

## Crisis response revision of South Sudan interim country strategic plan (2018–2021) and corresponding budget increase

|   | Current                             | Change               | Revised                             |
|---|-------------------------------------|----------------------|-------------------------------------|
| <b>Duration</b>                         | 1 January 2018–<br>31 December 2021 | One-year extension   | 1 January 2018–<br>31 December 2022 |
| <b>Beneficiaries</b>                    | <b>4 909 688</b>                    | <b>1 528 339</b>     | <b>6 438 027</b>                    |
| <i>(USD)</i>                            |                                     |                      |                                     |
| <b>Total cost</b>                       | <b>3 885 285 798</b>                | <b>1 158 315 696</b> | <b>5 043 601 494</b>                |
| Transfers                               | 3 175 686 943                       | 947 237 251          | 4 122 924 194                       |
| Implementation                          | 313 784 552                         | 96 646 436           | 410 430 988                         |
| Adjusted direct support costs           | 159 989 828                         | 44 019 738           | 204 009 566                         |
| <b>Subtotal</b>                         | <b>3 649 461 323</b>                | <b>1 087 903 425</b> | <b>4 737 364 748</b>                |
| Indirect support costs<br>(6.5 percent) | 235 824 474                         | 70 412 271           | 306 236 746                         |

Gender and age marker code\*: 4

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### Rationale

1. In 2021, 7.2 million people are likely to face severe food insecurity (Integrated Food Security Phase Classification (IPC) phase 3 and above) including 2.4 million in the emergency category (IPC phase 4) and 108,000 people in the catastrophe category (IPC phase 5).<sup>1</sup> Over 70 percent of households are reported as having inadequate food consumption of which about 40 percent poor and 30 percent borderline.<sup>2</sup>
2. Unprecedented levels of food insecurity are driven by years of violence, large-scale population displacement, systemic gender inequalities, economic downfall, and climate shocks.
3. This alarming situation has been heightened by the COVID-19 pandemic disrupting urban livelihoods and shattering the already fragile supply chain and market infrastructures. All these challenges contribute to increasing humanitarian needs deepening the vicious circle of tensions, conflict and violence.
4. This revision and extension in time by one year – until 31 December 2022 – will allow WFP to adjust operational requirements to respond to emerging needs and align the next CSP with the new national development strategy and the United Nations sustainable development cooperation framework, which start in 2023. The budget revision will contribute to strengthening WFP's in-country positioning in support of the humanitarian-development-peace nexus.

<sup>1</sup> December 2020 IPC.

<sup>2</sup> October/November 2020 Food Security and Nutrition Monitoring System.



## Changes

### Strategic orientation

5. WFP's strategic orientation remains unchanged.

### Strategic outcomes

#### *Strategic outcomes 1 and 2*

6. WFP will increase the number of beneficiaries under strategic outcomes 1 and 2 in response to the deteriorating food security and nutrition situation, which translates to a 12 percent increase in in-kind transfers and a 33 percent increase in cash-based transfer (CBT) values.
7. Increased food transfer costs reflect:
  - **Increased air transport tonnage:** Heavy flooding in 2020 rendered key roads impassable. Increased cost of air transport by 6 percent reflects the increase in aircraft contract rates and the tonnage to be airlifted.
  - **Increased warehouse infrastructure development costs** to enhance the quality and safety of food, and security measures at the warehouses due to the impact of seasonal flooding and insecurity across the country.
  - **Augmentation of fleet assets** to support last-mile delivery and reach insecure and areas cut off by the rains. WFP plans to lease an additional 20 all-terrain vehicles and 30 trucks.
  - **Increased cooperating partner costs** mainly due to insecurity, access challenges, and inflation.

#### *Strategic outcome 3*

8. Programmatic adjustments under activity 4 reflect a significant expansion of the food assistance for assets (FFA), smallholder agriculture market support and a shift of all urban safety net activities from strategic outcome 1 to strategic outcome 3. Interventions will emphasize capacity strengthening activities that empower and strengthen the resilience of vulnerable households and communities. This will allow for a more resilience-focused approach while maintaining small-scale unconditional support for labour constrained or extremely vulnerable households who rely on cash support as a safety net.
9. Operational changes include:
  - Increased CBTs largely attributed to safety nets and resilience programming. Activities will provide the opportunity for improving food and nutrition outcomes for the participating communities, strengthening their livelihoods and contributing to protecting and sustaining their assets against shocks. Additionally, making the most of improved efficiency in exchange rates and increased cash transfers, stimulates and boosts local markets benefitting WFP beneficiaries.
  - A 90 percent increase for infrastructure development (activity 11) – through rehabilitation and maintenance of trunk (inter-state) and feeder roads, rehabilitation of dykes and flood protection works – in response to significant road access challenges. Infrastructure development will open up humanitarian and commercial supply routes and reduce reliance on costly air operations. Around 1,000 km of critical sections (chokepoints) along major trunk roads will be repaired and about 75 km of flood damaged dykes will be rehabilitated.



### **Partnerships**

10. WFP will continue to strengthen and expand its partnerships at different levels particularly with FAO, UNICEF and other United Nations agencies directly contributing to the triple nexus. Collaboration with the United Nations Mission in South Sudan, the World Health Organization, the Nonviolent Peaceforce, Vétérinaires sans Frontières Germany and the Conflict Sensitivity Resource Facility focuses on violence reduction and conflict-sensitive programming intentionally contributing to social cohesion and peace-building.
11. Partnerships with the Ministry of Agriculture and Food Security and the Agriculture Bank of South Sudan prioritize strengthening market opportunities for smallholder farmers. WFP is also a key partner for nutrition policy and advocacy work in the country, supporting the Scaling Up Nutrition Movement and the Global Action Plan on Child Wasting for which South Sudan is a front-runner country.
12. Collaboration with research institutes and think tanks prioritizes innovation, digitalization and evidence-generation to achieve efficiency gains, strengthen beneficiary management, and maximize impact. Engagement with key financial and operational partners will be strengthened to support the interim country strategic plan (ICSP) implementation.

### **Country office capacity**

13. The country office will continue to strengthen and expand its operational capacity to sustain planned interventions. This includes the incorporation of additional staff in CBT programming, supply chain, monitoring and evaluation, and protection.

### **Supply chain challenges**

14. Supply chain and logistics actions including strategic pre-positioning, road infrastructure, and the opening of waterways will ensure cost efficiency and reach people in need.

### **Monitoring and evaluation**

15. WFP will ensure robust gender-inclusive monitoring, evaluation and reporting systems are in place to measure the impact of its activities on beneficiaries, strengthen quality adaptive programming and ensure accountability. This includes assessing changes in the food security, nutrition, resilience, conflict sensitivity, social cohesion, empowerment and decision making of affected populations. Staffing capacities will be strengthened to ensure adequate monitoring coverage.

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

16. Gender, age, disability inclusion, conflict sensitivity and protection considerations will continue to systematically inform WFP's operations deliberately contributing to inclusive and equitable outcomes. Protection, do no harm and gender assessments will ensure that targeted populations are empowered, and meaningful assistance is provided through a protection lens.
17. Community feedback mechanisms, inclusive and representative project management committees and improved access to accurate and timely two-way information provision will be strengthened.
18. Disability focused programming and mainstreaming will be strengthened across WFP activities including through enhanced collaboration with partners with technical expertise in supporting persons with disabilities.



***Risk management***

19. WFP will ensure that risk management is embedded in all interventions to identify, mitigate and manage major operational risks impacting affected populations and the environment while adapting and responding to a fast-changing country context.

**Beneficiary analysis**

20. Beneficiary targeting will be informed by IPC findings, SMART survey results and other relevant assessments prioritizing the most vulnerable and crisis-affected groups.



**TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY**

| Strategic outcome              | Activity | Period                     | Boys (0-18 years) |           |           | Girls (0-18 years) |           |           | Men (18+ years) |         |         | Women (18+ years) |         |         | Total            |
|--------------------------------|----------|----------------------------|-------------------|-----------|-----------|--------------------|-----------|-----------|-----------------|---------|---------|-------------------|---------|---------|------------------|
|                                |          |                            | CBT               | Food*     | Total     | CBT                | Food*     | Total     | CBT             | Food*   | Total   | CBT               | Food*   | Total   |                  |
| 1                              | 1        | Current                    | 179 278           | 931 354   | 1 100 798 | 226 442            | 1 188 164 | 1 385 826 | 70 625          | 307 649 | 374 400 | 86 923            | 388 903 | 471 058 | <b>3 332 082</b> |
|                                |          | Increase (decrease)        | 0                 | 296 064   | 296 064   | 0                  | 361 403   | 361 403   | 2 615           | 91 955  | 94 570  | 4 768             | 113 525 | 118 293 | <b>870 330</b>   |
|                                |          | Revised                    | 179 278           | 1 227 418 | 1 396 862 | 226 442            | 1 549 567 | 1 747 229 | 73 240          | 399 604 | 468 970 | 91 691            | 502 428 | 589 351 | <b>4 202 412</b> |
|                                | 2        | Current                    | 90 429            | 137 467   | 143 391   | 104 130            | 168 871   | 175 692   | 35 623          | 33 714  | 36 048  | 43 844            | 73 672  | 76 544  | <b>431 674</b>   |
|                                |          | Increase (decrease)        | 0                 | 43        | 43        | 0                  | 43        | 43        | 0               | 373     | 373     | 0                 | 2 696   | 2 696   | <b>3 156</b>     |
|                                |          | Revised                    | 90 429            | 137 510   | 143 434   | 104 130            | 168 914   | 175 735   | 35 623          | 34 087  | 36 421  | 43 844            | 76 368  | 79 240  | <b>434 830</b>   |
| 2                              | 3        | Current                    | 0                 | 488 492   | 488 492   | 0                  | 529 100   | 529 100   | 0               | 8 833   | 8 833   | 0                 | 404 803 | 404 803 | <b>1 431 228</b> |
|                                |          | Increase (decrease)        | 0                 | 294       | 294       | 0                  | 294       | 294       | 0               | 1 999   | 1 999   | 0                 | 3 294   | 3 294   | <b>5 881</b>     |
|                                |          | Revised                    | 0                 | 488 786   | 488 786   | 0                  | 529 394   | 529 394   | 0               | 10 832  | 10 832  | 0                 | 408 097 | 408 097 | <b>1 437 109</b> |
| 3                              | 4        | Current                    | 86 460            | 177 780   | 264 240   | 99 560             | 213 080   | 312 640   | 34 060          | 60 580  | 94 640  | 41 920            | 74 560  | 116 480 | <b>788 000</b>   |
|                                |          | Increase (decrease)        | 0                 | 103 030   | 103 030   | 0                  | 119 337   | 119 337   | 8 480           | 31 320  | 39 800  | 5 754             | 43 229  | 48 983  | <b>311 150</b>   |
|                                |          | Revised                    | 86 460            | 280 810   | 367 270   | 99 560             | 332 417   | 431 977   | 42 540          | 91 900  | 134 440 | 47 674            | 117 789 | 165 463 | <b>1 099 150</b> |
| <b>Total (without overlap)</b> |          | <b>Current</b>             | <b>1 639 506</b>  |           |           | <b>1 951 236</b>   |           |           | <b>509 248</b>  |         |         | <b>809 698</b>    |         |         | <b>4 909 688</b> |
|                                |          | <b>Increase (decrease)</b> | <b>475 293</b>    |           |           | <b>613 920</b>     |           |           | <b>141 116</b>  |         |         | <b>298 010</b>    |         |         | <b>1 528 339</b> |
|                                |          | <b>Revised</b>             | <b>2 114 799</b>  |           |           | <b>2 565 156</b>   |           |           | <b>650 364</b>  |         |         | <b>1 107 708</b>  |         |         | <b>6 438 027</b> |

\* Beneficiaries captured under food also include those who receive hybrid rations.



## Transfers

**TABLE 2: FOOD RATION (g/person/day) OR CASH-BASED TRANSFER VALUE (USD/person/day)  
BY STRATEGIC OUTCOME AND ACTIVITY**

|                                   | Strategic outcome 1               |                      |                                   |                                  |                     |                                  |                               |                             |                |                                       |                     |                              |                   | Strategic outcome 2            |  |                                       |                       |                         | Strategic outcome 3 |                 |                 |                |
|-----------------------------------|-----------------------------------|----------------------|-----------------------------------|----------------------------------|---------------------|----------------------------------|-------------------------------|-----------------------------|----------------|---------------------------------------|---------------------|------------------------------|-------------------|--------------------------------|--|---------------------------------------|-----------------------|-------------------------|---------------------|-----------------|-----------------|----------------|
|                                   | Activity 1                        |                      |                                   |                                  |                     |                                  |                               | Activity 2                  |                |                                       |                     |                              |                   | Activity 3                     |  |                                       |                       |                         | Activity 4          |                 |                 |                |
| Beneficiary type                  | IDPs/residents (GFD) <sup>a</sup> | IDPs/residents (GFD) | IDPs/residents (SFP) <sup>b</sup> | IDPs/residents (VI) <sup>c</sup> | IDPs/residents (VI) | IDPs/residents/refugees (HIV/TB) | IDPs/residents/refugees (IFP) | Refugees (GFD) <sup>d</sup> | Refugees (GFD) | Refugees (BSFP children) <sup>e</sup> | Refugees (BSFP PLW) | Refugees (TSFP) <sup>f</sup> | Refugees (HIV/TB) | IDPs/residents (BSFP children) | IDPs/residents (BSFP PLW) <sup>g</sup> | IDPs/residents (TSFP) <sup>h, i</sup> | IDPs/residents (TSFP) | IDPs/residents (HIV/TB) | Residents (FFA)     | Residents (FFA) | Residents (CFW) | Residents (SF) |
| Modality                          | Food                              | CBTs                 | Food                              | Food                             | CBTs                | Food                             | Food                          | Food                        | CBTs           | Food                                  | Food                | Food                         | Food              | Food                           | Food                                   | Food                                  | Food                  | Food                    | Food                | CBTs            | CBTs            | Food           |
| Cereals                           | 500                               |                      | 120                               | 450                              |                     | 500                              | 500                           | 500                         |                |                                       |                     |                              |                   |                                |  |                                       |                       |                         | 300                 |                 |                 |                |
| Pulses                            | 50                                |                      | 30                                |                                  |                     | 50                               | 50                            | 50                          |                |                                       |                     |                              |                   |                                |  |                                       |                       |                         | 50                  |                 |                 |                |
| Oil                               | 30                                |                      | 10                                | 164                              |                     | 30                               | 30                            | 30                          |                |                                       |                     |                              |                   |                                |  |                                       |                       |                         | 30                  |                 |                 |                |
| Salt                              | 5                                 |                      | 4                                 |                                  |                     | 5                                | 5                             | 5                           |                |                                       |                     |                              |                   |                                |  |                                       |                       |                         | 5                   |                 |                 |                |
| LNS-MQ                            |                                   |                      |                                   |                                  |                     |                                  |                               |                             |                | 50                                    |                     |                              |                   | 50                             |  |                                       |                       |                         |                     |                 |                 |                |
| Super Cereal (CSB+)               |                                   |                      |                                   |                                  |                     |                                  |                               |                             |                |                                       |                     |                              |                   |                                |  |                                       |                       |                         |                     |                 |                 |                |
| Super Cereal Plus (CSB++)         |                                   |                      |                                   |                                  |                     |                                  |                               |                             |                |                                       | 100                 |                              | 200               |                                | 100                                    |                                       | 200                   | 200                     |                     |                 |                 |                |
| RUSF                              |                                   |                      |                                   |                                  |                     |                                  |                               |                             |                |                                       |                     | 100                          |                   |                                |  | 100                                   |                       |                         |                     |                 |                 |                |
| Total kcal/day                    | 2 130                             |                      | 597                               | 2 975                            |                     | 2 130                            | 2 130                         | 2 130                       |                | 275                                   | 394                 | 535                          | 787               | 275                            | 394                                    | 535                                   | 787                   | 787                     | 1 452               |                 |                 |                |
| % kcal from protein               | 12.7                              |                      | 13.5                              | 7.0                              |                     | 12.7                             | 12.7                          | 12.7                        |                | 9.3                                   | 8.3                 | 10.5                         | 16.6              | 9.3                            | 8.3                                    | 10.5                                  | 16.6                  | 16.6                    | 12.4                |                 |                 |                |
| Cash-based transfers (USD/pp/day) |                                   | 1.00                 |                                   |                                  |                     |                                  |                               |                             |                |                                       |                     |                              |                   |                                |  |                                       |                       |                         |                     | 0.45            |                 |                |
| Number of feeding days per month  | 21                                | 21                   | 18                                | 25                               |                     | 21                               | 21                            | 30                          |                | 30                                    | 30                  | 30                           | 21                | 30                             | 30                                     | 28                                    | 28                    | 30                      | 28                  | 30              |                 |                |

<sup>a</sup> This ration is based on the full in-kind food ration, while WFP provides two other hybrid rations, one where pulses, oil and salt are substituted by cash and the other where salt is substituted by cash. The transfer value of the two hybrid modalities is designed to provide the same value as the full in-kind ration.

<sup>b</sup> The South Sudan country office also provides an in-kind ration to boarding schools consisting of 450 cereals, 50 pulses, 30 oil and 5 salt (gram/person/day).

<sup>c</sup> Vulnerability incentive (VI)/take-home ration.

<sup>d</sup> Standard ration for general food distribution (GFD) activity 2. Each camp receives a hybrid basket where cash substitutes a portion of the in-kind basket according to market conditions.

<sup>e</sup> Lipid nutrient supplement – medium quantity (LNS-MQ) is provided to children through the blanket supplementary feeding programme (BSFP), activities 2 and 3, instead of fortified and enhanced corn-soya blend (CSB++).

<sup>f</sup> Ration is for children age 6–59 months.

<sup>g</sup> This ration is increased to 150 CSB++ in IPC 5 locations (gram/person/day).

<sup>h</sup> Ration is for children age 6–59 months.

<sup>i</sup> WFP also provides a targeted supplementary feeding programme (TSFP) for pregnant and lactating women (PLW) under activity 2 consisting of 200 CSB++ (gram/person/day).

*Abbreviations:* CFW= cash for work; FFA = food assistance for assets; IDP = internally displaced person; IFP = institutional feeding programme; RUSF = ready-to-use supplementary food; SF = supplementary feeding.



**TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE**

|   | Current budget   |                    | Increase       |                    | Revised budget   |                      |
|---|------------------|--------------------|----------------|--------------------|------------------|----------------------|
|   | Total (mt)       | Total (USD)        | Total (mt)     | Total (USD)        | Total (mt)       | Total (USD)          |
| Cereals   | 1 163 730        | 271 110 755        | 325 273        | 111 893 804        | 1 489 002        | 383 004 560          |
| Pulses  | 123 898          | 70 613 380         | 34 033         | 21 883 305         | 157 931          | 92 496 685           |
| Oil and fats                                      | 80 861           | 73 864 365         | 19 941         | 23 809 204         | 100 802          | 97 673 569           |
| Mixed and blended foods                           | 165 615          | 205 399 452        | 32 186         | 64 107 729         | 197 801          | 269 507 181          |
| Other   | 12 765           | 1 482 961          | 3 071          | 390 045            | 15 836           | 1 873 006            |
| <b>Total (food)</b>                               | <b>1 546 870</b> | <b>622 470 913</b> | <b>414 503</b> | <b>222 084 087</b> | <b>1 961 373</b> | <b>844 554 999</b>   |
| Cash-based transfers                              |                  | 293 130 531        |                | 102 230 597        |                  | 395 361 128          |
| <b>Total (food and cash-based transfer value)</b> | <b>1 546 870</b> | <b>915 601 444</b> | <b>414 503</b> | <b>324 314 684</b> | <b>1 961 373</b> | <b>1 239 916 128</b> |

### Cost breakdown

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

|                                      | Strategic Result 1/<br>SDG Target 2.1 | Strategic Result 1/<br>SDG Target 2.2 | Strategic Result 2/<br>SDG Target 2.3 | Strategic Result 8/<br>SDG Target 17.16 | Total                |
|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---|----------------------|
|                                      | Strategic outcome 1                   | Strategic outcome 2                   | Strategic outcome 3                   | Strategic outcome 4                     |                      |
| <b>Focus area</b>                    | <b>Crisis response</b>                | <b>Crisis response</b>                | <b>Resilience building</b>            | <b>Crisis response</b>                  |                      |
| Transfers                            | 622 340 791                           | 104 106 406                           | 134 932 569                           | 85 857 545                              | <b>947 237 251</b>   |
| Implementation                       | 63 863 105                            | 15 095 502                            | 17 687 829                            | 0                                       | <b>96 646 436</b>    |
| Adjusted direct support costs        |                                       |                                       |                                       |   | <b>44 019 738</b>    |
| <b>Subtotal</b>                      |                                       |                                       |                                       |   | <b>1 087 903 425</b> |
| Indirect support costs (6.5 percent) |                                       |                                       |                                       |   | <b>70 412 271</b>    |
| <b>Total</b>                         |                                       |                                       |                                       |   | <b>1 158 315 696</b> |

Abbreviation: SDG = Sustainable Development Goal



**TABLE 5: OVERALL ICSP COST BREAKDOWN, AFTER REVISION (USD)**

|   | <b>Strategic Result 1/<br/>SDG Target 2.1</b> | <b>Strategic Result 1/<br/>SDG Target 2.2</b> | <b>Strategic Result 2/<br/>SDG Target 2.3</b> | <b>Strategic Result 8/<br/>SDG Target 17.16</b> | <b>Total</b>         |
|---|---|---|---|---|----------------------|
|   | <b>Strategic outcome 1</b>                    | <b>Strategic outcome 2</b>                    | <b>Strategic outcome 3</b>                    | <b>Strategic outcome 4</b>                      |                      |
| <b>Focus area</b>                       | <b>Crisis response</b>                        | <b>Crisis response</b>                        | <b>Resilience building</b>                    | <b>Crisis response</b>                          |                      |
| Transfers                               | 2 792 885 191                                 | 546 974 562                                   | 344 339 363                                   | 438 725 078                                     | <b>4 122 924 194</b> |
| Implementation                          | 280 366 012                                   | 65 168 218                                    | 64 896 758                                    | 0   | <b>410 430 988</b>   |
| Adjusted direct support costs           | 138 173 615                                   | 27 337 338                                    | 18 318 036                                    | 20 180 578                                      | <b>204 009 566</b>   |
| <b>Subtotal</b>                         | 3 211 424 818                                 | 639 480 117                                   | 427 554 158                                   | 458 905 655                                     | <b>4 737 364 748</b> |
| Indirect support costs<br>(6.5 percent) | 208 742 613                                   | 41 566 208                                    | 27 791 020                                    | 28 136 904                                      | <b>306 236 746</b>   |
| <b>Total</b>                            | <b>3 420 167 431</b>                          | <b>681 046 325</b>                            | <b>455 345 178</b>                            | <b>487 042 560</b>                              | <b>5 043 601 494</b> |