



# Standard Project Report 2015

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

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

Reporting period: 1 January - 31 December 2015

Project Information	
Project Number	200778
Project Category	Single Country Special Operation
Overall Planned Beneficiaries	N/A
Planned Beneficiaries in 2015	N/A
Total Beneficiaries in 2015	N/A

Key Project Dates	
Project Approval Date	December 24, 2014
Planned Start Date	January 01, 2015
Actual Start Date	January 01, 2015
Project End Date	December 31, 2016
Financial Closure Date	N/A

Approved budget in USD	
Food and Related Costs	N/A
Capacity Dev.t and Augmentation	62,987,154
Direct Support Costs	3,407,992
Cash-Based Transfers and Related Costs	N/A
Indirect Support Costs	4,647,660
<b>Total</b>	<b>71,042,806</b>

Commodities	Metric Tonnes
Planned Commodities in 2015	0
Actual Commodities 2015	0
Total Approved Commodities	N/A

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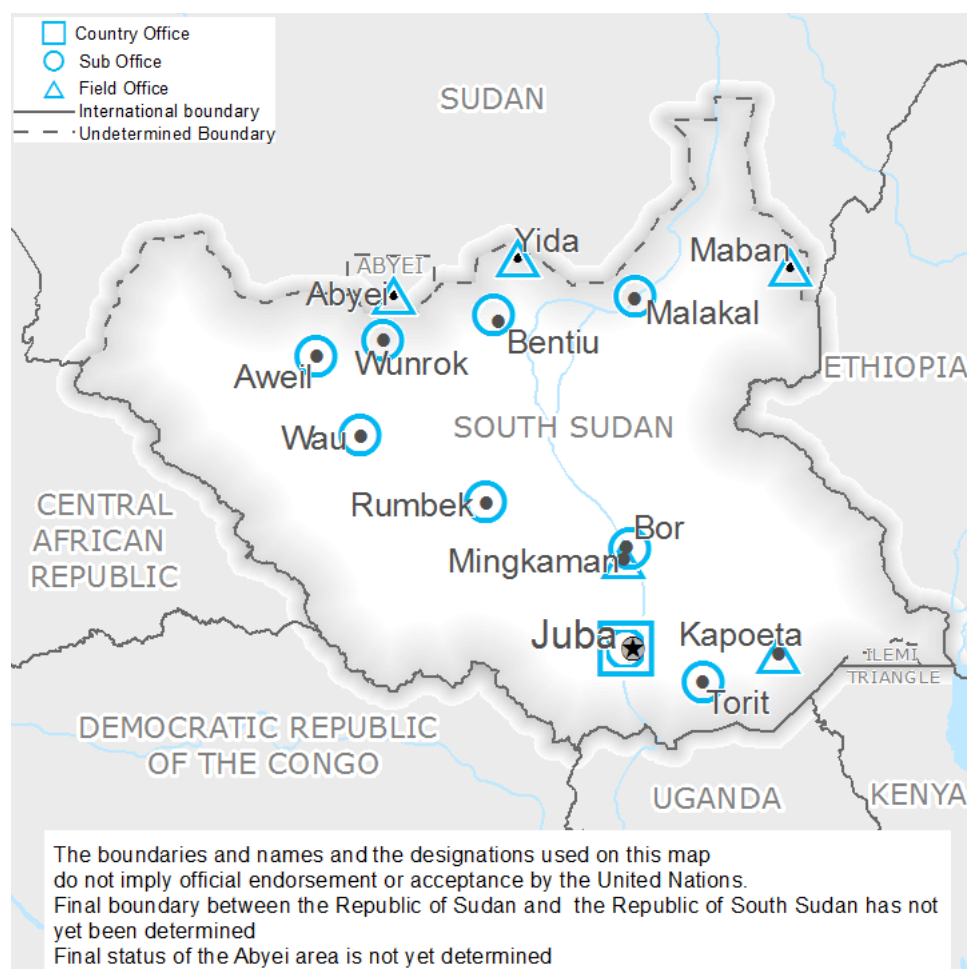
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# COUNTRY OVERVIEW



## Country Background

The Republic of South Sudan, a land-locked country situated in eastern Africa, is sparsely populated, with an estimated population of 11.7 million people on 644,329 square km of land. In 2005, the Comprehensive Peace Agreement was signed between the Sudan People's Liberation Movement and the Republic of Sudan, ending one of the longest civil wars on record. In July 2011, the Republic of South Sudan gained independence and remains the world's youngest nation.

On 15 December 2013, armed conflict broke out in the capital Juba between forces loyal to President Salva Kiir and those loyal to ex-Vice President Riek Machar and quickly spread to Jonglei, Unity and Upper Nile States, a region known as Greater Upper Nile. By the end of 2015, approximately 1.66 million had been displaced in country (including 185,000 in UNMISS Protection of Civilian sites) and about 646,000 into neighbouring nations.

Basic services within the country have been severely limited by several decades of nearly continuous war. In August 2015, the parties to the conflict signed a peace deal after months of mediation from the Intergovernmental Authority on Development (IGAD). Infrastructure, institutional capacity and economic stability continue to suffer as implementation of the peace agreement has been slow.

During the rainy season, between May and October, access to already limited basic services is significantly decreased as huge swaths of the country become inaccessible. Each year, infrastructure assets, including roads and bridges, deteriorate further due to insufficient maintenance during the dry season, thus extending the effects of the rainy season.

Despite plentiful natural resources (including fertile soil, rich biodiversity), only 4 percent of arable land is cultivated. The majority of the population lives in rural areas (more than 80 percent) and survive on subsistence farming. The country's economy is 98 percent dependent on oil revenues. Although it retained the bulk of the oil fields with the independence split, South Sudan remains dependent on the Republic of Sudan for its oil pipeline. Disputes between the two countries over the pipeline as well as interruptions to investments have contributed to the volatile economic situation. By the end of 2015, the decline in oil production resulted in a devastating lack of fuel. Furthermore, the lack of revenue led to a huge disparity between the official exchange rate of South Sudanese Pounds (SSP) to US Dollars. In December 2015, the government announced the adoption of a market regulated exchange rate. Overnight the official rate leapt from 3.16 SSP to 18.55 SSP per 1 USD, dramatically changing the way business is conducted in country.

South Sudan has some of the world's worst socio-economic indicators and is not on track to achieve any of the Millennium Development Goals. It ranks 169 out of 188 on the 2014 Human Development Index. More than 53 percent of the population lives below the poverty line and the average life expectancy at birth is only 55.7 years. According to the latest Integrated Food Security Phase Classification (IPC) report, the country's overall nutrition status remained Critical, with Global Acute Malnutrition rates above the World Health Organization's Emergency threshold (more than 15 percent of the population was classified as malnourished). Moreover, the last IPC of the year showed 3.9 million people classified as severely food insecure with 2.4 million people projected to be in Crisis and Emergency phases from October to December 2015.

## Summary Of WFP Assistance

WFP continued to implement its emergency operation (EMOP) 200659 from 01 January to 30 September 2015 to provide emergency food assistance to vulnerable groups including internally displaced persons and conflict-affected residents. These population groups were still reached whether residing in United Nations Mission in South Sudan (UNMISS) Protection of Civilian sites (PoCs) and IDP settlement camps (such as Mingkaman in Lakes state) or sheltering in hard-to-reach locations. Most interventions took place in the three conflict affected states of Jonglei, Unity and Upper Nile. This assistance was continued from 01 October 2015 to the end of the year under EMOP 200859.

Before the start of the conflict in December 2013, WFP had developed its protracted relief and recovery operation (PRRO) 200572, to promote the country's shift from unconditional emergency food assistance to more recovery-based food transfers. The operation continued in 2015, in the seven states identified as non-conflict (Central, Western and Eastern Equatoria, Northern and Western Bahr el Ghazal, Lakes and Warrap). General food distributions were still provided to vulnerable populations (in particular refugees) but the main focus remained on Food/Cash Assistance for Assets, Food for Education and nutrition interventions (including Blanket Supplementary Feeding, Targeted Supplementary Feeding and Institutional Feeding Programmes). Purchase for Progress was integrated into the PRRO, to promote the work of smallholder farmers.

WFP's portfolio in South Sudan uniquely included five special operations (SOs) to support the two main food assistance operations and provide services to the greater humanitarian community and the Government of South Sudan.

The Food Security and Livelihoods Cluster is co-led by WFP and the Food and Agriculture Organization (FAO) and was operated in part through SO 200775. This cluster was dedicated to ensuring a coordinated and efficient response for food availability, production and access issues and is aimed at reaching the most affected population in close coordination with food security and livelihood actors at both national and sub-national levels.

WFP led the Logistics Cluster, under SO 200778. As a service cluster, the Logistics Cluster provided the humanitarian community in South Sudan with logistical expertise, coordination, warehousing and transport services.

The Emergency Telecommunications Cluster is also led by WFP, under SO 200791 and ensured the delivery of a reliable Internet connectivity network and information technology services to the entire humanitarian community.

SO 200786 was the United Nations Humanitarian Air Service (UNHAS), which facilitated the movement of humanitarian actors and relief items across the country. Most areas in the country cannot be reached by road due to difficult terrain, insecurity and the lengthy rainy season.

The construction of feeder roads under SO 200379 benefitted the people and Government of South Sudan as well as the humanitarian community by improving access to rural markets and essential social services.

Beneficiaries	Male	Female	Total
Children (under 5 years)	290,864	290,864	581,728
Children (5-18 years)	569,604	669,384	1,238,988
Adults (18 years plus)	531,438	556,483	1,087,921
<b>Total number of beneficiaries in 2015</b>	<b>1,391,906</b>	<b>1,516,731</b>	<b>2,908,637</b>

Distribution (mt)						
Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Single Country EMOP	88,044	4,753	7,407	10,284	489	110,976
Single Country PRRO	64,969	3,979	5,472	4,563	350	79,334
<b>Total Food Distributed in 2015</b>	<b>153,013</b>	<b>8,732</b>	<b>12,879</b>	<b>14,847</b>	<b>839</b>	<b>190,311</b>

# OPERATIONAL SPR

## Operational Objectives and Relevance

The primary objective of special operation (SO) 200778 (Logistics Cluster Activities in Support of the Humanitarian Community in South Sudan) was to ensure a coordinated, effective and cost-efficient logistics response through the cluster approach. This special operation succeeded SO 200361, which ended on 31 December 2014.

Since the outbreak of conflict in South Sudan in mid-December 2013, the humanitarian situation has continued to deteriorate. In August 2015, the government and opposition leadership signed a peace agreement containing provisions for a new ceasefire and transitory political and security measures. However, it is not yet known how soon this would translate into improved security on the ground.

Insecurity continued to seriously impede access by road and river, and left the humanitarian community with limited options to deliver life-saving cargo to displaced populations across the country. In addition to security constraints, poor infrastructure, a lack of road maintenance and a lengthy rainy season made most parts of the country inaccessible, presenting further challenges for the delivery of large quantities of humanitarian assistance on behalf of a large number of humanitarian organizations.

The key priorities for the cluster were the provision of logistics coordination and information management (IM) services and common services (transport and warehousing). The logistics cluster continued to liaise closely with WFP Logistics and UNHAS to maximize aircraft capacity. The logistics cluster special operation is in line with WFP's Strategic Objective 1 (Save lives and protect livelihoods in emergencies). Since the crisis began in 2013, the logistics cluster has played an essential role in enabling the entire humanitarian community to deliver their emergency response programmes, especially in the conflict-affected states.

## Results

### *Beneficiaries, Targeting and Distribution*

The logistics cluster continues to target programme support for ongoing deliveries to destinations as prioritized by the Inter-Cluster Working Group (ICWG) on a weekly basis. The working group reviews operational priorities to meet the needs of affected populations across South Sudan. Critical interventions and short-term mobile responses are planned as a priority. Organizations are also asked to identify key cargo to be delivered to locations that have not been prioritized. The logistics cluster then plans for this cargo to be transported to ensure programme continuity in these locations. Response times for delivery of cargo to priority locations and delivery of key cargo to other locations is then tracked in the logistics cluster Consolidated Service Request Form Tracking System.

### *Story Worth Telling*

The logistics cluster has supported humanitarian interventions into areas in South Sudan that have been cut off from aid for prolonged periods due to insecurity and other access constraints. Since June 2015, these responses have been implemented through distribution of a multi-sector 'survival kit'. The survival kit is a collection of essential life-saving items that improve people's ability to survive when they are unable to otherwise access basic goods. The people benefiting from the kits are often on the run, hiding, or unable to move due to the rainy season.

The logistics cluster airlifted the first batch, over 4,400 kits, into southern Unity State in June. Survival kit operations have continued since then, reaching multiple destinations in Unity and Upper Nile states. The survival kits included mosquito nets, seeds, fishing supplies, water containers, oral rehydration salts, water purification tablets, high energy biscuits, and kitchen sets. In some locations, based on needs, the survival kits also included other items such as tarpaulins.

As part of this response, the logistics cluster supported the delivery of the kits in Koch County in southern Unity where they were distributed in tandem with a WFP/UNICEF Rapid Response Mission, providing a more comprehensive humanitarian assistance to vulnerable populations. All logistics cluster helicopter assets were dedicated to these locations, delivering more than 57 mt of life-saving cargo to both locations, nearly half of which were survival kits.

To ensure a coordinated and efficient response into these hard to reach areas, the logistics cluster worked closely with many key partners including International Organization for Migration (IOM), International Rescue Committee (IRC), Medair, Mercy Corps, Norwegian Refugee Council (NRC), World Relief, World Vision International, Samaritan's Purse, OCHA, WFP, FAO, and UNICEF.

"World Relief wanted to say a giant thank you for the tremendous amount of work. You've gone above and beyond the call of duty and we thank you on behalf of all those helped!" wrote World Relief in a thank you note to the logistics cluster.

## Outputs

In 2015, the overall scale of logistics cluster activities expanded compared with 2014. The reliance of the humanitarian community on logistics services increased as many areas in need of response were inaccessible because of insecurity, ongoing conflict and poor roads which become impassable during the rainy season.

The logistics cluster transported over 5,800 mt of cargo via air (helicopter and fixed-wing aircraft) and river on behalf of 95 organizations. Seventy-nine percent of these organizations were NGOs (both international and national) and International Organizations, and the remaining 21 percent were United Nations agencies. In April 2015, 860 mt of assorted food commodities was delivered via barge from Bor to Malakal (Upper Nile). In October, a second barge delivered 400 mt of food to Malakal on the same route. The barge returned to Bor in December of 2015 to load for a return trip to Malakal in early 2016. However, river transport using barges was unreliable because of poor conditions of the barges, inadequate river ports, and delays in security assurances. Therefore, air operations were scaled up mid-year with the addition of one Mi8 helicopter, which helped the cluster meet and exceed the target set for metric tonnes transported through common logistics services.

The cluster provided nearly 11,200 square metres of common storage space to the humanitarian community in Juba (Central Equatoria State), Akobo, Bor, Pibor (Jonglei State), Aweil Centre (Northern Bahr el Ghazal State), Awerial (Lakes), Rumbek (Lakes State), Bentiu, Nyal (Unity State), Malakal, Melut (Upper Nile) and Wau (Western Bahr el Ghazal State) through a combination of mobile storage units and a building rented by the cluster for partners' use.

The number of cluster service users and locations served increased in 2015 as the fighting intensified in the conflict-affected states (Unity, Upper Nile and Jonglei States) and spread to areas previously considered to be 'non-conflict' areas (Equatoria States), resulting in increased humanitarian needs. The response in 2015 extended to hard-to-reach areas inaccessible by road and river. Therefore, the majority of humanitarian agencies relied on air operations (helicopters) provided by the cluster to deliver critical assistance. In 2015, the logistics cluster supported high priority responses to locations in Unity and Upper Nile that had been cut off from aid for prolonged periods due to insecurity. These responses focused on a 'survival kit' modality and were implemented in tandem with rapid response missions.

The logistics cluster also continued to provide support to the humanitarian community through coordination, information management and geographic information systems (GIS) services. Regular information products including weekly Access Constraints Maps, weekly meeting minutes and *ad hoc* deep field coordination meeting minutes, situation reports and operational snapshots were shared with partners through a cluster mailing list. Coordination meetings were conducted in Juba on a fortnightly basis, and additional field-level cluster meetings were conducted in different operational areas, including Mingkaman (Lakes State), Bentiu (Unity State), Rumbek (Lakes State) and Malakal (Upper Nile State). The target for IM products produced and shared was nearly met. The result reported only includes the number of IM products published on the logistics cluster website. However, the cluster also produced maps for individual partners.

The South Sudan logistics capacity assessment (LCA) is currently being updated.

As part of its efforts to improve the overall supply chain through forward planning, the logistics cluster encouraged partners to preposition cargo during the dry season.

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>SO1: Special Operation (Cluster)</b>				
Number of Logistics Capacity Assessments developed or updated	assessment	1	1	100.0
Number of Service Request Forms (SRFs) executed	instance	1,032	971	94.1

Output	Unit	Planned	Actual	% Actual vs. Planned
Number of agencies and organizations using coordination and logistics services	agency/organization	80	95	118.8
Number of contingency plans developed or updated	contingency plan	2	2	100.0
Number of information management products produced and shared, including bulletins, maps, guidance documents, and other logistics information	item	180	170	94.4
Number of locations served	site	75	86	114.7
Number of national and field cluster coordination meetings conducted	instance	48	63	131.3
Quantity (mt) of humanitarian cargo moved through logistics common services	Mt	4,872	5,837	119.8
Utilization of the contracted hours of aircraft	%	100	116	116.0
Warehousing capacity (m2) made available to the humanitarian community	m2	10,000	11,200	112.0

## Outcomes

The services provided by the logistics cluster continued to meet the needs of the humanitarian community by facilitating the delivery of critical assistance to affected populations. According to a user survey conducted in December 2015, the user satisfaction rate was 88 percent.

The logistics cluster increased its information sharing on infrastructure, customs, tax exemption, and logistics bottlenecks with partners, which enabled them to implement their activities more efficiently and effectively. All logistics cluster-related information products are available on the logistics cluster website.

Cluster meetings organised in the capital city, Juba, and field level coordination meetings in key operational areas enhanced the coordination of logistics efforts and thus improved the efficiency of cluster activities. Improved coordination helped organizations to better deliver assistance to those in need.

The logistics cluster has a dedicated GIS officer who not only supported WFP country office activities and other WFP-led clusters, but also the greater humanitarian community. The GIS officer produced customized products on request by WFP, NGOs and other United Nations agencies.

The logistics cluster mitigated the risk of inaccessibility by mobilizing its assets such as helicopters and fixed-wing aircraft, which enabled humanitarian partners to deliver assistance in the hard-to-reach areas. The cluster provided free-to-user airlifts and barge transport for cargo to destinations within the three conflict-affected states (Upper Nile, Unity and Jonglei). The provision of free-to-user services enhanced effectiveness by allowing for centralized logistics operations, economies of scale, and increased levels of coordination. The distribution of survival kits and support to the integrated rapid response missions further highlights the cluster's ability to provide critical emergency support to affected populations in the hard-to-reach areas. Without support from the logistics cluster, the continuation of assistance in these areas would not have been possible.



Outcome	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
<b>SO1 Save lives and protect livelihoods in emergencies</b>				
<b>National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies</b>				
<b>User satisfaction rate</b>				
CLUSTER SERVICE USERS , <b>Project End Target:</b> 2015.12 User Feedback Survey , <b>Base value:</b> 2014.12 WFP survey User Feedback Survey , <b>Latest Follow-up:</b> 2015.12 WFP survey Survey	>91.00	90.00	-	88.00

## Sustainability, Capacity Development and Handover

Overall, the services provided by the logistics cluster under this SO were essential to enabling the timely and efficient response of the humanitarian community to the increased needs resulting from conflict. Given the situation in the country, it is expected that the logistics cluster will continue to be relied on by most international and local NGOs and United Nations agencies to ensure the delivery of humanitarian supplies.

The logistics cluster conducted two trainings for partners in 2015: one United Nations Humanitarian Air Services (UNHAS) session on handling dangerous goods designed to benefit staff handling cargo packing activities and one on setting up mobile storage units. Additional training opportunities will be offered in 2016.

In the current operating environment, the possibilities for handover to the government are limited in the short-term future. Should the commercial transport market improve, the humanitarian community would be able to rely more on commercial actors.

## Management

### Partnerships

The logistics cluster provided services to United Nations agencies, International Organizations, and national and international NGOs.

The regular participation of 95 organizations in the logistics cluster meetings was instrumental in information sharing, providing updates and identifying logistical gaps, bottlenecks and related solutions. The logistics cluster regularly participated in the Inter-Cluster Working Group (ICWG) and the Access Working Group, both chaired by OCHA. Through these fora, the cluster advised the humanitarian community on physical access constraints, provided logistics updates and shared information on administrative issues affecting humanitarian logistics, such as tax exemption and custom clearance requirements. In addition, the cluster regularly consulted government line ministries regarding tax exemption applications and flight assurances for cargo aircrafts on behalf of the humanitarian community and in close coordination with OCHA. The cluster continued to chair a technical working group to identify key logistical constraints that affect the delivery of humanitarian assistance in South Sudan.

In 2015, the logistics cluster continued to partner with the International Organization for Migration (IOM) and United Nations Office of Project Services (UNOPS) to ensure a coordinated response and to provide services to meet the needs of the humanitarian community. The IOM provided shunting services (bringing cargo to and from the airstrip/distribution site) in key operational areas in Juba, Bor, Bentiu, Pariang, Melut, Malakal and Rumbek. This was a critical service for the cluster's air operation activities as many partners in these locations did not have the capacity to transport cargo. In addition, IOM managed the common storage facilities in Malakal. UNOPS conducted rehabilitation works on the Rubkona airstrip in Unity state. IOM and UNOPS operated and reported their own respective projects under the Humanitarian Response Plan, however, the logistics cluster was in charge of tasking the operations based on priorities set by the Humanitarian Country Team. All other organizations in the logistics cluster participated in information sharing activities and accessed services provided by the cluster.

The logistics cluster coordinated the strategic infrastructure rehabilitation working group which was responsible for the identification and prioritization of critical humanitarian infrastructure rehabilitation projects for recommendation to donors as well as humanitarian and government stakeholders. Finally, the logistics cluster regularly participated in the OCHA-chaired Civil-Military Access Group which served as an information-sharing platform between key humanitarian actors and the United Nations Mission in South Sudan (UNMISS).

Partnership	NGO		Red Cross and Red Crescent Movement	UN/IO
	National	International		
Total				2

## Lessons Learned

In 2015, feedback from partners indicated a need for the logistics cluster to provide more information on timelines for cargo delivery. Moving forward in 2016, the cluster has requested partners to identify locations that had previously not been prioritized for delivery of cargo, and is working to ensure that approximate timelines for delivery are communicated.

Based on experiences in 2015, there is also a need to work closely with partners to make accurate forecasts of transport requirements to facilitate prepositioning of cargo in Bor and Rumbek, which will enhance planning of cargo deliveries. In addition, partners noted that regular updates on road conditions on the Juba-Rumbek/Juba-Bor routes during the rainy season would facilitate timely decision-making on alternative forms of transport, if required.

Partner feedback also indicated a request for more river transport. In the coming year, the logistics cluster will attempt to make barge transport a more regular, reliable service from Bor to Malakal.

A Consolidated Service Request Form Tracking System will continue to be used for cargo tracking to accommodate the tracking/planning needs of the logistics cluster. In 2015, the system has been updated to also track response times.