CIA 2017); Education expenditure 1.81 of 2016 GDP (UNESCO 2017).

[3] South Sudan Market Price Monitoring Bulletin November 2017 (WFP 2017).

[4] FSNMS December 2017.

[5] UNICEF, 2017.

- [6] South Sudan Situation Regional Update (UNHCR 2017).
- [7] OCHA 2017.
- [8] Integrated Food Security Phase Classification - January 2017 (WFP 2017).
- [9] Integrated Food Security Phase Classification - September 2017 (WFP 2017).
- [10] South Sudan Food Security and Nutrition Monitoring Bulletin - Round 20 (WFP 2017).

WFP Objectives and Strategic Coordination

WFP's interventions during 2017 have been performed under an emergency operation (EMOP) and a protracted relief and recovery operation (PRRO), following previous years' structure. Three special operations (SOs), on logistics, air service and feeder roads support, completed WFP's operational plan. The five operations have been implemented across the whole country, unlike in 2016 where the EMOP focused on the Greater Upper Nile region while the PRRO covered the rest of the country.

During 2017, the EMOP (200859) aimed to provide conditional and unconditional emergency food assistance to people affected by conflict and food insecurity, as well as prevention and treatment of moderate acute malnutrition (MAM) and institutional feeding for people living with HIV, tuberculosis or kala-azar.

WFP performed relief and recovery interventions under the PRRO (200572) for the restoration of livelihoods and household resilience and the promotion of access to education, particularly for girls, as they suffer greater limitations in access to continued education. Activities included unconditional food and cash-based assistance; school meals; food assistance for assets; support to small-holder farmers; prevention and treatment of MAM for refugees; and capacity strengthening activities to reinforce government's capacities to address food insecurity.

Through special operation 200778, WFP continued to lead the logistics cluster, providing a coordinated response to the increasing logistic needs of the humanitarian community. The special operation 200379 focused on the construction and maintenance of feeder roads to advance the country's limited transport infrastructure, while the special operation 201029 allowed WFP to support the UN Humanitarian Air Service (UNHAS) for the provision of air access to humanitarian actors.

Starting 2018, WFP South Sudan will translate its projects into a three-year Interim Country Strategic Plan (ICSP), which will allow WFP to better integrate its contributions to the country and establish a direct link between resources and results, in alignment with the 2030 Agenda.

With its presence in South Sudan, WFP has maintained its strategic positioning with the government, working in close collaboration where possible, and has joined the humanitarian community's efforts for a more coherent, efficient and effective response. Analysis of protection and gender issues have progressively been integrated into WFP's strategic decision-making, through regular communication and information sharing with the protection cluster and gender-based violence (GBV) sub-cluster, and through the collaboration with other agencies to mainstream GVB and child protection related initiatives, amongst others.

WFP's intervention in South Sudan unfolds within the coordination of the Humanitarian Country Team (HCT) and the UN Country Team (UNCT). In 2017, WFP has been an active member in the discussions for the one-year extension of the Interim Cooperation Framework (ICF) [11] and the UN Development Assistance Framework (UNDAF) that will replace it, co-leading and participating in its five working groups; and has succeeded in mainstreaming global objectives for zero hunger in next year's Humanitarian Response Plan (HRP) [12].

Inter-agency collaboration between WFP and other UN agencies has resulted in more coherent and consolidated assistance in the country. Nutrition programmes, support to refugees, resilience building coordination, early awareness systems and access to education have especially benefited from joint actions. In 2017 WFP, FAO, UNICEF and UNDP also launched the Stabilization and Recovery Programme, an initiative that aims to set the bases for recovery towards resilience in South Sudan, by building on multisector humanitarian interventions.

WFP continues to lead the logistics cluster and co-leads the food security and livelihoods cluster with FAO and the nutrition cluster with UNICEF, while participating in the education, protection and health clusters. In 2017, the activities performed under the emergency telecommunications cluster were incorporated under the EMOP, providing services on radio and internet provision and vehicle repairation.

[11] The Interim Cooperation Framework (ICF) provides a basis for the UN to work with the government and other development partners to address key challenges and issues, as South Sudan works towards achieving sustainable peace and development.

[12] The Humanitarian Response Plan (HRP) plan is prepared for a protracted or sudden onset emergency that requires international humanitarian assistance. The plan articulates the shared vision of how to respond to the assessed and expressed needs of affected populations.

Country Resources and Results

Resources for Results

WFP's operations in South Sudan achieved an overall funding level of 77 percent of the portfolio in 2017, including carry-over resources. Difference in funding between the EMOP and the PRRO was of 10 percent, with EMOP activities attracting the highest level of support. Special operations for the logistics cluster and the UN Humanitarian Air Service (UNHAS) exceeded planned funding values, while the special operation for feeder roads achieved 60 percent of its funding requirements. Overall, funding levels improved since 2016, with 17 percent more contributions received in 2017.

Eighty-four percent of resources were received through directed multilateral contributions, which allowed donors higher flexibility while ensuring, in consultation with the country office, that priority activities were supported. WFP South Sudan mostly received monetary contributions as opposed to in-kind, which were primarily directed to the emergency response, cash-based transfer modality distributions and nutrition programmes. WFP also maintained multi-year agreements with some of its main donors, and it secured funding for long-term engagement and resilience activities. The country office also used the corporate advance financing facility to minimise funding and food supply gaps.

The sudden escalation of the famine response operations from February to June required an extensive ad-hoc exercise to raise further funds to cover the increased operational deployment. Early fundraising by WFP ensured a successful response from donors, with both large and small as well as emerging donors contributing to WFP's increased requirements.

In 2017 WFP received a record amount of funds for its prepositioning exercise, which allowed the country office to exceed its prepositioning plan for 2017 and maximise the use of stocked commodities. The opening of two humanitarian corridors from Sudan granted WFP opportunities to lower cost of transport from the country, materialising WFP's commitment to improving efficiency in its transport contracting process. Cost saved thanks to the opening of the new corridors amounted to approximately USD 3 million.

The roll-out of biometric registration systems offered large potential for cost efficiency gains through more accurate beneficiary registers. Through the corporate system SCOPE and in coordination with UNHCR and IOM's beneficiary management systems, WFP refined its targeting and improved identification of eligible populations in 2017. Coordination with UNICEF in health centres through common partners and securing the continuation of moderate acute malnutrition also contributed to improved programme effectiveness.

The availability of human resources in 2017 remained similar to that of 2016. Conflict outbreak in 2016 resulted in numerous evacuations of WFP and partner staff out of the country, but the staffing returned to previous levels towards the end of the year. In 2017 the working environment stabilised and WFP benefited from a strong staff base. Several staff wellness initiatives in 2017, including the "right to health" and vaccination campaigns, whereby staff were provided access to medical check-ups and free vaccinations, and the upgrade of recreation facilities contributed to creating a beneficial atmosphere for staff's wellbeing.

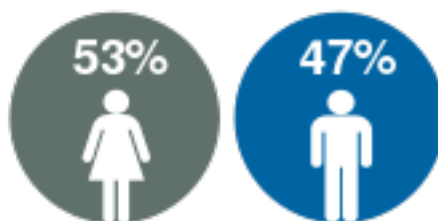
Additionally, in 2017 the country office established a new field coordination team to facilitate coordination between country office management and its field locations for improved operational efficiency and effectiveness. The team contributes to programme quality and cohesion through targeted field deployments, enhanced staffing coordination, and the facilitation of communication between field offices and units in the country office. By facilitating communication between the country office and the field, the team also strengthens the cohesion of all WFP staff in South Sudan as part of one team working towards shared priorities, contributing to motivation and staff wellness.



Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	483,182	483,182	966,364
Children (5-18 years)	1,111,318	1,304,590	2,415,908

Beneficiaries	Male	Female	Total
Adults (18 years plus)	665,241	784,304	1,449,545
Total number of beneficiaries in 2017	2,259,741	2,572,076	4,831,817



Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Single Country EMOP	165,043	9,289	15,310	22,205	846	212,693
Single Country PRRO	47,917	3,338	5,498	3,041	500	60,294
Total Food Distributed in 2017	212,960	12,627	20,808	25,246	1,346	272,987



Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Single Country EMOP	26,443,976	-	-
Single Country PRRO	6,035,802	-	-
Total Distributed in 2017	32,479,778	-	-

Supply Chain

Being a landlocked country with poor road infrastructure where local food procurement is limited, South Sudan poses a great challenge for both commercial and humanitarian organisations in managing the supply chain. Besides the insufficient infrastructure and lack of food availability, the conflict and insecurity together with the deterioration of road conditions during the rainy season aggravate the complexity of the situation.

Considering the contextual challenges, WFP South Sudan met its supply needs in 2017 through road, river and air deliveries using three main logistics corridors through seven neighbouring countries.

Through the Northern Corridor WFP transported 15 percent of its total tonnage by road from Port Sudan through Kosti to Upper Nile State, and through El Obeid to Bentiu and Aweil. In 2017 WFP opened two new entry points through the Northern Corridor from Sudan, which allowed to count on additional reliable routes to safely deliver commodities into the country. The Eastern Corridor connected the port of Djibouti to Gambella and Jimma in Ethiopia, from where 90 percent of cargo was airdropped into the Greater Upper Nile, while the remainder was transported by road and river, adding up to a 17 percent of the total tonnage delivered in 2017. The Southern Corridor was used to transport the balance of 68 percent of total tonnage mainly from the ports of Mombasa in Kenya, Dar Es Salaam in Tanzania and Tororo hub in Uganda either to Juba hub for onward deliveries upcountry or other points in southern Jonglei, Lakes, Western Bahr El Ghazal, Northern Bahr El Ghazal and Warrap states.

The total tonnage transported by WFP's logistics operation in South Sudan amounted to over 276,500 mt, 68 percent of which was transported by road and 29 percent by air, while the remainder was supplied by river.

WFP South Sudan procured food commodities through the Global Commodity Management Facility (GCMF), a corporate system for food supply chain management, and through in-kind donor contributions. Purchasing through the GCMF system allowed WFP to support regional economies and benefit from reduced lead-times and cost-efficient purchases. Commodities acquired included maize, sorghum, pulses, fortified vegetable oil, Super Cereal, Super Cereal Plus, and the Ready to Use Supplementary Food (RUSF). The country office also supported the local agricultural sector through its Purchase for Progress (P4P) activities, where WFP procured over 400 mt of maize and sorghum cultivated by local small-holder farmers. The logistics team collaborated in the identification of reliable wholesalers and retailers as well as the assessment of markets to support the effectiveness of cash-based transfer (CBT) distributions.

In 2017 WFP South Sudan tested the so-called Skypack system to airdrop High Energy Biscuits (HEB), RUSF and water, as well as blankets and medical kits. The new system will allow WFP to reach beneficiaries on the move without having static presence on the ground. To reduce the losses of vegetable oil during parachute airdrops WFP has used a specialised 2-Ring Release Deployment System, which reduced commodity losses to less than 5 percent in 2017.

Because of the unstable and restricted access in the rainy season, WFP undertakes every year a massive repositioning exercise during the dry season while roads are open to ensure that commodities are available in inaccessible areas during the rainy months. Despite the economic situation that led to increased risks during transport, WFP successfully repositioned 116,600 mt of food commodities in 2017. This amount slightly exceeded the repositioning plan representing the largest amount of food prepositioned by WFP since 2011.

To ensure the security and reliability of the corridors and warehouses in key prepositioning locations, WFP achieved the commitment from Government authorities and other power groups to take on responsibility for guaranteeing the safety of WFP assets, food and staff. Efforts to accomplish commitment from the different parties complemented WFP's 2017 risk mitigation strategy which aimed at implementing measures to reduce risk of theft, robbery, looting and unauthorized distribution. Through the warehouse risk assessment tool the logistics team worked in close collaboration with the access, security and programme teams in the country office to closely monitoring the risks associated with warehouses based on the likelihood and potential impact of detrimental events, prompting the adoption of mitigation measures timely.

In 2017 WFP also successfully developed and implemented a transport strategy on convoy systems, whereby all primary transportation (from Juba onwards) was done through convoys as opposed to individual trucks which are more vulnerable to attacks. Convoys were accompanied by WFP fleet truck and outsourced convoy leaders. The new strategy proved to be effective with no major incidents reported from primary transport convoys in 2017. In 2018 WFP plans to extend this approach also to secondary transport (other locations than Juba onwards).



Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Iodised Salt	-	1,074	1,074
Maize	206	627	833
Maize Meal	21	-	21

Commodity	Local	Regional/International	Total
Sorghum/Millet	200	-	200
Total	427	1,701	2,128
Percentage	20.1%	79.9%	

Annual Global Commodity Management Facility Purchases Received in Country (mt)

Commodity	Total
Beans	13,585
Corn Soya Blend	26,694
Maize	25,355
Ready To Use Supplementary Food	1,422
Sorghum/Millet	116,817
Split Peas	1,233
Vegetable Oil	3,576
Total	188,682

Implementation of Evaluation Recommendations and Lessons Learned

In 2016 WFP's Office of Evaluation commissioned a Country Portfolio Evaluation (CPE) of WFP's activities in South Sudan. The CPE covered WFP South Sudan 2014–2017 country strategy and the portfolio of operations during 2011–2016. It assessed WFP's strategic alignment and positioning, the factors and quality of WFP's strategic decision-making and the performance and results of the portfolio. The CPE was timed to provide evidence to inform the country office's strategic orientation and feed into the design of its 2018–2020 Interim Country Strategic Plan.

The CPE found WFP's work to be of high relevance and coherent with national needs and policies and recognized WFP's leadership on the humanitarian response in South Sudan, as well as its effective operationalization of the humanitarian principles. The evaluation noted that the common services provided by WFP are considered key to the success of overall humanitarian operations in the country.

The CPE concluded a set of recommendations that aimed to guide the country office towards a strategy better aligned with the evolving country context and that would be able to respond to the multi-year acute crisis while having the flexibility to adapt to rapidly changing needs. In 2017 WFP laid out a management response plan to respond to the evaluation's findings with a view to integrating all recommendations by the end of 2018. To this regard, in 2017 WFP implemented several adjustments in diverse operational areas, with the special aim of further increasing cost-efficiency within a multi-year approach to emergency response.

Aiming to maximize humanitarian-development synergies, WFP addressed the underlying constraints of an expansion of cash-based transfers (CBT) to other areas of the country. WFP headquarters conducted an in-depth market analysis of the Northern Bahr el Ghazal and Warrap states in early 2017, and carried out a CBT supply chain assessment mission jointly with South Sudan country office. These informed the formulation of a retail engagement strategy that aimed to enable price stabilization, to optimize supply chain systems and to drive movement towards naturally functioning competitive markets to increase supply and reduce prices.

With the purpose of enhancing programme effectiveness and beneficiaries' identification, WFP further rolled-out the SCOPE registration system and leveraged UNHCR and IOM's biometric registration systems to support more accurate targeting. A data sharing agreement with UNHCR was signed and a similar agreement with IOM is being prepared after interoperability test with IOM were proved successful in 2017. Compatibility test between UNHCR system and SCOPE is planned to take place on May-June 2018.

With regards to maximisation of resource management, WFP strengthened its Supply Chain Working Group through regular meetings to implement and follow-up prioritization and operational plans; and reinforced the budget and programming unit's staff to allow for better engagement in the redesign of pipeline analyses and guidance on sourcing decisions.

The country office undertook in collaboration with the regional bureau a review of its human resources function in June 2017. Findings informed the inclusion of staffing in the human resources team and the addition of surge capacity to support in the recruitment of staff in order to avoid delays in critical times. To improve efficiency of resource capacity in the field, the country office with support from WFP headquarters negotiated field level agreements and budgets with key partners with the aim of entering into multi-year, multi-project, or multi-location agreements to enable sustained and coordinated assistance.

A Gender Audit conducted in 2016 highlighted the need to mainstream gender analysis into programme planning, and to strengthen the understanding of gender equality and women's empowerment both amongst cooperating partners and members of Project Management Committees (PMCs). To this regard, WFP strengthened the integration of gender analysis in its interventions and requested cooperating partners to include these assessments within their proposal submissions. Additionally, WFP increased efforts to train partner staff, government counterparts and PMCs on gender mainstreaming in humanitarian settings. WFP also reviewed and adjusted its Letter of Understanding with UNWOMEN for the integration of gender within the context of safety nets and resilience activities.

Overall, the improvements implemented by the country office in 2017 as a response to the CPE and Gender Audit recommendations, have highlighted the comparative advantage of WFP in outstanding areas of influence in the humanitarian arena of South Sudan. Distinct logistics capacity, strong relationships with national and local authorities, leadership in vulnerability analysis and mapping, good cost awareness, robust processes to negotiate safe access and a strong deep-field presence position WFP in the lead to the success of humanitarian interventions in the country.

WFP's Successful Response to Famine in Unity State

After a continued deterioration of the food insecurity and malnutrition values since the conflict intensified in July 2016, the beginning of 2017 saw the situation become increasingly severe in Central Unity state. The Integrated Food Security Phase Classification (IPC) declared Koch, Leer and Mayendit counties in high risk of Famine, while Panyijar was facing Emergency phase. A Global Acute Malnutrition (GAM) rate of 30 percent, well above the emergency threshold (15 percent) was observed in Leer, while Mayendit and Panyijar had GAM rates of 27.3 percent. (Recent data was not available for Koch at the time).

The IPC projected that with consistent, adequate, and timely humanitarian interventions, the famine forecast could be reversed with many lives saved. However, delivering humanitarian assistance posed a challenge for WFP: central and southern Unity are cut off from road access, and prepositioning storing of food stocks is not possible because of insecurity, conflict and lack of partner presence. Airdrops of food and nutrition supplies can be carried out only in places where relief workers are on the ground, and negotiations for access and permissions can be protracted or unsuccessful.

The quick action of the Integrated Rapid Response Mechanism (IRRM) was key in responding to the emergency. The IRRM is a partnership between WFP and UNICEF that uses mobile teams and partners to first register populations – which also allows for mass screening to trigger services in nutrition and other sectors – and then deliver food to the entire community. From February to June 2017, the IRRM deployed 36 missions in the four affected counties and increased the frequency of distribution cycles to match affected populations' needs, delivering a total of 17,000 mt to 400,000 beneficiaries affected by the crisis. Additionally, the IRRM scale-up achieved an increase in admissions in moderate acute malnutrition treatment sites which allowed for an effective nutrition response.

As a result of early detection of the famine, combined with the IRRM's quick and massive response, the famine declaration was lifted. By May, Leer and Mayendit counties were no longer classified as having famine conditions, and further deterioration of food security had been prevented in Koch and Panyijar counties. The food security information available from informants in the field and the structure of the IRRM allowed for an extremely fast and effective response that could otherwise have taken months to achieve. Communities were able to build up stocks that have prevented them from being in a situation of extreme vulnerability as the lean season approaches.

Project Results

Activities and Operational Partnerships

Since 2011, the logistics cluster in South Sudan has supported humanitarian actors through the coordination and facilitation of logistics services, including transportation of humanitarian cargo, warehousing, operational information management and geographic information system (GIS) mapping services. The cluster is led by the World Food Programme and provides coordination, information management and logistical support to all humanitarian actors present in the country, comprising UN agencies, international and national NGOs and other international organisations.

As provider of last resort, the cluster offers services where gaps are identified and depending on access, security and available funding, meeting the demands of the humanitarian community as reflected in the Humanitarian Response Plan. The cluster provides air and river transport services on a free-to-user basis and facilitates transportation by road transport through inter-agency convoy coordination and access constraints communication.

Additionally, regular information products, including weekly Access Constraints Maps, Coordination meeting minutes, infographics, situation reports and operational snapshots, are shared with partners through a cluster mailing list and on the logistics cluster web page. Coordination meetings are held in Juba every two weeks with state level cluster meetings held in the hubs on a similar schedule.

At the national level, the logistics cluster ensures prompt service to priority locations as provided by the Inter Cluster working group, in critical interventions and short-term mobile responses. At the state level, the cluster operates hubs in major response areas such as Bentiu, Malakal, Bor, Rumbek, Juba and Wau, where it provides cargo receipt dispatch and coordination support.

With the purpose of strengthening the logistics network in the country, throughout 2017 the cluster has increased its capacity development activities by providing training for organisations' national staff in logistics. This was designed to enhance the national capacity in the field contributing to building a stronger and more efficient emergency response from the humanitarian community.

At the beginning of 2017, with the announcement of the famine in three states of Central Unity and the prioritisation of the response by the Humanitarian Coordinator to these locations, the logistics cluster secured extra funding through the Department for International Development (DFID) Internal Risk Facility (IRF) grant, enabling the deployment of an extra helicopter in Rumbek to support assistance to the famine affected areas. In close collaboration with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the cluster supported 27 organisations to distribute a total of 484 mt of multi-sectoral cargo during the famine response in 17 different locations from April to September 2017.

Operational risk planning and management were at the core of the cluster's operations, ensuring alternative daily plans by identifying back-up delivery locations and cargo. Access issues and security clearances were supported by UNHAS and the WFP country office access team. In terms of mitigating the risk of losses during transport or storage the organisations were responsible for insuring their goods.

The logistics cluster maintained transparent and frequent communication with donors regarding its planning and constraints through one-on-one meetings and the distribution of a monthly infographic, along with information related to the clusters activities and forward plans.

In 2017, the cluster built upon its established partnerships to enhance the reach and effectiveness of the service provided. It continued to support UN agencies, international organizations and NGOs, adding up to 139 organisations assisted in 2017. At the end of the year, the logistics cluster started using the Relief Item Tracking Application (RITA) as the standardized global logistics cluster tool to enhance tracking of partners' requests and consignment status. RITA allows for better management of service requests and better consolidation of service reporting.

In 2017, the logistics cluster continued to partner with the International Organization for Migration (IOM) to ensure a coordinated response and to guarantee services met the needs of the humanitarian community. The logistics cluster provided free-to-user shunting services through IOM's Common Transport Service (CTS), bringing cargo to and from the airstrip/distribution site, for key locations in Juba, Bor, Rumbek, Wau, Bentiu, Malakal and Melut. This critical service supported logistics cluster air operations and filled gaps where partners had no capacity to transport cargo.

In the Bentiu, Wau and Malakal hubs, the logistics cluster coordinated with IOM in the "Beyond Response". This response and collaboration took place during the dry season, when roads are more physically accessible, and

allowed the delivery of humanitarian cargo by road using the CTS trucks managed by IOM, enabling the cluster to deliver to locations within a one day drive of these three hubs.

Results

After the sudden scale-up of assistance after the 2016 crisis, the logistics cluster has managed to not only maintain, but also enhance its services to match the increasing demand of its partners.

In 2017, logistics cluster activities effectively covered all the territory of South Sudan, except refugee areas. The cluster exceeded all of its planned outcome and output targets, which were based initially on the 2016 results. The user satisfaction rate, which measures the extent to which logistics cluster service users value the assistance provided, increased by six percentage points from 2016 up to 95 percent satisfaction in 2017. This achievement, together with the increase in number of service users by nearly 50 percent, reflects the outstanding efforts made by the cluster throughout 2017, not only improving its service delivery but also guaranteeing quality support amongst all partners.

The amount of cargo transported by the logistics cluster throughout 2017 via road, air and river reported an increase of 18.5 percent compared to the previous year. Cargo services were provided to 85 organizations, of which around 80 percent were NGOs and international organizations, while the remainder were United Nations agencies.

Road convoy coordination played a key role in enabling the prepositioning and distribution of humanitarian cargo, contributing to saving costs and reducing the environment impact of cluster's activities. Working closely with WFP access unit, the cluster coordinated a total of 25 convoys on behalf of the humanitarian community, especially along the western corridor to Rumbek, Wau, Aweil and Bentiu.

The cluster coordinated three barge movements along the Nile, transporting nearly 1,500 mt of non-food items between Bor and Malakal. Due to the poor condition of the vessels and inadequate river ports amongst other reasons, barges continued to be a less reliable and frequent transport option. However, by continually requesting organisations to use the barge when transporting core pipeline materials, the logistics cluster successfully prepositioned stocks lasting up to three months in Malakal.

Additionally, throughout 2017 over 10,470 square metres of common storage space based on partner requests were provided, achieved through the provision of mobile storage units in eight out of ten states of the country.

The logistics cluster focused on increasing information management products in 2017, including GIS products and social media, providing users with situational updates to inform operational planning and enabling the cluster to significantly exceed the planned number of products prepared. The GIS team also produced customized products on request by WFP, NGOs and other United Nations agencies.

Efforts done by the cluster for capacity strengthening were welcomed by partners and personnel in the field. Trainings mainly aimed at enhancing participants' capacities to perform under unpredictable and emergency settings. Field Logistics Emergency (FLE), Mobile Storage Units (MSU) management and gender-responsiveness have been the main subjects of focus for the cluster's capacity strengthening activities during this year. Despite no indicators have been used to measure their success, the feedback from participants and the gradually increasing number of participants per training suggest that the trainings supposed and added-value for those who received them.

Overall, the cluster was crucial to an effective logistics response in South Sudan. The provision of key logistics and information management services allowed the logistics cluster to provide an efficient demand-based response, up to the increasing needs of the humanitarian community in the country.

Performance Monitoring

The logistics cluster monitors its performance against key outcome and output indicators. The cluster also monitors in real-time the quality of its assistance through process monitoring, measuring readiness and punctuality of service, as well as conditions of cargo transported, amongst others.

The main outcome indicator for the cluster, user satisfaction rate, is monitored through an annual survey. The survey was circulated to the cluster mail-list recipients (>700 subscriptions) in early November, to gather data from partners that benefited from the cluster's service in 2017. Participants' response allowed to obtain a statistically representative result on users' satisfaction, which presented an improvement from last year's response rate (6 percent higher rate in 2017).

Output performance was tracked monthly against indicators such as the number of service users, number of information management products produced, tonnage of cargo delivered, number of coordination meetings conducted or warehousing capacity facilitated. Data sources used to track these indicators included google analytics, for information management product usage; the logistics cluster service request database; and the platform RITA, for partners and consignment information.

Progress Towards Gender Equality

Besides improving its assistance and exceeding its targets, in 2017 the logistics cluster joined WFP's battle for gender equality and women's empowerment.

Contributing to WFP's commitment with the Sustainable Development Goals, the cluster has strived to integrate gender equality and women's empowerment amongst its staff and partners, in alignment to WFP's Gender Policy objectives (2015-2020).

Adding up to its capacity development initiatives during 2017, the cluster launched the "Gender Clinics" initiative, which consisted on a series of trainings focused on raising awareness on gender equality within the logistics community in South Sudan.

In collaboration with the country office gender and protection advisor and the regional gender advisor, the cluster collaborated in the organisation of the first "Gender in Logistics" training session in Juba, targeted to country office logistics cluster staff. The main objective of the session was to provide staff with an introduction to gender, and with practical tools to strengthen their capacity and ability to integrate gender into their everyday work. The session also included a component on protection, accountability to affected populations and prevention of sexual exploitation and abuse.

The positive outcome of the workshop led to a series of consecutive training sessions in the field, organised by the logistics cluster in collaboration and coordination with the country office gender and protection section.

The first field training was held in Bentiu in July, with 16 participants (15 men and 1 woman) from WFP and other seven organisations; while the second session took place in Rumbek and congregated three men and one female participant. Key topics covered included definitions of gender, gender equality and how to recognise and overcome gender stereotypes and combat discrimination. Furthermore, a group exercise allowed the participants to apply the knowledge and guidance into a real-life example.

The interactive character of the sessions enabled participants to share their perceived challenges to integrate gender in their daily work, and identify ways to overcome these obstacles.

Overall, participants expressed gratitude at the opportunity to take part in a gender clinic, and agreed that gender was indispensable to their work and should be integrated in every step of the operational process "if we are to respond to the different needs of women, men, boys and girls".

By the end of the year, the logistics cluster had held three training sessions on Gender in Logistics and graduated a total of 40 participants, of which 30 percent were women.

Looking into the future, the cluster intends to keep conducting gender clinics for its staff and the humanitarian community, and to work on designing measures to identify how gender inequality affects women's access to job opportunities in the supply chain.

The logistics cluster also supported awareness efforts led by the country office gender and protection section within the context of the 16 days of Activism against Gender Based Violence campaign in 2017, by printing posters with key messages.

Furthermore, the country office cluster team achieved the highest completion rate of WFP's mandatory courses on "I know Gender" and "Gender Equality in Emergencies", strongly upholding that a better performance comes in hand with better gender balance.

In recognition of its many and successful efforts, the cluster team was awarded with a Gender in Action Certificate for "outstanding dedication and commitment in promoting Gender Equality and Women Empowerment" by the WFP South Sudan country office.

Strengthening logistics response capacity through trainings in South Sudan

Under the challenging and perilous working environment in South Sudan, field staff must be equipped to respond with competence and expertise.

Humanitarian logisticians work around the clock to move critical relief items in complex and challenging environments. To ensure this is accomplished in a timely and cost-efficient way, professional skills in warehouse management and cargo handling are required.

For this purpose, the logistics cluster in South Sudan has increased its capacity development efforts throughout 2017, focusing on strengthening the response capacity of logistics staff in the field. With financial support from donors, the logistics cluster completed 16 trainings in 2017, in which 246 people from 34 organisations throughout the country have participated, achieving a 20 percent of female participation.

Besides the gender clinics' emphasis on gender-responsiveness of operations, in South Sudan trainings have mainly aimed at enhancing participants' capacities to perform under unpredictable and emergency settings. Field Logistics Emergency (FLE) and Mobile Storage Units (MSU) management have been the main subjects of focus for the cluster's capacity strengthening activities during this year.

The Field Logistics Emergency sessions reached an attendance of 124 participants from INGOs, national NGOs, and UN organisations. Through classroom-based learning, as well as practical applications, participants became familiar with logistics documentation, inventory control, weight and volume calculation. Furthermore, participants were introduced to need assessment tools and procedures, which aimed at helping them identify the most needed items for emergency response.

On the two-day training dedicated to building logistics and warehouse staff capacities for installing and uninstalling Mobile Storage Units (MSU), 15 participants from 10 organisations learnt how to construct and deconstruct a Wiikhall MSU. This is the unit currently in use by the logistics cluster in South Sudan - it can be used either to set up storage space in a new location, or to enhance storage capacity in existing warehouse facilities.

The training aimed at developing the capacities of logistics cluster partners, so that MSUs can be delivered by the cluster where appropriate and then partner organisations are able to benefit effectively from the capacity they offer.

Across the logistics cluster's training initiatives, the 'Do It Yourself' approach [11] to learning has proven to be key to stimulate participants' practical skills and self-awareness. Through feedback surveys, participants highlighted this approach as a key element for them to acquire a more in-depth understanding of the processes, as well as a stronger confidence to achieve what is required from them in their day-to-day work.

[11] The "Do it Yourself" method is a self-learning approach whereby individuals gain knowledge and practical skills by putting lessons into practice; building, transforming and fixing items with their own means.

Figures and Indicators

Data Notes

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A Logistics Officer with the Logistics Cluster briefs one of the drivers whilst coordinating a convoy on behalf of partners in South Sudan.

Project Indicators

Outcome Indicators

Outcome	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
SO1 Save lives and protect livelihoods in emergencies				
National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies				
User satisfaction rate				
<i>CLUSTER SERVICE USERS, Project End Target: 2017.12, <i>User Feedback Survey, Base value: 2014.12, WFP survey, User Feedback Survey, Previous Follow-up: 2016.12, WFP survey, Survey, Latest Follow-up: 2017.12, WFP survey, Survey</i></i>	>91.00	90.00	89.00	95.00

Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
SO1: Special Operation (Cluster)				
Number of agencies and organizations using coordination and logistics services	agency/organization	100	139	139.0%
Number of information management products produced and shared, including bulletins, maps, guidance documents, and other logistics information	item	150	247	164.7%
Number of national and field cluster coordination meetings conducted	instance	50	82	164.0%
Quantity (mt) of humanitarian cargo moved through logistics common services	Mt	6,000	7,820	130.3%
Utilization of the contracted hours of aircraft	%	100	130	130.0%
Warehousing capacity (m2) made available to the humanitarian community	m2	10,000	10,470	104.7%