

COUNTRY STRATEGIC PLAN REVISION

REVISION – FOR APPROVAL

Madagascar Transitional Interim Country Strategic Plan (T-ICSP), revision four

Gender and age marker code: [2A]

	Current	Change	Revised
Duration	<i>January 2018 to June 2019</i>	<i>N/A</i>	<i>January 2018 to June 2019</i>
Beneficiaries	1 616 398	353 411	1 969 809
Total cost (USD)	69,274,380	45,112,763	114,387,143
Transfer	57,985,037	40,585,044	98,570,081
Implementation	3,837,771	615,748	4,453,518
Adjusted direct support costs	3,223,559	1,158,610	4,382,169
Subtotal	65,046,366	42,359,402	107,405,769
Indirect support costs (6.5 percent)	4,228,014	2,753,361	6,981,375

1. RATIONALE

1. The fourth revision of the Madagascar Transitional Interim Country Strategic Plan (T-ICSP) seeks to respond to the high level of humanitarian needs, triggered by the prolonged dry spell affecting populations in southern Madagascar. This revision seeks to scale-up WFP support to food insecure people in Integrated Phase Classification (IPC) phase 3 and 4 during the lean season from January to June 2019.
2. The late start of the rainy season in mid-January 2019 delayed the start of the 2018/19 cropping season in the south of the country, resulting in limited yields from the green harvest in late January/early February. The green harvest is crucial to household food access as it provides a buffer for the second phase of the lean season from mid-February to mid-April, prior to the main harvest in May. Preliminary drought hot-spot analysis of rainfall patterns indicates that due to recurrent below-normal rainfall conditions, some districts in Southern Madagascar have not fully recovered from the effects of the 2015/16 El Nino induced drought.
3. Recent evaluation missions and assessment reports confirm that the food security and nutrition situation remains precarious for households affected by the drought as forecasted by the latest IPC analysis conducted in June 2018. Exhaustive analysis made by the Nutrition Cluster shows a deterioration of the nutrition situation in affected areas during the last quarter of 2018 compared to the previous one and concluded that the nutritional situation will likely keep deteriorating throughout the first quarter of 2019. Furthermore, a failure of the January/February harvest will have significant consequences if assistance is not provided at the right time. A multi-sectoral Food Security Assessment (EAM) is planned to be conducted in March 2019 by the Madagascar Vulnerability Assessment Committee (MaVAC). The results of the assessment will feed into the IPC exercise planned for early May 2019, which will define the response strategy going forward.
4. Lessons learned from the 2016/17 lean season response will inform the implementation arrangements for the scale up under this revision. These include beneficiary targeting, communication with beneficiaries and local authorities, beneficiary feedback mechanisms, data management and monitoring and evaluation (M&E).

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5. This revision scales up WFP support under Strategic Outcome 1 (SO1): “Populations affected by natural disasters have access to adequate food and nutrition during and in the aftermath of crises.” The scale up for the cyclone response is based on the National Contingency Plan and historical data and the scale up for the drought response and food for assets are based on the results of the June IPC analysis. There is a shift in modality for the general food distribution response from in-kind to cash based on results of the market analysis and due to inaccessibility of certain regions. The revision also shifts the prevention of acute malnutrition activities (maintained at the same scale) from SO3 “Malnourished populations in targeted districts have improved nutritional status in line with national targets” to SO1 as these activities are complementary to the food assistance to vulnerable households during the lean season and other emergency responses. However, this shift did not result in a budget decrease in SO3 due to a revision in the number of months covered for the lean season assistance.
 6. The National Contingency Plan (2018/19) outlines roles and responsibilities for cyclone responses for all actors in the country. WFP, in collaboration with government actors allocated responsibility for response plans based on capacity and resource availability. It is anticipated that an estimated 200,000 people will be affected by cyclones of moderate intensity this season. WFP plans on covering approximately 50 percent of these needs while government actors plan to respond to the remaining needs.
 7. The programmatic strategy for lean season response and early recovery, remains unchanged through this revision. At the start of the lean season, WFP provides cash and in-kind assistance from October to December. These same beneficiaries are then transitioned to an early recovery phase during, in which they are supported through food for assets or food for training activities from January to May. Preventative supplementary feeding will be provided to complement the general food assistance throughout the lean season response (October to May). The food for assets and food for training activities under the crisis response SO are designed to be less demanding than resilience activities implemented under SO4 and include activities such as reforestation and light road rehabilitation.
 8. A market assessment conducted in December 2018 by the Madagascar Vulnerability Assessment Committee to analyse appropriate response mechanisms for general food distribution during the lean season, specifically looking at the use of cash vs. in-kind modalities. It was found that in regions in the south where provides assistance and plans on using the cash modality for the lean season and early recovery response, the use of cash is appropriate due to functioning markets and the availability of food.
 9. To distribute cash, WFP will work with cooperating partners and financial service providers, who were chosen using a competitive process. SCOPE is being implemented to ensure accurate beneficiary registration and management. Partners will distribute physical cash to beneficiaries given the limited mobile networks in the south of the country.

2. CHANGES

Strategic orientation

4. This revision will shift acute malnutrition prevention activities from SO3 to SO1. This shift will facilitate a comprehensive package of food and nutrition assistance during the lean season and/or other emergency responses as these activities are complementary to food assistance provided to vulnerable households in times of shock.

Strategic outcomes

5. In coordination with the Government of Madagascar and the humanitarian community, WFP seeks to provide food and nutrition assistance to populations classified in IPC crisis (3) and emergency phases (4) during the lean season. Out of the 1.3 million people classified in these

two IPC phases, WFP aims to support 696,680 people using a combination of food and cash-based transfer (CBT) modalities. Based on on-going discussions, it is anticipated that other actors in the food security sector will provide assistance to the remaining percent of the population. The government will provide the first five to ten days of assistance through in-kind assistance while partner NGOs and UN agencies will provide complementary assistance to the drought affected population.

4. During both the emergency response and early recovery phases, food assistance will be coupled with the prevention of acute malnutrition programme through the provision of specialized nutritious foods to 49,900 children aged 6-23 months and 41,800 pregnant and lactating women and girls (PLW/G). Screening for acute malnutrition and nutrition education will complement the prevention of acute malnutrition programme. Treatment of Moderate Acute Malnutrition (MAM) will be continued and improved in the south and will also be scaled up to cover the south-east due to the high level of needs observed in this region. The MAM treatment programme will target to reach 122,360 children aged 6-59 months monthly with specialised nutritious foods. Protection rations will be provided to families (344,138 people) with MAM children. WFP will work closely with UNICEF for the referral of children suffering from Severe Acute Malnutrition (SAM).
5. The scale up proposed under this revision is in line with WFP's operational and logistics capacities. The findings of the October 2018 IPC analysis, which provides data on the projected food insecurity situation from November 2018 to March 2019, will guide the response for the remainder of the lean season response and inform the second phase (early recovery). The second phase of the response is aimed at supporting drought-affected communities through early recovery interventions, planned for February to May 2019. WFP will work closely with the National Disaster Management Agency (BNGRC), the Ministry of Population, Social Protection, and Promotion of Women, FAO and other Food Security, Livelihood and Nutrition Cluster members to promote the provision of complementary assistance to affected populations. Early recovery activities will link to resilience activities under SO4.

Targeting approach

6. In coordination with the actors mentioned above, WFP will target priority communes that have the highest levels of severe food insecurity and malnutrition rates in the southern and south-eastern regions. At community level, beneficiaries will be selected using a participatory community-based approach accompanied by sensitization efforts and the establishment of a community targeting committee and a community beneficiary feedback committee. Specific criteria are based on proxy variables for food insecurity and vulnerability derived from the profiling households through household surveys, including: female-headed households, households with PLW/G, households with people affected by TB, elderly or disabled members and children under the age of five. In addition factors such as high economic dependency ratio, no labour capacity, land ownership, and households affected by shocks will be considered.

Transfer modalities

7. WFP and other actors have been supporting the Government to enhance the shock-responsiveness of existing social protection systems, given the recurrence of shocks in the country. WFP works closely with the Ministry of Population, Social Protection and Women's promotion to scale the national social protection programme, through the transfer of top-up cash entitlements to crisis-affected populations or increasing the number of vulnerable people receiving food and nutrition assistance. The national social safety net programme is currently being implemented in Madagascar in areas in IPC Phase 4. Actors including the World Bank and UNICEF are supporting the operationalization of this mechanism.
8. The ration for in-kind food assistance will remain as planned. However, the type of cereals may vary if significant in-kind contributions are received. General food distribution assistance covers

an average of 15 days per month for both the in-kind and CBT modalities. For the drought response, this assistance will complement that of government and partners in national social safety net programme.

9. CBT values have been calculated based on the local retail price of the corresponding food basket to meet beneficiaries' dietary habits and preferences and minimum nutritional and energy requirements. WFP will leverage existing contracts with mobile money service providers and a microfinance institution, utilising the SCOPE platform to manage entitlements of beneficiaries. WFP will also support the Government, in particular the Ministry of Population and other social protection actors, in the creation of a single national beneficiary registry.
10. Through this revision, WFP will continue efforts to implement nutrition support activities, general food distribution and food assistance for assets in the same locations to increase synergies between food security and nutrition objectives and avoid the further deterioration in the nutritional status of PLW/G and young children during the lean season. Women and children receiving nutrition support are from the same households who receive food assistance.
11. General nutrition, water, sanitation and hygiene and infant and young child feeding messages will be delivered to beneficiaries of general food distribution during the relief phase and food assistance for assets during the early recovery phase. These will be coupled with messages on nutritional practices that challenge gender discrimination.¹ Furthermore, cooking demonstrations are planned to inform men and women how to use locally available food to provide adequate complementary feeding to children.

Partnerships

12. There is a risk that WFP will raise insufficient resources to implement the scaled-up response as outlined in this revision. To mitigate this risk, WFP will continue to engage with non-traditional donors, strengthen partnerships with existing stakeholders and emphasize on joint resource mobilization strategies. Furthermore, advocacy and communications will be enhanced to illustrate to donors and partners the impact of WFP's work in supporting national efforts to achieve Sustainable Development Goal 2 on ending hunger in Madagascar.

Supply chain challenges

13. Madagascar experiences long lead times of an average of 80 days for international shipments to the country and in particular to the drought-affected South. Poorly maintained infrastructure exists in the areas where WFP provides assistance and logistics access can be severely constrained during the rainy season. Cyclones and similar rapid onset emergencies further compound access constraints. Food safety and quality is a concern in areas where WFP provides cash-based assistance.
14. To overcome these challenges, WFP pre-positions stock in the Global Commodity Facility Management (GCMF) to reduce lead times. WFP is establishing regional Supply Chain Working Groups involving government, local and regional authorities, humanitarian actors and private sector actors to develop action plans which will address supply chain constraints and improve emergency preparedness. WFP is also engaging in capacity strengthening efforts with BNGRC, and the Ministry of Trade for food safety and quality. To shorten the current 80-day average lead time, WFP will place internationally procured commodities under GCMF in Madagascar before the next lean season. GCMF for locally procured goods are in place, and the country office is developing Food Supplier Agreements with quantities in storage to facilitate rapid delivery of commodities. A project is underway to work towards pre-positioning of food with the National Disaster Management Agency in high risk areas.

¹ In times of crises, women are usually the first to adopt negative coping strategies (reduced number of meals, eating less and last) in favor of children and men.

Country office capacity

15. An organisational alignment exercise was conducted during the last quarter of 2018. Following this exercise, the regional bureau is supporting the country office with a review of the staffing structure to align with CSP implementation needs as well as a contract review to ensure contracts and benefits are aligned with business needs. A skills review is on-going to identify gaps and strengths in the country office. The gaps will be addressed through various capacity building initiatives to ensure that the necessary skills are available for the adequate implementation of programmes.

Monitoring and evaluation

16. Under this revision, the monitoring and evaluation processes will follow the approved monitoring, review and evaluation plan of the T-ICSP. The main tools such as log-frame, results framework and monitoring, results and evaluation plan were updated taking into accounts the programmatic adjustments made as part of this revision.
17. Data related of outcome indicators will be collected through the Post Distribution Monitoring (PDM) exercises, nutrition surveys and outcome measurement process for activities using cooked meals. Both surveys will use a randomized sampling methodology at the household level. Data related to output indicators will be collected through monitoring reports provided by cooperating partners on a monthly basis using a standardized monitoring sheets that are categorized by activity type. The programme quality will be ensured through the process monitoring which will be conducted by the WFP monitoring assistants and the cooperating partner staff during the implementation phase.
18. For the forthcoming period, a monitoring strategy will be elaborated to better drive the monitoring, review and evaluation processes at the country office level. The pillar regarding WFP's support for strengthening the government's monitoring capacities will be developed to ensure ownership, sustainability and accountability of actions implemented by the government.

Proposed exit strategy

19. At the end of the early recovery phase, WFP in collaboration with the BNGRC and local Disaster Risk Management committees will organize a handover workshop with humanitarian and development actors, key ministries, local authorities, and technical decentralized services in assisted areas in order to handover and define an action plan to ensure a smooth transition from the humanitarian phase to recovery and development phases. Asset management committees will be set within the communities in order to ensure the maintenance and the equitable use of assets by beneficiaries beyond the duration of the response with the support of local authorities.
20. The different components of activities under this revision will also include measures and activities aimed at building and strengthening the capacities of the national authorities involved in the response. These capacity strengthening measures are part of WFP's longer term strategy in the country to transition programmes to the Government and will continue beyond the duration and scope of this T-ICSP.

Security and other risks

21. There are no known actors or groups that are hostile towards UN agencies in Madagascar. The presidential elections and political transition proceeded peacefully. There are currently no tensions expected regarding the parliamentary elections planned for May 2019, but civil unrest cannot be ruled out entirely. Other risks such as armed attacks, cattle theft, abductions, robbery and burglaries pose risks that lead to movement restrictions after dark.

Accountability to affected populations, protection risks, restrictions of gender and disabilities

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22. Activities aim to promote gender equality to help population groups overcome the food insecurity cycle and quickly recover from shocks. Beneficiaries are sensitized to gender-related issues at food and cash distribution points. Food assistance for assets schemes will also aim at contributing to women's empowerment throughout the activity cycle from participatory targeting of beneficiaries to adapted typology and timing of activities to ensure participation of the most vulnerable groups.
 23. To avoid inclusion and exclusion errors of beneficiaries during the targeting process, cooperating partner's capacity on targeting will be reinforced. Community meetings will be organized to discuss the intervention, its objectives, targeted beneficiaries, modalities, procedures and expected results. Targeting committees will be put in place with communities' involvement and will be, composed of men and women representing different groups of vulnerability including disable people. Distribution sites will be determined with the community to ensure beneficiary safety and security and be located within five km of villages. Toll-free hotlines, community-based complaint mechanisms, have been established to ensure that there are tools that meet beneficiaries' different needs and capacities.

Beneficiary analysis

TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY & MODALITY

Strategic Outcome	Activity	Period	Women	Men	Girls	Boys	Total	
			(18+ years)	(18+ years)	(0-18 years)	(0-18 years)		
Strategic Outcome 1	Activity 1: Provide food and nutrition assistance to vulnerable populations affected by crisis							
	Unconditional Food Assistance complemented by early recovery activities							
	GFD Cyclone (in-kind)	Current		4,872	4,640	6,960	6,728	23,200
		Increase/decrease		12,883	12,270	18,405	17,792	61,350
		Revised		17,755	16,910	25,365	24,520	84,550
	GFD drought (in-kind)	Current		60,572	57,688	86,532	83,648	288,440
		Increase/decrease		5,176	4,930	7,395	7,149	24,650
		Revised		55,396	52,758	79,137	76,499	263,790
	Food Assistance for Assets Cyclone (in-kind)	Current		8,610	8,200	12,300	11,890	41,000
		Increase/decrease		9,145	8,710	13,065	12,630	43,550
		Revised		17,755	16,910	25,365	24,520	84,550
	Food Assistance for Assets Drought (in-kind)	Current		11,760	11,200	16,800	16,240	56,000
		Increase/decrease		43,636	41,558	62,337	60,259	207,790
		Revised total		55,396	52,758	79,137	76,499	263,790
	GFD Cyclone (cash)	Current		7,308	6,960	10,440	10,092	34,800
		Increase/decrease		10,447	9,950	14,925	14,428	49,750
		Revised		17,755	16,910	25,365	24,520	84,550
	GFD drought (cash)	Current		12,600	12,000	18,000	17,400	60,000
		Increase/decrease		42,796	40,758	61,137	59,099	203,790
		Revised		55,396	52,758	79,137	76,499	263,790
	Food Assistance for Assets Cyclone (cash)	Current		12,915	12,300	18,450	17,835	61,500
		Increase/decrease		4,840	4,610	6,915	6,685	23,050
		Revised		17,755	16,910	25,365	24,520	84,550
	Food Assistance for Assets Drought (cash)	Current		17,640	16,800	25,200	24,360	84,000
		Increase/decrease		37,756	35,958	53,937	52,139	179,790
		Revised total		55,396	52,758	79,137	76,499	263,790
	Provide undernutrition prevention in combination with food assistance in disaster-affected districts							
Provide -acute malnutrition prevention activities in disaster-affected districts in combination with food assistance								
Children 6-23 months of age (food)	Current							
	Increase/decrease				17,465	32,435	49,900	
	Revised				17,465	32,435	49,900	
Pregnant and lactating women and girls (food)	Current							
	Increase/decrease		41,800				41,800	
	Revised		41,800				41,800	
Provide treatment for Moderate acute malnutrition in districts with above 10 percent GAM rates through nutritional supplementation and SBCC								
Children under (6-59 months) food	Current				48,745	50,735	99,480	
	Increase/decrease				11,211	11,669	22,880	
	Revised				59,956	62,404	122,360	
Protection rations for MAM treatment (in-kind)	Current		49,658	47,293	70,940	68,575	236,467	
	Increase/decrease		- 13,524	- 12,880	- 19,319	- 18,675	- 64,398	

		Revised	36,134	34,414	51,621	49,900	172,069	
		Current						
	Protection rations for MAM treatment (cash)	Increase/decrease	36,134	34,414	51,621	49,900	172,069	
		Revised	36,134	34,414	51,621	49,900	172,069	
	Food by prescription for TB patients on DOTS treatment through nutritional supplementation and SBCC							
		Current	1,470	1,400	2,100	2,030	7,000	
		Increase/decrease						
	TB patients (food)	Revised	1,470	1,400	2,100	2,030	7,000	
Revised sub-total SO1			408,143	348,900	600,770	600,745	1,958,558	
	Activity 2: Provide school meals in the central and southern regions of Madagascar							
Strategic Outcome 2		Current			130,041	158,938	288,979	
		Increase/decrease						
		Revised			130,041	158,938	288,979	
		Current			23,360	28,552	51,912	
		Increase/decrease						
		Revised			23,360	28,552	51,912	
Revised sub-total SO2					153,401	187,490	340,891	
	Activity 3: Provide undernutrition prevention in districts with high rates of undernutrition							
	Provide -acute malnutrition prevention activities in districts with above 15 percent GAM rates							
Strategic Outcome 3		Current			21,000	39,000	60,000	
		Increase/decrease			- 9,205	- 17,095	- 26,300	
		Revised			11,795	21,905	33,700	
		Current	30,000				30,000	
		Increase/decrease	- 18,200				- 18,200	
		Revised	11,800				11,800	
		Provide stunting prevention activities in districts with above 30 percent stunting rates						
		Current			35,880	42,120	78,000	
		Increase/decrease						
		Revised			35,880	42,120	78,000	
		Current	7,600				7,600	
		Increase/decrease						
		Revised	7,600				7,600	
		Provide stunting prevention activities in districts with above 30 percent stunting rates						
		Current			11,500	13,500	25,000	
	Increase/decrease							
	Revised			11,500	13,500	25,000		
	Current	25,000				25,000		
	Increase/decrease							
	Revised	25,000				25,000		
Revised sub-total SO3			44,400	-	59,175	77,525	181,100	
	Activity 4: Provide support to small-holder farmers and vulnerable communities in market access, resilience, and disaster preparedness							
Strategic Outcome 4		Current	33,600	32,000	48,000	46,400	160,000	
		Increase/decrease						
		Revised	33,600	32,000	48,000	46,400	160,000	

	DRR (cash)	Current	50,400	48,000	72,000	69,600	240,000	
		Increase/decrease						
		Revised	50,400	48,000	72,000	69,600	240,000	
Revised sub-total SO4			84,000	80,000	120,000	116,000	400,000	
		REVISION TOTAL with overlap (cumulative - has double counting)						2,880,549
		REVISION TOTAL without overlap (adjusted - no double counting)						1,969,809

Transfers

1.1. Transfers

1.1.1. Food and Cash-Based Transfers

Strategic Outcome							Strategic Outcome 1							Strategic Outcome 2		Strategic Outcome 3						Strategic Outcome 4		
Activity	Unconditional					MAM Treatment	Food by prescription for TB patient	MAM prevention			Early recovery				Activity 2. School Meals		MAM prevention		Stunting prevention				Activity 4. Food Assistance for assets	
Beneficiary type	Standard (GFD cyclone)	Standard (GFD drought)	Standard (Protection ration for MAM treatment)	Standard (GFD cyclone)	Standard (GFD drought)	Children under 5	TB patient	Children (6-23m)	Pregnant/lactating women	Standard (FFA cyclone)	Standard (FFA drought)	Standard (FFA cyclone)	Standard (FFA drought)	Children	Children	Children (6-23m)	Pregnant/lactating women	Children (6-23m)	Pregnant / lactating women and girls	Children (6-23m) Fortification	Pregnant lactating women Fortification	Standard (FFA)	Standard (FFA)	
modality	Food	Food	Food	CBT	CBT	Food	Food	Food	Food	Food	Food	CBT	CBT	Food	CBT	Food	Food	Food	Food	Food	Food	Food	CBT	
cereals	400	400	400							400	400			140								400		
Pulses	60	60	60							60	60			30								60		
Oil	35	35	35				20		20	35	35			10			20		20					
Plumpy Sup						100																		
Plumpy Doz								50								50								
Nutributter																		20						
Salt																								
Sugar																								
Supercereal							200		200								200		200					
Supercereal Plus																								
micronutrient powder														0.4										
total kcal/day	1954	1954	1954			543	929	268	929	1954	1954			681		268	929		929			1645		
% kcal from protein	10.4	10.4	10.4							12.3	12.3											12.3		
cash (US\$/person/day)				0.4	0.4							0.4	0.4		0.15						0.5	0.5	0.26	
Number of feeding days	45	45	30	45	45	60	180	90	90	60	60	60	60	175	175	90	90	180	180	360	360	120	120	

	Current budget		Increase		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	33,999	13,191,002	17,087	6,043,775	51,086	19,234,777
Pulses	5,833	2,635,889	2,491	950,193	8,324	3,586,082
Oil and Fats	2,380	2,032,185	1,582	1,255,023	3,962	3,287,208
Mixed and blended foods	2,273	4,118,066	2,716	4,454,860	4,989	8,572,926
Other	39	680,483	0	0	39	680,483
TOTAL (food)	44,525	22,657,625	23,875	12,703,851	68,400	35,361,476
Cash-based transfers (USD)		15,580,490		17,841,600		33,422,090
TOTAL (food and CBT value – USD)	44,525	38,238,115	23,875	30,545,451	68,400	68,783,566

COST BREAKDOWN

TABLE 4: COST BREAKDOWN OF THE REVISION ONLY (USD)

Strategic Results/ SDG Targets	Strategic Result 1/ SDG Target 2.1	Strategic Result 1/ SDG Target 2.1	Strategic Result 2/ SDG Target 2.2	Strategic Result 3/ SDG Target 2.3	Strategic Result 8/ SDG Target 17.16	Strategic Result 8/ SDG Target 17.16	Total
Strategic Outcomes	1	2	3	4	5	6	
Focus Area	Crisis Response	Root Causes	Root Causes	Resilience	Resilience		40
Transfer	40,282,423	-85,401	250,745	137,278	0	0	40,585,044
Implementation	378,217	108,432	38,106	90,992	0	0	615,748
Direct Support Costs							1,158,610
Sub-total							42,359,402
Indirect Support Costs (6.5%)							2,753,361
TOTAL							45,112,763

TABLE 5: OVERALL CSP/ICSP/LEO COST BREAKDOWN, AFTER REVISION (USD)

	Strategic Result 1/ SDG Target 2.1	Strategic Result 1/ SDG Target 2.1	Strategic Result 2/ SDG Target 2.2	Strategic Result 3/ SDG Target 2.3	Strategic Result 8/ SDG Target 17.16	Strategic Result 8/ SDG Target 17.16	Total
Strategic Outcomes	1	2	3	4	5	6	
Focus Area	Crisis Response	Root Causes	Root Causes	Resilience	Resilience		
Transfer	65,866,108	13,501,558	4,004,579	13,991,683	189,335	1,016,818	98,570,081
Implementation	1,929,527	1,078,016	331,080	1,057,398	0	57,498	4,453,518
Direct Support Cost	2,907,035	619,340	178,125	627,798	7,862	42,009	4,382,169
Sub-total	70,702,669	15,198,915	4,513,784	15,676,879	197,197	1,116,325	107,405,769
Indirect Support Costs (6.5%)	4,595,673	987,929	293,396	1,018,997	12,818	72,561	6,981,375
TOTAL	75,298,343	16,186,844	4,807,180	16,695,876	210,015	1,188,886	114,387,143

Annex 1: Revised Line of Sight

- *Attach the LoS and indicate changes made in this revision in bold.*