

COUNTRY STRATEGIC PLAN REVISION

Democratic Republic of Congo Interim Country Strategic Plan (2018-2020), revision seven

Gender and age marker code: 2A

	Current	Change	Revised
Duration	January 2018-December 2020	No change	January 2018-December 2020
Beneficiaries	20 922 068	No change	20 922 068
Total cost (USD)	1 665 193 890	6 136 946	1 671 330 836
Transfer	1 418 183 713	6 412 353	1 424 596 067
Implementation	101 379 861	281 660	101 661 521
Direct support costs	43 998 764	173 578	44 172 342
Subtotal	1 563 562 338	6 867 591	1 570 429 929
Indirect support costs (6.5 percent)	101 631 552	- 730 645	100 900 907

1. RATIONALE

1. At the request of the Directorate-General Civil Protection and Humanitarian Aid Operations of the European Commission (DG-ECHO), WFP aviation service is taking over the management of ECHO Flight in the Democratic Republic of Congo (DRC). The primary objective is to offer a reliable and efficient method of air transport to facilitate the implementation of emergency and post-emergency humanitarian assistance and development projects. A seventh revision of the interim country strategic plan (ICSP) is needed to include the provision of humanitarian air services in support of DG-ECHO funded projects.
2. DRC remains one of the most protracted and complex emergencies in the world. Despite the peaceful transition to a new government in 2019, armed conflicts persist and the country hosts five million internally displaced people. Perennial conflict and the Ebola emergency continue to pose access constraints over its vast lands. A humanitarian air service is required to provide needed access to populations affected by these conflicts. ECHO Flight, managed by WFP, will offer safe, reliable and effective air service to enable the implementation of the Humanitarian Implementation Plan (HIP) in three countries: DRC, Kenya and Mali.
3. Effective May 2020, WFP implemented the ECHO Flight project through the structure of the United Nations Humanitarian Air Service (UNHAS) in the DRC. WFP's operational procedures and processes apply to the implementation of these flights to meet the air transport needs of DG-ECHO partners and other humanitarian actors in line with identified needs and established ECHO guidelines.
4. The provision of humanitarian air services in support of DG-ECHO funded projects targets European Union (EU)-funded humanitarian and development actors facing enormous challenges to reach populations in remote and hard-to-reach areas across the country's vast territories. This challenge is worsened by poor road conditions, protracted armed conflicts and the lack of reliable commercial air transport options. Though UNHAS, the United Nations Organization Stabilization Mission (MONUSCO), and the International Committee of the Red Cross (ICRC), among other entities, operate in the country, these do not meet the specific air transport needs of all the organizations, particularly EU-funded organizations. In addition, the tense

situation in North and South Kivu, Tanganyika, Haut Katanga, Ituri and Haut Uele and the Kasai provinces constitutes significant operational risks.

5. Through the introduction of Activity 14 under Strategic Outcome 5, ECHO humanitarian and development partners across DRC will have access to a safe, reliable and effective aviation service.

2. CHANGES

Strategic orientation

6. No changes will be made to the strategic orientation through this revision.

Strategic outcome

7. No new strategic outcomes will be added. The revision seeks to scale-up WFP's response through the introduction of Activity 14 under Strategic Outcome 5.

Strategic outcome 5 – The humanitarian community in the DRC have the capacity to effectively respond to shocks through strategic partnership by 2021

Activity 14 - Provision of Humanitarian Air Service in Support of DG-ECHO Funded Projects

8. The operational fleet will comprise of two (2) Cessna CaravanC208B type of aircraft. This fleet will be augmented with a four-month extension of the Goma-based DG-ECHO funded Mi-8 helicopter. One DHC-8 aircraft from UNHAS DRC operation will be co-shared for two rotations per week in support of ECHO Flight needs. The flights shall be managed in parallel with the UNHAS. Where possible, routes shall be complementary to ensure increased efficiency. However, this shall not be obligatory. The action will comply with ECHO's prioritization process in this order: support firstly EU-funded humanitarian projects, secondly EU-funded development programmes and other humanitarian projects. As a third priority, development projects that are not funded by the EU may also avail of ECHO Flight services, which will enhance the Linking Relief, Rehabilitation and Development (LRRD2) and humanitarian-development nexus process.
9. To the extent possible, coordination between ECHO Flight and UNHAS operations will be fluid to ensure the complementarity of services. The managers will engage with the user community through a platform to be established under the guidance of DG-ECHO. This engagement will ensure the involvement of beneficiaries and potentially enable the service user agency focal points to support the operation where personnel cannot be stationed in a destination. Other relationships will be determined on a case-by-case basis, depending on the entities operating in the country, for example, MONUSCO, United Nations Department for Safety and Security (UNDSS), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and the NGO Forum.

Monitoring and evaluation

10. The WFP managed ECHO Flight will be monitored in real time to ensure operational effectiveness and efficiency. This will be done using Satellite Tracking systems, a flight management application (Takeflite) and the Performance Management Tool (PMT). In addition, WFP Aviation's technical units in headquarters, including the Aviation Safety Unit, Quality Assurance Unit and Aviation Security Unit, will provide normative guidance to the operations and carry out periodic evaluation missions to ascertain the level of compliance with safety,

quality and security standards. Feedback from the service users, particularly EU-funded organizations, will be critical to align the operations to needs. WFP will carry out two surveys, a Passenger Satisfaction Survey and a Provision of Access Satisfaction Survey, during the project implementation to solicit feedback and to gauge service demand. Finally, periodic reports will be provided to DG-ECHO to ensure that implementation is in line with established targets. The interim report will be six months from the beginning of the action, while the final report will be provided not later than 90 days from the end of the action. Additional reports may be provided on demand.

11. DG-ECHO shall determine the level of involvement of the users in the implementation of the project. However, a meeting of the users shall be organized by WFP to get feedback on the operation and to address specific needs. A complaint and feedback mechanism shall be put in place by WFP to ensure speedy feedback, redress of identified issues and enhanced responsiveness to demand. A designated focal point shall be responsible for maintaining the complaint log.

Gender

12. WFP will promote the adoption of staff codes of conduct for the prevention of Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA) in the implementation of ECHO Flight. Gender and age identification are not applicable as the service will be provided to the humanitarian and development communities, regardless of their age or gender.

Proposed transition/handover strategy

13. At end of the contract period, a new negotiation with ECHO may be undertaken or another partner may be contracted by ECHO.

Risk management

14. The following risks may have a serious consequence on the planned objectives:
 - Poor infrastructure such as airstrips are not maintained according to the technical standard.
 - Restriction of movement due to insecurity or government restrictions.
 - Increased bureaucratic impediments to humanitarian access, including reduced administrative allowances for organizations to import aid equipment or relief items; excessive fees and delays and onerous reporting in the registration processes; difficulties in obtaining operational and flight permits.
15. WFP will apply the same UNHAS measures for the ECHO Flight to mitigate the above risks. A risk mitigation, safety management and occurrence reporting system to promote aviation safety is already in place. This includes thoroughly following the provisions of the Aviation Safety Program (ASP) and Aviation Emergency Response Plan (A-ERP). WFP will continue to engage with relevant government agencies in the DRC to ensure there are no restrictions. WFP will also leverage the influence of the European Union in the areas of operations to ensure collaboration with the local authorities. Funds raised as part of cost recovery shall be re-injected into the operations to supplement the consolidated fund from the HIP.

3. COST BREAKDOWN

16. The overall cost of the ICSP is increased from USD1.66 billion to USD1.67 billion. The increase (0.6 percent) is in 2020 to add a new activity for providing service provision to ECHO.

17. In the previously used Budget Planning Tool it was not possible to reflect zero percent ISC so the ISC was the same (6.5 percent) for the whole Country Portfolio Budget. In the current Excel template, it is instead possible to reflect zero percent for the on-demand service provision activity. By applying zero ISC to this activity, there is an overall decrease in the ISC budget although the CO is adding a new activity.

COST BREAKDOWN OF THE REVISION ONLY (USD)						
	Strategic Result 1 / SDG Target 2.1	Strategic Result 2 / SDG Target 2.2	Strategic Result 3 / SDG Target 2.3	Strategic Result 5 / SDG Target 17.9	Strategic Result 8 / SDG Target 17.16	TOTAL
Strategic outcome	01	02	03	04	05	
Focus Area	Crisis Response	Crisis Response	Resilience Building	Resilience Building	Crisis Response	
Transfer	0	0	0	0	6 412 353	6 412 353
Implementation	0	0	0	0	281 660	281 660
Direct support costs						173 578
Subtotal						6 867 591
Indirect support costs						- 730 645
TOTAL						6 136 946

OVERALL CSP COST BREAKDOWN, FOLLOWING THE REVISION (USD)						
	Strategic Result 1 /SDG Target 2.1	Strategic Result 2 / SDG Target 2.2	Strategic Result 3 / SDG Target 2.3	Strategic Result 5 / SDG Target 17.9	Strategic Result 8 /SDG Target 17.16	TOTAL
Strategic outcome	01	02	03	04	05	
Focus Area	Crisis Response	Crisis Response	Resilience Building	Resilience Building	Crisis Response	
Transfer	945 712 747	265 011 111	81 513 704	6 864 302	125 494 202	1 424 596 067
Implementation	53 504 203	26 273 353	9 687 289	2 062 187	10 134 489	101 661 521
Direct support costs	28 873 075	8 466 182	2 623 616	260 974	3 948 494	44 172 342
Subtotal	1 028 090 025	299 750 647	93 824 609	9 187 463	139 577 185	1 570 429 929
Indirect support costs	66 825 852	19 483 792	6 098 600	597 185	7 895 478	100 900 907
TOTAL	1 094 915 877	319 234 439	99 923 208	9 784 648	147 472 664	1 671 330 836

DRC ICSP BR07 - Line of Sight/2020

SR 1 – Access to food (SDG Target 2.1)	SR 2 – End Malnutrition (SDG Target 2.2)	SR 3 – Smallholder Productivity and Incomes (SDG Target 2.3)	SR 5- Countries strengthened capacities (SDG Target 17.9)	SR 8- Enhance Global Partnership (SDG Target 17.16)
CRISIS RESPONSE	CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING	CRISIS RESPONSE
OUTCOME 1: Targeted food insecure populations affected by shocks in DRC are able to meet their basic food requirements in times of crisis (<i>category 1.1</i>)	OUTCOME 2: Food insecure and vulnerable populations in conflict affected areas have improved nutritional status in line with national protocols by 2020 (<i>category 2.1</i>)	OUTCOME 3: Smallholder farmers and vulnerable communities in targeted and crisis prone areas, especially in Eastern DRC, increase their productive livelihoods and improve their food security and resilience by 2020 (<i>category 3.1</i>)	OUTCOME 4: National institutions in the DRC have strengthened capacity to reduce food insecurity and malnutrition and respond to shocks by 2020 (<i>category 5.1</i>)	OUTCOME 5: The humanitarian community in the DRC have the capacity to effectively respond to shocks through strategic partnerships by 2020 (<i>category 5.2</i>)
OUTPUTS: <ul style="list-style-type: none"> Conflict affected acutely food insecure populations targeted by WFP (<i>tier 1</i>) receive sufficient cash- or food (<i>category A1</i>) to enable them to meet their basic food and nutrient requirements (SR1) Shock affected (natural disasters, acute economic shocks) acutely food-insecure populations targeted by WFP (<i>tier 1</i>) receive sufficient cash- or food (<i>category A1</i>) to enable them to meet their basic food and nutrient requirements (SR1) 	OUTPUTS: <ul style="list-style-type: none"> Vulnerable people, including children 6-59 months, PLW/G and ART/TB-DOTS clients (<i>tier 1</i>) receive specialized nutritious foods (<i>category B</i>) in order to treat moderate acute malnutrition (SR2) Vulnerable people, including children 6-23 months and PLW/G (<i>tier 1</i>) receive appropriate nutritious foods (<i>category B</i>) in order to prevent acute malnutrition (SR2) Vulnerable people, including children 6-23 months, PLW/G (<i>tier 1</i>) receive appropriate specialized nutritious foods (<i>category B</i>) in order to prevent chronic malnutrition (SR2) Targeted populations receive tailored nutrition-focused social and behavioral change communication (SBCC) for the treatment and prevention of wasting and stunting 	OUTPUTS: <ul style="list-style-type: none"> Participating targeted households (<i>tier 1</i>) benefit from conditional transfers (food or cash) (<i>category A2</i>) in order to meet their basic food needs (SR1) Targeted smallholder farmers (<i>tier 1</i>) benefit from improved knowledge and skills in agricultural production and marketing (<i>category C</i>) in order to improve their net-sales and incomes (SR3) Smallholder farmers (<i>tier 2</i>) benefit from rehabilitated and newly constructed social and productive assets and access to post-harvest management tools (<i>category D</i>) in order to increase their incomes, production and productivity (SR 3) 	OUTPUTS: <ul style="list-style-type: none"> Food insecure populations (<i>tier 3</i>) benefit from an improved system of social protection and from improved food security and nutrition policies (<i>category C</i>) (SR1, SR2, SR 5) Food insecure populations in the DRC (<i>tier 3</i>) benefit from access of national institutions to rigorous evidence (<i>category C</i>) in order to improve implementation of the government hunger reduction program (SR 1, SR 5) Populations affected by crisis (<i>tier 3</i>) benefit from enhanced government capacity to scale up services in times of crisis (<i>category C</i>) in order to reach those in need of assistance (SR 5) 	OUTPUTS: <ul style="list-style-type: none"> Populations affected by crisis (<i>tier 3</i>) benefit from supply chain and other services offered by WFP to humanitarian partners (<i>category H</i>) in order to receive timely humanitarian relief (SR1, SR8) Populations affected by crisis (<i>tier 3</i>) benefit from reliable, client-oriented air service that responds to user needs for enhanced efficiency, effectiveness and safety in the implementation and monitoring of humanitarian activities.
ACTIVITY 1: URT1 Provide food assistance to conflict affected populations (<i>category 1; modality: food/CBT, CS</i>)	ACTIVITY 3: NTA1 Treat moderate acute malnutrition among vulnerable people including children 6-59 months, PLW/G and ART/TB- DOTS clients (<i>category 5; modality: food, CS</i>)	ACTIVITY 6: SMS1 Provide capacity strengthening to smallholder farmers (<i>category 7; modality: food/CBT, CS</i>)	ACTIVITY 8: CSI1 Provide capacity strengthening to the Government of the DRC on social protection, nutrition, food security and emergency preparedness/DRR (<i>category 9; modality: CS</i>)	ACTIVITY 10: CPA1 Provide Humanitarian Platform(s) to the humanitarian community in DRC (<i>category 10; modality: SD</i>)
ACTIVITY 2: URT2 Provide food assistance to populations affected by non-conflict shocks. (<i>category 1; modality: food/CBT, CS</i>)	ACTIVITY 4: NPA4 Prevent acute malnutrition among vulnerable groups including children 6-23 months and PLW/G (<i>category 6; modality: food, CS</i>)	ACTIVITY 7: ACL1 Provide productive assets to smallholder farmers and food-insecure communities (<i>category 2; modality: food/CBT</i>)	ACTIVITY 9: AAA1 Provide evidence-based analysis to relevant national institutions (<i>category 12; modality: CS</i>)	ACTIVITY 11: CPA2 Provide Humanitarian Air Services (UNHAS) to the humanitarian community in DRC (<i>category 10; modality: SD</i>)
	ACTIVITY 5: NPA5 Prevent chronic malnutrition among vulnerable groups including children 6-23 months and PLW/G (<i>category 6; modality: food, CS</i>)			ACTIVITY 12: CPA4 Provide Humanitarian platforms (Supply Chain services) to the humanitarian community in DRC
				ACTIVITY 13: CPA4 Provide Humanitarian platforms (Emergency Telecommunications Cluster Services) to the humanitarian (<i>category 10; modality: SD</i>)
				ACTIVITY 14: CPA5 Provision of Humanitarian Air Service in Support of DG-ECHO Funded Projects (<i>category 10; modality: SD</i>)