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Distribution: General

Date: 25 August 2017

Original: English

Agenda Item 7

WFP/EB.2/2017/7-B/4/DRAFT

Operational Matters

**For approval**

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## **Draft South Sudan Interim Country Strategic Plan (2018–2020)**

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 3,182,700,929
Gender and age marker*	2A

\*<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

### **Executive summary**

As a result of civil war since December 2013, South Sudan is experiencing a prolonged crisis exacerbated by mass displacement and a collapsing economy, with declining food security and nutrition. Apart from slight seasonal variations, global acute malnutrition remains above the emergency threshold in most of the country.

The transitional Government is struggling to maintain stability, and spreading conflict in 2017 has prevented a strategic review of government priorities for achieving Sustainable Development Goal 2. WFP therefore consulted government entities, United Nations agencies, cooperating partners, non-governmental organizations and donors to develop this draft Interim Country Strategic Plan.

The Plan is based on the most likely scenario for 2018–2020: increased conflict throughout the country spreading to new areas and groups, political instability, displacement and economic collapse with a resulting fall in household purchasing power and reduced crop production. The Plan assumes that South Sudan will continue to rely on WFP for food and nutrition assistance for much of its population until 2020.

WFP will continue to work with ministries, local authorities, United Nations agencies, non-governmental organizations, international financial institutions and private sector-entities to protect and meet the needs of vulnerable people, where possible supporting community and household recovery.

The Interim Country Strategic Plan addresses four strategic outcomes supporting Strategic Results 1, 2, 3 and 8 of WFP's Strategic Plan (2017–2021):

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- Strategic outcome 1: Food-insecure people in crisis-affected areas have access to safe and nutritious food all year round.
- Strategic outcome 2: People at risk of malnutrition in crisis-affected areas, especially young children and pregnant and lactating women, are able to meet their basic nutrition requirements all year round.
- Strategic outcome 3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year.
- Strategic outcome 4: The humanitarian community in South Sudan has access to reliable common services until satisfactory alternatives are available.

WFP will exploit its operational flexibility and its capacity to deliver large-scale emergency responses, even in remote areas, its assessment capacity to target food and nutrition assistance on the basis of the needs of women, men, girls and boys, its relationships with partners and communities in resilience-building and enhanced practices for beneficiary protection, accountability to beneficiaries and gender-transformative activities.

### **Draft decision\***

The Board approves the South Sudan Interim Country Strategic Plan (2018–2020) (WFP/EB.2/2017/7-B/4/DRAFT) at a total cost to WFP of USD 3,182,700,929.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. After five decades of war South Sudan became independent on 9 July 2011. A subsequent power struggle descended into widespread armed conflict; a peace agreement based on power sharing was signed in August 2015, and in April 2016 the leader of the Sudan People's Liberation Movement in Opposition formed a transitional Government of national unity with the former president. In July 2016, however, clashes between these forces in Juba reignited fighting, rape and destruction, causing the deaths of hundreds.
2. An economic crisis is being driven by the rapidly depreciating South Sudanese pound, shortages of hard currency, declining oil production and prices and dependence on imports. Insecurity regularly interrupts trade. Public service salaries are not paid for months at a time, decimating public administrative staff and depriving households of income. The urban poor are increasingly destitute and desperate.
3. Cultural norms and the decades of violence drive gender inequalities: men control most productive assets and powers, domestic violence is common and adolescent girls are often married to polygamous men. Maternal mortality is the highest in sub-Saharan Africa, and 80 percent of women are illiterate. There are significant gender differences in the ways that violence, displacement and food insecurity affect women, girls, men and boys. Gender-based violence and the forced recruitment of boys into military forces are common.
4. Conflict, insecurity and economic decline have taken an enormous toll in deaths, displacement and trauma. The peace agreement is not perceived as fully inclusive, and political and armed groups are mobilizing. Traditional livelihoods are being disrupted, and hunger and malnutrition are at historic high levels. Susceptibility to disease has increased, particularly with regard to malaria, cholera, *kala-azar* – visceral leishmaniasis – and measles. The Government's increase in the number of states from 10 to 33 has added further political and administrative complexity.<sup>1</sup>
5. South Sudan is prone to seasonal drought and flooding. Heavy rains from late April cause flooding in low-lying areas, which disrupt agriculture and make 60 percent of roads impassable. Below-average and sporadic rainfall causes water shortages, poor harvests and livestock losses. These vulnerabilities are exacerbated by conflict, insecurity and displacement.

### 1.2 Progress towards SDG 2

6. The United Nations country team began a Sustainable Development Goal (SDG) localization process in South Sudan in May 2017. The Government identified SDGs 2, on zero hunger, and 16, on peace, justice and strong institutions, as its priorities; SDG 5, on gender equality, was identified as an important facilitating SDG. In the absence of a United Nations development assistance framework, the country team's Interim Cooperation Framework and Humanitarian Response Plan are the basis of humanitarian and development assistance. Despite the crisis, donor partners continue to invest in food security and nutrition and in health, education, gender analysis, gender-responsive programming and reform of the financial sector.
7. For SDG 2, a deterioration against all indicators is expected throughout 2017 and 2018. Of the 23 counties with recent data in early 2017, 14 had global acute malnutrition at or above 15 percent, and rates were 30 percent in several counties throughout 2017. A third of children under 5 are stunted.<sup>2</sup>
8. Political and economic stability are necessary for sustainable progress towards humanitarian and development objectives. If they are forthcoming, South Sudan will be able to exploit its vast arable land, oil reserves, water resources and large cattle and fish stocks. There is, however, a lack of transport, communications infrastructure, market integration and investment in

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<sup>1</sup> This document refers to the ten states that were part of the 2015 Agreement on the Resolution of the Conflict in the Republic of South Sudan.

<sup>2</sup> Ministry of Health. 2010. *Sudan Household Health Survey*. Juba.

agriculture, which combines with gender inequality to impede the achievement of food security, good nutrition and the SDGs.

### 1.3 Hunger gaps and challenges

9. The food security and nutrition situation has deteriorated since December 2013. The February 2017 integrated food security phase classification (IPC) anticipated that 47 percent of the population – 5.5 million people, including 300,000 refugees and 600,000 people in urban areas – would be severely food-insecure during the July 2017 lean season. A 50 percent cereal deficit in 2016 was projected to increase in 2017 as large numbers of people were displaced and unable to plant crops. The food-supply crisis was expected to continue from 2018 to 2020 and to affect all regions.
10. Chronic food deficits in the Greater Upper Nile region aggravated by the July 2016 conflict, and renewed clashes across the country resulted in famine in two counties in Unity state as the 2017 lean season began, with warnings that more counties would be affected.
11. The former Northern Bahr el Ghazal state is suffering a major food security and nutrition crisis that is driven by market failure and the depletion of livelihood assets and is undermining traditional social safety nets. Large numbers of returnees from the Sudan and people displaced by conflict from regions in South Sudan are without means of support.
12. In the Greater Equatoria region, normally the national food basket, insecurity in 2016 and 2017 disrupted food supply routes, leading to the loss of 50 percent of harvests and to major outflows of people seeking shelter in the Democratic Republic of the Congo, Kenya and Uganda.
13. Global acute malnutrition exceeds the emergency threshold in the Greater Bahr el Ghazal and Greater Upper Nile regions. The continuing food and nutrition insecurity is likely to result in increased chronic malnutrition and micronutrient deficiencies among nutritionally vulnerable groups.
14. In the absence of political and economic changes in 2017, the trends identified by the 2017 IPC are likely to continue throughout 2018. Well over half of the population will face severe food insecurity for the foreseeable future. Gender inequalities are an additional challenge.

### 1.4 Country priorities

#### *Government*

15. At independence, the Government developed the ambitious South Sudan Development Plan (2011–2016), focusing on governance, economic development, social and human development and conflict prevention and security. Conflict reversed initial gains and prevented other progress. The Government has policies and strategies to achieve the Plan's objectives, with gender as a cross-cutting theme, but it has limited capacity to implement them.<sup>3</sup>
16. The Government and opposition have developed strategies<sup>4</sup> for addressing humanitarian priorities with a focus on developing a national framework for returns, resettlement and reintegration. Without security and economic stabilization, however, neither has the capacity to implement the strategies.

#### *United Nations and other partners*

17. The United Nations country team Interim Cooperation Framework (2016–2017) prioritizes building community resilience; enhancing social services for the most vulnerable people; peace and sound governance; reinvigoration of the economy; and cross-cutting support to improve the status of women and young people. WFP and the Food and Agriculture Organization of the United Nations (FAO) co-lead with regard to building community resilience, while WFP

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<sup>3</sup> Ministry of Gender, Child and Social Welfare. 2012. *National Gender Policy*. Juba.

<sup>4</sup> The Government's strategy was developed by the Ministry of Humanitarian Affairs and Disaster Management and the South Sudan Relief and Rehabilitation Commission; the opposition strategy was developed by the Relief Organization for South Sudan.

and the United Nations Development Programme (UNDP) lead on reinvigoration of the economy. The Interim Cooperation Framework has been extended to December 2018.

18. The 2017 South Sudan Humanitarian Response Plan, which guides the work of 12 United Nations agencies and 128 non-governmental organizations (NGOs) in the country, targets 5.8 million people in 2017 with a six-point strategy:
  - i) to maximize efficiency, effectiveness and transparency;
  - ii) to ensure the centrality of protection in action and advocacy;
  - iii) to implement a flexible, adaptive and coordinated response;
  - iv) to deliver despite the challenges, including by securing safe access;
  - v) to implement a strictly prioritized, targeted and coordinated response; and
  - vi) to put communities at the centre of humanitarian action.

## 2. Strategic implications for WFP

### 2.1 WFP's experience and lessons learned

19. Between 2014 and 2017, WFP implemented an emergency operation, a protracted relief and recovery operation and four special operations.<sup>5</sup>
20. Preliminary recommendations from the country portfolio evaluation<sup>6</sup> include:
  - recognize that a government-led process will not be realistic in the short term and medium term;
  - gradually expand the use of cash-based transfers (CBTs) and provide for digital identities for beneficiaries;
  - continue development activities such as school feeding and position WFP to build resilience;
  - work with other agencies to invest in transport infrastructure to reduce costs;
  - improve assessments, synergies among programme components and outcome monitoring; and
  - provide staffing for emergency response, ensuring that staff members meet their obligation to serve in hardship postings.
21. The evaluation found that the portfolio integrated gender in line with WFP goals of equal access to and control of food, decision-making and livelihood opportunities.
22. The recommendations will be implemented during 2018–2020. The situation in South Sudan is evolving rapidly, and the extent to which market-based approaches to food assistance, investments in infrastructure and scaled-up development interventions can be implemented will depend on the political and security situation.
23. Recommendations from external assessments<sup>7</sup> between 2014 and 2017 include the adoption of decision-making criteria for the selection of transfer modalities and the establishment of a complaint and feedback mechanism to improve the protection of, and accountability to, beneficiary communities.

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<sup>5</sup> The special operations related to the Logistics Cluster, the United Nations Humanitarian Air Service, road building and emergency telecommunications.

<sup>6</sup> The evaluation covers the portfolio from independence in 2011 to the end of 2016; the summary evaluation report is to be submitted to the Board for consideration at its second session in 2017.

<sup>7</sup> Norwegian Agency for Development Cooperation, 2016; Available at <https://www.norad.no/om-bistand/publikasjon/2016/country-evaluation-brief-south-sudan/>; Inter-Agency Standing Committee (IASC) – Inter-Agency Humanitarian Evaluation (IAHE), 2015. <https://interagencystandingcommittee.org/working-group/documents-public/south-sudan-iahe-april-2016>

24. WFP's operations take account of the December 2015 substantive dialogue on reframing the approach to food assistance in South Sudan,<sup>8</sup> which resulted in recommendations calling for the enhancement of trust with communities; improved understanding of local contexts and support for local capacities; support for an environment promoting recovery and development; flexibility in the use of programming tools; and the leveraging of markets and local production and the expansion of cash transfers.

## 2.2 Opportunities for WFP

25. WFP will continue to lead life-saving food-based responses, using its operational capacity to support multi-sector responses and for peacebuilding, enhancing household and community capacities and assets and communicating to promote nutrition, gender and protection. This will involve:
- maintaining operational readiness in terms of logistics capacity, partnerships and staff skills;
  - promoting humanitarian principles through access negotiations, independent assessments and coverage of populations in need;
  - improving accountability to affected populations through community dialogue, peacebuilding and outreach to ensure that activities are gender-transformative;
  - investing in transition and recovery to link them to first-response and life-saving assistance;
  - investing in new technologies to improve the delivery of assistance;
  - advancing gender equality and applying a gender-transformative approach in all activities as provided in the Country Gender Action Plan (2016–2020); and
  - continuing commitment to good stewardship, results monitoring and communication with donors.

## 2.3 Strategic changes

26. WFP will continue with its dual approach, addressing emergency needs and laying the ground for social protection systems through transition and recovery activities in stable areas. If the political situation stabilizes, displacement decreases and the economy improves, WFP will increase its investment in capacity development and policy coordination with the Government.
27. WFP will mainstream gender, protection and accountability to affected populations. Poverty, entrenched gender roles and weak institutions promote food insecurity and threaten people's safety, dignity and integrity. Protection risks will be mitigated and programme design optimized through consultations with women, men, girls and boys to ensure that their different needs are addressed. WFP will seek to ensure that the women and men in beneficiary communities are empowered to participate in programme delivery and will scale up its pilot complaint and feedback mechanism, which includes help desks at distribution sites and a beneficiary hotline for CBT activities.
28. Innovations will enhance the efficiency and effectiveness of WFP's programmes: biometric registration and the SCOPE beneficiary and transfer-management platform will be rolled out during the period of this Interim Country Strategic Plan (ICSP). Food transfers will continue to be important, especially for nutrition interventions and in areas where markets are not functioning, but CBTs will be used where possible to promote beneficiary empowerment, support market development and reduce food transport costs.
29. In areas stable enough for people to engage in livelihood activities, WFP and its partners will prioritize conditional transfers that promote household capacities and assets, thus in turn promoting food security, household recovery and resettlement, and peacebuilding.

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<sup>8</sup> This dialogue was organized by WFP and the Directorate-General for European Civil Protection and Humanitarian Aid Operations in Nairobi; the participants were national and regional authorities, private-sector entities, cooperating partners, religious groups and humanitarian agencies.

### 3. WFP strategic orientation

#### 3.1 Direction, focus and intended impacts

30. This ICSP assumes continued reliance on WFP and its partners for food and nutrition assistance for much of the population to the end of 2020. The most likely scenario<sup>9</sup> envisages increased conflict fragmenting into new areas and involving new groups, political instability, deterioration of macro-economic indicators, decreased household purchasing power and reduced crop production. A second scenario envisages improved security, increased regional cooperation and support, the return of South Sudanese refugees and improved economic indicators. In either scenario the country office response will take into account the different effects on women, men, girls and boys in line with its commitment to gender-transformation.

#### 3.2 Strategic outcomes, focus areas, expected outputs and activities

***Strategic outcome 1: Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food.***

31. Strategic outcome 1 will ensure access to food for vulnerable populations affected by conflict, displacement, weather-related or economic shocks or serious illness that cannot meet their food and nutrition needs. The activities will cover the whole country; geographic targeting will be guided by the IPC results and other assessments, including gender analyses. Strategic outcome 1 is linked to Strategic Result 1 and contributes to the achievement of SDG target 2.1.

##### ***Focus area***

32. This strategic outcome will focus on crisis response.

##### ***Expected outputs***

33. This strategic outcome will be achieved through seven outputs:
- Crisis-affected refugees receive nutrition-sensitive unconditional general distributions in order to meet basic food needs.
  - Moderately acute malnourished refugee children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status.
  - Targeted refugee children aged 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition.
  - Targeted crisis-affected populations in rural and urban settings receive conditional or unconditional general distributions in order to improve food security.
  - Vulnerable primary schoolchildren in rural and urban areas receive nutrition-sensitive hot meals or take-home rations to meet basic food needs.
  - In-patients with *kala-azar*, HIV or tuberculosis (TB) and their caregivers, caregivers of children with severe acute malnutrition and families of people living with HIV and TB patients enrolled in treatment programmes receive nutrition-sensitive conditional in-kind transfers in order to meet their basic food needs.
  - Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods.

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<sup>9</sup> See: United Nations Children's Fund (UNICEF)/Rift Valley Institute, 2017; PAX & Stockholm International Peace Research Institute, 2016. The primary drivers are minimal implementation of the Agreement on the Resolution of the Conflict in the Republic of South Sudan, continued economic contraction, disintegration of the Sudan People's Liberation Army in Opposition, increased opposition to the Government and the intractability of the Sudan People's Liberation Army. The consequences are spreading humanitarian needs, mass displacement and reduced access and humanitarian space.

**Key activities***Activity 1: Provide nutrition-sensitive food assistance to crisis-affected populations.*

34. WFP will provide food or CBTs to crisis-affected men, women, boys and girls in counties classified by the IPC as phase 5 – catastrophe/famine, phase 4 – emergency or phase 3 – crisis. WFP plans to assist 2.9 million people in 2017, targeting all populations at IPC phases 5 and 4 and 50 percent of populations at phase 3, who are assumed to be less reliant on food assistance. The most likely planning scenario is continued conflict and economic crisis and continued need for emergency assistance. Each year of this ICSP therefore has a similar plan. Rations will be seasonal or year-round depending on the severity of food insecurity.<sup>10</sup> WFP will improve health and nutrition practices through messages that reinforce positive roles of men and women.
35. Food-insecure households with members affected by HIV or TB undergoing treatment will receive rations for six months; in-patients with *kala-azar*, HIV or TB and their caregivers and caregivers of children with severe acute malnutrition in stabilization centres will receive hot meals for 30 days. The assistance will be provided in accordance with protocols, with a view to increasing the nutritional recovery rates of patients and enhancing adherence to treatment plans.
36. WFP will provide school meals to alleviate short-term hunger and re-engage school-aged children who have limited access to education in food-insecure and conflict-affected areas. It will also promote the right to education for all children by increasing access, promoting gender equality and ensuring equity. WFP will collaborate with the United Nations Children’s Fund (UNICEF) in selected schools through the Back to School campaign to ensure that children are educated in peacebuilding, gender and life skills. The interventions will be nutrition-sensitive<sup>11</sup> and will include blanket deworming and messaging on health, hygiene and nutrition.
37. The country office has a strategy for nutrition-sensitive programming that integrates nutrition-sensitive approaches in all its programmes with a view to improving nutrition outcomes, even in areas where it is not delivering nutrition-specific interventions. The approach promotes gender equality and women’s empowerment.

*Activity 2: Provide food and nutrition assistance to refugees.*

38. WFP will provide year-round nutrition-sensitive food assistance through general food distributions or CBTs to up to 323,000 people in refugee camps. On the basis of nutrition screening, WFP will provide specialized nutritious foods for refugee children aged 6–59 months and pregnant and lactating women and girls with moderate acute malnutrition to prevent acute malnutrition. It will ensure that nutrition-sensitive messaging accompanies general distributions and is disseminated by cooperating partners.

***Strategic outcome 2: People at risk of malnutrition in crisis-affected areas, especially young children and pregnant and lactating women, are able to meet their basic nutrition requirements all year round***

39. Strategic outcome 2 focuses on improving the nutrition status of vulnerable groups through nutrition-specific interventions, including nationwide interventions to treat moderate acute malnutrition and to prevent malnutrition. These will be combined with nutrition-specific and nutrition-sensitive programmes such as infant and young child feeding, treatment of severe acute malnutrition and nutrition-sensitive school meals delivered by WFP and partners. The strategy is reinforced through partnership with the Ministry of Health to enhance national capacities to develop and implement nutrition programmes. Strategic outcome 2 is linked with Strategic Result 2 and contributes to the achievement of SDG target 2.2.

**Focus areas**

40. This strategic outcome will focus on crisis response.

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<sup>10</sup> People living in United Nations Mission in South Sudan Protection of Civilian sites will be provided with year-round rations until they have safe access to other means of support.



***Expected outputs***

41. This strategic outcome will be achieved through four outputs:
- Moderately acute malnourished children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status.
  - Targeted children aged 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition.
  - Moderately acute malnourished HIV, TB and *kala-azar* patients receive specialized nutritious foods and nutrition counselling to support nutritional recovery.
  - Nutritionally vulnerable populations benefit from improved access to nutrition and health services through capacity development and strengthening of health and nutrition delivery systems.

***Key activities***

*Activity 3: Provide nutrition assistance to populations at risk of malnutrition.*

42. On the basis of nutrition screening WFP will provide specialized nutritious foods and nutrition counselling to moderately acutely malnourished children aged 6–59 months and pregnant and lactating women and girls and to moderately acutely malnourished people living with HIV and TB patients undergoing treatment. To prevent acute malnutrition WFP will provide specialized nutritious foods to children aged 6–59 months and pregnant and lactating women in households receiving general food distributions in crisis-affected areas, ensuring that gender-sensitive nutrition messaging and counselling accompanies these programmes. WFP will target 630,000 children and pregnant and lactating women per year with this activity, estimated on the basis of trends in malnutrition prevalence.
43. A three-year commitment with UNICEF will scale up high-quality nutrition interventions, ensuring the continuity of care through a seamless transition between the treatment of moderate and severe acute malnutrition. WFP will help to improve national and state primary health and nutrition systems by rolling out guidelines on community management of acute malnutrition. With its partners, WFP will support the Government's Scaling Up Nutrition initiative and the development of a costed national nutrition plan.

***Strategic outcome 3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year***

44. WFP's objectives under strategic outcome 3 include improving resilience to seasonal climate shocks and preventing negative coping strategies. WFP's activities are integrated: they include support for asset creation, safety nets and sustainable livelihoods and help to enable food-insecure households to meet their immediate food needs. WFP is working with UNICEF, FAO and UNDP to provide complementary activities in the same locations. Strategic outcome 3 is linked with Strategic Result 3 and contributes to the achievement of SDG target 2.3.

***Focus areas***

45. This strategic outcome will focus on resilience-building.

***Expected outputs***

46. This strategic outcome will be achieved through four outputs:
- Smallholder farmers and farmer organizations have improved market access through training in post-harvest handling techniques and technology, and institutional development.
  - Smallholder farmers have improved market access through government official capacity-building on extension and quality-assurance services.
  - Targeted beneficiaries receive nutrition-sensitive conditional assistance through participation in building and maintaining assets and through training activities in order to build resilience to shocks.

- Communities surrounding assets, projects and feeder roads benefit from projects through improved access to assets, transport, markets and services.

### **Key activities**

*Activity 4: Provide livelihood support and build the resilience of rural households.*

47. WFP's community-based participatory approach<sup>12</sup> will support activities for building assets and improving livelihoods, targeting 500,000 people per year. The assets will help communities to manage resources, increase production, improve food security and enhance resilience to shocks. WFP promotes equal access and ownership of assets, which increases the availability of food for women and contributes to the prevention of negative coping strategies such as removing girls and boys from school to have them work. Food assistance for assets protects households experiencing seasonal food gaps caused by climate-related shocks. Smallholder farmers who could produce marketable surpluses will be helped to increase production. WFP-supported messaging will improve beneficiaries' basic knowledge and practices related to health and nutrition.
48. Communities will be selected on the basis of food security trends identified by the IPC and the resilience context analysis. Activities will include the strengthening of farmers' organizations, natural resource management, climate-change adaptation, repair and construction of community infrastructure, improvement of post-harvest storage and capacity development in national institutions that can provide community outreach. WFP will continue to support government capacity strengthening in early-warning systems and disaster risk management.
49. Building and maintaining feeder roads will improve access to markets, social services and food and will contribute to reducing transport costs and improving humanitarian deliveries.

***Strategic outcome 4: The humanitarian community has access to reliable common services until satisfactory alternatives are available***

50. There are severe infrastructure gaps in South Sudan: there are no safe and reliable air or train services, most roads are unpaved and impassable during the rainy season and barges are prone to attack because rivers often separate warring factions. Strategic outcome 4 will aim to enable humanitarian access and response in remote locations by providing air transport and coordinated logistics services to humanitarian partners. Strategic outcome 4 is linked with Strategic Result 8 and contributes to achievement of SDG target 17.16.

### **Focus areas**

51. This strategic outcome will focus on crisis response.

### **Expected outputs**

52. This strategic outcome will be achieved through the following output:
  - Affected populations benefit from common services for humanitarian actors that enable them to implement their programmes.

### **Key activities**

*Activity 5: Operate air services for the humanitarian community.*

53. Because safe overland and air transport options are limited, WFP will continue to run the United Nations Humanitarian Air Service (UNHAS) to enable humanitarian workers to reach most areas. The service provides regularly scheduled flights to 50 destinations each week, with special flights for Integrated Rapid Response Mechanism<sup>13</sup> (IRRM) teams, special visits and emergency evacuations. It trains civil aviation personnel and supports an air traffic management project to improve the safety of South Sudanese airspace.

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<sup>12</sup> The community-based participatory approach uses sex, age, diversity and vulnerability analysis and ensures that different needs, capacities and opportunities of women and men are equitably considered to promote equal access and ownership.

<sup>13</sup> Through the IRRM, with support from NGO partners, mobile teams are deployed to remote areas with alarming levels of food insecurity or acute malnutrition to deliver food and nutrition support.

*Activity 6: Coordinate the Logistics Cluster in support of the humanitarian community.*

54. WFP will continue to lead the Logistics Cluster, which provides a coordinated response to augment humanitarian logistics capacities. Services will include coordination and information management, delivery of humanitarian relief items by the most efficient means – road, air or river – common warehousing and geographic information system mapping.

### **3.3 Transition and exit strategies**

55. WFP looks forward to a stable situation in which it can increase its investment in capacity development and in which the Government can assume greater responsibility for providing food assistance and social services for vulnerable people. In the current situation WFP will enhance its capacity strengthening with civil-society partners to support progress towards SDG 2. WFP will work with Government and partners to advance gender equality through its interventions with a view to establishing a transition and exit strategy.

## **4. Implementation arrangements**

56. Targeting under Strategic Objective 1 will be based on the IPC, with additional data from food security and nutrition monitoring system surveys and emergency food security or inter-agency rapid needs assessments for immediate relief responses. Gender analysis is included in all assessments and targeting. The country office gender and protection section worked with vulnerability analysis and mapping specialists to ensure that assessment tools are gender-sensitive.
57. Vulnerable and food-insecure groups such as chronically ill people and their households, internally displaced people (IDPs) in protection-of-civilians sites and other settlements and refugees will be assisted with food or CBTs. School meals will target schools in food-insecure areas, considering factors such as safety, availability of staff and adequate facilities, partner engagement and community support. Take-home rations will be provided for girls if their attendance is adequate.
58. Food and nutrition support will be provided for people living with HIV and TB and their households. Eligibility will be assessed in nutrition assessments, counselling and support for people living with HIV on anti-retroviral treatment or people with TB on directly observed short-course treatments. Household vulnerability assessments will determine the admission and referral of beneficiaries requiring extra food assistance.
59. Under Strategic Objective 2, treatment of moderate acute malnutrition will target children aged 6–59 months and pregnant and lactating women on the basis of anthropometric measurements in accordance with national guidelines. Blanket supplementary feeding to prevent acute malnutrition will be made available to households with children aged 6–59 months and pregnant and lactating women and girls in areas where global acute malnutrition rates exceed the emergency threshold.
60. Strategic outcome 3 will target relatively stable areas. Geographic and community targeting will be informed by the IPC and the resilience context analysis, which are gender-responsive. Geographic alignment with partners' resilience-building activities will enable interventions that address various aspects of vulnerability and the different needs of women and men. Household-level targeting will be carried out with community representatives, local authorities and cooperating partners to prioritize poor households headed by women and vulnerable households with able-bodied members. WFP will help to enhance the capacities of farmers' organizations in Greater Equatoria, which normally produces an agricultural surplus. WFP will buy food from farmers' and smallholders' organizations and small-scale traders, adjusting its activities to the needs of individual groups and promoting equal access and ownership for men and women.
61. Large-scale displacement and population movements away from conflict areas constitute a challenge to the targeting of relief and nutrition activities. Biometric registration and the use of SCOPE will be scaled up to ensure that vulnerable populations are assisted during displacements. WFP's registration of beneficiaries will benefit from data-sharing with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the International Organization

for Migration.<sup>14</sup> WFP will set up inter-operability mechanisms for SCOPE and its partners' biometric systems.

62. Capacity strengthening for early warning and preparedness, nutrition and HIV/AIDS and smallholder-farmer programmes will benefit government institutions and local authorities and enable improvements in the delivery of essential services. People receiving emergency and recovery assistance will benefit from more efficient and effective responses made possible by logistics coordination and UNHAS.

#### 4.1 Beneficiary analysis

<b>Strategic Outcome</b>	<b>Activity</b>	<b>Women/girls</b>	<b>Men/boys</b>	<b>Total</b>
1	Provide nutrition-sensitive food assistance to crisis-affected populations	1 559 060	1 355 800	<b>2 914 860</b>
	Provide food and nutrition assistance to refugees	171 325	151 929	<b>323 254</b>
2	Provide nutrition assistance to populations at risk of malnutrition	426 914	201 226	<b>628 140</b>
3	Provide livelihood support and build the resilience of rural households	265 000	235 000	<b>500 000</b>
4	Operate air services for the humanitarian community			
	Coordinate the Logistics Cluster in support of the humanitarian community			
Unique beneficiaries*		<b>2 219 039</b>	<b>2 147 215</b>	<b>4 366 254</b>

\* This is an annual figure, excluding overlaps between general distributions and malnutrition prevention, institutional feeding and HIV/TB household support.

#### 4.2 Transfers

##### *Food and CBTs*

63. WFP will base its selection of transfer modality on analysis of the cost-efficiency and effectiveness of alternative modalities and institutional and regulatory frameworks, logistics arrangements, financial institutions and the capacities of traders and retailers. It will take into consideration beneficiary choice, the different needs of women and men, safety and dignity. The choice of modality will vary in accordance with economic and fiscal challenges and protection issues that affect women and men differently.
64. WFP's accountability to affected populations and feedback from beneficiaries during the ICSP is also expected to influence choices of modality. A mixture of in-kind, cash-based and hybrid modalities will be implemented as markets develop with a view to reducing logistics requirements where food transfers are the only option. Delivery mechanisms may include in-kind food, value- or commodity-based paper or electronic vouchers, cash in hand, or e-cash, depending on context, cost-efficiency, the needs of women and men and beneficiary preferences. In view of current economic volatility, transfer values and modalities will be adjusted in accordance with assessments and monitoring.

<sup>14</sup> See *WFP Guide to Personal Data Protection and Privacy*, 2016.

**TABLE 2: FOOD RATIONS (g/person/day) AND CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY**

TABLE 2: FOOD RATIONS (g/person/day) AND CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY													
Strategic outcome 1					Strategic outcome 2				Strategic outcome 3				
Activities	Provide nutrition-sensitive food assistance to crisis-affected populations				Provide food and nutrition assistance to refugees				Provide nutrition assistance to populations at risk of malnutrition			Provide livelihood support and build the resilience of rural households	
Beneficiary type	IDPs/food-insecure people	IDPs/food-insecure people	IDPs/food-insecure school-children	IDPs/RES (IFP/TFP)	Refugees/host communities	Refugees/host communities	Refugees/host communities (blanket supplementary feeding programme)	Refugees/host communities (targeted supplementary feeding programme)	IDPs/RES (blanket supplementary feeding programme)	IDPs/RES (targeted supplementary feeding programme)	IDPs/RES (HIV/TB)	RES	RES
Modality	Food	Cash	Food	Food	Food	Cash	Food	Food	Food	Food	Food	Food	Cash
Cereals	500		120	450	500							300	
Pulses	50		30	50	50							50	
Oil	30		10	30	30							30	
Salt	5		4	5	5							5	
SuperCereal													
SuperCereal Plus							200		200		200		
Plumpy'Sup							0	100	0	100			
Total kcal/day	2 130		597	1 961	2 130		787	535	787	535	787	1 452	
% kcal from protein	12.7		13.5	12.6	12.7		16.6	10.5	16.6	10.5	16.6	12.4	
Cash (USD/person/day)		0.59				0.59							1
Number of feeding days	22.5	30	22	30	30	30	30	30	30	30	30	20	20

IFP = Institutional feeding programme; RES = residents; TFP = therapeutic feeding programme.

<b>TABLE 3: TOTAL FOOD/CBT REQUIREMENTS AND VALUE</b>		
<b>Food type/CBTs</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	880 893	175 598 581
Pulses	91 849	60 580 959
Oil and fats	60 842	59 163 605
Mixed and blended foods	141 437	149 694 204
Other	9 361	1 115 867
<b>Total (food)</b>	<b>1 184 382</b>	<b>446 153 217</b>
CBTs		185 886 000
<b>Total (food and CBTs)</b>	<b>1 184 382</b>	<b>632 039 217</b>

### **Capacity strengthening**

65. Recognizing the Government's limited capacity to implement its development and humanitarian plans, and the challenging context for sustained capacity strengthening, WFP will continue to engage with national and local authorities on food security and vulnerability analyses, emergency preparedness, nutrition, gender equality and women's empowerment and support for smallholder farmers. These activities will be expanded if the security and political situation improves.
66. While the political situation remains volatile, community and civil society engagement is central to sustained progress towards SDG 2. WFP will support training and capacity strengthening for partners committed to gender equality and will enhance community-level participation through inclusive project-management committees and beneficiary feedback mechanisms.

### **4.3 Supply chain**

67. The operational context is challenging in terms of maintaining the supply chain. WFP will continue to use the Global Commodity Management Facility (GCMF); expand local procurement where possible; ensure that beneficiary needs and cost-efficiency improvements drive logistics operations; and support the supply chain for CBT activities.
68. WFP uses three food delivery corridors. The southern road corridor from Kenya and Uganda is used for 70 percent of international and regional purchases; deliveries occur during the November/December – May/June dry season, when roads are passable. The corridor from Ethiopia is mainly used by aircraft, with some river and road deliveries. The northern road corridor from the Sudan remains open throughout the year, but insecurity is a major threat and deliveries to some locations could be hampered.
69. WFP has made most of its food purchases since 2014 through the GCMF, which uses primarily regional procurement and thereby supports the economies of East and Central African countries. The potential for local procurement has hitherto been limited as conflict has exacerbated the national food deficit, but WFP will gradually increase its local food procurement, supported by capacity-development activities for smallholder farmers, traders and government institutions involved in agricultural development.
70. Because 80 percent of the country is inaccessible by road for half of the year, it is essential to pre-position food and nutrition items during the dry season; this also reduces the use of costly airlifts. WFP pre-positions over 100,000 mt of food items each year, relying on an extensive network of commercial transport, WFP's own trucks and warehouses operated by its partners and itself. Risk analysis regarding pre-positioning at these warehouses will be carried out each year.
71. WFP will seek to improve the cost-efficiency of its operations by using new overland transport options such as the additional roads from the Sudan opened in 2017. Innovations in packaging and delivery will be developed to reach remote locations cost-effectively. River transport will be increased if the security situation allows.

72. WFP will support efficiency and effectiveness in the CBT supply chain. It will engage with ministries, the Bureau of Standards, the national Chamber of Commerce and the communications authority to create a policy environment that facilitates cash transfers; this will include minimizing tariff and non-tariff barriers on cross-border trade, instituting a stable monetary policy and encouraging the development of mobile money platforms. WFP will provide capacity strengthening for traders and negotiate for improved terms of trade.

#### **4.4 Country office capacity and profile**

73. WFP will maintain its extensive field presence: more than half of its workforce operates from ten sub-offices and four field offices. The country office has a robust emergency-response unit of mobile teams that extend the reach of sub-offices in relief activities. The country office will maintain the flexibility to respond to sudden shocks and changes in humanitarian needs. It will develop and complement staff skills as needed, and will continue to focus on enhancing the capacities of its national staff with a view to operational and institutional continuity. In view of the challenges in attracting and retaining international staff in a volatile environment, the country office will be supported by headquarters in ensuring adequate staffing levels for Level 3 emergencies and will seek to increase the proportion of fixed-term staff.

#### **4.5 Partnerships**

74. WFP's partnerships will include government and local authorities, United Nations and international organizations, civil society and the private sector. The country office will improve inter-agency coordination and will invest in institutional capacity enhancement. Where possible, it will engage with private-sector partners to improve food systems throughout the country.
75. In contributing to Strategic Objective 1, WFP will work with the Ministry of Humanitarian Affairs and Disaster Management and its implementing agency, the South Sudan Relief and Rehabilitation Commission, to support capacity strengthening in early-warning systems and disaster risk management. WFP is already increasing national capacities in food security and nutrition assessments, research and data collection, analysis and reporting for the National Bureau of Statistics through collaboration on the food security and nutrition monitoring system surveys and the IPC process.
76. WFP has an agreement with the Ministry of Health contributing to Strategic Objective 2 whereby WFP will second staff to support the Department of Nutrition. WFP will also support Scaling Up Nutrition, the roll-out of new community-based management of acute malnutrition guidelines and tools and the development of a national plan for preventing undernutrition.
77. With regard to Strategic Objective 3, WFP will increase institutional capacities in the Ministry of Agriculture and Food Security to build the capacities of smallholder farmers in post-harvest handling and market linkage; it will also enhance the capacities of the South Sudan National Bureau of Standards in testing and managing aflatoxins in the food supply chain.
78. WFP will continue to work with the humanitarian country team and will seek to improve the system for responses to the protracted crisis by United Nations agencies. Partnerships will continue with UNICEF on nutrition response through the IRRM and other means, and with FAO on livelihood and resilience activities.<sup>15</sup> WFP will work with UNICEF, FAO, UNDP and the World Bank to improve safety-net systems and with the United Nations Entity for Gender Equality and the Empowerment of Women to support a gender-transformative agenda in humanitarian and development programmes. Food assistance for refugees will be implemented in coordination with UNHCR, and biometric beneficiary registration will benefit from cooperation with UNHCR and the International Organization for Migration. As lead agency for food and nutrition in the context of HIV and co-lead for HIV in emergencies, WFP will collaborate with UNHCR and the Joint United Nations Programme on HIV/AIDS to ensure appropriate nutritional support to people living with HIV or TB.

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<sup>15</sup> The International Fund for Agricultural Development did not operate in South Sudan when this document was drafted.

79. WFP works with 75 NGO partners each year and has invested in cooperating partnerships with them to increase geographic coverage and in synergies with strategic partners. This will continue, particularly with regard to improving the delivery and results of resilience-building.
80. WFP will work with NGOs and civil society organizations to strengthen their capacities to promote gender equality through their programmes.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

81. WFP will optimize its monitoring systems to ensure the robust measurement of results and oversight of activities and integration of gender in all programmes. Progress towards outcomes will be regularly measured in surveys that will include cross-cutting indicators related to gender, protection and accountability to affected populations. To address staffing constraints, especially in remote areas, WFP has instituted a roster of monitors contracted to carry out third-party monitoring when required.
82. The country office plans to develop theories of change for all activities to improve its understanding of risks, assumptions and causes and will work on data standardization at the outcome, output and process levels to enable robust analysis in the results chain.
83. To enhance evidence-based decision-making, WFP will use monitoring reports to track agreed actions at the country office and sub-office levels. Findings regarding performance will be discussed with partners every six months and will inform capacity strengthening and the renewal of agreements. WFP will use data visualization systems to communicate monitoring findings and results more effectively.
84. In view of the country portfolio evaluation findings, the country office will carry out a decentralized evaluation of its resilience-building activities in 2018. WFP will conduct a mid-term portfolio review of the ICSP to inform the eventual country strategic plan. Thematic and activity-specific reviews will enhance learning from pilot projects, experience with transfer modalities and other innovations.

### **5.2 Risk management**

85. Political instability and conflict are the main contextual risks in that they increase humanitarian requirements, food insecurity, population displacement and rapid changes in needs. Drought and floods also lead to increased humanitarian needs, and annual rains render roads impassable in most places. There is a risk that inflation and currency devaluation will increase vulnerability and food insecurity, along with insecurity and criminal activity affecting WFP staff and assets. In mid-2017 all ICSP areas were at security level 3 or 4 as determined by the United Nations Department of Safety and Security.
86. WFP will mitigate these risks by monitoring the political situation and updating its business continuity plan accordingly. Programmes will be conflict-sensitive in that WFP's activities will not exacerbate conflict or tensions. Flexibility to respond to contextual changes will be maintained through supply chain management and innovative programme modalities. Advance financing, GCMF procurement and pre-positioning will help to ensure that food and nutrition products are available as needs and transport conditions change. WFP logistics will augment transport capacities as needed, and WFP will lobby for more flexible corridors and will deploy alternative means of delivery.
87. To mitigate contextual risks to WFP staff and assets such as looting, theft, attacks and harassment, WFP will monitor local security conditions to ensure that operations comply with security regulations. Robust risk assessments will be carried out at pre-positioning locations, and where necessary protection for warehouses will be requested from the United Nations Mission in South Sudan. WFP will regularly update security management plans, contingency plans and standard operating procedures. A minimum operating security standards compliance tracking system is in place.



**Programmatic risks**

88. Access challenges may result in disruption of WFP's operations and thus irregular transfers of food or cash support. In the context of conflict, food assistance programmes can exacerbate protection risks if they are poorly implemented. The rising cost of food and depreciation of the currency could erode the efficiency of CBTs. Resistance by authorities and beneficiaries to addressing gender inequalities is a risk to the achievement of gender-transformative objectives.
89. To mitigate these risks, WFP negotiates with local authorities to ensure access to affected populations and staff safety and security to ensure the timely delivery of food and nutrition supplies to people in need. Risk assessments for transport, storage and delivery help to ensure that operations continue and results are achieved.
90. WFP works with local cooperating partners to ensure access to affected populations and to improve targeting. WFP maintains its capacity to respond rapidly in remote locations by maintaining IRRM teams and providing logistics support, which also provides an entry point for other humanitarian partners.
91. Markets are monitored frequently because of high inflation and supply-chain challenges, and CBT values are adjusted as often as weekly. Banks and private financial service providers deliver cash throughout the country.

**Institutional risks**

92. Inadequate funding could prevent WFP from fully meeting the needs of vulnerable people. Operational shortfalls and pipeline breaks may damage WFP's reputation and its relationships with communities. To mitigate these risks, the country office has significantly increased its fundraising activities and staff capacity.
93. Concurrent emergencies elsewhere have meant that the country office has had to rely on short-term contracted staff, as a result of which inadequate skills and high turnover could reduce WFP's efficiency and effectiveness. This risk will be mitigated by increasing the number of fixed-term posts and by supporting incentives for reassignments to South Sudan. Investments in staff wellness will increase the attractiveness of South Sudan as a duty station.

**6. Resources for results****6.1 Country portfolio budget**

94. The budget required to implement this ICSP for three years is USD 3.18 billion. The largest component of WFP's assistance – 86 percent – will be for crisis response under strategic outcomes 1 and 2 (SDG 2). Resilience under strategic outcome 3 (SDG 2) accounts for 6 percent and strategic outcome 4 (SDG 17) accounts for 8 percent; 15 percent of project funds will be allocated to activities promoting gender equality, in line with WFP's commitment.

<b>TABLE 4: INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)</b>				
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	
Strategic outcome 1	734 782 780	735 956 297	738 279 624	<b>2 209 018 702</b>
Strategic outcome 2	177 367 827	177 868 512	178 541 842	<b>533 778 182</b>
Strategic outcome 3	64 333 271	64 298 870	65 195 736	<b>193 827 877</b>
Strategic outcome 4	86 725 210	79 729 471	79 621 488	<b>246 076 169</b>
<b>Total</b>	<b>1 063 209 088</b>	<b>1 057 853 151</b>	<b>1 061 638 691</b>	<b>3 182 700 929</b>

## **6.2 Resourcing outlook**

95. Resourcing for WFP's operations has been stable, and an average of 70 percent of needs have been funded for the past three years. Donors have been responsive, even when it has been necessary to allocate resources to emergencies elsewhere. In 2016 the country office received USD 614 million for its operations. It has multi-year agreements with a few major donors who have committed predictable resources for the purchase and transport of food in advance of the rainy season. A number of other donors have provided consistent funding in line with annual appeals. WFP receives a major share of the donor resources contributed to the Humanitarian Response Plan, reflecting the importance of food and nutrition support to most donors and their trust in WFP's delivery and results.
96. WFP engages positively and transparently with donors in South Sudan. Its multi-year agreements, analysis of past funding and discussions with donors indicate that levels of funding to support the ICSP will be maintained. WFP's field presence, extensive logistics networks and staff experienced in emergency response and recovery make it an important partner for donors. In case of funding shortfalls, WFP will prioritize the most vulnerable populations under strategic outcomes 1 and 2.

## **6.3 Resource mobilization strategy**

97. The resource mobilization strategy for South Sudan focuses on positioning WFP as a major partner in addressing hunger and supporting achievement of the SDGs in the country. WFP will engage donors in every stage of the ICSP to communicate how the process works, to enable donors to provide inputs and to align activities and results with donor priorities and strategies. Donors are increasingly asking WFP to provide outcome-level results, so the resource mobilization strategy focuses on improving reporting on results and seeking support for addressing operational challenges.
98. An important element of this is expanding WFP's donor base by drawing on new and emerging funding sources such as international financial institutions and public-private partnerships such as the Global Fund. WFP will also encourage host government and private-sector contributions. Donor mapping will identify existing and new opportunities, and multi-year funding will be sought to support sustained and coordinated activities. WFP will encourage donors to confirm contributions early in the year, so that they can be used for the advance purchase and pre-positioning of food.

## ANNEX I

## LOGICAL FRAMEWORK FOR SOUTH SUDAN INTERIM COUNTRY STRATEGIC PLAN (JANUARY 2018–DECEMBER 2020)

**Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food**

Outcome category: nutrition-sensitive  
 Maintained/enhanced individual and household access to adequate food  
 Focus area: crisis response

## Assumptions:

Beneficiaries are willing and able to attend food distributions  
 Entitlements and complementary resources are sufficient to prevent negative coping strategies  
 Entitlements are supplemented by complementary foods, provided by partners or otherwise available  
 Qualified partners are available to support and complement WFP interventions with non-food items or other goods and services  
 Value of school meals entitlement is attractive enough to send children, especially girls, to school  
 Quality of available education is sufficient to deliver expected benefits  
 Providing take-home rations to girls will not induce gender-based violence

**Outcome indicators**

Attendance rate  
 Consumption-based coping strategy index (percentage of households with reduced CSI)  
 Enrolment rate  
 Food consumption score  
 Food consumption score – nutrition  
 Food expenditure share  
 MAM treatment default rate  
 MAM treatment mortality rate

MAM treatment non-response rate  
MAM treatment recovery rate  
Minimum dietary diversity – women  
Proportion of children 6–23 months of age who receive a minimum acceptable diet  
Proportion of eligible population that participates in programme (coverage)  
Proportion of target population that participates in an adequate number of distributions (adherence)

## Activities and outputs

### 1. Provide nutrition-sensitive food assistance to crisis-affected populations (Unconditional resource transfers to support access to food)

In-patients with *kala-azar*, HIV or TB and their caregivers, caregivers of children with severe acute malnutrition and families of people living with HIV and TB patients enrolled in treatment programmes receive nutrition-sensitive conditional in-kind transfers in order to meet their basic food needs (A: Resources transferred)

In-patients with *kala-azar*, HIV or TB and their caregivers, caregivers of children with severe acute malnutrition and families of people living with HIV and TB patients enrolled in treatment programmes receive nutrition-sensitive conditional in-kind transfers in order to meet their basic food needs (E: Advocacy and education provided)

Targeted crisis-affected populations in rural and urban settings receive conditional or unconditional general distributions in order to improve food security (A: Resources transferred)

Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods (K: Partnerships supported)

Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods (M: National coordination mechanisms supported)

Vulnerable primary schoolchildren in rural and urban settings receive nutrition-sensitive hot meals or take-home rations to meet basic food needs (A: Resources transferred)

Vulnerable primary schoolchildren in rural and urban settings receive nutrition-sensitive hot meals or take-home rations to meet basic food needs (E: Advocacy and education provided)

## **2. Provide food and nutrition assistance to refugees (Unconditional resource transfers to support access to food)**

Crisis-affected refugees receive nutrition-sensitive unconditional general distributions in order to meet basic food needs (A: Resources transferred)

Crisis-affected refugees receive nutrition-sensitive unconditional general distributions in order to meet basic food needs (E: Advocacy and education provided)

Moderately acute malnourished refugee children 6–59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious foods and nutrition counselling to improve their nutritional status (A: Resources transferred)

Moderately acute malnourished refugee children 6–59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious foods and nutrition counselling to improve their nutritional status (B: Nutritious foods provided)

Moderately acute malnourished refugee children 6–59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious foods and nutrition counselling to improve their nutritional status (E: Advocacy and education provided)

Targeted refugee children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (A: Resources transferred)

Targeted refugee children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (B: Nutritious foods provided)

Targeted refugee children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (E: Advocacy and education provided)

Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods. (K: Partnerships supported)

### **Strategic Objective 2: Improve nutrition**

#### **Strategic Result 2: No one suffers from malnutrition**

**Strategic outcome 2: People at risk of malnutrition in crisis-affected areas, especially young children and pregnant and lactating women, are able to meet their basic nutrition requirements all year round**

Outcome category:  
Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: crisis response

**Assumptions:**

Beneficiaries and/or caregivers are willing and able to visit health clinics and/or distribution sites  
Beneficiaries and/or caregivers understand the benefits and preparation methods of nutritious commodities  
Sharing of individual entitlements among household members is minimal  
Health and sanitation conditions in clinics, households and activity sites are acceptable

**Outcome indicators**

ART default rate  
MAM treatment default rate  
MAM treatment mortality rate  
MAM treatment non-response rate  
MAM treatment recovery rate  
Proportion of children 6–23 months of age who receive a minimum acceptable diet  
Proportion of eligible population that participates in programme (coverage)  
Proportion of target population that participates in an adequate number of distributions (adherence)  
TB default rate

**Activities and outputs****3. Provide nutrition assistance to populations at risk of malnutrition (Nutrition treatment activities)**

Moderately acute malnourished children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status. (A: Resources transferred)

Moderately acute malnourished children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status. (B: Nutritious foods provided)

Moderately acute malnourished children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status. (E: Advocacy and education provided)

Moderately acute malnourished HIV, TB and *kala-azar* patients receive specialized nutritious foods and nutrition counselling to support nutritional recovery (A: Resources transferred)

Moderately acute malnourished HIV, TB and *kala-azar* patients receive specialized nutritious foods and nutrition counselling to support nutritional recovery (B: Nutritious foods provided)

Moderately acute malnourished HIV, TB and *kala-azar* patients receive specialized nutritious foods and nutrition counselling to support nutritional recovery (E: Advocacy and education provided)

Nutritionally vulnerable populations benefit from improved access to nutrition and health services through capacity development and strengthening of health and nutrition delivery systems. (C: Capacity development and technical support provided)

Targeted children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (A: Resources transferred)

Targeted children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (B: Nutritious foods provided)

Targeted children 6–59 months and pregnant and lactating women receive specialized nutritious foods and nutrition education to prevent acute malnutrition (E: Advocacy and education provided)

### **Strategic Objective 3: Achieve food security**

#### **Strategic Result 3: Smallholders have improved food security and nutrition**

#### **Strategic outcome 3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year**

Outcome category: nutrition-sensitive  
Improved availability of key pro-smallholder public goods and services

Focus area: resilience-building

#### Assumptions:

Community participation in activity and site selection and management starts at project inception and remains ongoing

Value of entitlement is attractive against work norms

Entitlements and complementary resources are sufficient to prevent negative coping strategies

Entitlements are supplemented by complementary foods, provided by partners or otherwise available

Households have access to local functioning markets

Limited price/currency inflation or fluctuation

Stakeholders are successful at supporting increased grain production and building sustainable access to markets for smallholders

Food surplus is aggregated at collection points to facilitate safe storage and marketing

Market prices remain competitive relative to the region

**Outcome indicators**

Consumption-based coping strategy index (average)

Dietary diversity score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (average)

Minimum dietary diversity – women

Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems

Percentage of WFP food procured from pro-smallholder farmer aggregation systems

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Proportion of the population in targeted communities reporting benefits from an enhanced asset base

Rate of post-harvest losses

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

**Activities and outputs****4. Provide livelihood support and build the resilience of rural households (Asset creation and livelihood support activities)**

Communities surrounding assets, projects and feeder roads benefit from projects through improved access to assets, transport, markets and services  
(L: Infrastructure and equipment investments supported)

Smallholder farmers and farmer organizations have improved market access through training in post-harvest handling techniques and technology, and institutional development (F: Purchases from smallholders completed)

Smallholder farmers have improved market access through government official capacity-building on extension and quality-assurance services  
(C: Capacity development and technical support provided)

Targeted beneficiaries receive nutrition-sensitive conditional assistance through participation in building and maintaining assets and through training activities in order to build resilience to shocks (A: Resources transferred)

Targeted beneficiaries receive nutrition-sensitive conditional assistance through participation in building and maintaining assets and through training activities in order to build resilience to shocks (D: Assets created)

Targeted beneficiaries receive nutrition-sensitive conditional assistance through participation in building and maintaining assets and through training activities in order to build resilience to shocks (E: Advocacy and education provided)



**Strategic Goal 2: Partner to support implementation of the SDGs****Strategic Objective 5: Partner for SDG results****Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

**Strategic outcome 4: The humanitarian community has access to reliable common services until satisfactory alternatives are available**

Outcome category:  
Enhanced common  
coordination platforms

Focus area:  
crisis response

## Assumptions:

Operational constraints are minimal and do not hinder timely movement of passengers and cargo

Qualified partners are able to support and complement WFP interventions

Users of the service are able and willing to complete the survey

**Outcome indicators**

User satisfaction rate

**Activities and outputs****5. Operate air services for the humanitarian community (Service provision and platforms activities)**

Affected populations benefit from common services for humanitarian actors that to enable them to implement of their programmes

(K: Partnerships supported)

Affected populations (Tier 3) benefit from common services for humanitarian actors that enable them to implement of their programmes

(H: Shared services and platforms provided)

**6. Coordinate the Logistics Cluster in support of the humanitarian community (Service provision and platforms activities)**

Affected populations benefit from common services for humanitarian actors that enable them to implement their programmes  
(K: Partnerships supported)

Affected populations benefit from common services for humanitarian actors that enable them to implement their programmes  
(M: National coordination mechanisms supported)

Affected populations (Tier 3) benefit from common services for humanitarian actors that enable them to implement their programmes  
(H: Shared services and platforms provided)

**Strategic Goal 1: Support countries to achieve zero hunger****C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1. Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2. Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

C.2.1. Proportion of targeted people accessing assistance without protection challenges

**C.3 Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

C.3.1. Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2. Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3. Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

**C.4 Targeted communities benefit from WFP programmes in a manner that does not harm the environment****Cross-cutting indicators**

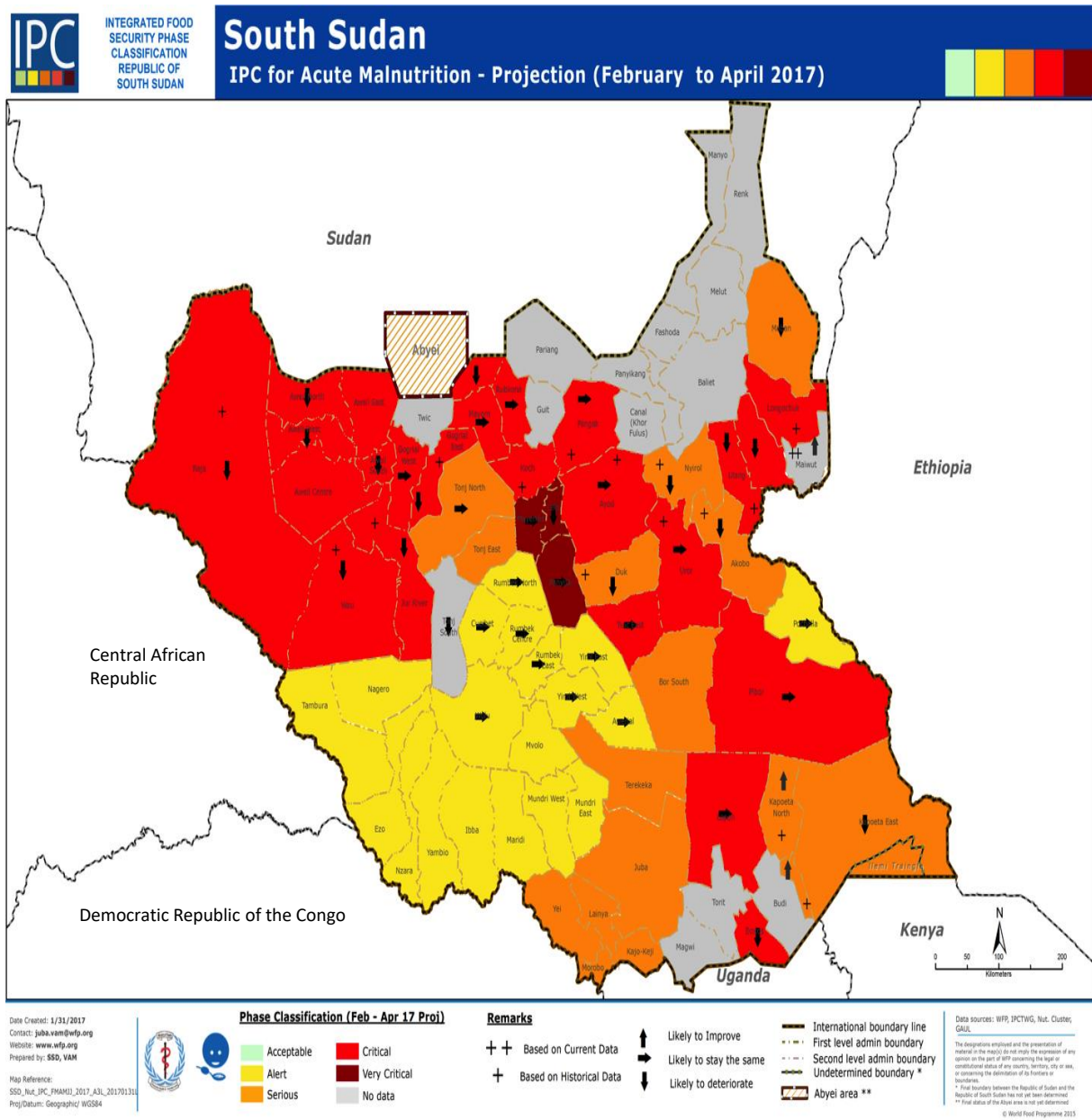
C.4.1. Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

## ANNEX II

<b>INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)</b>					
	<b>Strategic Result 1, SDG target 2.1</b>	<b>Strategic Result 2, SDG target 2.2</b>	<b>Strategic Result 3, SDG target 2.3</b>	<b>Strategic Result 8, 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 5</b>	
Transfer	1 928 707 990	458 007 931	153 005 371	220 914 933	<b>2 760 636 225</b>
Implementation	62 441 376	23 124 839	21 705 265	900 000	<b>108 171 480</b>
Adjusted direct support costs	73 354 094	17 725 344	6 436 912	8 162 794	<b>105 679 144</b>
<b>Subtotal</b>	<b>2 064 503 460</b>	<b>498 858 114</b>	<b>181 147 548</b>	<b>229 977 728</b>	<b>2 974 486 850</b>
Indirect support costs (7.0 percent)	144 515 242	34 920 068	12 680 328	16 098 441	<b>208 214 079</b>
<b>Total</b>	<b>2 209 018 702</b>	<b>533 778 182</b>	<b>193 827 887</b>	<b>246 076 169</b>	<b>3 182 700 929</b>

ANNEX III

FOOD SECURITY PHASE CLASSIFICATION MAP OF SOUTH SUDAN



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

**Acronyms used in the document**

CBT	cash-based transfer
FAO	Food and Agriculture Organization of the United Nations
GCMF	Global Commodity Management Facility
ICSP	interim country strategic plan
IDP	internally displaced person
IPC	integrated food security phase classification
IRRM	integrated rapid response mechanism
NGO	non-governmental organization
SDG	Sustainable Development Goal
TB	tuberculosis
UNDP	United Nations Development Programme
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund