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Operational Matters

Executive Board documents are available on WFP's website (<http://executiveboard.wfp.org>)

Interim Country Strategic Plans — The Sudan (2017–2018)

Duration	July 2017–December 2018
Total cost to WFP	USD 592,701,483
Gender and age marker	2A

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

Executive Summary

The Sudan is classified as a lower-middle-income country. However, the secession of South Sudan, regional and national conflict and displacement, weather-related crises, low agricultural productivity and structural poverty have stifled development and made the Sudan one of the most food-insecure countries in the world.

Consultations with the Government are in progress with regard to developing a road map for zero hunger that will lead to a country strategic plan to follow this interim country strategic plan (ICSP) from July 2017 to December 2018. In view of the continuing challenges in the Sudan, WFP will adapt its portfolio to life-changing interventions while maintaining life-saving activities and a strong emergency-response capacity. The facilitation of self-reliance will reduce humanitarian needs, and addressing the root causes of malnutrition and the sustainability of food systems will make a significant contribution to the achievement of Sustainable Development Goal 2. Capacity strengthening for the Government lays the foundation for eventual hand-over of interventions.

This interim country strategic plan is aligned with the work of United Nations and non-governmental partners. WFP will continue to provide common services for the humanitarian community and will enhance its partnerships, for example through capacity strengthening. The focus on long-term solutions and addressing the root causes of hunger and malnutrition will require new partnerships to complement WFP's skills, particularly in adopting a holistic approach to addressing malnutrition.

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WFP will address six strategic outcomes. Strategic outcomes 1 and 2 maintain the emergency response capacity and provide humanitarian assistance for displaced people while promoting self-reliance. Strategic outcomes 3 and 4 address malnutrition and the sustainability of food systems with a focus on addressing the root causes of hunger through partnerships for multi-dimensional and mutually reinforcing activities. Strategic outcomes 5 and 6 provide services for the humanitarian community and capacity strengthening for partners.

This ICSP constitutes a significant shift to long-term hunger solutions, and a transition from the protracted relief and recovery operation to the country strategic plan planned for 2019.

Draft decision*

The Board approves the Sudan Interim Country Strategic Plan (2017–2018) (WFP/EB.A/2017/8-B/DRAFT) at a total cost to WFP of USD 592.7 million.

* 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. The situation in the Sudan is complex: political and economic instability, recurring conflict, displacements, regional insecurity, structural inequalities, crisis levels of malnutrition and high food insecurity are among the factors that rank the Sudan 167th of 188 countries in the Human Development Index.¹ There are serious gaps in most socio-economic indicators. Gender inequalities, resulting mainly in disadvantages for women and girls, are a significant impediment to social and economic development. The Sudan ranks 140th of 159 countries in the 2015 Gender Inequality Index, with “very high” discrimination according to the Social Institutions and Gender Index. Despite progress – for example, women constitute 30.5 percent of national parliamentarians – women’s participation in the workforce remains substantially lower than that of men, and the literacy rate among women and girls is 25 percent lower than that among men and boys.
2. Two thirds of the population lives in rural areas, where the poverty rate is 58 percent; the national average is 47 percent.² The agriculture sector contributes a third of gross domestic product (GDP) and employs 80 percent of the labour force.³ Agriculture is mostly rainfed and hence climate variability is a concern with regard to the economy, livelihoods and food security in the future.⁴ The agriculture sector also exhibits low productivity because of poor farming practices, major post-harvest losses, a persistent gender gap and the disruption of agricultural activities by insecurity.
3. When South Sudan seceded in 2011, the Sudan’s GDP contracted significantly as a result of the loss of 75 percent of oil output and 60 percent of fiscal revenue. The Sudan has consequently experienced significant budget deficits and accumulated a national debt of 79 percent of GDP. Reduction of subsidies such as that for fuel, and pressure on the overvalued Sudanese pound have led to public discontent and occasional violent protests.
4. Conflict is affecting the political, socio-economic and humanitarian situation through loss of life, large-scale displacements, destruction of property and infrastructure, gender-based violence and weakening of public institutions. In Darfur, 2 million people are still displaced six years after the Doha Document for Peace in Darfur was signed in July 2011; conflict continues, and in the Jebel Marra region 100,000 people were displaced in early 2016.
5. The limited capacity of public institutions to meet demands for the more equitable sharing of power and wealth between the capital and the country’s regions continues to be a cause of violence and under-development. Armed conflict in South Kordofan and Blue Nile states is displacing hundreds of thousands of people because the 2005 Comprehensive Peace Agreement has not been implemented. Lack of humanitarian access has prevented deliveries of assistance, and no agreement has been reached in negotiations between the Government and the Sudan People’s Liberation Movement-North.
6. There have been recent economic gains, largely driven by exports of gold and livestock. The Sudan returned to growth in 2013 with a real growth rate of 2.1 percent and 3.6 percent in 2014. The Government’s Interim Poverty Reduction Strategy Paper and its diversification of the economy and reduction of dependence on the extraction sector and oil drilling reflect its attention to agricultural investments and the environment.

¹ See: <http://hdr.undp.org/en/content/human-development-index-hdi>

² Food and Agriculture Organization of the United Nations (FAO) Sudan. 2015. *Sudan Country Programming Framework Plan of Action (2015-2019): Resilient Livelihoods for Sustainable Agriculture, Food Security and Nutrition*. Khartoum. Data are not disaggregated by sex and age.

³ See: <http://www.imf.org/external/pubs/ft/weo/2015/01/weodata/weorept.aspx?pr.x=64&pr.y=7&sy=2014&ey=2019&scsm=1&ssd=1&sort=country&ds=.&br=1&c=732&s=NGDPD%2CNGDPDPC%2CPPPGDP%2CPPPPC&grp=0&a>

⁴ Climate projections indicate increased heat stress, reduced water availability and continued variability in rainfall; these will make food production more challenging.

7. Air transport services to remote locations tend to be limited, unreliable and non-compliant with international standards. Roads are poor and have to be augmented by the humanitarian community. Emergency telecommunications are limited: connectivity provided by commercial companies is limited to the main urban centres.

1.2 Progress Towards Sustainable Development Goals (SDGs) 2 and 17

8. Sudan is the world's fifth most food-insecure country.⁵ While the number of undernourished people fell from 10.6 million in 1990/92 – 40 percent of the population – to 9.6 million (27 percent)⁶ in 2000, it then increased again to 10.2 million people in 2007.⁷ The number of food-insecure people rose from 3.9 million (11 percent) in 2014 to 4.4 million in 2016.^{8,9} Malnutrition has not been sufficiently addressed,¹⁰ and critical wasting and stunting rates have not improved in the last 30 years (Figure 1).¹¹ A recent survey¹² reported that "... boys appear to be slightly more likely to be underweight, stunted, and wasted than girls."¹³ Taking population growth into account means that more children are affected by malnutrition than ever before. The situation challenges the Sudan's ability to achieve SDG 2 by 2030.
9. Gender inequalities play a significant role in the food security and nutrition status of individuals. Entrenched socio-cultural norms and practices put women and girls at greater risk of food insecurity than men and boys. Girls, particularly in rural areas and disadvantaged states, show lower educational attainment than boys, and are at high risk of early, forced and child marriage, which compounds food insecurity. Women's economic empowerment – crucial to addressing hunger and poverty – is impeded by the responsibilities for unpaid care and domestic work that are assigned to them and their engagement in the unprotected informal sector for income generation. Women are also more likely than men to lack access to resources for production, such as land, markets and agricultural inputs. These factors often leave women and girls with little or no voice in household decisions, differential feeding and caregiving practices, and lower health and nutrition outcomes.

⁵ See: <http://www.ifpri.org/topic/global-hunger-index>

⁶ FAO, IFAD and WFP. 2015. *The State of Food Insecurity in the World*, Annex 1, Table A1. Rome. Data are not disaggregated by sex and age.

⁷ This can be attributed to severe conflict from 2005 to 2007. FAO, IFAD and WFP. 2015. *The State of Food Insecurity in the World*, Annex 1; Table A1. Rome. <http://www.fao.org/3/a-i4646e.pdf>

⁸ Food Security Technical Secretariat, Republic of the Sudan. 2014. Integrated Food Security Phase Classification. http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/FSTS-IPC-Projected%20Food%20Security%20%20Report%20Oct-Dec%20%202014.pdf.

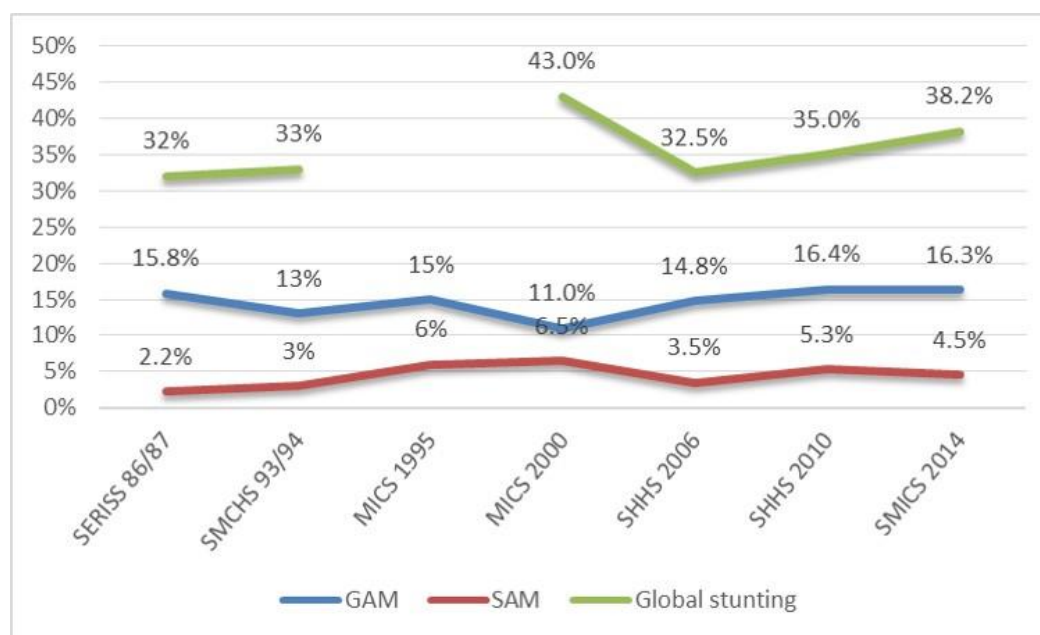
⁹ Food Security Technical Secretariat, Republic of the Sudan. 2016. Integrated Food Security Phase Classification.

¹⁰ WFP Sudan. 2014. *Sudan Nutrition Strategy 2014–2018*. Khartoum.

¹¹ Federal Ministry of Health. 2014. Sudan National S3M (2013): Report of a Simple Spatial Surveying Method survey in Sudan. Khartoum.

¹² Central Bureau of Statistics and the United Nations Children's Fund (UNICEF). 2014. *Sudan Multiple Indicator Cluster Survey*. Khartoum.

¹³ Among boys under 5 underweight is 34.6 percent, stunting 40.3 percent and wasting 16.9 percent. Among girls under 5 the figures are underweight 31.5 percent, stunting 36.1 percent and wasting 15.7 percent.

Figure 1: Malnutrition trends

GAM – global acute malnutrition SAM – severe acute malnutrition

Sources: Sudan Emergency and Recovery Information and Surveillance System; Sudanese Maternal and Child Health Survey; Sudan Household Health Survey and Sudan Multiple Indicator Cluster Survey.

10. *Access to food.* Factors that include internal and external conflict, macroeconomic instability, structural inequalities and climate change cause frequent emergencies and exacerbate the ongoing crisis facing internally displaced persons (IDPs) and refugees. These factors give rise to protection concerns. Women, men, girls and boys face different risks, with women and girls being especially vulnerable to sexual violence and abuse both within and outside camps, and boys to forced conscription and child labour. The constraints are worse for households headed by women, of which 73 percent have acceptable food consumption compared with 83 percent of households headed by men.¹⁴
11. *Frequent emergencies.* Increased hostilities in the Jebel Marra region of Darfur in 2016 displaced 100,000 people, increased food and livelihood insecurity¹⁵ and limited humanitarian access, thereby undermining responses to food and nutrition needs. South Kordofan and Blue Nile states also host large numbers of IDPs. The Sudan has recently been affected by crises in the Central African Republic, Chad, Libya and South Sudan: 70,000 refugees arrived from South Sudan in 2016 alone.¹⁶
12. Unfavourable macroeconomic conditions and climate shocks have caused inflation, exacerbating the substantial rises in food prices of recent years, while seasonal fluctuations cause difficulties for households, especially in lean seasons. Food prices are at record high levels: in 2016 sorghum prices were 58 percent above the five-year average,¹⁷ which limited access to food for large segments of the population. In Darfur, 59 percent of households do not have the economic means to meet their daily food requirements.¹⁸
13. The Sudan's vulnerability to natural hazards was highlighted in 2015 when drought resulted in a largely failed agricultural season. The rainfall shortage affected 3.5 million people¹⁹ and required

¹⁴ Multiple Indicator Cluster Survey, 2014.

¹⁵ See: https://ocha.smugmug.com/Countries/Sudan/5-Facts-on-crisis-in-Jebel/i-Nt2G4TJ/1/08c84a99/L/Fact_1-L.jpg

¹⁶ <http://data.unhcr.org/SouthSudan/regional.php>

¹⁷ WFP Sudan. 2016. *Monthly Market Bulletin: Sudan*. Khartoum.

¹⁸ The Darfur Food Security Monitoring System has not detected a significant difference in the level of economic access to food between IDP households headed by men and those headed by women.

¹⁹ <http://www.unocha.org/country/el-nino-east-africa>

a scale-up of humanitarian assistance. In 2016 extreme seasonal rainfall caused major floods, resulting in increased food insecurity through displacement, livelihood disruption and damage to property, assets and infrastructure. As women have different assets and resources at their disposal and less access to productive inputs, they are more vulnerable to the impacts of climate-related shocks and natural hazards on their livelihoods than men are.

14. *Protracted crises.* Protracted crises constrain food security and sustainable development. Of the 3.8 million people subject to protracted displacement in the Sudan, 82 percent are IDPs and 18 percent are refugees.²⁰ In Darfur alone, 2 million displaced people – a third of the population – have been living in camps for the past decade with no solution on the horizon.²¹ In South Kordofan and Blue Nile states, hundreds of thousands of IDPs reside with host communities,²² and humanitarian access to affected populations is constrained in many areas. Women account for 25 percent of the displaced population, and girls for 30 percent, but these figures are likely to be higher among newly displaced people.²³
15. The Sudan hosts a large number of refugees in camps and elsewhere. The largest group are the 260,000 refugees from South Sudan, which is projected to increase to 330,000 people by the end of 2017: they have settled mainly in the south and in urban areas. Eighty percent of South Sudanese refugee households in the Sudan are headed by women.²³ Eastern Sudan hosts 120,000 refugees from Eritrea and Ethiopia who live mainly in camps and have limited livelihood options.
16. *Malnutrition.* At the individual level, inadequate nutrient intake and disease are the main factors leading to undernutrition in the Sudan; underlying causes include inadequate availability of and access to food, marginal and unstable livelihoods, limited health services, poor hygiene and childcare practices, and traditional diets and food taboos in some areas. At the institutional level, low capacities, limited investment and poor infrastructure contribute to persistent undernutrition. A national nutrition survey¹¹ found that 59 of 184 localities had global acute malnutrition prevalence above the World Health Organization emergency threshold of 15 percent. Recent findings show that 2 million children aged 6–59 months – 16.3 percent – are wasted,²⁴ not only in conflict-affected areas, where wasting is well above emergency thresholds, but also in stable states such as Red Sea, where 20 percent of children are wasted.
17. The national stunting rate is 38 percent.²⁴ In Darfur, Gedaref, Kassala and North Kordofan an alarming 50 percent of children under 5 suffer from chronic malnutrition. Stunting affects children's physical and cognitive development: at the national level this could lead to a cumulative loss of 2–3 percent of GDP per year. Micronutrient deficiencies – particularly of iron, vitamin A and iodine – are serious,²⁵ and every year, 337,000 pregnant and lactating women and girls are undernourished.²³
18. *Smallholder productivity and incomes.* Smallholder farmers produce 70 percent of staple food crops and are hence crucial to the achievement of national food and nutrition security objectives.²⁶ However, their production systems are exposed to risks such as pests, climate-related disasters, conflict and market shocks. Lack of capacity to manage risks and structural factors such as limited access to markets, weak credit systems and inadequate infrastructure and extension services trap many smallholder farmers in cycles of low productivity, poverty and hunger.

²⁰ Crawford, N., Cosgrave, J., Haysom, S. and Walicki, N. 2015. *Protracted Displacement: Uncertain Paths to Self-Reliance in Exile*. London, Overseas Development Institute.

²¹ <https://www.wfp.org/countries/sudan>

²² <http://www.internal-displacement.org/sub-saharan-africa/sudan/figures-analysis>

²³ Humanitarian Needs Overview December 2016.

http://reliefweb.int/sites/reliefweb.int/files/resources/Sudan_2017_Humanitarian_Needs_Overview.pdf

²⁴ Central Bureau of Statistics and UNICEF. 2014. *Sudan Multiple Indicator Cluster Survey*. Khartoum.

²⁵ Data are not disaggregated by sex and age.

²⁶ FAO Sudan. 2015. Sudan Country Programme Framework Plan of Action (2015–2019): Resilient Livelihoods for Sustainable Agriculture, Food Security and Nutrition. Khartoum.

19. *Sustainable food systems.* Because food production systems are marginal, low-producing, climate-sensitive and vulnerable to shocks,²⁷ seasonal disruptions are frequent: unpredictable weather, particularly irregular rainfall, and limited competitiveness in the agriculture sector mean that food production varies substantially from year to year. There are only limited capacities for using modern food storage systems to regulate food supplies in shortage and surplus years and to minimize post-harvest losses, which range from 20 to 50 percent. Women are particularly vulnerable to these shocks because they account for 87 percent of the workforce in rainfed agriculture.
20. During the May–October lean seasons a large segment of the population that relies on subsistence livelihoods is unable to meet basic food and other requirements as a result of lack of economic opportunities and limited capacity for crop storage. Migration and depletion of productive assets and resources are among the most common coping strategies.

Gaps and challenges

21. Continuing armed conflict in the Sudan and neighbouring countries, climate variability and economic challenges mean that protracted crises will continue and new emergencies will develop, leading to further food insecurity and malnutrition. In spite of political will, the number of displaced people is unlikely to fall in the medium term. The Government's capacity to respond to these challenges is limited, and investments will be needed to: i) respond effectively to new emergencies; ii) provide short- and medium-term food assistance and self-reliance opportunities for displaced people while sustainable solutions are developed; iii) address malnutrition and its root causes with nutrition-specific treatment and prevention programmes and nutrition-sensitive interventions; and iv) enhance the resilience of food systems and provide adequate income opportunities throughout the year. To make these responses sustainable, WFP will focus on enhanced gender equality and the development of capacities among national counterparts.

1.4 Country Priorities

22. The Government's National Strategy (2007–2031)²⁸ and supporting policies recognize the challenges and priorities relevant to SDG 2 and SDG 17:
 - food security, to be addressed through the Higher Council for Food Security and Nutrition and the Agriculture, Irrigation and Livestock Strategy, which focuses on rural food security, job opportunities and drought mitigation;
 - food systems, to be addressed through the National Agriculture Investment Plan, which aims to improve smallholder agriculture and the productivity and resilience of food systems;
 - nutrition and health, addressed mainly through the National Nutrition Strategic Plan and the Scaling Up Nutrition (SUN) initiative with a view to eliminating malnutrition through a multi-sectoral approach;
 - natural resources, to be managed with a view to achieving sustainable growth in accordance with the National Adaptation Plan for climate change;
 - social services, to be upgraded to ensure access to quality basic services for all; and
 - empowerment of women, with a view to enhancing the role of women as partners in community-building.

²⁷ Climate trends of constant increases in drought and unpredictable rainfall will exacerbate seasonal variability. Rainfall has declined by 10 percent to 20 percent since the 1970s, and warming of 1.3°C occurred between 1975 and 2009. Projections indicate that irregular rainfall and the warming trend will continue. The Government is seeking to address climate change and support smallholders through social protection interventions with a view to minimizing the effects of shocks on production.

²⁸ The General Secretariat of the Sudan National Council for Strategic Planning. 2007. *The Twenty-Five-Year National Strategy 2007–2031*. Khartoum.

23. The Multi-Year Humanitarian Response Strategy (MY-HRS), which builds on the United Nations Darfur Protracted Displacement Strategy for 2016–2019,²⁹ provides for long-term humanitarian response, recovery and self-reliance programming with a view to improving the efficiency of life-saving interventions and providing development pathways in protracted crises. The 2018–2022 United Nations Development Assistance Framework (UNDAF), which is linked to MY-HRS, has five focus areas for United Nations support for the Government in achieving the SDGs, and eight outcomes providing a common operational framework.

2. Strategic Implications for WFP

2.1 WFP's Experience and Lessons Learned

24. WFP's portfolio in the Sudan has evolved in the last two years to align with national long-term food and nutrition security objectives while maintaining emergency-response capacities. In Darfur, more accurate targeting of long-term IDPs based on household vulnerability rather than displacement status has facilitated a shift from blanket assistance to food-security solutions adapted to specific needs.³⁰
25. The 2010–2012 country portfolio evaluation encouraged a shift to long-term planning. Several internal and external reviews and evaluations³¹ have identified lessons learned, which include the following:
- Capacity strengthening for the Government is becoming a more significant feature of WFP's work, in accordance with its capacity development assessment in 2016.
 - The importance of partnerships is increasing as WFP implements more recovery and resilience-building activities.
 - Gender mainstreaming is progressing in accordance with the revised gender strategy, with gender-transformative approaches integrated into all programmes, supply chains, country capacity strengthening and partnerships.
 - Work to address undernutrition will require an integrated multi-sector approach that includes specific nutrition-sensitive-specific interventions.

2.2 Opportunities for WFP

26. During the zero hunger strategic review, opportunities connected with the UNDAF and MY-HRS have been identified in consultations with donors, government ministries, United Nations agencies, private-sector actors, financial institutions and cooperating partners. The current context, lessons learned and WFP's comparative advantage provide entry points for evidence-based interventions that will save lives and enhance development with a view to achieving SDGs 2 and 17.

²⁹ United Nations country team. 2016. Darfur protracted displacement strategy: a new programmatic approach to serve IDPs and hosting communities 2016–2019. Khartoum.

³⁰ As of March 2017, 1.45 million people had been profiled: this resulted in a reduction of 700,000 in the number of people receiving year-round unconditional food assistance.

³¹ These include a participatory gender audit and evaluations of the protracted relief and recovery operation, the Safe Access to Fuel and Energy programme, WFP's moderate acute malnutrition intervention in Kassala state and the use of cash in one IDP camp. The findings will guide decisions about modalities and prioritization during the ICSP. The WFP country office has also drawn on the evaluations of the 2012 nutrition policy and of its emergency preparedness and response plans.

2.3 Strategic Changes

27. On the basis of the Government's priorities, lessons learned and identified opportunities WFP will:
- contribute to the Zero Hunger Challenge by developing synergies between its own work and national plans for the achievement of SDGs 2 and 17;
 - design a package of programmes that will continue to save lives while also transforming the lives of people in need through enhanced self-reliance;
 - build on its comparative advantages and its extensive network of field operations to promote operational effectiveness, coordination and policy advocacy in favour of food-insecure and vulnerable people;
 - update its gender strategy in the Sudan to support the increased focus on gender-transformative programming of the WFP Gender Policy (2015–2020) and the Strategic Plan (2017–2021);
 - position itself as a partner for local governments, food security and nutrition partners and the international community, working along the humanitarian–development continuum; and
 - foster the environment for hand-over to the Government and enhance the capacities of government and non-government partners with a view to maximizing the sustainability of interventions.

3. Strategic Orientation

3.1 Direction, Focus and Intended Impacts

28. WFP will maintain its capacity for life-saving emergency response and will enhance life-changing activities that promote resilience. WFP aims to achieve six strategic outcomes, four focused on SDG 2 and two on SDG 17:
- Strategic outcome 1 focuses on responses to new emergencies.
 - Strategic outcome 2 relates to continuing assistance for refugees and IDPs in camps with limited livelihood opportunities with a view to improving their self-reliance.
 - Strategic outcome 3 aims to reduce malnutrition and its root causes through a package of nutrition-specific and -sensitive interventions and capacity strengthening for government and non-governmental institutions.
 - Strategic outcome 4 focuses on building the resilience of food-insecure households and improving food systems through capacity development.
 - Strategic outcome 5 continues the United Nations Humanitarian Air Service.
29. Strategic Outcome 6 provides logistics and information and communications technology (ICT) services for the humanitarian community.
30. Strategic outcomes 5 and 6 align with WFP's commitment to build partnerships to support implementation of the 2030 Agenda.
31. Partnership building and capacity strengthening will become increasingly important in this interim country strategic plan (ICSP). Multi-year programming will address the root causes and consequences of food insecurity and malnutrition, and partnerships will be needed to support local actors, particularly those working towards SDGs 2 and 17 and contributing to the achievement of other SDGs such as 3, 4 and 5, in alignment with MY-HRS and the UNDAF.

32. Gender will be integrated into the implementation and monitoring of the ICSP³² to ensure that gender-transformative programmes and policies contribute to the outcomes. WFP will ensure that: i) all personal data are disaggregated by sex and age; ii) gender analysis is embedded in assessments, research, technical assistance and information management; iii) gender is mainstreamed in programme, policy and capacity-strengthening initiatives; and iv) women, men, girls, boys and their organizations are engaged in ways that foster empowerment and equality of outcomes.

3.2 Strategic outcomes, expected outputs and Key Activities

Strategic outcome 1: Populations affected by disasters in target areas meet their basic food and nutrition needs during and after crises

33. WFP will ensure that populations affected by shocks can meet their food security and nutrition needs during and after an emergency, in line with WFP Strategic Result 1, by ensuring that the right assistance is provided to the right people at the right time and in the right way.

Focus area

34. Strategic outcome 1 focuses on crisis response in emergency situations.

Expected outputs

35. There are two expected outputs for strategic outcome 1:
- Targeted populations including residents affected by crises and recent IDPs and refugees receive food, cash or vouchers to meet their basic food needs (tier 1; output category A1; Strategic Result 1).
 - Targeted children under 5 and pregnant and lactating women and girls receive sufficient nutritious food, and social and behaviour change communication targets women, men, girls and boys to overcome or avoid malnutrition (tier 1; output category B; Strategic Result 2).

Key activities

36. *Activity 1: Provide unconditional general food assistance to people affected by shocks.* WFP will provide unconditional assistance to people affected by an emergency. Transfer modalities will be food, cash, vouchers or a combination depending on assessments of the context, including a gender analysis. After an acute shock, the duration of assistance will vary from three to six months, and up to two years in cases of extended displacement.
37. *Activity 2: Provide preventive and curative nutrition activities for children under 5 and pregnant and lactating women and girls.* Immediately after a shock WFP will provide emergency blanket supplementary feeding for pregnant and lactating women and girls and children under 5, complementing general food distributions.³³ The duration of the programme will be determined by the context: after six months beneficiaries will transition to targeted supplementary feeding.

Strategic outcome 2: Food-insecure people affected by long-term conflict and/or displacement are able to meet their basic food and nutrition needs and increase their self-reliance throughout the year

38. WFP will ensure that IDPs and refugees displaced for more than two years will have the means to meet their basic food and nutrition needs. WFP will promote the self-reliance of targeted households and individuals through conditional seasonal support linked to livelihood opportunities such as skills training and community asset creation, which will include consultations with displaced populations and host communities to ensure that benefits are shared between both groups and equally between women and men.

³² In accordance with the Strategic Plan (2017–2021), the WFP Gender Policy (2015–2020) and the Gender Action Plan.

³³ A ration of 92 g/day of Plumpy'Sup will be accompanied by social and behaviour-change communication according to context.

Focus areas

39. The focus area of strategic outcome 2 is crisis response considering the high vulnerability of the displaced targeted population. The outcome also focuses on increased self-reliance considering the absence of durable solutions for the target population.

Expected outputs

40. There are five expected outputs for strategic outcome 2:
- Targeted populations receive sufficient conditional and unconditional food, cash or voucher transfers to meet their basic food needs (tier 1; output category A; strategic result 1).
 - Targeted children under 5 and pregnant and lactating women and girls receive sufficient nutritious food, and related social and behaviour-change communication is tailored to the needs of women, men girls and boys to overcome or prevent malnutrition (tier 1; output category B; Strategic Result 2).
 - Targeted food-insecure populations create or restore assets and receive assistance to enhance livelihood opportunities during the lean season in order to meet their basic food needs (tier 1; output category D; Strategic Result 1).
 - Vulnerable groups such as women and young people in targeted populations receive cooking fuel and livelihood opportunities to promote self-reliance (tier 1; output category C; Strategic Result 3).
 - Children and their families benefit from school meals and interactive nutrition education and hence avoid malnutrition (tier 1; output category A2; Strategic Result 2 and SDG 4).

Key activities

41. *Activity 3: Provide integrated conditional and unconditional food assistance packages to vulnerable households.* Based on WFP's profiling of IDPs, food assistance packages will be provided according to assessed levels of vulnerability to food insecurity. Assistance will comprise unconditional transfers and conditional livelihood support in kind, in cash or as vouchers. Unconditional support will prioritize severely food-insecure and nutrition-insecure vulnerable households. A set of indicators for household food insecurity and wasting and stunting will be used to identify households for participation in food assistance-for-assets activities remunerated with food, cash or vouchers.³⁴ Consultations on seasonal livelihood programming and community-based participatory planning will inform the design of these activities.
42. *Activity 4: Provide preventive and curative nutrition activities for children under 5 and pregnant and lactating women and girls.* WFP will use community nutrition centres to treat moderate acute malnutrition under the targeted supplementary feeding programme and food-based prevention of acute and chronic malnutrition. The food-based prevention programme will target the first 1,000 days following conception to prevent stunting and wasting; it will comprise a nutrition ration for at-risk pregnant and lactating women and girls, and children under 5. The activity will include gender-transformative nutrition-sensitive interventions, such as interactive training in nutrition, community and household gardens, cooking, and food preservation and processing, which are tailored to and engage with diverse groups of women, men, girls and boys in targeted communities.
43. *Activity 5: Provide nutrition-sensitive programming in schools.* In contexts of protracted displacement WFP will provide a hot meal each day for girls and boys of primary school age, complemented by nutrition-sensitive interventions such as distribution of micronutrient powders, school gardening and nutrition education for parents and teachers to address short-term hunger and micronutrient deficiencies.

³⁴ The activities will also enhance household and community productive assets through training, infrastructure development and income support. People who cannot engage in labour-based activities or who are exposed to additional shocks are eligible for unconditional lean-season support. Asset-creation activities will address the needs of women and men equitably.

44. *Activity 6: Provide safe access to fuel and energy for IDPs and refugees.* Refugees and IDPs eligible for assistance packages will also have access to cooking stoves and fuel to cook the food they receive; alternative fuels will minimize dependence on coal or fuelwood.³⁵ Women will be prioritized because they are usually responsible for cooking and collecting biomass fuel.

Strategic outcome 3: Food-insecure residents in targeted areas have sustainably improved nutrition by 2021

45. In alignment with Strategic Result 2, WFP will provide an integrated package of nutrition-specific, nutrition-sensitive and age-specific complementary activities to address the immediate and underlying causes of malnutrition sustainably and at scale. Implementation of strategic outcomes 3 and 4 will be linked. In view of high stunting rates, awareness of the double burden of malnutrition will be raised among partners, particularly the Ministry of Health, and opportunities for joint analysis and activities will be explored.
46. WFP will enhance the capacities of the Government and national counterparts to continue activities independently by developing implementation arrangements and legislative frameworks with the ministries of health, education and industry in support of government frameworks. Collaboration with SUN and health and education partners will be part of the multi-dimensional approach.

Focus area

47. This strategic outcome focuses on addressing the root causes of malnutrition.

Expected outputs

48. There are three expected outputs for Strategic Outcome 3:
- Targeted children under 5 and pregnant and lactating women and girls receive specialized nutritious foods and social and behaviour change communication is tailored and delivered to women, men, girls and boys to treat and prevent wasting and stunting (tier 1; output category B; Strategic Result 2).
 - Food-insecure people benefit from improved coordination and management by national authorities of food-security and nutrition policies and programmes to meet current and future food and nutrition needs (tier 3; output category C; Strategic Results 1 and 2).
 - Targeted students, teachers and parents receive interactive nutrition sessions complementing school meals to enhance knowledge of nutrition and hence prevent malnutrition (tier 1; output category S2; Strategic Result 2 and SDG 4).

Key activities

49. *Activity 7: Provide preventive and curative nutrition activities to resident communities.* Interventions will include:
- food-based prevention of malnutrition targeting the first 1,000 days following conception to prevent stunting and wasting with a nutrition ration³⁶ for at-risk pregnant and lactating women and girls and children under 5 accompanied by context-specific nutrition-sensitive interventions – the use of food assistance for assets to create assets that promote good nutrition will be explored;
 - home food fortification implemented through: i) free distribution of micronutrient powder³⁷ by nutrition centres and community workers to children under 5;³⁸ and ii) retail outlets set up in selected states to enable people in targeted communities to buy micronutrient powders at affordable prices;

³⁵ Where possible, households will be assisted through livelihood activities to promote self-reliance and take-up of fuel-efficient practices such as sustainable resource management and behaviour-change campaigns focused on gender equality and women's empowerment.

³⁶ 100 g/person/day of SuperCereal Plus.

³⁷ Vitamino, created by WFP for the Sudan.

³⁸ Children who are not eligible for selective feeding programmes.

- a targeted supplementary feeding programme as a life-saving intervention in food-insecure areas where global acute malnutrition is above 10 percent – moderately malnourished children under 5 and pregnant and lactating women and girls will receive ready-to-use supplementary foods for three months, accompanied by nutrition counselling;
 - social and behaviour-change communications as part of all prevention and treatment activities at all levels, from the political to the community, using: innovative tools and methods, incorporating gender-transformative approaches, to increase nutrition-related knowledge and behaviour; and
 - the use of community nutrition platforms for implementing nutrition-related activities to ensure that the activities serve community needs.
50. *Activity 8: Provide nutrition-sensitive programming in schools.* Hot meals in primary schools and take-home rations for girls in areas of high gender disparity will continue. WFP's nutrition programming in schools will comprise:
- distribution of micronutrient powders in targeted schools to address micronutrient deficiencies and enhance the nutritional value of the meals; and
 - nutrition-sensitive activities targeting children, teachers and parents with a view to breaking the intergenerational cycle of malnutrition: WFP will work with the Ministry of Education and the United Nations Children's Fund (UNICEF) to include nutrition in primary-level teacher training and as part of the curriculum for primary school-age children, with a focus on adolescent girls in formal and non-formal education.
51. *Activity 9: Strengthen the capacities of national institutions and the SUN network.* This work will focus on:
- advocacy and technical assistance for developing policies and programmes through the SUN movement by implementing a multi-sectoral nutrition strategy with the Government and development partners;³⁹
 - development of short and diploma courses as part of a sustainable enhancement of nutrition capacities: WFP will work with the Ahfad University Centre of Excellence on food and nutrition security courses, and a fund will be established to support access by rural women; and
 - continued support for the Systems Approach for Better Education Results (SABER) with a view to establishing a sustainable national school-feeding policy.

Strategic outcome 4: Food-insecure people in targeted areas and food systems have increased resilience to shocks by 2021

52. WFP will increase the resilience of chronically food-insecure rural households through productive and shock-responsive safety nets – community and household asset creation – support for smallholder farmers and capacity strengthening at the national and sub-national levels. Activities will incorporate participatory processes that engage partners, beneficiaries, national institutions and municipalities so that interventions equitably address the diverse needs, priorities, roles and workloads of women and men.
53. WFP will engage with partners that have complementary resources and technical capacities for context-appropriate asset creation, income-generation and capacity development. WFP will implement activities while also working with government counterparts to build national capacities and systems in collaboration with major partners such as the World Bank, FAO, IFAD and the United Nations Environment Programme (UNEP).

³⁹ WFP will: i) assist the National Food Fortification Alliance of Sudan in enhancing institutional coordination mechanisms and the Sudan Standards and Metrology Organization in designing a quality-assurance and quality-control system for food fortification; ii) build the capacities of regulatory authorities to enforce the law and monitor progress; and iii) support the Ministry of Health with information management and nutrition surveys, promoting data disaggregation and gender analysis.

Focus area

54. This strategic outcome aims to build the resilience of households, communities, and national systems, including food systems.

Expected outputs

55. Strategic outcome 4 has four outputs:
- Food-insecure households targeted by productive safety net activities receive conditional food, cash or vouchers for the creation, rehabilitation and maintenance of assets to meet short-term food gaps (tier 1; output category A2; strategic Result 1).
 - Households and communities have access to assets to mitigate climate-related disaster risks and other shocks and stresses, benefiting women and men equally (tier 2; output category D; Strategic Results 3 and 4).
 - Vulnerable smallholder farmers receive tools and services such as microfinance, post-harvest management technologies, technical assistance and climate services to enhance their productivity and resilience (tier 2; output category C; Strategic Results 3 and 4).
 - Food-insecure people benefit from improved capacities in national authorities to coordinate, manage and implement gender-transformative policies and programmes for productive safety nets, livelihood support and early warning to ensure sustainable access to food (tier 3; output category C; Strategic Results 2, 3 and 4).

Key activities

56. *Activity 10: Offer asset creation activities through safety nets to help food-insecure households to reduce risk and adapt to climate change.* WFP will provide seasonal conditional assistance through asset-creation activities for chronically food-insecure households through a productive safety net approach aligned with the Government's social-protection programmes. The assets, which will be determined through community consultations, will address the needs of women and men equitably and include enhancement of production, processing and market infrastructure, on-farm and off-farm income opportunities, and training opportunities for people unable to undertake labour-based activities⁴⁰ WFP will work with the Government and other partners to link improved early-warning systems with shock-responsive safety nets to ensure that resilience gains are maintained and to mitigate the effects of climate shocks.
57. *Activity 11: Provide livelihood support to farmers.* WFP and the Ministry of Agriculture will implement activities to connect farmers to markets such as agricultural extension and on-the-job training for smallholder farmers in technical and business skills in a gender-transformative manner.⁴¹ WFP will promote improved post-harvest storage through awareness-raising, training, subsidized silos and more effective farmers associations. The initiative will foster smallholder farmers' interactions with local supply chains by facilitating access to inputs and using WFP's retail networks. WFP will improve access to market information and agro-climate data to enable smallholders to adapt when shocks are imminent.
58. *Activity 12: Strengthen the capacities of national and local institutions.* WFP will work with the Ministry of Welfare and Social Services and the World Bank to improve the targeting and implementation of equitable and inclusive safety nets; this will include the development of guidelines for implementing productive safety nets. WFP will help to improve early-warning systems by supporting the Ministry of Agriculture and the Sudan Meteorological Authority with training, technology transfers and coordination support at the national and state levels. Awareness sessions and workshops for government officials will be organized, and extension workers will be supported through a post-harvest losses manual to be included in the national extension services package.

⁴⁰ The three-pronged approach and other tools will be used to design equitable, efficient and effective interventions.

⁴¹ Smallholder farmers in WFP target areas will be targeted in conjunction with the Ministry of Agriculture: i) small-scale farmers holding 5–10 *feddans* (unit of area equivalent to 0.4 ha); ii) farmers in areas viable for farming; and iii) poor but economically active farmers. Women should account for at least 30 percent of the targeted farmers.

Strategic outcome 5: The humanitarian community in the Sudan has access to the United Nations Humanitarian Air Service until satisfactory alternatives are available

59. This strategic outcome is linked to Strategic Result 8 and SDG target 17.16 in providing humanitarian access to remote locations. Insecurity, vast distances and poor roads limit access, and to date there are no reliable domestic air carriers that meet United Nations aviation standards. The air service is expected to reach at least 43 locations.

Focus area

60. This strategic outcome focuses on response to crises.

Expected outputs

61. Strategic outcome 5 has two outputs:

- People in need of humanitarian assistance benefit from safe transport of humanitarian workers and supplies (tier 3; output category H; Strategic Result 1 and SDG 3).
- People in need of humanitarian interventions benefit from the continuity of humanitarian interventions ensured by the emergency transport service (tier 3; output category H; Strategic Result 1 and SDG 3).

Key activity

62. *Activity 13: Provide air services for personnel and light cargo.* One 37-seat EMB-135, one 17-seat turboprop BE-1900 and three 18-seat MI-8 helicopters will operate from Khartoum, Nyala, El Fasher and El Geneina. The EMB-135 and BE-1900 will provide shuttle services from Khartoum to the five Darfur state capitals and to Kadugli in South Kordofan, Damazine and Kassala as required. The helicopters will provide access to deep-field locations that cannot be reached otherwise because of insecurity, poor roads and lack of facilities for fixed-wing aircraft.

Strategic outcome 6: The humanitarian community in Sudan receives expertise, services and infrastructure in the areas of supply chain and IT throughout the year

63. Strategic outcome 6 provides expertise, services and infrastructure for humanitarian and development partners through WFP's leadership of the logistics and emergency telecommunications sector. This will enhance the Government's capacity to address food insecurity and contribute to the effectiveness of humanitarian operations in line with SDG 17.16 and WFP Strategic Result 8.

Focus area

64. This strategic outcome focuses on response to crises.

Expected outputs

65. Strategic outcome 6 has four outputs:

- People in need of humanitarian assistance benefit from supply chain support and assistance provided to humanitarian actors to make humanitarian responses possible (tier 3; output category H; Strategic Results 1 and 4 and SDG 3).
- People in South Sudan, especially those in need of humanitarian assistance, will benefit from a road to the Sudan that will provide access to goods to meet basic needs (tier 3; output category 1; Strategic Results 1, 2 and 3).
- People in need of humanitarian assistance benefit from upgraded telecommunications, information-sharing and knowledge management for humanitarian actors to maximize the effectiveness of responses (tier 3; output category H; Strategic Results 1 and 4 and SDG 3).
- Food-insecure people benefit from enhanced government capacities and facilities for storing food and improved warehouse management to meet basic food needs (tier 3; output category L; Strategic Result 1).

Key Activities

66. *Activity 14: Provide supply-chain services to the humanitarian community.* WFP will provide supply-chain services and expertise as required – transport, storage, infrastructure project support and coordination to ensure effective and efficient logistics services.
67. *Activity 15: Provide ICT services for the humanitarian community.* WFP will continue as chair of the ICT working group, providing its 24-hour security telecommunications services for United Nations agencies and non-governmental organizations in 13 locations on behalf of the United Nations Department of Safety and Security. Costs will be shared by the United Nations agencies.

3.3 Transition and Exit Strategies

68. During the current protracted relief and recovery operation (PRRO 200808), WFP moved towards long-term food security solutions in recognition of the protracted nature of crises in the Sudan, increasing attention to food-insecure residents, addressing malnourishment and aligning with national long-term food and nutrition security objectives. It has accordingly begun a shift from saving lives to saving and transforming lives through improved targeting of assistance for IDPs and promoting self-reliance.
69. This ICSP moves from direct provision of assistance to capacity strengthening, policy guidance and support for national and sub-national programmes while maintaining WFP's emergency response capacities. WFP will ensure that activities are integrated into national and sector development plans with a view to gradual hand-over; government and community capacities will be developed, with gender equality embedded throughout. WFP will continue to advocate for durable solutions to internal displacement.
70. The ICSP is a transition to a country strategic plan (CSP) starting in 2019 that will be informed by the ongoing national zero hunger strategic review. The CSP will continue the pattern of the ICSP and will contribute to a national road map for zero hunger.
71. The root causes of regional and national conflict remain unresolved, climate stress is expected to increase and the Government's capacities and resources are limited: WFP is therefore laying the foundation for eventual government ownership, but expects to continue operational work for the foreseeable future.

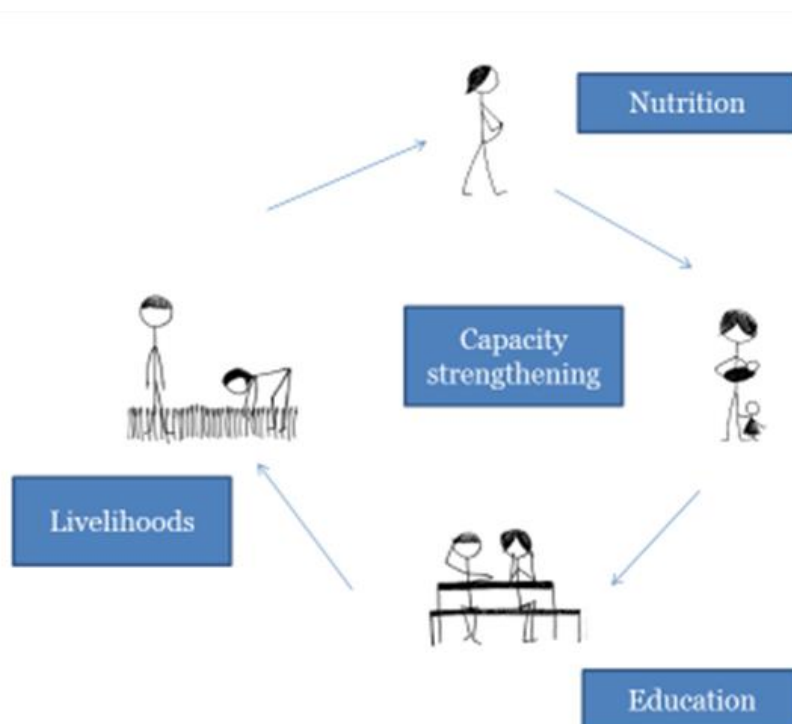
4. Implementation Arrangements

4.1 Beneficiary Analysis

72. Strategic outcome 1 focuses on meeting the food and nutrition needs of people affected by emergencies or displaced for up to two years. Strategic objective 2 targets food-insecure people affected by protracted conflict or long-term displacement through a food assistance package of unconditional transfers and conditional livelihood support as determined by WFP's IDP profiling. WFP will use its SCOPE beneficiary management system to register and manage gender- and age-disaggregated information on beneficiaries using biometric data: this will also inform distribution plans and instructions to external service providers for cash-based transfers, and will record the food assistance delivered.

73. Using a life-cycle approach (Figure 2), strategic outcomes 3 and 4 target chronically food-insecure and malnourished rural households, including smallholder farmers and agropastoralists. Support packages designed on the basis of gender analysis provide assistance according to people's different needs at different stages in their lives, prioritizing localities with high levels of food insecurity, stunting and wasting. Resilience activities will be prioritized in areas of high food insecurity and malnutrition exposed to climate or economic shocks. Partnerships and complementarity with partners will be sought.⁴² Nutrition-specific activities will target children under 5 and pregnant and lactating women and girls. School meals will target rural schools in areas of high food insecurity, providing a balanced breakfast to fill the short-term hunger gap. Opportunities for overlap with education stakeholders such as UNICEF will be sought to enhance efficiency and effectiveness.

Figure 2: Life-cycle approach



⁴² Gender analysis will inform targeting of these strategic objectives. Because of structural gender inequalities and discriminatory practices, emphasis will be given to the empowerment of women and girls so that they are equally engaged at all levels and in all phases of programming. To ensure sustainability and ownership in community-based programmes, tools such as the three-pronged approach will enable communities to make their own decisions and ensure food and nutrition security with their own inputs and capacities.

TABLE 1: NUMBER OF BENEFICIARIES PER ACTIVITY*

Strategic outcome	Activity	Women and girls	Men and boys	Total
1 – Populations affected by disasters in targeted areas meet their basic food and nutrition needs during and after crises	General food assistance with food, cash or vouchers	949 837	777 139	1 726 976
	Preventive and curative nutrition	414 577	275 943	690 520
2 – Food-insecure people affected by protracted conflict and/or long-term displacement are able to meet their basic food and nutrition needs and increase their self-reliance throughout the year	Targeted food-assistance packages of unconditional transfers and conditional livelihood support provided in-kind or as cash-based transfers adapted to the receiving households and communities	1 047 533	857 073	1 904 606
	Preventive and curative nutrition activities	362 664	257 398	620 062
	Nutrition-sensitive programming in schools affected by conflict	166 370	173 159	339 529
	Safe access to fuel and energy	141 742	115 971	257 713
3 – Food-insecure residents in targeted areas have sustainably improved nutrition by 2021	Preventive and curative nutrition	724 431	518 190	1 242 621
	Nutrition-sensitive programming in schools	338 660	349 420	688 080
	Capacity development and augmentation	-	-	-
4 – Food-insecure people in targeted areas and food systems have increased resilience to shocks by 2021	Asset creation under productive safety nets in exchange for food/cash that contribute to risk reduction and climate adaptation	262 262	214 577	476 839
	Integrated livelihood support strategies that support resilience and greater productivity under Farmer to Markets/Purchase for Progress (P4P)	70 043	57 308	127 351
	Capacity development and augmentation	-	-	-
Adjusted total		2 955 955	2 374 589	5 330 544

* Reporting on actual beneficiary numbers will be disaggregated by sex and age.

4.2 Transfers

Food and cash-based transfers

TABLE 2: RATION SIZES AND TRANSFER VALUES (g/person/day)

	Strategic outcome 1		Strategic outcome 2						Strategic outcome 3				Strategic outcome 4							
	Activity 1	Activity 2	Activity 3	Activity 4			Activity 5	Activity 6	Activity 7	Activity 8		Activity 9	Activity 10	Activity 11	Activity 12					
Beneficiary type	New refugees	Natural disaster and new IDPs	New refugees and IDPs	Protracted IDPs unconditional assistance	Protracted refugees unconditional assistance	Protracted IDPs and refugees conditional assistance	Protracted IDPs and refugees – TSPF	Protracted IDPs and refugees – HF**	Protracted IDPs and refugees – BP/MIAM****	Protracted IDPs and refugees	Protracted IDPs	Residents – treatment	Residents – HF	Residents – FBPM****	Residents – THR*****	Residents – SM*****	None	Residents	Residents	Residents
Modality																				
Cereals	475	270	-	270	475	450	-	-	-	100	450	-	-	-	25 000	100	-	450	75 000	-
Pulses	60	30	-	30	60	30	-	-	-	20	30	-	-	-	-	20	-	30	-	-
Oil	30	-	-	-	30	-	-	-	-	15	-	-	-	-	-	15	-	-	-	-
Salt	10	-	-	-	10	-	-	-	-	5	-	-	-	-	-	5	-	-	-	-
Sugar	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SuperCereal Plus	-	-	-	-	-	-	-	-	100	-	-	-	-	100	-	-	-	-	-	-
RUSF	-	-	92	-	-	-	92	-	-	-	-	92	-	-	-	-	-	-	-	-
Micron. powder	-	-	-	-	-	-	-	1	-	0	-	-	1	-	-	0	-	-	-	-
kcal/day	2 081	1 018	492	1 018	2 081	1 628	492	-	394	540	1 628	492	-	394	565	540	-	1 628	1 695	-
% kcal from protein	13	15	10	15	13	14	10	-	17	12	14	10	-	17	13	12	0	14	13	-
Cash (USD/person/day)	\$ -	\$ -	\$ -	\$ 0.28	\$ 0.6	\$ 0.60	\$ -	\$ -	\$ -	\$ -	\$ 0.6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.6	\$ -	\$ -
No. of feeding days per month	30	30	30	30	30	22	30	30	30	22	22	30	30	30	30	22	-	22	30	-

- * Targeted supplementary feeding programme
- ** Home fortification
- *** Blanket prevention of moderate acute malnutrition
- **** Food-based prevention of moderate acute malnutrition
- ***** Take-home rations
- ***** School meals

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	316 415	62 592 808
Pulses	37 584	38 267 082
Oil and fats	10 667	11 650 954
Mixed and blended foods	24 062	42 316 029
Other	3 764	4 116 271
Total food	392 493	158 943 144
Cash-based transfers (USD)		88 397 495
Total, food and CBTs (USD)	392 493	247 340 639

74. WFP will select delivery modalities on the basis of evidence obtained in multi-sector capacity assessments and comparative analysis focusing on value for money, efficiency, effectiveness, equity and empowerment and calculating the transfer value of food, cash and vouchers to fill the gap between beneficiaries' food needs and their capacity to obtain nutrition without resorting to negative coping strategies. WFP aims to employ innovative delivery mechanisms such as prepaid cards, mobile money transfers and electronic vouchers with SCOPE cards to improve the efficiency and effectiveness of market-based food assistance. Sensitization campaigns will ensure that all beneficiaries, regardless of sex, age, disability, literacy, etc. become familiar with and benefit equally from the innovative solutions.

Capacity strengthening including South–South cooperation

75. WFP will continue to invest in enhancement of the capacities of national and local civil-society partners to promote food and nutrition security. South–South and triangular cooperation will be promoted in all initiatives. The country office will continue to adopt best practices that can be replicated and provide staff, partners and government officials with opportunities to learn from lessons learned in other countries. Exchanges of technical staff between countries will also be promoted.

4.3 Supply Chain

76. The supply chain function will support all strategic outcomes with deliveries of food, cash and vouchers and by assessing post-harvest losses and nutrition activities, and increasing local purchase options in collaboration with partners.
77. WFP will focus on enhancing the market capacities of local food suppliers and inspection companies: this will include assessments of procurement options that are suited to smallholders and promote gender equality. The work will include a review of the national grain reserve.⁴³
78. To support the Government in enhancing food quality and safety and environmental protection, WFP will upgrade national laboratories to enable improved detection of genetically modified organisms. Food-storage capacities and facilities will be enhanced and food-supply agreements will be negotiated.
79. As part of its support for market-based interventions, the supply chain function will map the retail supply chain and review supply-chain sectors for national sourcing, distribution and transport by the Government and the private sector. The results and further analysis will highlight areas for improvement for the CSP.

⁴³ Smallholder procurement will focus on procurement from those targeted in outcome 4, activity 11.

80. In accordance with the memorandum of understanding between the Government of the Sudan and the Government of South Sudan for the transport of humanitarian cargo, WFP will rehabilitate the Rabak–Joda road and will continue to guarantee the passage of humanitarian assistance to South Sudan. It will continue to lead negotiations between South Sudanese and Sudanese stakeholders on the opening of new corridors.⁴⁴

4.4 Country Office Capacity and Profile

81. WFP will maintain its current field presence: 70 percent of its workforce will operate from 16 regional and field offices. The organizational structure will remain unchanged: four area offices will oversee activities in North Darfur, West and Central Darfur, South and East Darfur and the rest of the country under the supervision of the country office. WFP will retain its capacity to respond to shocks and to the needs of local authorities and partners. The country office will upgrade the skills of its staff as required, but no major changes are expected.

4.5 Partnerships

82. Various partnerships, both national and international, will be critical to achieving SDGs 2 and 17. Cooperation will be broadened by exploring new and diverse alliances, and enhancing existing partnerships through investments in capacity strengthening.
83. The country office will build on its partnerships with government counterparts, particularly the Humanitarian Aid Commission and the Ministry of International Cooperation, to deliver the strategic outcomes. This will include work with: i) the Ministry of Health through SUN for strategic outcome 3; ii) the Ministry of Education to implement SABER to achieve a national school feeding programme under strategic outcome 3; iii) the Ministry of Agriculture to enhance food security analysis and address post-harvest losses under strategic outcome 4; and iv) the Ministry of Welfare and Social Security to enhance the national social protection system under strategic outcome 4 and promote gender-transformative policies, planning and programming.
84. Partnerships with other United Nations agencies will continue. WFP is a member of the humanitarian and United Nations country teams and has agreements with the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Environment Programme (UNEP) and UNICEF. WFP signed a memorandum of understanding with IFAD in 2016 and will do so with FAO later in 2017.⁴⁵ Partnerships with other agencies may be set up. WFP aligned the strategic outcomes of this ICSP in consultation with the United Nations country team.
85. WFP has agreements with non-governmental organizations and the Sudanese Red Crescent Society: quarterly consultation meetings with these partners provide feedback and foster collaborative planning. Training and capacity enhancement will remain important components of WFP's cooperating partnerships in ensuring that technical and implementation capacities are maintained. WFP will also engage with private-sector partners through its post-harvest losses and nutrition activities.

5. Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

86. The country office monitoring and evaluation strategy for 2017–2021 focuses on outcome monitoring and reviews of WFP's long-term effectiveness. Baseline data will be collected three months before or after an activity starts, in accordance with standard guidance. WFP will track results systematically, ensuring that monitoring and evaluation is gender-responsive and conducting appraisals of project performance.

⁴⁴ Currently Northern Bahr Ghazal and Unity states.

⁴⁵ The Rome-based agencies collaborate on policy advice, knowledge management, monitoring, operation, advocacy and communication.

87. Thematic reviews will assess all activities at the output and outcome levels; they will include gender equality and protection considerations and will be conducted mainly through the six-monthly performance review process.
88. Process monitoring will be continuous in sample locations each month. Because its staff will be engaging in outcome monitoring, WFP has outsourced 80 percent of process monitoring to third parties trained in its activities and monitoring approaches. To increase the frequency of process monitoring, WFP is exploring options for remote monitoring.
89. Selected activities or outcomes in WFP's Sudan portfolio will be assessed through a decentralized evaluation process between 2017 and 2018, in line with corporate guidelines.⁴⁶

5.2 Risk Management

90. Risks are monitored and managed on a regular basis, and WFP also updates its risks and controls twice per year.

TABLE 4: RISK MATRIX		
Type	Threat	Mitigation measures
Contextual	Threats to staff safety and security Threat of confiscation of assets	Implementation of minimum operating security standards, recruitment of security staff in field offices and liaison with Sudanese security services
Programmatic	Difficulties in procuring food and non-food items because of a restrictive national regulatory environment	Engage with relevant authorities in coordination with the United Nations country team on customs delays
Programmatic	Inflation and constraints in foreign currency transactions abroad	Contracts are paid in US dollars where feasible to counter inflation
Programmatic	Social risks for beneficiaries, including the risk of WFP activities exacerbating conflicts or tensions	WFP will use participatory gender and protection analysis and the “do no harm” concept, particularly to mitigate risks for all members of affected populations. WFP will remain accountable to affected populations through community consultations and other feedback mechanisms
Institutional	Insufficient staff and capacities	The staffing structure review in late 2017 will establish appropriate staff profiles in each location

6. Resources for Results

6.1 Country Portfolio Budget

91. The budget required to implement this ICSP for 18 months is USD 592.7 million. The largest component – 74 percent – of WFP's assistance will be for crisis response under SDG 2 and strategic outcomes 1 and 2. Strategic outcomes 3 and 4 account for 17 percent of the budget. WFP's contribution to SDG 17 and strategic outcomes 5 and 6 accounts for 9 percent of the budget. In line with WFP's commitment, 15 percent of project funds will be allocated to activities that promote gender equality.

⁴⁶ The WFP portfolio will not be evaluated during the ICSP because an operational evaluation will take place in 2017.

TABLE 5: INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)			
Strategic outcome	Year 1	Year 2	Total
	2017	2018	
1	61 703 547	125 111 354	186 814 901
2	81 372 078	171 754 975	253 127 053
3	23 312 853	43 430 105	66 742 958
4	8 418 306	27 759 904	36 178 210
5	10 066 926	27 964 680	38 031 606
6	4 855 452	6 951 303	11 806 755
Total	189 729 162	402 972 321	592 701 483

6.2 Resourcing Outlook

92. Over the past two years the country office has received relatively high levels of funding from a core group of governments. As of 10 March 2017 it had raised USD 502.3 million for PRRO 200808, 68.6 percent of total requirements. Nonetheless, the external fundraising environment remains challenging and WFP believes the fundraising target of 70 percent is reasonable. External challenges to resource mobilization include competing claims for emergency funding, donor fatigue and a limited donor base. The country office maintains positive relationships with core donors, and anticipates strong advocacy from all donors for WFP programmes. Donors were consulted throughout the development of this ICSP, especially with regard to the formulation of the strategic outcomes; they expressed their support for the strategic orientation.
93. In the case of significant funding shortfalls, WFP will prioritize live-saving interventions under strategic outcomes 1 and 2. Most funding for WFP's Sudan operation is earmarked, and most contributions are expected at the activity level; WFP is engaging with donors to increase funding flexibility. Vulnerability mapping enables WFP to target the most vulnerable people under strategic objectives 1 and 2 in the event of a pipeline break.

6.3 Resource Mobilization Strategy

94. WFP's resource mobilization strategy aligns fundraising with the ICSP strategic outcomes. It will seek contributions that are diverse, flexible and sustainable to ensure that activities are effective, that it remains accountable to beneficiaries and that its reputation is maintained. The country office plans to meet its resourcing objectives through partnerships with donors addressing shared objectives. WFP will present the planned activities to traditional and non-traditional donors with a view to obtaining funds sufficient to address all the strategic outcomes. Traditional donors will continue to provide most of the core funding, but it is essential to diversify and expand the donor base to support the transition to development activities and ensure that the funding situation is resilient to shocks.

**ANNEX I: SUMMARY OF LOGICAL FRAMEWORK OF SUDAN
INTERIM COUNTRY STRATEGIC PLAN (2017–2018)**

Country: Sudan

CSP Start Date: 01/07/2017 CSP End Date: 31/12/2018

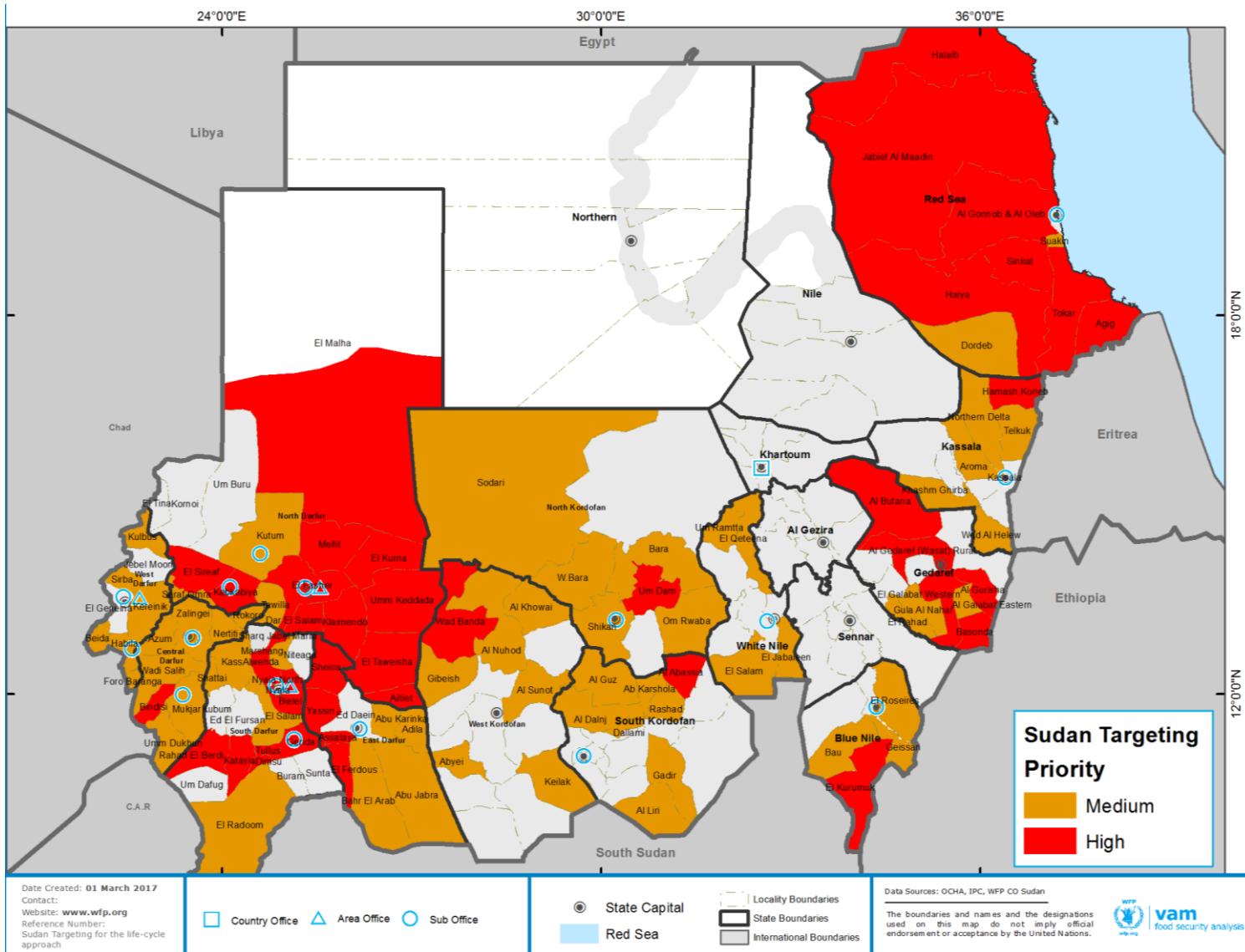
To be added

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)							
	Strategic Result 1, SDG target 2.1	Strategic Result 1, SDG target 2.1	Strategic Result 2, SDG target 2.2	Strategic Result 4, SDG target 2.4	Strategic Result 8, SDG target 17.16	Strategic Result 8, SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Transfers	136 091 440	182 026 034	52 076 453	24 955 995	31 388 808	10 041 976	436 580 706
Implementation	25 683 406	37 176 045	5 718 599	6 378 295	1 548 902	180 809	76 686 056
Adjusted direct support costs	12 818 520	17 365 260	4 581 544	2 477 122	2 605 847	811 565	40 659 858
Subtotal	174 593 365	236 567 339	62 376 596	33 811 412	35 543 557	11 034 350	553 926 620
Indirect support costs (7 percent)	12 221 536	16 559 714	4 366 362	2 366 799	2 488 049	772 405	38 774 863
Total	186 814 901	253 127 053	66 742 958	36 178 210	38 031 606	11 806 755	592 701 483

ANNEX III

PRIORITIZED TARGET AREAS IN THE SUDAN



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

Acronyms Used in the Document

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
ICSP	interim country strategic plan
ICT	information and communications technology
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
MY-HRS	Multi-Year Humanitarian Response Strategy
PRRO	protracted relief and recovery operation
SABER	Systems Approach for Better Education Results
SCOPE	WFP beneficiary management system
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Environment Programme
UNICEF	United Nations Children's Fund