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South Sudan country strategic plan (2023–2025)

Duration	1 January 2023–31 December 2025
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Gender and age marker*	3

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

Executive summary

Ten years after independence, the world's youngest country – South Sudan – remains in a precarious position. Conflict, subnational and localized violence, economic crisis, climate shocks and the coronavirus disease 2019 pandemic have pushed millions of South Sudanese into dire hunger. Limited infrastructure and access to services reinforce marginalization, particularly for women, girls, youth, older persons and people with disabilities.

In response to these challenges WFP seeks to reduce entrenched inequity and isolation by fostering unified, interconnected and peaceful communities with the goal of leaving no one behind. Guided by the humanitarian–development–peace nexus, this country strategic plan outlines how WFP intends to support the achievement of zero hunger objectives while contributing to peace and climate resilience over the next three years and beyond.

The plan supports the national priorities jointly agreed by the Government and its key partners. It is informed by South Sudan Vision 2040, the revised 2021–2024 national development strategy, the 2022 humanitarian response plan, key sectoral strategies, the 2021 national food systems dialogue, the 2021 common country analysis and the draft 2023–2025 United Nations sustainable development cooperation framework. It incorporates lessons learned from the evaluation of the interim country strategic plan for 2018–2022 and other thematic assessments.

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WFP will prioritize five integrated outcomes to ensure that those furthest behind are reached first, with an emphasis on creating incentives for peace and deterring violence:

- *Outcome 1* relates to saving lives and protecting the livelihoods of crisis-affected populations, including displaced populations and refugees, and leveraging humanitarian activities to contribute to climate resilience and peace.
- *Outcome 2* focuses on integrated nutrition, health and education services and seeks to enhance access to safety nets to support and safeguard human capital gains.
- *Outcome 3* seeks to address inequity and isolation by scaling up resilience building activities in hotspots of food insecurity, organized violence and climate shocks.
- *Outcome 4* describes WFP's role in establishing pathways towards incremental national ownership and the transfer of programmes to the Government in the long run.
- *Outcome 5* focuses on providing reliable common services and expertise to humanitarian and development partners so that they can reach people at high risk of vulnerability.

Grounded in the core humanitarian principles of humanity, neutrality, impartiality and operational independence, the plan follows a context-driven, human rights-based and intersectional approach to bring empowerment and choice to the lives of South Sudanese women, men, boys and girls, including older people and those with disabilities or other special needs. It emphasizes conflict sensitivity, the expansion of principled humanitarian space, protection risk mitigation and accountability to affected populations. Gender equality and women's empowerment, nutrition, climate change and environmental sustainability will be mainstreamed across WFP interventions.

This country strategic plan is conceived as the first in a series of three plans laying the foundations for an integrated, sequenced and layered approach to WFP operations in South Sudan over the next 13 years. This timeframe will enable WFP to pursue incremental gains in life-saving, resilience, development and peace over multiple years and interrelated programme cycles. The long-term ambition is to reduce the need for humanitarian assistance by promoting self-reliance and resilience and strengthening national capacity and systems.

To do so, WFP will reinforce and expand partnerships with the Government, development partners, international financial institutions, the private sector, non-governmental organizations, academic institutions and other key actors. Collaboration with other United Nations entities, especially the other Rome-based agencies, remains a top priority.

Draft decision*

The Board approves the South Sudan country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/11) at a total cost to WFP of USD 3,770,722,263.

* 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. South Sudan is one of the most fragile countries in the world.¹ Although a revitalized peace agreement was signed in 2018, implementation of key aspects of it remains incomplete. Millions of South Sudanese have yet to experience sustained peace and prosperity.
2. Since independence South Sudan has faced prolonged armed conflict interspersed with subnational violence, economic shocks and consecutive years of extreme flooding and localized drought. Poor transport and communication infrastructure perpetuates marginalization and inequitable access to social and economic opportunities. These entrenched fragilities have been exacerbated by the coronavirus disease 2019 (COVID-19) pandemic.
3. Humanitarian needs remain alarmingly high, far exceeding available resources. In 2022 an estimated 8.9 million people – more than two thirds of the population – will be in dire need of humanitarian assistance.² This includes 1.7 million internally displaced persons and 298,000 refugees. Humanitarian access is constrained by protracted insecurity, threats and violence against humanitarian personnel and assets, operational interference and extremely poor infrastructure.
4. South Sudan is near the bottom of the Human Development Index, ranking 185th of 189 countries in 2020.³ Even before the pandemic its poverty level was among the highest in the world: in 2016, more than three quarters of the population were living on less than USD 1.90 per day.⁴ Infant mortality is 105 per 1,000, and one woman in seven dies during childbirth or pregnancy.
5. Only 29 percent of women are literate, compared with 40 percent of men.⁵ About 2.8 million children were out of school in 2020, of which 53 percent were girls.⁶ More than one in five children enrolled in school drop out before completing primary education (24 percent of girls compared with 21 percent of boys).⁷ In 2015, gross school enrolment for primary education was 35 percent (30 percent for girls and 40 percent for boys), compared with 5.5 percent in secondary education (4.5 percent for girls and 6.5 percent for boys).⁸
6. Deep-rooted gender inequality in education, employment opportunities and decision making disempower half of the population and prevent it from reaching its full potential. Over 52 percent of girls are married or in another form of union before the age of 18.⁹ Around 65 percent of women and girls have experienced physical and/or sexual violence in their lifetimes, and 51 percent have suffered intimate partner violence.¹⁰

¹ The Fund for Peace. 2020. *Fragile States Index Annual Report 2020*.

² Excludes the 2.2 million South Sudanese who are refugees in neighbouring countries (South Sudan is the world's third-largest refugee crisis).

³ United Nations Development Programme. 2020. *Human Development Insights*.

⁴ World Bank. *Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population) – South Sudan*.

⁵ World Bank. *Literacy rate, adult total (% of people ages 15 and above) – South Sudan*.

⁶ Ministry of Finance and Planning, Ministry of Gender, Child and Social Welfare and UNICEF. 2021. *The Situation of Children and Women in South Sudan, 2018–2020*.

⁷ Ministry of General Education and Instruction. 2020. *Nationwide Out of School Children Catchment Mapping in South Sudan*. (Not available online.)

⁸ World Bank. *School enrolment, primary (% net) – South Sudan*.

⁹ United Nations. 2021. *United Nations Common Country Analysis for South Sudan*.

¹⁰ *Ibid.*

7. Uneven and unequal physical, social, economic and political access to natural resources, markets, governing institutions and services have fuelled grievances and conflict. Staggering wealth and income inequality is widening the gap between the few “haves” and the vast majority of the “have-nots”, contributing to a perception of a zero-sum game in which one group can advance only at the expense of others.
8. Nearly 74 percent of the population is under 30. Limited livelihood and employment opportunities drive high youth unemployment rates, estimated at 29 percent in 2019.¹¹ This leads to disengagement from school, workplace exploitation and the recruitment of young men into armed groups, undermining social cohesion and prospects for peace.
9. HIV is a public health priority, with an estimated prevalence of 2.5 percent among adults age 15–49. An estimated 1.2 million South Sudanese live with disabilities and are at heightened risk of stigma, marginalization, violence and being left behind.

1.2 Progress towards the 2030 Agenda for Sustainable Development

10. South Sudan is behind schedule with respect to most of the Sustainable Development Goals (SDGs). Lack of high-level political ownership and commitment, poor integration of the SDGs into government planning and budgeting, weak governance, systemic corruption and inadequate institutional arrangements are all serious obstacles to SDG achievement.¹² The absence of up-to-date and reliable data – disaggregated by sex, age, socioeconomic status, vulnerability, location and other criteria – is a major impediment to evidence-based planning and programming.¹³

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

11. *Access to food.* In 2022 an estimated 8.3 million people – over two thirds of the population – are expected to experience severe food insecurity at the peak of the May–July lean season.¹⁴ This represents a 7 percent increase over the 7.7 million people in need during the 2021 lean season and is by far the highest number recorded since independence. Among the most vulnerable populations are refugees, internally displaced persons, households headed by women and people with disabilities.
12. *End malnutrition.* An estimated 1.3 million children under 5 and 676,000 pregnant women and girls and new mothers suffered from acute malnutrition in 2021.¹⁵ Wasting prevalence remains concerning at 11.3 percent,¹⁶ while stunting is high at 31 percent.¹⁷ This is driven by deteriorating food insecurity, poor diet, disease and limited access to health and nutrition services. Suboptimal maternal, infant and young feeding practices and harmful sociocultural practices are also contributing factors.
13. *Smallholder productivity and incomes.* Around 95 percent of the population rely on subsistence and climate-sensitive agriculture, livestock and fishery sectors for their livelihoods.¹⁸ Small-scale producers face numerous constraints including insecure land tenure and poor

¹¹ *Ibid.*

¹² *Ibid.*

¹³ United Nations. 2021. *South Sudan, SDG data landscape Diagnostic and Strategic Action Plan*. (Not available online.)

¹⁴ United Nations Office for the Coordination of Humanitarian Affairs. 2022. *Humanitarian Needs Overview: South Sudan*.

¹⁵ United Nations Office for the Coordination of Humanitarian Affairs. 2022. *Humanitarian Response Plan: South Sudan*.

¹⁶ Integrated Food Security Phase Classification. 2022. *South Sudan: Acute Malnutrition Situation for February–March 2022 and Projections for April–July 2022*.

¹⁷ Food and Agriculture Organization of the United Nations, United Nations Children's Fund and WFP. 2022. *Food Security and Nutrition Monitoring Report Round 27*. (Publication expected in 2022).

¹⁸ Ministry of Environment and Forestry. 2021. *First National Adaptation Plan for Climate Change – Republic of South Sudan*.

access to quality inputs, markets, technologies, agricultural extension services and financial and digital services. Although women and girls are responsible for 60–80 percent of food production, gender inequality undermines their access to and control over productive resources.¹⁹

14. *Sustainable food systems.* South Sudan is a food deficit country and relies on imports to meet its annual net cereal requirements of 380,000 mt.²⁰ Underdeveloped infrastructure and inefficient supply chains contribute to high transport, storage, marketing and processing costs and post-harvest losses. Additional factors include limited investment in agriculture, limited integration of production areas and markets, environmental degradation and unsustainable resource management practices.

Progress on Sustainable Development Goals 17 targets

15. Progress towards SDG 17 targets is limited and has been constrained by a combination of contextual and institutional factors:
 - *Capacity strengthening.* Limited national budget allocations and expenditures and inadequate institutional capacities and systems – with respect to policy formulation, planning, design, implementation, monitoring and oversight – prevent the effective delivery of essential services.
 - *Policy coherence.* Limited national ownership is a major challenge to policy coherence, as are weak coordination mechanisms and the insufficient collection, analysis, reporting and use of up-to-date data.
 - *Diversified resourcing.* South Sudan is heavily dependent on the petroleum sector, which accounts for over 90 percent of public revenues and 70 percent of gross domestic product. Net official development assistance, which totalled USD 1.9 billion in 2019, is the second largest source of revenue. Limited domestic revenue generation and weak fiscal transparency and accountability mechanisms contribute to the lack of investment in services and infrastructure.
 - *Enhanced global partnership.* Underdeveloped energy and transportation infrastructure, and consequent high operating costs, are major obstacles to trade and regional economic integration.

1.4 Hunger gaps and challenges

16. *Conflict.* Conflict is the main driver of hunger and food insecurity in South Sudan, causing displacement, disrupting agricultural production and undermining household and community resilience. It constrains the delivery of basic services, including the provision of humanitarian assistance. The resulting marginalization and lack of opportunity can itself fuel further conflict, as has occurred in Jonglei, Lakes, Unity, Warrap and Upper Nile, which remain the most conflict-affected and food-insecure states.
17. *Climate shocks.* South Sudan ranks among the five countries most vulnerable to the impacts of climate change.²¹ Flooding and the resulting increase in wetland areas represent a structural change that necessitates adaptation in the medium to long term. Climate-related events – including floods and droughts – are a threat multiplier, amplifying existing vulnerability and exacerbating the risk of conflict and violence. Displacement and changes in pastoral movement patterns, combined with the reduced availability of livelihood resources such as land, grazing areas and water, increase the risk of conflict.

¹⁹ United Nations. 2021. *United Nations Common Country Analysis for South Sudan*.

²⁰ World Bank. 2019. *South Sudan: Linking the Agriculture and Food Sector to the Job Creation Agenda*.

²¹ Verisk Maplecroft. 2016. *Climate Change Vulnerability Index, 2017*.

18. *Gender inequality.* Gender inequality in access to resources and participation in decision making is deeply rooted in the social fabric. The Human Development Index for women and girls in South Sudan is nearly 16 percent below the already low score for men and boys. Women and girls undertake a large portion of the labour associated with household production activities but have limited say in decision making.²² Households led by women make up a disproportionately large share of conflict-affected, displaced and vulnerable households.
19. *Inadequate social protection systems.* Social protection coverage remains very low. Over 99.7 percent of current annual social protection expenditure is provided by donor funding.²³ The policy environment, a poorly managed financial sector and limited analytical and implementation capacity constrain the Government's ability to plan and deliver social protection services.
20. *Underdeveloped infrastructure.* South Sudan has one of the least developed road systems in the world. Just 192 km of its estimated 17,000 km of roads are paved.²⁴ Nearly 60 percent of the country becomes inaccessible by road during the lean season. This is a major barrier to trade and market integration, reducing the ability of the economy to respond to supply and demand conditions while contributing to the high cost of delivering humanitarian assistance.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

21. This country strategic plan (CSP) builds on the results achieved through WFP interventions, taking into account feedback from the Government, key stakeholders and affected communities, and lessons learned and recommendations from country-specific and global evaluations and thematic assessments including a decentralized evaluation of food assistance for assets (FFA), local economy-wide impact evaluations, WFP research on its contribution to peace and the evaluation of the current interim CSP.²⁵
22. The interim CSP evaluation highlighted WFP's leading role in emergency response and the adaptation of its programme in response to changing context and needs. Robust gains were achieved with respect to improving community self-reliance, food security and nutrition and reducing tensions and violence, but further investment is needed to reinforce the focus on resilience building and climate adaptation and deliver sustainable impact, including by addressing the root causes of food insecurity.
23. The evaluation recommended focusing on key opportunities and core areas of comparative strength to maximize impact. These include strengthening links to peacebuilding through the triple nexus approach; paying greater attention to cross-cutting themes such as conflict-sensitive programming, accountability to affected populations and the gender-transformative agenda; strengthening partnerships; diversifying funding streams; and engaging more strategically with the Government in the design and implementation of the CSP.

²² United Nations. 2021. [United Nations Common Country Analysis for South Sudan](#).

²³ *Ibid.*

²⁴ World Bank. 2017. [Country Engagement Note for the Republic of South Sudan for the period FY 18–19](#).

²⁵ The [Strategic Evaluation of WFP Support for Enhanced Resilience](#), the [Evaluation of the WFP Response to the COVID-19 Pandemic](#) and the [Strategic Evaluation of WFP's Use of Technology in Constrained Environments](#).

24. The evaluation recommendations have been taken into account in the development of this CSP, which introduces key shifts under four integrated and complementary pillars over the next three years in order to promote sustained change for those parts of the country most affected by hunger, conflict, climate shocks and marginalization.
25. Emergency response will remain the largest component of the portfolio of activities, but there will be an increased emphasis on facilitating a transition to a more stable future. This will include the scale-up of activities designed to build resilience to future shocks and support for transformative actions that address the root causes of hunger and thereby contribute to peace.
26. Investment in human capital is a key part of the long-term strategy for developing South Sudan's capacity to adapt to future shocks and ongoing structural changes, promoting peace and stability by improving the capacity of the population – particularly the youth – to fulfil their aspirations and empowering women and girls. The CSP will expand school-feeding programmes, prioritize nutrition-specific and nutrition-sensitive interventions through a life-cycle approach and support the expansion of national social protection systems through collaboration, particularly with the United Nations Children's Fund (UNICEF).
27. By supporting the development of sustainable food systems, WFP seeks to reduce the marginalization of rural communities, strengthening linkages to markets and engaging in activities that improve their capacity to withstand shocks and adapt to change. These objectives will be pursued through smallholder agriculture market support activities, a long-term approach to infrastructure development and efforts to increase supply chain capacity.
28. To facilitate a gradual handover of responsibility to the Government, WFP will support incremental and pragmatic investments in national capacity and system strengthening, engage in policy dialogue and advocate Government engagement in the provision of essential services. In the short to medium term, the limited presence of government institutions – particularly in more marginalized areas – means that implementation-related capacity support will focus on the actors currently involved in service delivery and programme implementation at the local level. These include local and traditional authorities, local non-governmental organizations (NGOs) and community-based organizations such as women's, youth and faith-based groups.
29. To pursue this strategy, WFP will work with communities and key actors to foster local acceptance, maintaining and extending the space for the principled, safe and dignified delivery of high-quality humanitarian assistance in line with the humanitarian principles. Robust conflict analysis will inform conflict-sensitive programming and minimize unintended impacts of interventions on populations, while contributing to peace and stability. Efforts to understand and – to the greatest extent possible – address the root causes of violence will be a key part of this approach.
30. WFP will use community-based participatory planning tools to ensure that the needs and experiences of local communities, particularly women, youth, refugees, displaced populations, people with disabilities and other marginalized groups, are central to programming and implementation.
31. Activities will be designed to address the fundamental drivers of marginalization and targeted accordingly. Together with key actors, WFP will pursue operational and geographical convergence and pathways towards self-reliance for the most vulnerable. This will entail working with partners to deliver an integrated package of emergency, resilience and social cohesion activities in jointly targeted areas over a sustained period in order to achieve systemic and life-changing impacts.

32. Gender equality, the empowerment of women and the youth, protection and accountability to affected populations will be mainstreamed across all interventions to engage and empower targeted groups. To reduce vulnerability and advance gender equality, WFP will work with women and girls while encouraging men and boys to be advocates and agents of change. With its partners, WFP will seek to improve the availability and use of intrahousehold data disaggregated by sex, age, disability and other socioeconomic criteria. This will help WFP to identify and address barriers to equitable participation and decision making and achieve a continuum from emergency to resilience activities.
33. WFP will employ a protection approach to pursue the active and meaningful participation of all while minimizing the risk of doing harm. Safe, accessible and inclusive community feedback mechanisms will be reinforced to reduce protection risks, ensure accountability and inform programming.
34. In order to reach those in need as effectively and efficiently as possible, WFP will develop, pilot and scale up appropriate innovations and technologies while building locally driven innovation ecosystems and networks.
35. WFP will expand collaboration with knowledge partners including local universities and research institutes to monitor outcomes related to the triple nexus, measure effectiveness and impact and generate evidence that supports data-driven adaptive programming and decision making. Evidence, best practices and lessons learned will be identified, documented and disseminated to support South–South and triangular cooperation.
36. Throughout its programming, WFP will seek out opportunities to contribute to social cohesion, peace and stability and promote the economic empowerment of women and youth.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

37. The CSP is informed by and supports South Sudan Vision 2040 and the 2021–2024 revised national development strategy (R-NDS). The R-NDS aims to consolidate peace, reduce the humanitarian footprint, stabilize the economy and promote sustainable development. Priority thematic areas include institutional strengthening, infrastructure development, human capital development and protection of the vulnerable. Addressing gender inequity and empowering women is an overarching priority, as is equipping youth to adapt to future challenges and opportunities.
38. Other sectoral strategies and plans include:
 - the 2021 durable solutions strategy and plan of action for refugees, internally displaced persons, returnees and host communities;
 - the 2017 comprehensive agriculture master plan and the irrigation development master plan;
 - the 2014 national social protection policy framework;
 - the 2021 first national adaptation plan for climate change;
 - the 2015–2025 national environmental policy;
 - the 2016–2026 national health policy;
 - the 2017–2022 general education strategic plan;
 - the 2020–2024 national home-grown school feeding strategy;
 - the 2022–2027 Ministry of Child, Gender and Social Welfare strategic plan and;
 - the 2015 national disability and inclusion policy.

39. The CSP contributes directly to three of the four collective outcomes of the 2023–2025 United Nations sustainable development cooperation framework (UNSDCF), which is still being developed.²⁶ Activities related to emergency assistance derive from the 2022 humanitarian response plan²⁷ and will be informed by an Integrated Food Security Phase Classification (IPC) exercise.

2.3 Engagement with key stakeholders

40. The CSP was developed through extensive and inclusive consultations with the Government at the national and state levels, other United Nations agencies, development partners, international financial institutions (IFIs), civil society organizations, NGOs and affected communities. WFP has participated in interagency joint planning and sectoral coordination by working with the Food and Agriculture Organization of the United Nations (FAO) to support the national food systems dialogue, the common country analysis and the formulation of the UNSDCF. With FAO, the United Nations Development Programme and UNICEF, WFP is co-leading outcomes 2 and 3 of the UNSDCF.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

41. Underpinning this CSP is a theory of change that addresses the initial three-year period covered by this CSP and looks forward to two additional five-year CSPs. The intent is to commit to and build the foundation for a sequenced, layered, agile and realistic programme of work for the next 13 years. This long-term perspective is essential to the objective of acting today in a way that is consistent with various future scenarios, allowing flexibility in adapting to the political context, emerging risks and opportunities in fostering a more stable and resilient South Sudan. It aims to achieve this by implementing activities and building capacity on a scale that can be sustainably continued by the Government following handover. Pursuing complementarity with other actors will be critical to success.
42. During the period covered by this CSP, WFP's core priority will continue to be saving lives and protecting livelihoods. Where feasible, WFP will also invest in complementary activities that address resilience to shocks, adaptation to long-term structural change and government capacity to establish and deliver key services.
43. To strengthen capacity and provide opportunities that reduce incentives to revert to violence will require a sustained presence and engagement across the humanitarian-development-peace nexus. Initially, WFP will focus on delivering an integrated package of support, working with the Government and other actors in a limited number of locations and drawing lessons to inform the extension of successful approaches to other areas.
44. This will enable WFP to sustain and build on incremental gains achieved through life-saving, resilience building and peace interventions over multiple years and interrelated programme cycles. The overarching ambition is to gradually reduce the need for humanitarian assistance

²⁶ Namely, collective outcome 2: "Women and men in South Sudan, particularly youth and vulnerable groups, benefit from and contribute to more sustainable and inclusive economic development, with reduced dependence on oil, improved climate change adaptation and greater resilience to economic shocks"; collective outcome 3: "Children, women and men in South Sudan, particularly youth and vulnerable groups, enjoy improved coverage of inclusive, responsive, quality social services and social protection"; and collective outcome 4: "Women, youth plus vulnerable groups are empowered to demand and exercise their political, economic, social, environmental and cultural rights".

²⁷ Strategic objective 1 of the humanitarian response plan for 2022: Vulnerable people who experience multi-sectoral severity levels of 4 and 5 have reduced morbidity and mortality through equitable and dignified access to critical cross-sectoral essential services to meet their needs.

as populations become increasingly self-reliant and resilient and as national capacity, systems and infrastructure improve.

45. WFP will reinforce and expand long-term partnerships to advance work at the triple nexus, strengthen synergies and reach those furthest behind. Peacebuilding will be addressed directly through projects that pursue conflict avoidance by providing alternative opportunities for youth in marginalized areas and through activities aimed at reducing marginalization by supporting the provision of social services. In addition to promoting the development of human capital, better service provision is expected to produce medium-term improvements in the credibility and perceived legitimacy of local and national governance.
46. This CSP is intended to provide a solid basis for a 2026–2030 CSP, which will begin to address medium and long-term objectives. Building upon lessons learned, the scale and scope of the 13-year strategy will be revised and refined with the Government and key stakeholders taking into account feasibility and cost-effectiveness considerations. The expectation is that the Government will be able to assume greater responsibility for both funding and delivering critical services, including elements of a social safety net that includes response to moderate shocks.
47. Across the full 13-year timeframe, WFP will maintain its capacity to respond to large-scale shocks and promote the humanitarian principles. WFP will ensure that multidimensional risk management is embedded in all interventions, mitigating risks while adapting and responding to a fast-changing country context. Emphasis will be placed on fostering gender equality, environmental sustainability and resilience and preventing unintended negative social consequences of WFP activities.

Assumptions

48. The assumptions underlying the CSP reflect the fragile and transitional nature of the situation in South Sudan. They include the following:
 - The revitalized agreement largely holds but armed conflict and subnational violence continue across the country.
 - A roadmap with clear milestones and realistic timelines for accelerating the implementation of the peace agreement, bringing the transition period to a close and holding elections is accepted by all the parties to the accord with support from the international community.
 - Macroeconomic and financial indicators remain relatively stable despite the depreciation of the national currency.
 - Humanitarian needs continue to grow but the level of displacement remains relatively stable or decreases.
 - The accessibility of affected areas stabilizes or improves.
 - WFP resources are relatively stable, predictable and available on a timely and flexible basis.
 - Partners with the right capacities are available and willing to collaborate with WFP (including on the development of complementary strategies and activities).
49. The extent to which these assumptions are realized will have implications for the strategic transitions that underpin this strategy.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Crisis-affected populations in South Sudan including refugees, internally displaced persons, returnees and host populations are able to meet their food and nutrition needs in anticipation of, during and in the aftermath of crises

50. Saving lives and protecting livelihoods remains WFP's top priority. Humanitarian assistance will be linked to resilience building activities in ways that strengthen beneficiary agency, self-reliance and recovery, contributing to social cohesion and peace.

WFP strategic outcome

51. This CSP outcome is aligned with WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

Focus area

52. This CSP outcome is focused on crisis response.

Alignment with national priorities

53. This CSP outcome contributes to the annual humanitarian response plans, UNSDCF strategic priority 3 (social development with protection of the most vulnerable) and R-NDS pillar 4 (human capital development).

Expected outputs

54. This outcome will be achieved through four outputs:
- Crisis-affected women, men, girls and boys receive food and/or cash transfers that enable them to meet their basic food and nutrition needs.
 - Crisis-affected children age 6–59 months, adolescent girls, pregnant women and girls and new mothers, and clients on antiretroviral therapy or tuberculosis directly observed treatment (ART/TB-DOT) receive nutrition and health packages to prevent and treat malnutrition and improve their nutrition status.
 - Crisis-affected beneficiaries participate equitably in livelihood support and communal activities that improve their food security and nutrition status, build their self-reliance and promote social cohesion and peacebuilding.
 - Crisis-affected girls and boys attending school receive school meals that meet their food and nutrition needs, support learning outcomes and empower girls.

Key activities

Activity 1: Provide life-saving food and nutrition assistance to crisis-affected populations to support their self-reliance, readiness and recovery

55. WFP will provide nutrition-sensitive life-saving assistance to populations affected by conflict, climate or other crises using a combination of in-kind and cash-based transfers (CBTs) that enable them to meet their immediate food and nutrition needs. This will be implemented through an inclusive participatory approach, mitigating risks related to inclusion and exclusion errors. Activities will also benefit host communities in order to foster social cohesion and ensure sustainability. Assistance will be provided in a safe and dignified manner that reflects the needs and preferences of affected women, girls, men and boys, including those with disabilities and other vulnerable groups.
56. Primary schoolchildren in crisis-affected locations will be provided with safe and nutritious school meals in order to support learning outcomes, keep girls in schools and reduce child and forced marriage and early pregnancy. In areas with poor education indicators, WFP will extend support to teachers, cooks and other support staff in order to support the quality of

educational services and thus the contribution of the programme to human capital development. Complementary school, nutrition and health activities include deworming; health, nutrition and hygiene education and advocacy; and school gardens. WFP will promote the use of improved stoves to minimize the environmental footprint of its activities.

57. WFP will provide an integrated package of health and nutrition support to malnourished children under 5, pregnant women and girls and new mothers. These activities will include blanket supplementary feeding, gender-responsive social and behaviour change communication (SBCC), nutrition counselling, awareness-raising activities and other essential services. People living with HIV or TB will receive essential health support and specialized nutritious foods to improve their nutrition status (if malnourished) and adherence to treatment. In collaboration with the nutrition and health clusters and UNICEF, WFP will provide acute malnutrition treatment as part of a continuum of care in order to maximize and sustain the impact of assistance.
58. WFP will adopt a proactive and cost-effective approach to emergency response in order to reduce costs and the need for humanitarian assistance over time, including by gradually replacing costly air transport with road and river transport for in-kind transfers. WFP will invest in strengthening national and local capacity and systems related to early warning, climate adaptation, disaster management and forecast-based anticipatory action under CSP outcome 4 to facilitate the gradual handover to the Government of responsibility for key services.
59. Where feasible, WFP will strengthen synergies related to the humanitarian–development–peace nexus through a gradual transition from unconditional emergency assistance to more targeted and conditional assistance linked to resilience building and adaptation (to climate change and other structural changes) under CSP outcome 3. This will require greater understanding of gender barriers, structural changes related to the environment, settlement patterns, livelihoods and the aspirations of beneficiary communities, as well as the factors affecting household and individual decision making with respect to production activities, demand for services and employment opportunities.
60. WFP will protect the space for principled humanitarian action while ensuring programmes and activities do no harm. Robust and accessible community feedback mechanisms will be further developed to address concerns related to exclusion, equity and protection.

Partnerships

61. Partners include key line ministries, the health cluster, the cash working group, other United Nations entities, especially the other Rome-based agencies, UNICEF, the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration, the United Nations Mission in South Sudan and the United Nations Interim Security Force for Abyei, NGOs, community-based organizations and local communities.

Transition/handover strategy

62. WFP will maintain its capacity to respond to emergencies over the next three years while scaling up resilience building activities to address the root causes of hunger and violence.

Country strategic plan outcome 2: Populations in vulnerable situations in South Sudan have enhanced nutrition, health and education and improved access to safety nets all year round

63. WFP will support the Government and key partners in working to achieve, protect and build on progress made with respect to meeting nutrition requirements; developing and protecting the productive capacity of current and future generations of South Sudanese; addressing structural inequality; and supporting social cohesion and peace.

WFP strategic outcome

64. This CSP outcome is aligned with WFP strategic outcome 2 (People have better nutrition, health and education outcomes).

Focus area

65. This CSP outcome focuses on resilience building.

Alignment with national priorities

66. CSP outcome 2 contributes to UNSDCF strategic priority 3 and R-NDS pillars 4 and 5 (gender, women's and youth empowerment mainstreaming).

Expected outputs

67. This outcome will be achieved through six outputs:
- Children age 6–59 months, adolescent girls, pregnant women and girls and new mothers and ART/TB-DOT clients have access to nutrition and health packages that prevent and treat malnutrition and enhance their nutrition and health status.
 - Pregnant women and girls and new mothers, caregivers and community members receive social and behaviour change communication that improve nutrition and health-related knowledge and practices that prevent malnutrition.
 - Targeted populations benefit from enhanced capacity of health and nutrition delivery systems to improve their nutrition and health status.
 - Boys and girls attending school benefit from school, health and education packages linked to home-grown school feeding that meets their food and nutrition requirements, improves school enrolment, attendance and retention and empowers girls.
 - Targeted schoolchildren benefit from the enhanced capacity of the Government and partners to meet their food and nutrition needs and support learning outcomes and girls' transition to and performance in upper primary and secondary schools.
 - Vulnerable populations participating in safety net programmes, especially women, the youth and people with disabilities, benefit from skills training that empowers them, enhances their self-reliance and expands their employment prospects.

Key activities*Activity 2: Provide nutrition and health support to targeted groups*

68. Targeted populations will receive a comprehensive package of specialized health and nutrition support intended to prevent and treat malnutrition. WFP will prioritize community-driven nutrition-specific and nutrition-sensitive interventions as part of a life-cycle approach with an increased focus on the first 8,000 days of life. To maximize impact, WFP will seek to improve the integration of nutrition activities in complementary sectors such as agriculture, education, health, social protection and women's empowerment.
69. Interventions will be accompanied by community-led SBCC approaches designed to improve nutrition and health-related knowledge and practices and address gender barriers. Under CSP outcome 3, value chain strengthening activities will be used to promote good health and nutrition and dietary diversity. WFP will strengthen the capacity of health and nutrition actors to develop and manage nutrition programmes. Advocacy, policy support and dialogue will be reinforced through multisectoral platforms and networks such as the Scaling Up Nutrition movement to advance the nutrition agenda.

Activity 3: Provide nutritious school meals to schoolchildren and engage vulnerable urban and rural youth in skills training activities

70. As part of its long-term strategy to support and safeguard human capital gains and connect humanitarian and development action, WFP will expand school feeding programmes, including in areas affected by violence, hunger and climate shocks, to support integrated education, nutrition, health and protection objectives. Schools will serve as a platform for driving food system transformation, enhancing livelihoods and boosting smallholder access – especially for women – to more stable markets, finance and technologies through home-grown school feeding.²⁸
71. The strategy will be reinforced by complementary services and SBCC related to good nutrition, hygiene, health practices and gender equality targeting women, men, children, teachers and community members. WFP will work with partners to support national efforts to join the global school meals coalition and to advocate that the school health and nutrition agenda be a national priority.
72. To foster the development of human capital and self-reliance, WFP will provide vocational and skills development training, including digital and financial literacy, to equip vulnerable young women and men and people with disabilities in urban and peri-urban areas with essential skills in entrepreneurship and income-generating activities.

Partnerships

73. WFP will reinforce partnerships with line ministries, development partners, international financial institutions (IFIs), other United Nations entities, the health cluster, the Global Action Plan on Child Wasting, the global school meals coalition, WFP centres of excellence, NGOs, academic institutions and organizations dedicated to women, youth and disability inclusion.

Transition/handover strategy

74. WFP and partners will work to establish pathways for beneficiary self-reliance and integration into nationally-led safety net and social protection systems, wherever feasible.

Country strategic plan outcome 3: Food-insecure and shock-affected populations in targeted areas, especially women and youth, have improved livelihoods and more resilient and sustainable food systems by 2030

75. Through an integrated and systems approach, WFP will work to improve access to healthy diets, strengthen community infrastructure, productive capacity and life skills and transform local food systems in order to strengthen household and community resilience to shocks and contribute to social cohesion and peace.

WFP strategic outcome

76. CSP outcome 3 is aligned with WFP strategic outcome 3 (People have improved and sustainable livelihoods).

Focus area

77. This CSP outcome focuses on resilience building.

²⁸ WFP has been working with the Government on a centralized home-grown school feeding approach using WFP's direct smallholder-friendly food procurement modality. Under CSP outcome 3, WFP will also explore the feasibility of other models such as catering, decentralized procurement and indirect procurement from smallholders linked to agricultural interventions.

Alignment with national priorities

78. CSP outcome 3 contributes to UNSDCF strategic priority 2 (sustainable economic growth and diversification) and R-NDS pillars 3 (infrastructure development), 4 and 5.

Expected outputs

79. This CSP outcome will be achieved through six outputs:
- Food-insecure populations and shock-affected communities, especially women and youth, benefit from productive community assets that enhance their livelihoods, strengthen their resilience to shocks and support social cohesion and peace building in a conflict-sensitive manner.
 - Vulnerable populations benefit from improved gender-sensitive climate adaptation services and technologies that enable them to shift to more climate-adapted and sustainable livelihoods and better withstand and recover from climate shocks.
 - Smallholder farmers and other food system actors, particularly women and youth, have enhanced capacity to increase their production and control over resources through access to markets and financial and other related services that promote sustainable livelihoods and strengthen their resilience to shocks.
 - Smallholder farmers have increased capacity and access to information, services and technologies, as a result of which they are better able to aggregate surplus, add value, reduce post-harvest losses and access markets.
 - Food-insecure populations benefit from more inclusive pro-smallholder food supply chains that improve their production and economic capacity to meet their food, nutrition and other essential needs.
 - Food-insecure and shock-affected populations have enhanced access to markets, assets and basic services through roads, bridges, key river ports and other climate-resilient infrastructure that supports their livelihoods, reduces isolation and promotes social cohesion.

Key activities

Activity 4: Engage targeted communities in resilience building activities including through community asset creation and climate adaptation using a conflict-sensitive and gender-transformative approach

80. In the short term, FFA activities will help communities meet their immediate food and nutrition needs by providing food assistance. In the longer term, they will contribute to enhancing the livelihoods and resilience of communities by engaging them in the construction or rehabilitation of productive community and household assets, such as soil and water conservation mechanisms, rehabilitated pasture and croplands, community access roads and reforestation and other practices that promote the sustainable use of natural resources. WFP will target and support agro-pastoral and pastoral communities, including people living in temporary cattle camps and the communities to which they are connected.
81. Activities will contribute to enhancing household food security and nutrition status, improving livelihoods, reducing pressure and competition over depleted resources, addressing the root causes of social tensions and contributing to peace, improved gender equality and youth employment. Community dialogues and transformative livelihood activities will seek to address norms that affect the production capacity and well-being of women and the youth such as age- and gender-segregated responsibilities in land and livestock ownership and crop production. In partnership with FAO, interventions will be linked to CSP activity 5 in order to strengthen the agricultural productivity of vulnerable households and increase community-level savings and investment, including investments linked to income diversification. Activities will contribute to the empowerment of women and youth, promoting

equity in access to and control over productive assets and decision making. These initiatives will reflect women's double burden of unpaid household work and productive activities.

82. To enable communities to withstand and recover from shocks, activities will be complemented by capacity strengthening and investments in climate risk management services including training on climate-smart agriculture and access to improved agricultural technologies, microcredit and climate information. Care will be taken to enhance sustainability and limit or mitigate WFP's environmental footprint, focusing on energy efficiency and waste and water management.

Activity 5: Engage targeted food-insecure populations, especially women and youth, in livelihood development and market support activities

83. This activity will seek to improve the livelihoods and agricultural productivity of smallholder farmers and other food system actors, particularly women and youth, by strengthening post-harvest management, agribusiness and marketing skills and enhancing access to productive resources, knowledge and technology, financial services and markets.
84. Interventions will focus on facilitating access to input and output markets and financial and other services; constructing and rehabilitating rural market infrastructure; promoting post-harvest management and value addition at the household and producer organization levels in line with food safety and quality standards; promoting risk management and investments in micro and small agribusiness enterprises; and supporting institutional strengthening for producer organizations and enhancing the capacity of institutions that provide services to smallholder farmers.
85. Off-farm employment opportunities such as micro and small enterprises will be promoted especially for the youth and women through skills development across the food system. WFP will promote enhanced access to structured markets and support home-grown school feeding under CSP activity 2. CBTs will be complemented by SBCC and other services to promote financial and digital inclusion, support access to nutritious healthy diets, improve health and nutrition practices and enhance the participation of all household members in decision making.

Activity 6: Develop, rehabilitate and maintain essential infrastructure for targeted communities

86. This activity is a critical enabler for emergency, resilience building and adaptation activities and supports the realization of WFP's vision in South Sudan. By shifting towards a long-term plan of building, rehabilitating and maintaining critical arterial roads, bridges, riverways, ports and flood protection structures, WFP intends to reduce its reliance on costly air transport in favour of road and river transport within 13 years. Beyond making WFP and partner operations more efficient, the improved infrastructure will strengthen local trade and drive food system transformation by facilitating access to markets and services.

Partnerships

87. WFP will work with national and state ministries, regional organizations, IFIs, other United Nations entities, the private sector, civil society organizations and local communities.

Transition/handover strategy

88. Links between CSP outcomes 1, 2 and 3 will be reinforced through operational and geographical convergence, integrating and layering life-saving, resilience building and adaptation activities to maximize impact.

Country strategic plan outcome 4: National institutions and partners in South Sudan have strengthened capacity and systems for managing food security, nutrition, social protection and climate adaptation policies and programmes by 2030

89. Incremental investments in capacity and system strengthening activities will be key to an eventual handover of responsibility for the provision of key services over the next 13 years. The initial focus will be on developing analytical and planning capacity at the national level and service delivery capacity at the subnational level. This is expected to shift in future CSPs as the Government becomes more involved in funding service delivery and safety net mechanisms through budget allocations.

WFP strategic outcome

90. This CSP outcome is aligned with WFP strategic outcome 4 (National programmes and systems are strengthened).

Focus area

91. This CSP outcome focuses on resilience building.

Alignment with national priorities

92. CSP outcome 4 contributes to UNSDCF strategic priority 3 and R-NDS pillars 4 and 5.

Expected outputs

93. This CSP outcome will be achieved through four outputs:
- National institutions and partners benefit from strengthened capacity and systems for planning and managing gender-sensitive food and nutrition programmes.
 - Government and partners benefit from improved coverage of quality and cost-effective social protection programmes to support equitably human capital development and strengthen community resilience against shocks.
 - Government and partners benefit from improved early warning, anticipatory action and emergency preparedness and response capacity and systems that reduce risks and facilitate emergency responses.
 - Government and partners benefit from improved policies, capacity and systems for climate adaptation and disaster risk management that enhance the resilience of shock-affected communities.

Key activities

Activity 7: Provide policy support and technical assistance to the Government and partners in the areas of food security, nutrition, social protection, anticipatory action, emergency preparedness and response, climate change adaptation and disaster risk management

94. WFP is committed to strengthening capacity at the national and local levels, working closely with government institutions and other local actors as key decision-makers to achieve lasting impact. In the short term, WFP will work through and with non-state actors and local institutions to support the delivery of basic services and achievement of the zero hunger agenda in accordance with WFP corporate standards and risk management policies. Interventions at the national level will initially focus on strengthening assessment, planning and strategy development capacity. Particular attention will be given to enhancing human, organizational and institutional capacity, coordination mechanisms and platforms and monitoring and evaluation frameworks and tools.
95. WFP will also work to empower national and local first responders such as cooperating partners and community-based organizations to better serve people in need; increase cost-efficiency and strengthen accountability to affected populations. Collaboration with IFIs,

UNICEF and other partners will support and complement the strengthening of nationally-led emergency preparedness and response, anticipatory action, social protection, climate change adaptation and disaster management systems. Enhanced links between crisis response and resilience activities will be pursued to reduce the impact of disasters and the need for humanitarian assistance over time.

96. In partnership with other members of the United Nations country team, WFP will work to increase the availability of high-quality, timely and reliable disaggregated data as a basis for evidence-based programming and policy decisions. These efforts will include evidence-based technical assistance, policy support, partnerships and advocacy for increased budget allocations to social services. WFP will undertake thematic research and cost-benefit analyses to demonstrate the positive impact of its interventions and inform the successive CSPs.

Partnerships

97. WFP will work with line ministries, IFIs, regional organizations, other United Nations entities, WFP centres of excellence, civil society organizations and academic institutions.

Transition/handover strategy

98. Further areas of engagement and pathways towards a gradual handover of some activities will be set out in the 2026–2030 CSP.

Country strategic plan outcome 5: Humanitarian and development partners in South Sudan have access to reliable common services and expertise enabling them to reach vulnerable people and respond to needs throughout the year

99. WFP will continue to provide critical common services and expertise to enable timely and cost-efficient humanitarian response throughout the country.

WFP strategic outcome

100. This CSP outcome is aligned with WFP strategic outcome 5 (Humanitarian and development actors are more efficient and effective).

Focus area

101. This CSP outcome focuses on crisis response.

Alignment with national priorities

102. This CSP outcome contributes to the annual humanitarian response plans, UNSDCF strategic priority 3 and R-NDS pillar 4.

Expected outputs

103. This CSP outcome will be achieved through three outputs:
- Crisis-affected populations benefit from life-saving assistance delivered through timely and efficient air transport services offered to humanitarian and key partners.
 - The humanitarian and development community benefits from information management, coordination and common logistics services provided through the logistics cluster to facilitate the delivery of assistance.
 - Crisis-affected populations targeted by humanitarian and development partners benefit from on-demand services and expertise by receiving life-saving assistance.

Key activities

Activity 8: Provide air transport services (passengers and light cargo) and aviation sector technical assistance to the humanitarian community and other partners

104. The United Nations Humanitarian Air Service and the United Nations Office for the Coordination of Humanitarian Affairs will remain critical in ensuring swift, safe, efficient and cost-effective humanitarian response in South Sudan, particularly in hard-to-reach locations, and supporting the delivery of light cargo and medical and security evacuations as needed.

Activity 9: Provide mandated information management, logistics and coordination services to the humanitarian community and partners through the logistics cluster

105. WFP will support national authorities in implementing the cluster approach at the country level. WFP will continue to help the humanitarian community and stakeholders meet their logistics needs by supporting access to coordination and information-sharing platforms and reliable logistics services providers.

Activity 10: Provide on-demand services and expertise to humanitarian and development partners

106. WFP will provide on-demand services and expertise including interagency security telecommunication services, beneficiary data and transfer management, supply chain and information and communications technology services to humanitarian and development partners. WFP will promote and facilitate shared common premises and services to increase efficiency and reduce transaction costs for the Government, partners and affected populations.

Partnerships

107. WFP will work with the Government and humanitarian and development partners.

Transition/handover strategy

108. Service delivery to the humanitarian and development community will be provided on a full cost-recovery basis and based on operational needs.

4. Implementation arrangements**4.1 Beneficiary analysis**

109. Targeting will be informed by conflict analysis, food security and nutrition assessments and community-based participatory planning processes, taking into consideration factors including gender, age, disability, displacement, socioeconomic status, access to coping mechanisms, power dynamics and geographical location.
110. Reflecting WFP's ongoing shift towards vulnerability-based targeting, prioritization plans have been developed to ensure that targeted groups are reached and inclusion and exclusion errors are minimized. In the event of funding shortfalls, WFP will prioritize life-saving assistance focusing on at-risk populations in hard-to-reach areas.
111. WFP's digital beneficiary information and transfer management platform will be one of the primary tools used to ensure that the right people receive the right assistance. Regular privacy impact assessments will be undertaken to identify, mitigate and address data protection risks.

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY (ALL YEARS)							
Country strategic plan outcome	Activity	Beneficiary group	2023	2024	2025	Total	Total (without overlap)
1	1	Girls	1 731 504	1 553 507	1 483 131	1 743 764	1 687 287
		Boys	1 480 836	1 324 966	1 262 546	1 489 008	1 445 324
		Women	696 841	618 780	586 253	696 859	668 800
		Men	543 677	481 283	455 285	543 685	543 400
		Total	4 452 858	3 978 536	3 787 215	4 473 316	4 344 811
2	2	Girls	485 751	430 449	407 313	485 993	249 542
		Boys	447 807	396 749	375 393	448 020	229 905
		Women	531 229	470 673	445 383	531 727	207 207
		Men	8 266	8 436	8 479	8 479	6 361
		Total	1 473 053	1 306 307	1 236 568	1 474 219	693 015
	3	Girls	239 929	251 926	264 931	264 931	198 697
		Boys	159 953	167 951	176 619	176 619	132 466
		Women	74 277	77 992	77 992	77 992	77 992
		Men	63 273	66 438	66 438	66 438	66 438
		Total	537 432	564 307	585 980	585 980	475 593
3	4	Girls	445 977	535 173	624 368	624 368	624 368
		Boys	387 297	464 756	542 215	542 215	542 215
		Women	187 780	225 335	262 892	262 892	262 892
		Men	152 571	183 086	213 600	213 600	213 600
		Total	1 173 625	1 408 350	1 643 075	1 643 075	1 643 075
	5	Girls	0	0	0	0	0
		Boys	0	0	0	0	0
		Women	18 400	23 000	23 000	23 000	23 000
		Men	21 600	27 000	27 000	27 000	27 000
		Total	40 000	50 000	50 000	50 000	50 000
Total (without overlap)			7 676 968	7 307 500	7 302 838	8 226 590	7 206 494

4.2 Transfers

112. The choice of transfer modalities will be guided by cost-effectiveness, timeliness, seasonality, access, market functioning and other operational considerations. Gender, age and protection analyses will ensure that the particular needs of women, men, girls and boys, including those with disabilities, are met. WFP will work towards improving the nutritional quality of general food assistance to prevent malnutrition and will retain the flexibility to switch between modalities as needed.
113. Throughout the CSP period, unconditional transfers are expected to decrease gradually in favour of conditional assistance in support of resilience building and adaptation. Increased

use of CBTs – including in emergency and resilience activities where markets are functional – will bring about the flexibility, efficiency and beneficiary choice needed to empower people to meet their essential needs, enhance private sector engagement and boost markets and the local economy.

114. WFP will use CBTs to promote digital financial inclusion and advance gender equality and the economic empowerment of women, youth and people with disabilities.

4.3 Country office capacity and profile

115. To better serve people in need, the country office will be streamlined and adapted to shift towards an area-based model, with four area offices located in Bor, Juba, Malakal and Wau to oversee activity implementation. The overarching goal is to ensure that WFP is fit for purpose by employing its human, technical and financial resources effectively and efficiently, ensuring maximum flexibility and agility on the ground, where the needs are greater. This will be achieved through an increasing delegation of authority at the programmatic, operational, financial, administrative, reporting and accountability levels from the country office to the field.
116. To retain operational sustainability and institutional continuity, WFP will continue to strengthen staff skills and capacity, particularly those of national staff.
117. Enhancing staff wellness, safety and security remains a priority. WFP will continue to pursue gender parity and foster a diverse, safe, respectful and inclusive working environment.

4.4 Partnerships

118. WFP will revamp existing partnerships and forge new partnerships with the Government, its primary partner. Emphasis will be placed on policy support, capacity strengthening and technical assistance. Collaboration with key line ministries and national institutions will include joint advocacy for increased national budget allocations to social services.
119. WFP will broaden its donor base while advocating flexible multi-year contributions. Priority thematic areas of engagement will include adaptive social protection, climate change adaptation, disaster risk reduction and food systems. With other United Nations agencies, WFP will pursue increased joint programming, policy dialogue, advocacy and results measurement within the UNSDCF priorities.
120. Partnerships with the private sector will be instrumental in mobilizing additional financial, human and technical resources in areas such as CBTs, mobile banking, value chain development, food production, processing and marketing, innovation and digitalization.
121. WFP will work with academic bodies, research institutes and think tanks to strengthen evidence-based programming and demonstrate impact and value for money.
122. Enhanced collaboration with cooperating partners will seek to ensure that assistance is timely and adequate. Data collection and analysis will track progress towards gender equality, protection, disability inclusion, accountability to affected populations, conflict sensitivity and contributions to peace.
123. Collaboration with civil society organizations including local communities will focus on advancing inclusion, the empowerment of women and youth, access to beneficiaries and social cohesion while strengthening accountability and ownership at the local level. WFP will work with the media to reinforce its brand awareness and reputation as a partner of choice in advancing zero hunger.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

124. WFP will ensure that gender-responsive and protection-sensitive monitoring, evaluation and reporting systems are in place to monitor and report on implementation progress and measure impact, providing evidence and accountability. This includes tracking and analysing indicators that assess changes in the food security, nutrition, resilience, conflict sensitivity, social cohesion, empowerment and decision making of vulnerable populations, notably refugees, internally displaced persons, women, youth, older people and people with disabilities. Accessible, safe and gender-sensitive community feedback mechanisms including help desks and community outreach will be strengthened to engage and empower affected communities throughout the project life cycle, ensure accountability and inform WFP interventions.
125. Thematic reviews of integrated resilience activities, studies on nutrition, school meals and infrastructure (local economy-wide impact evaluations and cost-benefit analyses) and a decentralized evaluation on general food distribution will generate evidence for learning, adaptive programming and accountability to beneficiaries and partners. Monitoring and evaluation activities – implemented with other United Nations entities, universities and other stakeholders – will demonstrate the impact and effectiveness of WFP interventions.
126. The country office will improve its monitoring evaluation and adaptive learning systems, integrating them with decision making structures, and use data for programming and operational decision making. Remote and third-party monitoring will be strengthened and expanded to hard-to-reach areas to overcome access challenges.
127. An impact evaluation of the joint resilience programme is expected to be completed in 2023. A CSP evaluation will be conducted in 2024.

5.2 Risk management

Strategic risks

128. The security situation is likely to remain highly volatile and unpredictable, resulting in the deterioration of the status quo and political fragmentation. This may be heightened by the scheduled elections in 2023, which could cause escalating conflict at the subnational and potentially national levels. WFP will develop robust scenario planning throughout the programme cycle and work with national, humanitarian and peacebuilding partners to mitigate these risks and ensure operational continuity.
129. Competing and shifting humanitarian priorities may divert focus from South Sudan and affect the implementation of the CSP. To mitigate this risk, WFP will use advocacy and diversify its donor and partner base.
130. WFP will establish a contingency plan to mitigate potential large-scale climatic shocks (including those derived from an acceleration of climate change) while increasingly focusing on long-term resilience building and working with key emergency preparedness and disaster management stakeholders.
131. The enduring impact of COVID-19 and the outbreak of new pandemics could increase socioeconomic, health and supply chain disruptions. WFP will work with partners to mitigate risks and adapt to changing needs and operational context.

Operational risks

132. Heightened insecurity and violence against humanitarian personnel and assets combined with increasing operational interference may disrupt humanitarian access. WFP will work with key partners to maintain and extend the space for principled, effective and high-quality humanitarian response; maintain its risk prevention and mitigation and management

capacity; and enhance staff security preparedness and readiness in compliance with United Nations security risk management measures.

133. Measures to prevent and mitigate supply chain disruptions include the identification and upgrade of alternative supply chain options, procurement through the Global Commodity Management Facility, the construction and rehabilitation of community infrastructure, increased warehouse capacity and food safety incident management. WFP will pre-position food and nutrition commodities across the country during the dry season.

Fiduciary risks

134. Internal controls, operational procedures and awareness raising will be strengthened to prevent, detect and report fraud and corruption.
135. Protection from sexual exploitation and abuse will be enforced and systematically integrated into WFP operations and engagement with partners to safeguard beneficiaries. This includes engaging personnel and partners as allies and agents of change to prevent, respond to and mitigate these risks.

Financial risks

136. Global financial recession or crisis, inflation and domestic currency depreciation pose financial risks to the implementation of the CSP. To mitigate these risks and minimize their impact on beneficiaries, WFP will undertake regular food security, market and supply chain assessments and monitoring and adjust its activities as needed.

5.3 Social and environmental safeguards

137. WFP is committed to implementing robust social and environmental safeguards to ensure that its programmes do no harm. Protection, conflict-sensitive, gender-based and disability analyses including sex and age-disaggregated data across all activities will ensure that affected populations are empowered and that meaningful assistance is provided. Environmental risk from WFP support operations will be reduced and mitigated by implementing an environmental management system focused on energy efficiency and decarbonization, including measures to reduce emissions from air travel, waste and water management, sustainable procurement and staff awareness and training.

6. Resources for results

6.1 Country portfolio budget

TABLE 2: COUNTRY PORTFOLIO BUDGET (USD)					
Country strategic plan outcome	Activity	2023	2024	2025	Total
1	1	746 134 407	669 643 163	643 818 510	2 059 596 081
2	2	241 393 656	220 203 880	213 133 847	674 731 383
	3	70 420 002	74 311 094	76 706 136	221 437 232
3	4	111 858 501	128 303 200	145 560 442	385 722 142
	5	6 906 681	8 568 582	12 183 247	27 658 510
	6	71 284 979	37 926 999	23 186 777	132 398 756
4	7	1 431 265	1 650 257	1 552 188	4 633 710
5	8	54 617 428	56 058 875	57 709 019	168 385 322
	9	20 253 522	19 214 477	17 411 133	56 879 133
	10	13 206 435	12 992 358	13 081 202	39 279 994
Total		1 337 506 876	1 228 872 886	1 204 342 501	3 770 722 263

6.2 Resourcing outlook and strategy

138. WFP operations in South Sudan have been relatively well funded in recent years by traditional donors. WFP will expand its partnerships with new donors, financial institutions, the private sector and regional entities to maximize the impact of interventions by pursuing joint fundraising opportunities in support of common priorities. A comprehensive resource mobilization and advocacy strategy will be pursued with the Government and key stakeholders. A partnership action plan has been developed to guide the country office's areas of engagement and resource mobilization strategy. In the event of funding shortfalls, WFP will prioritize life-saving assistance, focusing first on the people in greatest need in the most isolated areas.

ANNEX I

LOGICAL FRAMEWORK FOR SOUTH SUDAN COUNTRY STRATEGIC PLAN (JANUARY 2023–DECEMBER 2025)

SDG 2: Zero hunger

SDG target 2.1: Access to food

Country strategic plan outcome 1: Crisis-affected populations in South Sudan including refugees, internally displaced persons, returnees and host populations are able to meet their food and nutrition needs in anticipation of, during and in the aftermath of crises

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

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

The quality of available education is sufficient to deliver expected benefits

Providing take-home rations to girls will not induce gender-based violence]

Outcome indicators

Annual change in enrolment

Attendance rate

Consumption-based coping strategy index, reduced CSI

Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission of HIV (PMTCT) programmes

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Moderate acute malnutrition treatment default rate

Moderate acute malnutrition treatment mortality rate

Moderate acute malnutrition treatment non-response rate

Moderate acute malnutrition treatment recovery rate

Percentage of moderate acute malnutrition cases reached by treatment services (coverage)

Proportion of eligible population reached by nutrition preventive programme (coverage)

Proportion of target population who participate in an adequate number of distributions (adherence)

Retention rate/drop-out rate, by grade

Activities and outputs

1. Provide life-saving food and nutrition assistance to crisis-affected populations to support their self-reliance, readiness and recovery (URT-1.2: Unconditional resource transfer)

Crisis-affected beneficiaries participate equitably in livelihood support and communal activities that improve their food security and nutrition status, build their self-reliance and promote social cohesion and peacebuilding (Output category A: Resources transferred. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Crisis-affected beneficiaries participate equitably in livelihood support and communal activities that improve their food security and nutrition status, build their self-reliance and promote social cohesion and peacebuilding (Output category D: Assets created. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Crisis-affected children age 6–59 months, adolescent girls, pregnant women and girls and new mothers, and clients on antiretroviral therapy or tuberculosis directly observed treatment (ART/TB-DOT) receive nutrition and health packages to prevent and treat malnutrition and improve their nutrition status (Output category A: Resources transferred. Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Crisis-affected children age 6–59 months, adolescent girls, pregnant women and girls and new mothers, and clients on antiretroviral therapy or tuberculosis directly observed treatment (ART/TB-DOT) receive nutrition and health packages to prevent and treat malnutrition and improve their nutrition status (Output category B: Nutritious food provided. Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Crisis-affected girls and boys attending school receive school meals that meet their food and nutrition needs, support learning outcomes and empower girls (Output category A: Resources transferred. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Crisis-affected girls and boys attending school receive school meals that meet their food and nutrition needs, support learning outcomes and empower girls (Output category B: Nutritious food provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Crisis-affected girls and boys attending school receive school meals that meet their food and nutrition needs, support learning outcomes and empower girls (Output category N: School feeding provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Crisis-affected women, men, girls and boys receive food and/or cash transfers that enable them to meet their basic food and nutrition needs (Output category A: Resources transferred. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 2.2: End malnutrition

Country strategic plan outcome 2: Populations in vulnerable situations in South Sudan have enhanced nutrition, health and education and improved access to safety nets all year round

Strategic outcome 2: People have better nutrition, health and education outcomes

Nutrition-sensitive

Focus area: resilience building

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

Schools open according to the academic year

Parents are willing to send their children to school

Pupils would like to go to school

Outcome indicators

Annual change in enrolment

Attendance rate

Consumption-based coping strategy index, reduced CSI

Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission of HIV (PMTCT) programmes

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Moderate acute malnutrition treatment default rate

Moderate acute malnutrition treatment mortality rate

Moderate acute malnutrition treatment non-response rate

Moderate acute malnutrition treatment recovery rate

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Percentage of moderate acute malnutrition cases reached by treatment services (coverage)

Proportion of eligible population reached by nutrition preventive programme (coverage)

Proportion of target population who participate in an adequate number of distributions (adherence)

Retention rate/drop-out rate, by grade

Activities and outputs

2. Provide nutrition and health support to targeted groups (NPA-1.3: Malnutrition prevention programme)

Children age 6–59 months, adolescent girls, pregnant women and girls and new mothers and ART/TB-DOT clients have access to nutrition and health packages that prevent and treat malnutrition and enhance their nutrition and health status (Output category A: Resources transferred. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Children age 6–59 months, adolescent girls, pregnant women and girls and new mothers and ART/TB-DOT clients have access to nutrition and health packages that prevent and treat malnutrition and enhance their nutrition and health status (Output category B: Nutritious food provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Pregnant women and girls and new mothers, caregivers and community members receive social and behaviour change communication that improve nutrition and health-related knowledge and practices that prevent malnutrition (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Targeted populations benefit from enhanced capacity of health and nutrition delivery systems to improve their nutrition and health status (Output category C: Capacity development and technical support provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3. Provide nutritious school meals to schoolchildren and engage vulnerable urban and rural youth in skills training activities (SMP-1.5: School based programmes)

Boys and girls attending school benefit from school, health and education packages linked to home-grown school feeding that meets their food and nutrition requirements, improves school enrolment, attendance and retention and empowers girls (Output category A: Resources transferred. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

Boys and girls attending school benefit from school, health and education packages linked to home-grown school feeding that meets their food and nutrition requirements, improves school enrolment, attendance and retention and empowers girls (Output category B: Nutritious food provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

Boys and girls attending school benefit from school, health and education packages linked to home-grown school feeding that meets their food and nutrition requirements, improves school enrolment, attendance and retention and empowers girls (Output category N: School feeding provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

Targeted schoolchildren benefit from the enhanced capacity of the Government and partners to meet their food and nutrition needs and support learning outcomes and girls' transition to and performance in upper primary and secondary schools (Output category C: Capacity development and technical support provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

Vulnerable populations participating in safety net programmes, especially women, the youth and people with disabilities, benefit from skills training that empowers them, enhances their self-reliance and expands their employment prospects (Output category A: Resources transferred. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Vulnerable populations participating in safety net programmes, especially women, the youth and people with disabilities, benefit from skills training that empowers them, enhances their self-reliance and expands their employment prospects (Output category B: Nutritious food provided. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Vulnerable populations participating in safety net programmes, especially women, the youth and people with disabilities, benefit from skills training that empowers them, enhances their self-reliance and expands their employment prospects (Output category D: Assets created. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

SDG target 2.4: Sustainable food system

Country strategic plan outcome 3: Food-insecure and shock-affected populations in targeted areas, especially women and youth, have improved livelihoods and more resilient and sustainable food systems by 2030

Strategic outcome 3: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

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

Schools open according to the academic year

Parents are willing to send their children to school

Pupils would like to go to school

Outcome indicators

Average percentage of smallholder post-harvest losses at the storage stage

Climate adaptation benefit score

Climate resilience capacity score

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Percentage of food assistance for assets (FFA) supported assets that demonstrate improved vegetation and soil conditions

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

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

Proportion of the population in targeted communities reporting environmental benefits

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

Activities and outputs

4. Engage targeted communities in resilience building activities including through community asset creation and climate adaptation using a conflict-sensitive and gender-transformative approach (ACL-1.6: Community and household asset creation)

Food-insecure populations and shock-affected communities, especially women and youth, benefit from productive community assets that enhance their livelihoods, strengthen their resilience to shocks and support social cohesion and peace building in a conflict-sensitive manner (Output category A: Resources transferred. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

Food-insecure populations and shock-affected communities, especially women and youth, benefit from productive community assets that enhance their livelihoods, strengthen their resilience to shocks and support social cohesion and peace building in a conflict-sensitive manner (Output category D: Assets created. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

Vulnerable populations benefit from improved gender-sensitive climate adaptation services and technologies that enable them to shift to more climate-adapted and sustainable livelihoods and better withstand and recover from climate shocks (Output category G: Skills, capacities and services for climate adapted livelihoods. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5. Engage targeted food-insecure populations, especially women and youth, in livelihood development and market support activities (SMS-1.8: Smallholder agricultural market support programmes)

Food-insecure populations benefit from more inclusive pro-smallholder food supply chains that improve their production and economic capacity to meet their food, nutrition and other essential needs (Output category A: Resources transferred. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Food-insecure populations benefit from more inclusive pro-smallholder food supply chains that improve their production and economic capacity to meet their food, nutrition and other essential needs (Output category F: Smallholder farmers supported. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Food-insecure populations benefit from more inclusive pro-smallholder food supply chains that improve their production and economic capacity to meet their food, nutrition and other essential needs (Output category N: School feeding provided. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Smallholder farmers have increased capacity and access to information, services and technologies, as a result of which they are better able to aggregate surplus, add value, reduce post-harvest losses and access markets (Output category F: Smallholder farmers supported. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Smallholder farmers and other food system actors, particularly women and youth, have enhanced capacity to increase their production and control over resources through access to markets and financial and other related services that promote sustainable livelihoods and strengthen their resilience to shocks (Output category F: Smallholder farmers supported. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

6. Develop, rehabilitate and maintain essential infrastructure for targeted communities (ACL-1.6: Community and household asset creation)

Food-insecure and shock-affected populations have enhanced access to markets, assets and basic services through roads, bridges, key river ports and other climate resilient infrastructure that supports their livelihoods, reduces isolation and promotes social cohesion (Output category C: Capacity development and technical support provided. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

Food-insecure and shock-affected populations have enhanced access to markets, assets and basic services through roads, bridges, key river ports and other climate resilient infrastructure that supports their livelihoods, reduces isolation and promotes social cohesion (Output category D: Assets created. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

SDG 17: Partnerships for the goals

SDG target 17.9: Capacity building

Country strategic plan outcome 4: National institutions and partners in South Sudan have strengthened capacity and systems for managing food security, nutrition, social protection and climate adaptation policies and programmes by 2030

Strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

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
 The quality of available education is sufficient to deliver expected benefits
 Providing take-home rations to girls will not induce gender-based violence

Outcome indicators

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Resources mobilized (USD value) for national systems contributing to Zero Hunger and other SDGs with WFP capacity strengthening support

Activities and outputs

7. Provide policy support and technical assistance to the Government and partners in the areas of food security, nutrition, social protection, anticipatory action, emergency preparedness and response, climate change adaptation and disaster risk management (EPA-1.1: Emergency preparedness and early action)

Government and partners benefit from improved coverage of quality and cost-effective social protection programmes to support equitably human capital development and strengthen community resilience against shocks (Output category C: Capacity development and technical support provided. Standard output 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

Government and partners benefit from improved early warning, anticipatory action and emergency preparedness and response capacity and systems that reduce risks and facilitate emergency response (Output category C: Capacity development and technical support provided. Standard output 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

Government and partners benefit from improved policies, capacity and systems for climate adaptation and disaster risk management that enhance the resilience of shock affected communities (Output category C: Capacity development and technical support provided. Standard output 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

National institutions and partners benefit from strengthened capacity and systems for planning and managing gender-sensitive food and nutrition programmes (Output category C: Capacity development and technical support provided. Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve Zero Hunger and other SDGs)

SDG target 17.16: Global partnership

Country strategic plan outcome 5: Humanitarian and development partners in South Sudan have access to reliable common services and expertise enabling them to reach vulnerable people and respond to needs throughout the year

Strategic outcome 5: Humanitarian and development actors are more efficient and effective

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

The quality of available education is sufficient to deliver expected benefits

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs**8. Provide air transport services (passengers and light cargo) and aviation sector technical assistance to the humanitarian community and other partners (HAS-2.3: United Nations Humanitarian Air Service)**

Crisis-affected populations benefit from life-saving assistance delivered through timely and efficient air transport services offered to humanitarian and key partners (Output category H: Shared services and platforms provided. Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

9. Provide mandated information management, logistics and coordination services to the humanitarian community and partners through the logistics cluster (LCS-2.1: Logistics cluster)

The humanitarian and development community benefits from information management, coordination and common logistics services provided through the logistics cluster to facilitate the delivery of assistance (Output category H: Shared services and platforms provided. Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

10. Provide on-demand services and expertise to humanitarian and development partners (ODS-2.4: On-demand services)

Crisis-affected populations targeted by humanitarian and development partners benefit from on-demand services and expertise by receiving life-saving assistance (Output category H: Shared services and platforms provided. Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

GOAL 2: Zero hunger**CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.2. Accountability**Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

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

CC.3.2: Percentage of food assistance decision making entity members who are women

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

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.4.2: Percentage of WFP offices implementing environmental management systems

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

ANNEX II

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY																																		
	CSP outcome 1														CSP outcome 2											CSP outcome 3								
	Activity 1														Activity 2										Activity 3			Activity 4		Activity 5				
Beneficiary type	GFD for crisis-affected populations	GFD for crisis-affected populations	GFD for crisis-affected populations	GFD for refugees in Makpandu	GFD for refugees in Maban	BSFP for refugees (children under 2)	BSFP for refugees (pregnant women and girls and new mothers)	IFP for in-patients of HIV/AIDS/TB/Kala-azar (in the SCs) within the refugees	Individual ration for caretaker of IFP in-patient within the refugees	TSFP for children under 5 within the refugees	TSFP for pregnant women and girls and new mothers within the refugees	TSFP for PLHIV/TB outpatients (NACS) within the refugees	School feeding on-site for refugees	School feeding at primary boarding schools for refugees	School feeding take-home ration for refugees	Individual ration for in-patients of HIV/AIDS, TB, Kala-azar (in the SCs)	IFP for in-patients of HIV/AIDS/TB/Kala-azar (in the SCs)	Ration for caretakers of undernourished HIV/TB NACS outpatients (NACS HH)	Ration for caretakers of TFP patients (in the SCs)	BSFP for crisis-affected populations (children under 2)	BSFP for crisis-affected populations (pregnant women and girls and new mothers)	TSFP for children under 5 within the crisis-affected population	TSFP for PLWs within the crisis-affected population	TSFP for PLHIV/TB outpatients (NACS)	TSFP for older people above 60 years old in POCs	School feeding on-site	School feeding at primary boarding schools	School feeding take-home ration	Full cash to urban populations	Food assistance for assets	Cash assistance for assets	FFA ration adjusted to GFD levels for beneficiaries in IPC5 counties	Smallholder agricultural market support (SAMS)	
Modality	In-kind	Hybrid	CBTs	CBTs	Hybrid	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	CBTs	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	CBTs	In-kind	CBTs	In-kind	CS	
Cereals	500	500			500			500	450				120	450	450	500	450	500									120	450	450		300		500	
Pulses	50				37.5			50	50				30	50		50	50	50									30	50			50		50	
Oil	30				15			30	30				10	30	164	30	30	30									10	30	164		30		30	
Salt	5							5	5				4	5		5	5	5									4	5			5		5	
Sugar																																		
Super Cereal Plus (CSB++)							100				200	200										100		200	200	200								
RUSF										100													100											
LNS-MQ						50														50														
Total kcal/dav	2 132	1 695			1 958	281	394	2 132	1 962	535	787	787	598	1 962	2 975	2 132	1 962	2 132		281	394	535	787	787	787	598	1 962	2 975		1 454		2 132		

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY																																		
	CSP outcome 1														CSP outcome 2											CSP outcome 3								
	Activity 1														Activity 2										Activity 3				Activity 4		Activity 5			
Beneficiary type	GFD for crisis-affected populations	GFD for crisis-affected populations	GFD for crisis-affected populations	GFD for refugees in Makpandu	GFD for refugees in Maban	BSFP for refugees (children under 2)	BSFP for refugees (pregnant women and girls and new mothers)	IFP for in-patients of HIV/AIDS/TB/Kala-azar (in the SCs) within the refugees	Individual ration for caretaker of IFP in-patient within the refugees	TSFP for children under 5 within the refugees	TSFP for pregnant women and girls and new mothers within the refugees	TSFP for PLHIV/TB outpatients (NACS) within the refugees	School feeding on-site for refugees	School feeding at primary boarding schools for refugees	School feeding take-home ration for refugees	Individual ration for in-patients of HIV/AIDS, TB, Kala-azar (in the SCs)	IFP for in-patients of HIV/AIDS/TB/Kala-azar (in the SCs)	Ration for caretakers of undernourished HIV/TB NACS outpatients (NACS HH)	Ration for caretakers of TFP patients (in the SCs)	BSFP for crisis-affected populations (children under 2)	BSFP for crisis-affected populations (pregnant women and girls and new mothers)	TSFP for children under 5 within the crisis-affected population	TSFP for PLWs within the crisis-affected population	TSFP for PLHIV/TB outpatients (NACS)	TSFP for older people above 60 years old in POCs	School feeding on-site	School feeding at primary boarding schools	School feeding take-home ration	Full cash to urban populations	Food assistance for assets	Cash assistance for assets	FFA ration adjusted to GFD levels for beneficiaries in IPC5 counties	Smallholder agricultural market support (SAMS)	
Modality	In-kind	Hybrid	CBTs	CBTs	Hybrid	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	CBTs	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	In-kind	CBTs	In-kind	CBTs	In-kind	CS
% kcal from protein	13	13.3			13.5	8.6	16.6	13	13	10.5	16.6	16.6	14.2	13	6.8	13	13	13		8.6	16.6	10.5	16.6	16.6	16.6	14.2	13	6.8		12.9		13		
CBTs (USD/person/day)		0.30	0.84	0.92	0.23														0.92									0.89		0.45				
Number of feeding days per year*	154	154	154	154	154	210	210	252	252	360	360	360	198	275	198	252	252	252	120	210	210	360	360	360	360	198	275	198	168	90	90	126	N/A	

* The number of planned feeding days is another way – in addition to ration size - to adjust the total transfers to fit within expected available quantities. For seasonal assistance, adjustment could be achieved by modifying the duration of assistance, but as assistance to refugees is done on a year-round basis the adjustment is made in terms of the number of feeding days per month. Moving from 30 to 22 feeding days in a month is equivalent in impact to a 25 percent decrease in the duration of assistance, while moving to 15 feeding days in a month would be equivalent to a 50 percent reduction in duration. For TSFP, 100 percent rations are provided during a 3-month assistance cycle.

Abbreviations: BSFP = blanket supplementary feeding programme; CS = capacity strengthening; CSB++ = fortified and enhanced corn-soya blend; GFD = general food distribution; IFP = institutional feeding programme; HH = household; LNS-MQ = lipid-based nutrient supplements-medium quantity; MAM = moderate acute malnutrition; NACS = nutrition assessment, counselling and support; POCs = protection of civilian camps; RUSF = ready-to-use supplementary food; SAMS = smallholder agricultural market support; SC = stabilization centre; TSFP = targeted supplementary feeding programme.

ANNEX III

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfers	Total (mt)	Total (USD)
Cereals	899 731	332 527 196
Pulses	96 551	63 958 877
Oil and fats	56 151	84 915 774
Mixed and blended foods	141 739	299 215 496
Other	9 918	1 327 000
Total (food)	1 204 091	781 944 342
Cash-based transfers		367 009 415
Total (food and cash-based transfer value)	1 204 091	1 148 953 758

ANNEX IV

INDICATIVE COST BREAKDOWN BY INTERIM COUNTRY STRATEGIC PLAN OUTCOME (USD)						
	SDG target 2.1/ WFP strategic outcome 1	SDG target 2.2/ WFP strategic outcome 2	SDG target 2.4/ WFP strategic outcome 3	SDG target 17.9/ WFP strategic outcome 4	SDG target 17.16/ WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Crisis response	
Transfers	1 668 212 268	720 439 963	411 271 565	2 821 258	239 613 355	3 042 358 409
Implementation	188 354 850	87 365 742	80 683 355	1 355 457	1 142 472	358 901 876
Adjusted direct support costs	77 325 916	33 667 173	20 514 007	174 186	10 040 088	141 721 370
Subtotal	1 933 893 034	841 472 878	512 468 927	4 350 901	250 795 914	3 542 981 655
Indirect support costs (6.5 percent)	125 703 047	54 695 737	33 310 480	282 809	13 748 535	227 740 608
Total	2 059 596 081	896 168 615	545 779 407	4 633 710	264 544 449	3 770 722 263

Acronyms

ART/TB-DOT	antiretroviral therapy or tuberculosis directly observed treatment
CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
IFI	international financial institution
IPC	Integrated Food Security Phase Classification
NGO	non-governmental organization
R-NDS	revised national development strategy
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
TB	tuberculosis
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework