



World Food Programme

Executive Board

Second regular session

Rome, 13–16 November 2017

Distribution: General

Date: 30 October 2017

Original: English

Agenda item 7

WFP/EB.2/2017/7-B/3

Operational matters

For approval

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

Democratic Republic of the Congo Interim Country Strategic Plan (2018–2020)

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 722,646,604
Gender and age marker*	2A

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

Executive summary

Instability and insecurity remain major challenges in the Democratic Republic of the Congo. The country's main macroeconomic indicators have trended downwards in recent years while the prevalence of food insecurity and malnutrition is high across much of the country.

The deepening political crisis, intensifying ethnic tensions and expansion of conflict into new territories of the country have resulted in a protracted humanitarian crisis. The number of internally displaced persons increased from 1.6 million in January 2016 to 3.8 million in July 2017. In addition, the Democratic Republic of the Congo hosts about 468,000 refugees from neighbouring countries, and 475,000 of its nationals are refugees in other countries.

The scale of humanitarian needs is accelerating at an alarming rate: 7.7 million people are food-insecure, up from 5.9 million in 2016. While severe food insecurity continues to affect populations in the Kivu region and Tanganyika province, the majority of increased needs are the result of conflict and displacement in the provinces of Kasai and Kasai Central.

Estimated average daily energy consumption is less than 1,500 kcal per person per day – well below the threshold of 2,100 kcal. Malnutrition among children under 5 is high, with 43 percent stunting and 8 percent wasting. A cost of hunger study carried out in 2016 estimated that undernutrition cost 4.6 percent of gross domestic product, equivalent to USD 1.7 billion.

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Constrained access to social services limits growth and well-being in the country; this is compounded by gender disparities. In 2016, the country ranked 176th of 188 countries on the Human Development Index, with women scoring 17 percentage points below men. The country also ranked 153rd out of 159 countries on the Gender Inequality Index.

Through this interim country strategic plan, WFP will focus on responding to large-scale displacement and other shocks while pursuing long-term recovery and resilience and addressing the underlying causes of food insecurity and malnutrition. WFP will collaborate with national actors and government institutions to continue to enhance their capacities in respect of disaster risk management and emergency preparedness. The United Nations Humanitarian Air Service and the provision of logistics services to the humanitarian community will be a central feature of WFP's portfolio in the Democratic Republic of the Congo.

WFP aims to contribute to five strategic outcomes under the interim country strategic plan:

- Strategic outcome 1: Targeted food-insecure populations affected by shocks are able to meet their basic food requirements in times of crisis.
- Strategic outcome 2: Food-insecure and vulnerable populations in conflict and shock-affected areas have improved nutritional status in line with national protocols by 2020.
- Strategic outcome 3: Smallholder farmers and vulnerable communities in targeted and crisis-prone areas, especially in eastern parts of the country, enhance their productive livelihoods and improve their food security and resilience by 2020.
- Strategic outcome 4: National institutions have strengthened capacity to reduce food insecurity and malnutrition and respond to shocks by 2020.
- Strategic outcome 5: The humanitarian community has the capacity to respond to shocks through strategic partnerships by 2020.

The main stakeholders include the Government, on whose behalf the planned activities will be undertaken, and vulnerable and food-insecure individuals, who are the intended beneficiaries. Other actors include United Nations agencies, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the donor community, organizations fostering gender equality and women's empowerment, non-governmental organizations and civil society.

This interim country strategic plan operationalizes WFP's Strategic Plan (2017–2021), contributing to strategic results 1, 2, 3, 5 and 8.

It is also consistent with the Government's draft national Five-Year Plan (2017–2021), which includes targets related to reducing hunger and malnutrition.

Draft decision*

The Board approves the Democratic Republic of the Congo Interim Country Strategic Plan (2018–2020) (WFP/EB.2/2017/7-B/3) at a total cost to WFP of USD 722,646,604.

* 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 Democratic Republic of the Congo (DRC) ranked 7th of 178 countries on the 2017 Fragile States Index, placing it in the highest category of risk (“very high alert”) and reflecting ongoing widespread conflict and insecurity. Presidential and parliamentary elections planned for 2016 have been delayed, which has contributed to ongoing political instability.
2. DRC is the second largest country in Africa, covering 2.34 million km², with a population estimated at 71 million people.¹ In the late 1980s, the country’s economy collapsed, which particularly affected the agricultural sector. The situation worsened when conflicts broke out in the 1990s as successive waves of violence led to mass displacements and the destruction of infrastructure.
3. There has been an integrated United Nations mission in the DRC since 1999. The current mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)² was recently extended until 31 March 2018.
4. DRC is still recovering from a prolonged period of economic and social decline associated with two decades of conflict. Protracted conflicts persist in parts of the country, leading to continued localized displacement and economic disruption. WFP classifies the country as experiencing a Level 2 emergency and declared a Level 3 emergency for the crisis in Kasai region on 10 October 2017. This crisis has displaced more than 1.3 million people, bringing the total number of internally displaced persons in the country to 3.8 million.³ More than 475,000 DRC nationals are refugees outside the country, including more than 30,000 recent arrivals in Angola as a result of the Kasai crisis. In addition, the country hosts nearly 468,000 refugees from neighbouring countries, including Burundi, the Central Africa Republic, Rwanda and South Sudan.⁴ Since May 2017, more than 30,000 new refugees from the Central African Republic have arrived in the country’s northwestern provinces.
5. In 2016, DRC ranked 176th of 188 countries on the Human Development Index,⁵ with women scoring 17 percentage points below men. Per capita expenditures on social services, including health and education, are below average for sub-Saharan Africa.⁶ This is a major constraint on the reduction of poverty and inequality.
6. The most recent Gender Inequality Index ranked DRC 153rd of 159 countries.⁷ Labour force participation rates for men and women are roughly equal (70.5 percent for women and 71.8 percent for men), but there is a significant difference in educational attainment. Among adults aged 25 and older, only 14.5 percent of women have at least some secondary education as opposed to 35 percent of men.
7. Although they produce 75 percent of the food in rural areas, women have limited access to land, with the most favourable land usually being controlled by men.⁸ The 1987 Family Code required women to secure their husbands’ permission to purchase land or open a bank account. While the law has been amended, in practice women still face significant challenges in this area.

¹ National Institute of Statistics, Statistical Yearbook 2014, Social and demographic statistics.

² MONUSCO is an extension of the previous United Nations Organization Mission in the Democratic Republic of the Congo (MONUC). The name of the mission was changed in 2010 to reflect a revised mandate, which includes protecting civilians, stabilizing the country and supporting implementation of the Peace, Security and Cooperation Framework.

³ United Nations Office for the Coordination of Humanitarian Affairs, July 2017.

⁴ Office of the United Nations High Commissioner for Refugees (UNHCR) Information Sharing Portal, DRC Regional Refugee Response.

⁵ United Nations Development Programme. 2016. *Human Development Report*.

⁶ International Monetary Fund (IMF). 2015. *Country Report No. 15/281*.

⁷ United Nations Development Programme. 2016. *Human Development Report*.

⁸ Organisation for Economic Co-operation and Development. Development Centre. 2014. *Social Institutions and Gender Index*.

8. Widespread conflict-related violence against women in DRC is well documented. In recent years, the Government has taken steps to address this issue, including the appointment of a Presidential Representative on Sexual Violence and Child Recruitment, the prosecution of high-ranking army officers and the establishment of a military tribunal to prosecute members of armed groups.⁹ Reparations have also been paid to some survivors of conflict-related sexual violence.
9. The HIV rate is 1.2 percent (more than twice as high for women – at 1.6 percent – as for men – at 0.6 percent).¹⁰ The prevalence of multidrug-resistant tuberculosis is 2.4 percent.¹¹ The highest prevalence of HIV is found among internally displaced women at 7.6 percent and victims of sexual and gender-based violence at 20 percent.¹²

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

10. *Access to food.* Food insecurity is high across much of the country. A June 2017 Integrated Food Security Phase Classification (IPC) analysis estimated that 7.7 million people were food insecure. While acute food insecurity and acute malnutrition are concentrated in areas affected by conflict – primarily in eastern parts of the country and conflict-affected Kasai – chronic food insecurity is widespread throughout the country.¹³
11. Food markets in DRC are poorly integrated, reflecting the country's limited transportation infrastructure and the distances between production areas and urban markets. In addition to poor infrastructure, price volatility is driven by illegal taxation systems, a lack of price policy implementation, speculation and a sharp depreciation of the country's currency. As a result, between May and December 2016, the cost of a notional average food basket nearly doubled in Kinshasa.¹⁴
12. Access to food differs by gender. Women are often expected to source cooking fuel and prepare food, but frequently face food discrimination, consuming the food that remains after men and boys in the household have eaten. Research also shows that women-headed households in rural areas are more likely to include malnourished children, highlighting how women's limited access to food is linked to childhood malnutrition.¹⁵
13. Refugees also experience particular challenges in obtaining access to food, which are compounded by their loss of livelihoods and protection risks.
14. *End malnutrition.* The high prevalence of malnutrition is largely structural in nature. In many areas it is aggravated by shocks. The estimated average daily energy consumption is less than 1,500 kcal per person. Many people rely on non-fortified staple foods and only 9.3 percent of the population (8.2 percent boys and 10.4 percent girls) consume a minimum acceptable diet.¹⁶
15. Malnutrition in children under 5 is high nationwide, with 8 percent wasting and 43 percent stunting.¹⁷ Stunting rates exceed 50 percent in Kasai, North and South Kivu, Sankuru and Tanganyika. Micronutrient deficiencies are common, with anaemia affecting 47 percent of children under 5 and 38 percent of women of reproductive age.

⁹ Report of the Secretary-General to the Security Council (S/2015/203) issued on 23 March 2015.

¹⁰ Second Demographic and Health Survey (2013–2014).

¹¹ National Tuberculosis Control Programme. 2017. National Tuberculosis Drug Resistance Survey.

¹² National Multi-sectoral Programme for the Fight against AIDS, National Strategic Plan for the Fight against AIDS (2014–2017).

¹³ Data disaggregated by sex are not currently available. This will be addressed during implementation and in future surveys.

¹⁴ WFP Centre for Analysis of Development Indicators. 2016. *mKengela market monitoring bulletin*.

¹⁵ See Ragasa, Kinwa-Muzinga and Ulimwengu, 2012. Gender assessment of the agricultural sector in DRC.

¹⁶ National Statistics Institute. 2014. Demographic Health Survey.

¹⁷ *Ibid.*

16. With technical and financial support from WFP, the Government undertook a cost-of-hunger study in 2016. Findings from this study indicate that in 2014 the costs of undernutrition equalled 4.6 percent of gross domestic product (GDP), equivalent to USD 1.7 billion per year. The data highlight a relationship between age, gender and malnutrition in DRC. Women, households headed by women, pregnant and lactating women, girls and boys are particularly vulnerable to malnutrition. The World Bank has found that boys and girls are especially vulnerable to vitamin A deficiencies and anaemia.¹⁸
17. *Smallholder productivity and incomes.* A large portion of the agricultural sector is subsistence oriented, with an average of 42 percent of food consumed by rural households coming from their own production.¹⁹ Smallholder farmers have limited capacity to cope with shocks and few links to formal markets. These challenges disproportionately affect women, who constitute the majority of agricultural workers yet have unequal access to productive and community assets and limited decision-making power regarding the allocation of resources. More than eight out of ten Congolese women work in farming, compared with six out of ten men.
18. The share of the agricultural sector in the economy is falling at a rate that exceeds the average rate of decline for sub-Saharan Africa.²⁰ Years of conflict and an unfavourable policy environment have severely affected the livelihoods of smallholder farmers. In some areas that are highly suitable for agriculture, labour-intensive participation in the mining sector competes with agricultural activities as a source of income.

Macroeconomic environment

19. As a result of a fall in global demand and the prices of raw materials, economic growth in real GDP terms has declined since 2014.²¹ The estimated growth rate in 2016 was less than 2.5 percent. Because of declining revenues, the budget deficit increased to 4.8 percent in 2016 from a surplus of 0.1 percent of GDP in 2015. Inflation also increased to 12 percent in 2016 and the Congolese franc weakened against foreign currencies.
20. Despite positive improvements over the past decade, poverty²² remains among the highest in sub-Saharan Africa. Progress in poverty reduction has been uneven across regions. The overall level of inequality has increased.²³ Poverty rates range from 36.8 percent in the province of Kinshasa to above 70 percent in the Kasai region and the former provinces of Equateur and Bandundu. While women make up 53 percent of DRC's population, more than 60 percent of women live below the poverty line.

Key cross-sector linkages

21. All strategic outcomes of this interim country strategic plan (ICSP) will contribute to Sustainable Development Goal (SDG) 2, with links to SDGs related to poverty (SDG 1), health (SDG 3), education (SDG 4) and gender equality (SDG 5). All strategic outcomes contribute to strategic result 5: Capacity reinforcement (SDG 17.9). In addition, there are plans to integrate transfers under strategic outcomes 1, 2 and 3 into an integrated social protection system, which will be supported by capacity strengthening through strategic outcome 4.
22. There are substantial links with the International Security and Stabilization Support Strategy implemented by MONUSCO, particularly with respect to Pillar 4: Facilitating return, reintegration and recovery. This is directly supported by several of the planned activities under the ICSP. There are also indirect links to Pillar 3: Restoring state authority, through

¹⁸ World Bank. 2011. Nutrition at a Glance: The Democratic Republic of Congo. Washington, DC: World Bank: <https://openknowledge.worldbank.org/handle/10986/17099>

¹⁹ WFP and International Food Policy Research Institute. 2014. Comprehensive Food Security and Vulnerability Analysis.

²⁰ International Monetary Fund. 2015. Country Report.

²¹ World Bank. Country Overview – Democratic Republic of the Congo.

²² The poverty rate dropped from 71 percent in 2005 to 64 percent in 2012. The latest poverty figures are from the 2012 survey on employment, informal sector and household consumption conducted by the Ministry of Planning, National Institute of Statistics (data were collected in 2012 and the report was released in 2014). The poverty line was estimated at a national average of CDF 724,230 (the poverty line is USD 1.25 per day).

²³ International Monetary Fund Country Report.

capacity-strengthening support to service delivery; and Pillar 5: Fighting sexual violence, through support to victims of sexual violence.

1.3 Hunger gaps and challenges

23. DRC has 80 million hectares of arable land and the majority of the country produces two harvests per year. It also includes a variety of agro-climatic zones, allowing the production of a wide range of crops across the country. As a result of a combination of poor infrastructure, inappropriate policies and limited access to technical services, however, most farmers operate on a near subsistence basis. Productivity and the level of marketable surpluses are low.
24. Less than 1 percent of government expenditures are allocated to agriculture, despite DRC's commitment under the New Partnership for Africa's Development to increase its share of expenditures in the sector to 10 percent. The country is a net cereal importer and spends nearly USD 1 billion per year on food imports. More than half the rural population is moderately or severely food insecure.²⁴
25. Through the combined impacts of high unemployment, economic stagnation and high inflation, households' purchasing power and access to nutritious foods are declining. Continued poverty and increasing inequality, including gender inequality, represent an ongoing threat to peace, stability and economic growth.
26. The capacity of national systems to monitor food security and respond to shocks is limited. The lack of a functioning food security information management system makes it difficult to take timely and appropriate action on food-related issues. Following the recommendations of a national workshop held in Goma in 2016, the Ministry of Agriculture Fisheries, and Livestock created the Food Security Coordination Committee, which is mandated to manage food security monitoring and early warning systems.
27. Gender inequality has a significant impact on productivity, and women's limited access to education and labour force participation compromise potential economic growth. Only 64 percent of women aged 15–49 years are literate, compared with 88 percent of men of the same age. Rural women have an average of more than seven children and many marry young. The results of the 2014 "1, 2, 3 Survey"²⁵ indicated that women generally leave school earlier than men and marry younger, with limited educational attainment more evident in rural areas. Women are mostly responsible for community and household labour. As women have unequal access to assets, women-headed households face significant hardships. Limited asset ownership hampers their access to credit opportunities. These challenges make women and women-headed households vulnerable to food and nutrition insecurity.

1.4 Country priorities

Government

28. The Government has set out plans for growth and poverty reduction, including three consecutive poverty reduction strategy papers focused on reducing external debt and achieving progress towards the Sustainable Development Goals. Despite progress in reviving economic growth and reducing poverty, the incidence of poverty remains high in the country and affects nearly two thirds of the population.
29. As part of the African Union's 2063 Agenda, the DRC Government completed a draft National Strategic Development Plan (PNSD) in 2016. The plan, which has not yet been approved, focuses on making DRC an emerging economy by 2030 and a developed country by 2050. The PNSD strategic framework, set out in the country's Five-Year Plan (2017–2021), highlights four pillars into which the SDGs have been integrated. SDG 2 has been integrated into pillars 2 and 4, which include agriculture, health, nutrition, education and social protection. Once it is formally adopted, the PNSD will be the Government's primary framework for achieving the SDGs.

²⁴ WFP and National Institute of Statistics. 2014. Comprehensive Food Security and Vulnerability Analysis.

²⁵ Phase I: Employment; Phase II: Informal sector; and Phase III: Household consumption.

30. The Five-Year Plan includes several objectives in line with SDG 2, including:
 - significantly reducing hunger through a sustainable increase in agricultural productivity;
 - improving access to quality food, especially for vulnerable populations such as women, girls and boys through social safety nets and other programmes;
 - strengthening the national system for monitoring and managing food security, nutrition and markets, including the establishment of a national early warning system and sustainable management of strategic reserves;
 - improving the resilience of rural and urban populations to reduce the risk of food insecurity and famine; and
 - investing in nutrition to ensure the productivity of human resources for sustainable social and economic development in the country.
31. The PNSD also includes objectives related to gender equality and social protection, with a focus on mainstreaming gender and protecting vulnerable and disadvantaged groups.
32. In 2016, the Ministry of Planning, with support from the United Nations, began prioritizing the SDGs at the national level, with the aim of integrating them and their related targets into the Five-Year Plan.
33. Two targets related to SDG 2 were identified:
 - Target 2.1: By 2030, eliminate hunger and ensure that everyone, especially the poor and vulnerable, including infants, have access throughout the year to a healthy, nutritious and adequate diet.
 - Target 2.2: By 2030, eliminate all forms of malnutrition, including the achievement of internationally agreed targets for stunting and wasting among children under 5 by 2025, and meet the nutritional needs of adolescent girls and pregnant and nursing women and the elderly.

United Nations and other partners

34. WFP's interventions are reflected in the DRC's current United Nations development assistance framework (UNDAF) and its Humanitarian Response Plan (HRP) 2017–2019. During the ICSP period, WFP will continue discussions with partners, including the World Bank, to define strategic partnerships for implementation of its five-year country strategic plan (CSP). In DRC, humanitarian support is coordinated through the cluster system. MONUSCO's activities are linked to the UNDAF and HRP through the United Nations transition framework.
35. The United Nations has supported the process of aligning the Government's PNSD with the SDGs, including the development of prioritized targets. The period of the new UNDAF was shifted from 2018–2022 to 2019–2023 to align it with the PNSD.
36. Preparation of the new UNDAF will coincide with the first year of the present ICSP and preparation of a zero hunger strategic review. Commencing in September 2017, the strategic review is expected to be completed by mid-2018. The UNDAF process will begin with a common country assessment. Discussions for the zero hunger strategic review will inform aspects of the UNDAF related to SDG 2. This will ensure coordination between the Government and the United Nations system, particularly on implementation strategies for attaining SDG 2.
37. WFP participates in inter-agency consultations on implementation of the Great Lakes Regional Strategic Framework (2016–2017). This framework was developed by the Regional United Nations Development Group and the United Nations country teams in Burundi, DRC, Rwanda, the United Republic of Tanzania and Uganda. Its objective is to align United Nations efforts in support of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region.

2. Strategic implications for WFP

38. WFP will focus on responding to large-scale displacement and other shocks while pursuing long-term recovery and resilience activities to address the underlying causes of food insecurity and malnutrition. Collaboration with national actors will continue in order to enhance capacities for disaster risk management and emergency preparedness. The United Nations Humanitarian Air Service (UNHAS) and the provision of logistics services to the humanitarian community will continue.

2.1 WFP's experience and lessons learned

39. During the ICSP period, WFP will continue its strong focus on operations and humanitarian response to conflict and other shocks, pending preparation of the zero hunger strategic review and the CSP. The ICSP approach was developed in line with recommendations in the December 2014 country portfolio evaluation, including provisions for the increased use of alternative food assistance modalities and a progressive shift from a purely humanitarian approach towards recovery and resilience building.
40. In the meantime, WFP has progressively shifted towards the use of cash-based transfers (CBTs) and has increased advocacy for recovery and resilience.
41. WFP has also provided technical assistance for the establishment of a national social protection system, including a national school feeding programme. In addition, it has supported the Government in defining a strategic orientation for nutrition and health through support to the Scaling Up Nutrition (SUN) network, establishment of the Renewed Efforts Against Child Hunger and undernutrition (REACH) partnership in DRC, and collaboration with the national nutrition programme.
42. From 2009 to 2015, WFP and the Food and Agriculture Organization of the United Nations (FAO) implemented a Purchase for Progress (P4P) pilot project. The success of the project led donors to consider P4P as a major contributor to stabilization efforts in conflict-affected areas and a bridge between humanitarian assistance and long-term smallholder support and resilience building. WFP has recently received multi-year funding (2017–2021) for continuing similar activities in North Kivu, Tanganyika and Equateur provinces and plans to extend them to South Kivu and South Ubangi provinces.
43. WFP and logistics cluster partners have provided technical support and strengthened the humanitarian community's capacity to respond to disasters in DRC. Through its coordination and information platform, the logistics cluster has shared logistics information and developed strategies and common solutions by fostering collaboration among partners.
44. WFP also works with the food security cluster in the collection and analysis of information related to food security and the HRP. Under the leadership of the Prime Minister's office, WFP is expanding the scope and scale of mobile vulnerability analysis and mapping to support the development of a national food security information management system.
45. Addressing gender inequalities and sexual and gender-based violence, which are highly prevalent in DRC, is a prerequisite for achieving food and nutrition security. Since October 2016, WFP has piloted the inclusion of the gender and age marker in its assessments. This pilot has highlighted the need to review existing tools, processes and activities and to better adapt them to the needs of women and girls. WFP will therefore collect data on how gender affects access to food, sex- and age-disaggregated data for monitoring outputs and outcomes, and beneficiaries' experiences of sexual and gender-based violence. This information will inform the design of effective programmes.

2.2 Opportunities for WFP

46. In view of the current political uncertainty, WFP has elected to develop a three-year ICSP lasting from January 2018 to December 2020. During this period, WFP will continue to engage the Government, partners and donors on long-term strategic reorientation. This will include support for the government-led zero hunger strategic review, which will inform DRC's next UNDAF.

47. As MONUSCO develops its exit strategy, there will probably be a need for it to hand over activities to United Nations agencies operating in areas in which MONUSCO is currently active. Although a timeframe for this process has not been defined, United Nations agencies and MONUSCO have already collaborated on some interventions and will explore more possibilities for United Nations agencies to take over implementation and access funds during the transition phase.
48. Despite the overall uncertainty, the current Government of DRC is engaging with partners and restarting dialogue. WFP will begin formal consultations for the zero hunger strategic review in the last quarter of 2017 with a view to developing a CSP in 2018–2019.
49. WFP will continue its strong focus on humanitarian response. Its emergency programmes are integrated into the HRP, ensuring a coherent approach to assisting conflict-affected and refugee populations.
50. WFP will also continue to implement recovery activities aimed at building or rehabilitating social and productive assets in areas where the situation is sufficiently stable, including in North Kivu, South Kivu and Tanganyika provinces. WFP will also collaborate with FAO to encourage market-oriented smallholder production. The aim is to allow smallholder farmers to improve their livelihoods while contributing to the local economy.
51. WFP interventions will integrate gender and protection considerations by assessing the gender-related vulnerabilities and needs of women, men, girls and boys and the associated protection risks. Relevant information will be captured by including gender-specific questions in surveys and assessments to identify threats to vulnerable communities and inform the implementation of protective measures such as beneficiary feedback mechanisms, care and referral mechanisms for victims of sexual and gender-based violence, and mechanisms for protecting vulnerable groups such as internally displaced persons, gender-diverse people or abused women.
52. Prospective cooperating partners will be assessed for their capacities in addressing gender and protection concerns. Partners will be supported through capacity strengthening and monitored through impartial beneficiary feedback mechanisms to ensure that food assistance advances gender equality and does not cause harm to any woman, man, girl or boy.

2.3 Strategic changes

53. This ICSP is based on WFP's current portfolio. The strategic outcomes define WFP's proposed focus and allocation of resources for the next three years, pending development of a longer-term strategy:
 - Life saving food assistance will be complemented by increased support for long-term recovery and resilience building. The use of conditional transfers, primarily in the form of cash or vouchers, is also planned. For in-kind assistance, the level of local purchases is expected to increase with a focus on purchases from smallholder producers.
 - WFP will also seek to expand the prevention of chronic malnutrition among children aged 6–23 months and pregnant and lactating women and girls, particularly through an increased focus on related technical assistance to the Government.
 - Activities supporting smallholder farmer associations and vulnerable rural communities will increase. This includes scaling up asset creation activities for resilience building, promoting gender equality among stakeholders and increasing local purchases. Taking into account the vulnerable position of women, WFP will encourage the participation of women smallholder farmers.
 - WFP will strengthen activities aimed at enhancing the Government's capacity to respond to shocks, including its ability to collect and analyse information and assess gender equality. There will also be an increased focus on developing a national social protection system, which could eventually implement much of WFP's current programming.
 - WFP will continue to facilitate the coordinated provision of supply chain and common services to the humanitarian community in DRC. The need for air transport is expected to continue during the implementation of the ICSP.

- Building on WFP's successful engagement with the Government in adapting and expanding mobile vulnerability analysis and mapping under the leadership of the Prime Minister's office, WFP plans to expand its scope towards the development of a national food security information system. WFP will also work to strengthen the Government's capacities in gender analysis and protection assessments with respect to food security and nutrition.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

54. While maintaining its humanitarian assistance capacity, WFP aims to support long-term recovery and resilience and address the underlying causes of food insecurity and malnutrition. The ICSP will operationalize WFP's Strategic Plan (2017–2021) in DRC and contribute to WFP's strategic results 1, 2, 3, 5 and 8. WFP will support government efforts to achieve zero hunger in the areas discussed in the following paragraphs.
55. *Supporting humanitarian response.* Emergency food assistance continues to be required since much of the country remains in a protracted crisis, with the risk of an escalation of conflict. There is also a need for increased capacity for rapid response to sudden-onset emergencies, including the assessment of needs, disaggregated by sex and age. WFP will explore the possibilities for increasing its role in preparedness for natural and human-made disasters in urban contexts.
56. *Investing in nutrition to ensure productive human resources for sustainable social and economic development in the country.* WFP will provide evidence-based technical assistance to support the national policies and nutrition interventions, taking into account nutrition needs by age and sex.
57. *Strengthening smallholder farmers' access to markets.* WFP will expand its role in strengthening smallholder farmers' capacity for sustainable production and market engagement, thus facilitating smallholder farmers' efforts to increase their incomes and build resilient livelihoods.
58. *Supporting implementation of the national social protection strategy.* WFP will continue to support the Government in establishing a national food-based social protection system. WFP will also explore the potential for incorporating home-grown school feeding, nutrition interventions, resilience programming and transfers in response to shocks into a broader social protection framework.
59. *Enhance emergency preparedness and response capacity at the national and local levels.* WFP will continue working with the Department of Civil Protection, the Ministry of Social and Humanitarian Affairs and the humanitarian community on disaster risk management and emergency preparedness with the objective of improving institutional capacity for disaster response.
60. *Gender transformation.* In accordance with WFP's Strategic Plan (2017–2021), Gender Policy (2015–2020) and Gender Action Plan, gender will be integrated throughout the ICSP to promote programmes and policies that are gender-transformative. To achieve this, WFP will promote the disaggregation of all person-related data by sex and age; the integration of gender analysis, including protection risks, into assessments, research, knowledge and information management; the mainstreaming of gender in all programmes, policies and capacity-strengthening initiatives; and the engagement of women, men, girls and boys in a manner that is empowering and advances gender equality. WFP will also provide technical assistance to the Government, including capacity strengthening in surveys and analysis, to respond to the documented gender inequalities in DRC.

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

Strategic outcome 1: Targeted food-insecure populations affected by shocks are able to meet their basic food requirements in times of crisis

61. This outcome targets populations affected by shocks, including those whose livelihoods have been affected by displacement. The aim is to reduce the impact of shocks and displacement on the livelihoods and well-being of affected households. This outcome will be achieved through the delivery of assistance to affected households, including those headed by women. It will be pursued using a nutrition-sensitive approach, including social behaviour change communication during food distribution to internally displaced persons, refugees, returnees and host populations. Given the evidence that the average daily consumption of DRC's population is low, the food basket will be designed to meet minimum daily nutrient requirements. Gender and protection analyses will be included in vulnerability assessments to inform decisions about activities and implementation mechanisms, ensuring that food assistance addresses the different circumstances and preferences of beneficiary groups, including persons with disabilities.²⁶
62. The duration of the assistance will vary according to the nature of the shock. For transitory shocks, the duration of the assistance will generally be limited to 90 days. For conflict-related displacement of refugees and internally displaced persons in camps where return is delayed, assistance may continue for a longer period.²⁷
63. Under this outcome, WFP will continue to provide emergency responses to crises in the Kasai region; to large-scale arrivals of refugees from the Central African Republic in the northwest, from South Sudan in the northeast and from Burundi in South Kivu; and to increased displacement of people resulting from conflict and violence in Tanganyika province. Any additional crisis will be addressed through a budget revision of the ICSP or a new limited emergency operation.

Focus area

64. The focus area of this strategic outcome is crisis response, with assistance intended to mitigate the impacts of conflicts, natural disasters and economic shocks on the well-being and livelihoods of affected populations.

Expected outputs

65. This outcome will be achieved through two outputs:
 - Conflict-affected and acutely food-insecure populations targeted by WFP receive sufficient cash or food to enable them to meet their basic food and nutrient requirements (strategic result 1).
 - Acutely food-insecure populations affected by natural disasters and economic shocks receive sufficient cash or food to enable them to meet their basic food and nutrient requirements (strategic result 1).

Key activities

66. There are two activities for strategic outcome 1:
 - *Activity 1:* Provide food assistance to conflict-affected populations experiencing acute food insecurity.
 - *Activity 2:* Provide food assistance to populations affected by non-conflict-related shocks experiencing acute food insecurity.

²⁶ To the extent possible, interventions will be disability-sensitive: members of vulnerable groups will have priority in WFP food distributions, with verified proxies to collect their food.

²⁷ WFP's strategy for providing assistance to populations affected by transitory shocks and conflict is the standardized approach agreed on by members of the food security cluster and food assistance actors in DRC. WFP has included the possibility of extending assistance to affected populations beyond 90 days, based on the results of vulnerability assessments and the consequent targeting exercises.

67. These activities address the lack of access to food associated with shocks, reducing their impacts on individuals and households. It will involve food or CBTs,²⁸ including through school meals, with the choice of modality based on an assessment of cost efficiency, market capacity and supply chain capacity.

Strategic outcome 2: Food-insecure and vulnerable populations in conflict and shock-affected areas have improved nutritional status in line with national protocols by 2020

68. This outcome is focused on achieving improved nutrition for food-insecure and vulnerable populations in conflict-affected areas. All activities and outputs have been designed to make strong contributions to ending all forms of malnutrition in the country. Nutrition interventions during emergency responses are a priority, and WFP will ensure that people affected by shocks are reached with appropriate and timely nutrition support. WFP will also maintain nutrition support to people affected by conflict and other protracted crises.
69. This outcome also targets people living with HIV undergoing anti-retroviral therapy (ART) or directly observed treatment (TB-DOTS) for multi-drug-resistant tuberculosis. It aims to improve the nutrition of targeted individuals by the end of the treatment or prevention cycle.
70. In recognition of the relationship between gender inequality and malnutrition, a gender analysis will inform the design, targeting and implementation of activities. For instance, nutrition-focused social behaviour change communication for the treatment and prevention of wasting and stunting will integrate gender equality messaging to address discriminatory gender roles.

Focus area

71. This strategic outcome is focused on crisis response, with assistance intended to improve the nutrition of targeted populations.

Expected outputs

72. This outcome will be achieved through four outputs:
- Vulnerable people, including children aged 6–59 months, pregnant and lactating women and girls, and ART/TB-DOTS clients, receive specialized nutritious foods²⁹ to treat moderate acute malnutrition (strategic result 2).
 - Vulnerable people, including children aged 6–23 months and pregnant and lactating women and girls, receive appropriate specialized nutritious foods to prevent acute malnutrition (strategic result 2).
 - Vulnerable people, including children aged 6–23 months and pregnant and lactating women and girls receive appropriate specialized nutritious foods to prevent chronic malnutrition (strategic result 2).
 - Targeted populations receive tailored nutrition-focused social and behaviour change communication on the treatment and prevention of wasting and stunting.

Key activities

73. There are three key activities for strategic outcome 2:
- *Activity 3:* Treat moderate acute malnutrition among vulnerable groups, including children aged 6–59 months, pregnant and lactating women and girls and ART/TB-DOTS clients.
 - *Activity 4:* Prevent acute malnutrition among vulnerable groups, including children aged 6–23 months and pregnant and lactating women and girls.
 - *Activity 5:* Prevent chronic malnutrition among vulnerable groups, including children aged 6–23 months and pregnant and lactating women and girls.

²⁸ WFP's CBTs include value and commodity vouchers as well as direct cash transfers.

²⁹ The specialized nutritious foods used in WFP treatment and prevention programmes supplement the normal diet and are intended to meet the nutrient gap – the difference between what is required and what is currently consumed in terms of nutrient content and energy. In treatment programmes, the nutrient gap refers to what is required for catch-up growth and repair, while in prevention programmes, it refers to what is required for normal growth.

74. Activity 3 will be delivered through targeted supplementary feeding in areas with GAM above 10 percent, or below 10 percent with aggravating factors. Activity 4 will be delivered through blanket supplementary feeding in areas with GAM above 15 percent. Activity 5 will be delivered through blanket supplementary feeding in areas with stunting rates above 40 percent.

Strategic outcome 3: Smallholder farmers and vulnerable communities in targeted and crisis-prone areas, especially in eastern parts of the country, enhance their productive livelihoods and improve their food security and resilience by 2020

75. This outcome targets smallholder farmers and vulnerable communities, particularly those subject to periodic crises. Its intent is to increase household revenues in order to enhance food security and resilience, including through community-based savings and credits activities. The outcome is likely to be achieved in the medium to long term, but the benefits are likely to be long lasting. Rural women are targeted since they constitute the majority of agricultural workers in DRC.
76. Taking into account the challenges that rural women farmers face in terms of land tenure, sexual and gender-based violence and sexual and reproductive health services, activities under this outcome will address gender inequalities to empower women. For example, rural women farmers will be supported in developing a voice in their communities through activities such as functional literacy training, empowerment workshops that respond to the specific challenges they face and actions that promote access to productive assets. Strategic outcome 3 will be pursued through a nutrition-sensitive approach. Food assistance for training activities will include a nutrition component and smallholder farmers will be educated in order to promote the production and sale of diversified crops.

Focus area

77. This strategic outcome focuses on resilience building and improving the livelihoods of targeted households by increasing their productive capacity, incomes and capacity to withstand shocks.

Expected outputs

78. This outcome will be achieved through three outputs:
- Participating households benefit from conditional transfers (food or cash) in order to meet their basic food needs (strategic result 1).
 - Targeted smallholder farmers benefit from improved knowledge and skills in agricultural production and marketing in order to improve their sales and incomes (strategic result 3).
 - Smallholder farmers benefit from rehabilitated and newly constructed social and productive assets and access to post-harvest management tools in order to increase their incomes and productivity (strategic result 3).

Key activities

79. There are two key activities for strategic outcome 3:
- *Activity 6:* Strengthen the capacity of smallholder farmers.
 - *Activity 7:* Provide productive assets to smallholder farmers and food-insecure communities.³⁰
80. The approach to achieving this outcome is twofold. While activity 6 targets smallholder farmer organizations, activity 7 will create community assets, including for vulnerable groups such as survivors of sexual and gender-based violence and demobilized child soldiers.
81. Through activities 6 and 7, WFP will combine food assistance for assets (FFA) with smallholder value chain development to develop resilient livelihoods for women and men. In collaboration

³⁰ Activities include the rehabilitation of roads, markets and health centres; reforestation; reclamation of swampland and degraded soils; communal horticultural schemes, particularly involving women; and support for seed multiplication projects. Food assistance for training activities will support vocational training, diversification of livelihood strategies and income generation.

with FAO, biofortified and nutritious crop varieties will be promoted through a P4P programme. FFA will provide cash or in-kind transfers to the most food-insecure households while building assets to strengthen community resilience to natural shocks and promote economic recovery by rehabilitating gender-transformative social and productive infrastructure.³¹ WFP and its partners will ensure successful FFA implementation through community-based participatory planning that empowers women and other vulnerable groups.

82. Through food assistance for training, women's organizations and pregnant and lactating women and girls will be trained in best practices for nutrition, including diet diversification and culinary demonstrations, which will also target men and boys. Awareness campaigns on gender equality, literacy training and support for income-generating activities will also be provided. Sensitization campaigns and support to community-based organizations will promote equal access to resources for women and men, and seek to strengthen women's participation in household and community decision-making to encourage them to take an active role in the advancement of their communities.
83. Capacity strengthening will allow farmer organizations to better facilitate access to markets while investments in community infrastructure will increase household incomes and promote resilience.

Strategic outcome 4: National institutions have strengthened capacity to reduce food insecurity and malnutrition and respond to shocks by 2020

84. This outcome targets national food security, nutrition, social protection and educational institutions by strengthening capacity for crisis response. This includes the capacities to develop mechanisms for responding to sexual and gender-based violence in conflict and crisis situations, such as referral pathways, and for advancing gender equality through social protection systems. This outcome is likely to be attained only in the medium to long term. WFP will promote government ownership and investment during CSP preparation.

Focus area

85. This strategic outcome focuses on building resilience, with assistance intended to improve the Government's capacity to respond to shocks and reduce food insecurity and malnutrition in DRC.

Expected outputs

86. This outcome will be achieved through three outputs:
- Food-insecure populations benefit from an improved social protection system and stronger food security and nutrition policies (strategic results 1, 2 and 5).
 - Food-insecure populations benefit from national institutions' access to rigorous evidence in order to improve implementation of the Government's hunger-reduction programme (strategic results 1 and 5).
 - Populations affected by crises benefit from enhanced government capacity to scale up services in times of crisis in order to reach those in need (strategic result 5).

Key activities

87. There are two key activities for strategic outcome 4:
- *Activity 8:* Strengthen the Government's capacity in respect of social protection, nutrition, food security, emergency preparedness and disaster risk reduction.
 - *Activity 9:* Provide evidence-based analysis to national institutions and the humanitarian community.

³¹ Taking into account the gender inequalities that women face in access to, use of and control over social and productive infrastructure, the activity will include sensitization campaigns to challenge traditional practices, customary rules and religious beliefs that accentuate gender bias; community dialogues on gender equality; encouragement of women's leadership; and facilitation of women's access to productive assets including land. Moreover, women will receive training in functional literacy and numeracy, entrepreneurship and small business management and other skills aimed at improving livelihoods.

88. Capacity strengthening will enable government agencies to meet the diverse needs of food-insecure and vulnerable populations and develop improved food security and nutrition policies. Gender and protection concerns will be integrated into existing evidence-based analysis to ensure that policies respond to gender inequalities. WFP will explore the linking of smallholder farmer support to local procurement and school meals with a view to building a model for home-grown school feeding.
89. The activities of the food security cluster will remain a critical component of support to humanitarian response and inter-cluster coordination mechanisms while a strategy for progressively transferring data collection and analytical tools is developed and the technical capacities of government emergency preparedness and response entities are strengthened.

Strategic outcome 5: The humanitarian community has the capacity to respond to shocks through strategic partnerships by 2020

90. This outcome will contribute to enabling partners to achieve their humanitarian and development objectives. It provides the humanitarian community with shared services through a common logistics platform. It will fill critical gaps and ensure more coherent and effective delivery of humanitarian and development assistance.

Focus area

91. This strategic outcome is focused on crisis response. It aims to improve the Government's capacity to respond to shocks and reduce food insecurity and malnutrition.

Expected outputs

92. This outcome will be achieved through two outputs:
- Populations affected by crises benefit from supply chain and other services offered by WFP to humanitarian partners, receiving timely humanitarian relief.
 - Populations affected by crises benefit from reliable, client-oriented air services that respond to users' needs for enhanced efficiency, effectiveness and safety in the implementation and monitoring of humanitarian activities.

Key activities

93. There are two key activities for strategic outcome 5:
- *Activity 10*: Provide humanitarian platforms to the humanitarian community in DRC.
 - *Activity 11*: Provide humanitarian air services to the humanitarian community in DRC.
94. Activity 10 will include the provision of logistics technical support through coordination and information management platforms. It will facilitate access to common logistics and capacity strengthening services by the humanitarian community in DRC, including government partners. Activity 11 will enable humanitarian actors and donors to carry out, supervise and monitor life saving activities by offering safe, reliable and predictable air transport services. UNHAS will also strengthen the capacity of the DRC Civil Aviation Authority to implement the European Coordination Centre for Accident and Incident Reporting Systems for aviation safety.

3.3 Transition and exit strategies

95. Under strategic outcomes 4 and 5, WFP is committed to strengthening the Government's technical and governance capacities in responding to shocks and reducing food insecurity and malnutrition in DRC. Currently, however, there is limited possibility for the hand over of activities under strategic outcomes 1, 2 and 3. Government capacity to assume a greater share of the responsibility for meeting the needs of vulnerable and food-insecure populations may be enhanced during implementation of the ICSP.
96. The ICSP covers a transitory period during which no major strategic shifts are expected while future strategic orientations are determined based on the results of the zero hunger strategic review. Exit strategies are therefore limited in scope in the ICSP and will be reviewed in the context of the CSP.

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activity	Women	Men	Total
1: Targeted food-insecure populations affected by shocks are able to meet their basic food requirements in times of crisis.	1. Provide food assistance to conflict-affected populations.	3 568 043	1 624 829	5 192 872
	2. Provide food assistance to populations affected by non-conflict shocks.	22 050	9 450	31 500
2: Food-insecure and vulnerable populations in conflict and shock-affected areas have improved nutritional status in line with national protocols by 2020.	3. Treat moderate acute malnutrition among vulnerable people, including children aged 6–59 months, PLW/G and ART/TB-DOTS clients.	605 275	259 403	864 678
	4. Prevent acute malnutrition among vulnerable groups, including children aged 6–23 months and PLW/G.	138 274	59 260	197 534
	5. Prevent chronic malnutrition among vulnerable groups, including children aged 6–23 months and PLW/G.	38 044	16 304	54 348
3: Smallholder farmers and vulnerable communities in targeted and crisis-prone areas, especially in eastern parts of the country, enhance their productive livelihoods and improve their food security and resilience by 2020.	7. Provide productive assets to smallholder farmers and food-insecure communities.	396 700	396 700	793 400
Total cumulative		4 768 385	2 365 947	7 134 332
Total excluding overlaps**		4 433 628	2 131 805	6 565 434

* Sex- and age-disaggregated data can be provided on request. All data collected during CSP implementation will be disaggregated by sex and age.

** Overlaps are estimated as follows. Of the 186,000 planned school meal beneficiaries, 40 percent will be in households that also receive general distributions. In addition, 25 percent of nutrition beneficiaries under activities 3 and 4 and 40 percent of FFA beneficiaries under activity 7 will also receive general distributions under activity 1.

PLW/G = pregnant and lactating women and girls.

97. Over the ICSP period, WFP plans to reach an average of 2.2 million vulnerable individuals each year. Considering the recent crisis in Kasai, the recent arrivals of refugees from the Central African Republic and the sharp increase in displaced populations in Tanganyika province in 2017, WFP aims to reach more beneficiaries during 2018 – the first year of ICSP implementation – through activities 1, 3, 4 and 7. Planning figures for subsequent years are lower based on the potential for increased political stability.

Activity 1: Under activity 1, WFP will provide assistance through targeted general food assistance and CBTs to support conflict-affected internally displaced persons, refugees and returnees.

98. On average, 1.5 million people a year will be targeted for unconditional transfers; 43 percent of these beneficiaries will receive CBTs.³² An estimated 45 percent of targeted households will be headed by women, and 55 percent of beneficiaries will be women; 186,000 people will receive conditional transfers through the school meals programme.
99. Emergency school feeding will be implemented in the most food-insecure and conflict-affected areas. Micronutrient powders will be used to enhance the nutrient content of school meals in order to address micronutrient deficiencies, particularly in adolescent girls.
100. Targeting will be based on food security (prioritizing the most severely food-insecure people). Outside camps, WFP applies food security cluster criteria to assist people affected by conflict. School meals will target both internally displaced households and host communities with conditional transfers linked to school attendance.

Activity 2: Under activity 2, WFP will provide targeted general food assistance (food and CBTs) to support food-insecure people affected by shocks other than conflicts, including victims of sexual and gender-based violence.

101. Assistance will last up to three months in the immediate aftermath of shocks. Planned beneficiaries include 10,500 individuals per year, of whom 70 percent will be women.

Activity 3: Under activity 3, each year about 18,700 people living with HIV receiving ART or TB-DOTS, 200,000 children and 67,000 pregnant and lactating women and girls who meet admission criteria will be treated for moderate acute malnutrition using specialized nutritious foods.

102. An estimated 50 percent of targeted children will be girls. Women will account for two thirds of the people living with HIV and constitute 70 percent of beneficiaries.

Activity 4: Under activity 4, during the first year of ICSP implementation, specialized nutritious foods will be provided to 44,700 children and 44,700 pregnant and lactating women and girls for prevention of acute malnutrition. This figure is expected to decrease to 27,000 children and 27,000 pregnant and lactating women and girls in subsequent years because of an expected phase out in the Kasai.

103. Geographical targeting will be the same as for general food assistance under activities 1 and 2. Approximately 50 percent of targeted children will be girls.

Activity 5: Under activity 5, each year, specialized nutritious foods will be provided to 8,000 children and 10,200 pregnant and lactating women and girls in vulnerable households to prevent chronic malnutrition.

104. This activity will be carried out in Haut-Katanga, Ituri, North and South Kivu, North and South Ubangi and Tanganyika provinces. An estimated 50 percent of targeted children will be girls.

Activity 6: Under activity 6, 410,000 members of smallholder farmer households will receive technical assistance. Targeted areas include Equateur, North and South Kivu and Tanganyika provinces.

105. Approximately 40 percent of the targeted beneficiaries will be women.

Activity 7: Under activity 7, during the first year of the ICSP, WFP plans to reach 497,800 food-insecure individuals in crisis-prone areas, including Kasai.

106. In subsequent years, participants will include 148,000 food-insecure individuals living in crisis-prone areas – primarily smallholders facing the impacts of repeated shocks. FFA will be used to promote community resilience. Geographical areas will be identified based on an analysis of food insecurity using geographical targeting tools such as integrated phase classification. Project selection will employ community-based participatory processes while participants in asset creation activities will be selected by their communities based on vulnerability.

³² This figure is based on historical data and may be revised based on changing market conditions and other factors.

An estimated 45 percent of targeted households will be headed by women, while 50 percent of beneficiaries will be women.

107. Indirect beneficiaries of activities 6 and 7 will include populations that are not directly targeted but that will benefit from feeder roads, market rehabilitation, increased agricultural productivity and community asset creation. Activities 8, 9, 10 and 11 will have no households or individuals as direct beneficiaries.

4.2 Transfers

Food and CBTs

108. WFP will use a combination of food and CBTs under strategic outcomes 1, 2 and 3. WFP determines its choice of modality using standardized corporate tools such as market analysis, cost efficiency analysis and sector assessments and taking context, programme feasibility, efficiency and effectiveness into account.
109. WFP's improved performance in implementing CBT programmes in DRC has been recognized, including by donors, which have increased their support to these programmes. This has allowed WFP to increase the proportion of cash-based interventions in its DRC portfolio in recent years, especially in its assistance to refugees, the majority of which is now provided through CBTs. Innovative approaches and technical solutions such as WFP's corporate digital beneficiary and transfer management platform, SCOPE, e-vouchers and solutions provided by financial service providers have been developed and controls have been put in place to mitigate the risks related to CBT interventions.
110. Multi-sector CBT interventions in DRC are coordinated by cash working groups at the field and national levels. WFP and the United Nations Children's Fund (UNICEF) recently implemented joint cash interventions in North Kivu, increasing efficiency by providing multi-purpose cash transfers.
111. Three transfer modalities will be used for unconditional food assistance: in-kind food assistance, value e-vouchers and cash transfers. E-vouchers will be distributed progressively as SCOPE is introduced. This approach was recently piloted among Burundian refugees at Lusenda camp who received a transfer value of USD 0.50 per person per day, which has been included in the ICSP budget. In other refugee operations, cash transfers are distributed through a financial service provider.
112. Given the current economic crisis in DRC with sharp increases in local prices over the last 12 months and severe depreciation of the Congolese Franc, WFP has established internal procedures for periodically reviewing transfer values. The use of financial service providers for cash distributions and the progressive introduction of SCOPE cards for e-voucher programmes will reduce the risks of fraud and diversion while allowing more accurate monitoring and analysis of resource use by beneficiaries. While WFP formulates a full CSP for DRC, the CBT approach will be examined in depth during the strategic review process.
113. To ensure that the needs and preferences of affected communities are adequately integrated into the design and delivery of food and cash-based transfers, WFP will establish complaint and feedback mechanisms. The local context will be taken into account in an effort to understand, prevent and mitigate obstacles that affected people may face in gaining access to these mechanisms. The mechanisms will be informed by consultations with affected populations and will address complaints in a manner that equitably promotes the priorities and interests of women, men, girls and boys.

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

	Strategic outcome 1			Strategic outcome 2							Strategic outcome 3
	Activities 1 and 2			Activities 3, 4 and 5							Activity 7
Beneficiary type	General distribution full ration	General distribution reduced ration*	Students	MAM treatment (TSF) 6–59 months	MAM treatment (TSF) PLW/G	Prevention of acute malnutrition (BSF) 6–23 months	Prevention of acute malnutrition (BSF) PLW/G	Stunting prevention (BSF) 6–23 months	PLHIV/ tuberculosis	Care takers	FFA
Modality	Food/CBT	Food/CBT	Food	Food	Food	Food	Food	Food	Food	Food	Food/CBT
Cereals	400	300	120	-	-	-	-	-	-	400	400
Pulses	120	50	30	-	-	-	-	-	-	120	120
Oil	30	25	10	-	25	-	25	-	25	30	30
Salt	5	5	5	-	-	-	-	-	-	5	5
SuperCereal Plus	-	-	-	-	250	-	250	-	250	-	-
Plumpy'Sup	-	-	-	92	-	-	-	-	-	-	-
Plumpy'Doz	-	-	-	-	-	47	-	47	-	-	-
High-energy biscuits**	(333)	-	-	-	-	-	-	-	-	-	-
Micronutrient powder***	-	-	0.38	-	-	-	-	-	-	-	-
Total kcal/day	2 132	1 470	628	500	1 175	247	1 175	247	1 175	2 132	2 132
% kcal from protein	16	10	10	10.2	13.2	10	13.2	10	13.2	16	16
Cash (USD/person/day)	0.50	0.35	-	-	-	-	-	-	-	-	0.50
Number of feeding days	90	90	220	60	90	180	180	180	180	7	66

BSF = blanket supplementary feeding; MAM = moderate acute malnutrition; TSF = targeted supplementary feeding; PLHIV = people living with HIV.

* A reduced ration will be provided during the second phase and to host families on the basis of assessed needs.

** High-energy biscuits are not part of the general distribution ration; they are only provided for the first three days after displacement of refugees and internally displaced persons.

*** Micronutrient powders will be provided every other day in accordance with guidelines.

TABLE 3: TOTAL FOOD/CBT REQUIREMENTS AND VALUE		
Food type/CBTs	Total (mt)	Total (USD)
Cereals	129 165	67 325 878
Pulses	35 382	24 754 851
Oil and fats	11 262	12 077 368
Mixed and blended foods	18 403	19 822 401
Other	2 091	593 366
Total (food)	196 303	124 573 864
CBTs (USD)	-	155 615 508
Total (food and CBTs)	196 303	280 189 372

Capacity strengthening including South–South cooperation

114. WFP will continue to improve the quality of its response by supporting market assessments, vulnerability analysis, early warning, response planning and coordination through its co-leadership of the food security cluster with FAO. This will include technical assistance to strengthen government capacity for food and nutrition security analysis, emergency preparedness and response, procurement and macro supply chain assessment. WFP and FAO will continue leading the food security cluster while progressively transferring capacities to the national level and strengthening application of the IPC methodology.
115. WFP will continue to provide the Government with technical assistance in social protection. Increased focus will be placed on promoting the development of food security and nutrition policies to support broader United Nations and government work on developing a social protection system. WFP will review South–South cooperation opportunities with the Government and partners to identify interest in engaging further in South–South cooperation. This exercise will serve as an entry point for transferring capacities through South–South cooperation. WFP will then explore additional possibilities for South–South and triangular cooperation, focusing on collaboration with countries in the South African Development Community, the Inter-American Development Bank and the African Union. Efforts will be made to leverage technical support from the Brazil and China centres of excellence, with a view to integrating WFP’s activities into a broader social protection framework.

4.3 Supply chain

116. The choice of transfer modality will be based on cost efficiency and feasibility. While considering gender issues, a macro supply chain assessment will inform local market assessments. Assessments will determine market functioning and capacity in targeted areas to meet the additional demand associated with CBTs.
117. Local and regional purchases, and the Global Commodity Management Facility (GCMF), will be used to improve the cost efficiency of commodity-based assistance. Specialized nutritious products and other commodities that cannot be sourced locally or regionally will be received as in-kind contributions or purchased internationally. Internationally sourced foods will be supplied through the Kenya and United Republic of Tanzania corridors while regional purchases through the GCMF will be sourced from Kenya, Rwanda, United Republic of Tanzania and Zambia.
118. Local and regional purchases will be made during the harvest season, when prices are low and the risk of distorting the market is limited. Food transfers will occur primarily during the lean season when food supplies are limited and market prices are high. CBTs will be used when markets are well supplied and prices are relatively low.

119. As part of the supply chain process, smallholder farmers and cooperating partners will be trained to ensure the quality of food purchased from local producers and to reduce the risk of loss during storage. WFP staff will perform quality control in respect of transported and warehoused goods, with national laboratories across the country available to verify food quality.
120. In-country transport costs remain high because of the remote locations in which many beneficiaries are located and the poor state of transportation infrastructure. WFP uses a combination of contracted commercial transporters and WFP-owned trucks to deliver food to beneficiaries.

4.4 Country office capacity and profile

121. WFP's network of sub-offices has recently been restructured in consultation with stakeholders and donors and based on geographical prioritization of WFP operations with the aim of bringing costs into line with resource availability. WFP is also addressing its staffing profile and structural needs in preparation for implementing the ICSP. Adjustments have been made to increase capacity at the field level in areas recently affected by acute crisis through deployment of additional staff and provision of technical support from the country office and sub-offices. This has contributed to strengthening WFP's response to recent crises in Tanganyika and the Kasai.
122. Additional expertise will also be required to mobilize resources from the private sector and engage civil society. Temporary technical support will be required for the zero hunger strategic review and CSP preparation. Support may also be required to conduct gender analyses or respond to protection concerns.

4.5 Partnerships

123. WFP has established a strategic and operational partnership with FAO in DRC for several activities in the ICSP. The food security cluster co-led by WFP and FAO provides regular analyses of acute food insecurity in the country through the IPC exercise. WFP and FAO have also established close collaboration on implementing and expanding the P4P initiative in support of one of the Government's main strategies for achieving SDG 2 targets.
124. Multi-year funding has recently been confirmed for P4P activities in North Kivu and Tanganyika provinces, where WFP's strategic partners include the other Rome-based agencies. Another crucial strategic and operational partnership for WFP in DRC is with the Office of the United Nations High Commissioner for Refugees (UNHCR) on providing assistance to refugees. In addition to the immediate assistance provided for the arrival of new refugees, WFP and UNHCR are working jointly to implement durable solutions for refugees from Burundi, the Central Africa Republic and South Sudan.
125. Additional partnership arrangements are summarized in the following paragraphs, presented by strategic outcome, and are described in more detail in the ICSP partnership action plan.
126. For transfers to populations affected by conflict or shocks (strategic outcome 1), partners will include FAO, UNHCR, UNICEF, non-governmental organizations (NGOs) and government agencies involved in responding to shocks and implementing social protection activities.
127. For nutrition activities (strategic outcome 2), collaborating partners will include the Government (including the national nutrition programme, the Ministry of Social and Humanitarian Affairs, and national programmes covering HIV and tuberculosis), United Nations agencies, the nutrition cluster and NGOs. WFP will reinforce its collaboration with UNICEF,³³ cooperating partners and local health authorities to ensure that the right products are given to the right beneficiaries. Ongoing discussions focus on strengthening synergies and joint programming with nutrition partners.
128. For support to smallholder producers and vulnerable rural communities (strategic outcome 3), WFP has developed partnerships with the other Rome-based agencies, the national and provincial

³³ UNICEF and WFP have clear roles in the treatment and prevention of acute malnutrition as set out in global agreements and the mandates of the two agencies. UNICEF is responsible for treating severe acute malnutrition and WFP for treating and preventing moderate acute malnutrition.

governments, national and international NGOs and farmer organizations. The Rome-based agency partnership during the implementation of this ICSP will be based on the following pillars:

- Strategy: The three agencies are contributing to the achievement of SDG 2 and ensuring that food security and smallholder agriculture remain at the centre of discussions on humanitarian and development issues on the agenda of the United Nations.
 - Operations: Joint programming meetings will be organized and field visits conducted. Whenever possible, proposals for donors will be developed and presented jointly.
 - Coordination: The Rome-based agencies are active participants in the group of donors for agriculture and rural development and the national coordination mechanism.
129. Capacity will be strengthened within the Ministry of Social and Humanitarian Affairs and the ministries for interior and security, labour and agriculture (strategic outcome 4). This includes the Department of Civil Protection, the food security coordination cell, the national early warning system, the national nutrition programme, the National Institute of Statistics and the Centre for Analysis of Development Indicators.
130. For disaster risk management and emergency preparedness, WFP and the Logistics Cluster work with the Department of Civil Protection, the Ministry of Social and Humanitarian Affairs and the humanitarian community.
131. Activities will be carried out in conjunction with partners including the World Bank, the International Labour Organization, UNICEF and other actors in social protection. WFP will also collaborate with the food security cluster, NGOs, United Nations agencies, universities and national institutions.
132. For the provision of humanitarian air services under strategic outcome 5, partners will include the Ministry of Social and Humanitarian Affairs, the Ministry of Interior and Security, the Department of Civil Protection and MONUSCO.
133. WFP provides a variety of logistics services to the humanitarian community and government agencies to achieve economies of scale through joint supply chain activities. This reinforces the benefits of “delivering as one” within the United Nations system through a more effective, efficient and coherent approach to supply chain operations.
134. At the national level, WFP will work with UN-Women and the Ministry of Gender, Family and Children to support gender equality. This collaboration will include the design of a strategic plan for DRC; mainstreaming gender investment in the national budget; and analysis of a DRC gender profile. At the provincial and field levels, gender equality will be mainstreamed in WFP’s response by partners through sensitization of beneficiaries and gender-based budgeting.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

135. WFP’s monitoring and evaluation strategy in DRC emphasizes the measurement of long-term impacts on food insecurity and malnutrition. Information on activity outputs will be collected and analysed regularly.
136. In addition to ongoing monitoring and tracking of indicators related to outcomes, several evaluations and reviews are planned for the ICSP period:
- A country portfolio evaluation will be commissioned and managed by the Office of Evaluation in 2019 and will inform the preparation of the full CSP. This timing is consistent with WFP’s evaluation policy as it will be five years after the last country portfolio evaluation.
 - A decentralized evaluation of P4P will be commissioned and managed by the country office in 2018–2019.
 - Reviews of school feeding and nutrition activities will be commissioned and conducted by the country office in 2018 and 2019.

137. Baselines and targets for all outcome indicators will be set within the first three months of ICSP implementation. Post-distribution monitoring surveys, included in the country portfolio budget, will be carried out to collect outcome data. Output and process indicators will be monitored using the country office tool for monitoring effectively (COMET) and included in the annual country report.
138. WFP's corporate monitoring normative framework and regional bureau monitoring strategy will guide the monitoring of ICSP activities. A gender-responsive monitoring, review and evaluation plan will be prepared to ensure that all baseline data are collected in the first three months of the ICSP and that evaluations, reviews and monitoring assessments are conducted in time.
139. Reviews of specific activities will be undertaken periodically and a mid-term review will take place at the midpoint of the CSP to generate lessons learned as a basis for programmatic adjustments.
140. The country office has introduced innovations to enhance data collection and analysis, including:
 - mobile technology through the use of hand-held devices for data entry;
 - the open data kit and multi-criteria decision analysis;
 - WFP's SCOPE beneficiary and transfer management platform, which is used for beneficiary registration, distribution planning, transfers and distribution reporting (the country office will also explore the potential for linking beneficiary registration to biometric data and smart cards used for cash transfers); and
 - mobile vulnerability analysis and mapping, for data collection, monitoring and beneficiary feedback and complaints.

5.2 Risk management

Contextual risks

141. In DRC, the primary contextual risks relate to political instability, limited government capacity to ensure basic service delivery and insecurity.
142. Given the current political uncertainty, elections may not be held in 2017 and this will have consequences for the security of the operating environment. Conflict in neighbouring countries will probably continue to result in the movement of refugees into DRC.
143. Other contextual risks involve ongoing insecurity, limited access, displacements, natural disasters and increased prices. WFP's mitigation plans regarding access, emergency preparedness and remote operations will minimize operational impediments. WFP will liaise with local authorities, police and MONUSCO on security matters.
144. In the light of the complex dynamics in DRC, WFP will continue to pursue a principled humanitarian approach to maintaining access and safeguarding humanitarian space. In line with recommendations from the 2016 audit, WFP will work with NGOs and third parties to monitor where access is constrained.
145. As part of WFP's minimum preparedness action plan for DRC, scenarios have been elaborated that take into account the impact of protracted political uncertainty and instability on the implementation of ICSP activities and capture the increased needs resulting from widespread civil unrest. Regular exchanges with the humanitarian community and donors at the local level will determine whether major shifts in implementation of the ICSP are required to respond to changes in the overall situation in the country.

Programmatic risks

146. Partnerships with the Government, NGOs and financial service providers – particularly in insecure areas – present significant risks. In addition, ingrained attitudes and practices with respect to gender roles could constrain progress on gender equality, impeding implementation of planned activities and achievement of the strategic outcomes.

147. Mitigation will involve strict oversight and capacity development in financial management, monitoring, reporting and warehouse management. This will be supported by annual evaluations and compliance audits. The risk of food loss or diversion of CBTs will be mitigated by ensuring the accountability of delivery mechanisms, training, third-party monitoring and information dissemination. WFP will ensure that all programmes are implemented in a conflict-sensitive manner that does not exacerbate tensions in the country.
148. Funding shortfalls and pipeline breaks are also programmatic risks. WFP's resourcing strategy includes working with the humanitarian country team, the United Nations country team and the Government to engage donors and raise funds. Forward purchasing using the GCMF will mitigate pipeline breaks and maximize on-time deliveries.

Institutional risks

149. ICSP implementation may be hampered by a lack of staff capacity at the country level or staff being overextended by the need to respond to ongoing humanitarian demands. WFP will facilitate staff training and development and the deployment of staff with the required skills from other WFP operations and externally.

6. Resources for results

6.1 Country portfolio budget

TABLE 4: INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)				
	Year 1	Year 2	Year 3	Total
	2018	2019	2020	
Strategic outcome 1	214 978 391	131 301 534	133 089 436	479 369 361
Strategic outcome 2	19 437 894	16 919 545	17 332 494	53 689 934
Strategic outcome 3	32 111 105	15 803 112	16 666 602	64 580 819
Strategic outcome 4	1 966 795	2 312 442	2 213 437	6 492 674
Strategic outcome 5	37 616 731	39 756 912	41 140 174	118 513 817
Total	306 110 916	206 093 546	210 442 142	722 646 604

6.2 Resourcing outlook

150. The resourcing outlook is realistic and in line with recent trends in the current country portfolio. The country office expects to mobilize at least USD 120 million – 50 percent of the average annual requirement. As per WFP's requirements, 15 percent of project funds will be allocated to activities promoting gender equality.³⁴
151. In the event of a resource shortfall, priority will be given to life-saving interventions for the most vulnerable people, including newly displaced households, followed by existing internally displaced persons and refugees. WFP's ability to allocate resources across strategic outcomes will depend on the nature of the resources provided by donors.

6.3 Resource mobilization strategy

152. The country office will aim to maintain or increase funding from traditional donors for crisis response and resilience activities while identifying new donors, particularly for non-emergency activities. WFP will continue to advocate with donors for resource flexibility to ensure funding for relief and recovery interventions in the volatile conditions of DRC. This is a central element of WFP's partnership and resource mobilization strategy.

³⁴ Activities will include nutrition education targeting women and including information about gender equality; emergency-related participatory gender analysis; and gender-related capacity strengthening for smallholder producer organizations and others.

153. The country office will build donors' confidence and trust to ensure that WFP remains their partner of choice. This will be achieved by providing impact-driven programming focused on WFP's comparative advantages and by demonstrating results. Strategic communications with traditional and new donors will be enhanced to increase the visibility of WFP programmes to donors. The country office will advocate for global attention to addressing critical humanitarian needs in DRC.
154. Partnerships with non-traditional and emerging donors will be expanded, including with the Government (mainly in implementing the social protection policy). The country office is developing partnerships with financial institutions and regional organizations such as the World Bank, the African Development Bank and the African Union. WFP will seek opportunities from multi-donor funds such as the Green Climate Fund and the United Nations Peacebuilding Fund.

ANNEX I

**LOGICAL FRAMEWORK FOR DEMOCRATIC REPUBLIC OF THE CONGO INTERIM COUNTRY STRATEGIC PLAN
(JANUARY 2018–DECEMBER 2020)**

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Targeted food-insecure populations affected by shocks are able to meet their basic food requirements in times of crisis.

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

Assumptions:

Targeting zones are accessible. Funding available to enable surveys and assessments

Outcome indicators

Attendance rate

Consumption-based coping strategy index (Average)

Dietary diversity score

Enrolment rate

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (average)

Minimum dietary diversity – women

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Retention rate

Activities and outputs

1. Provide food assistance to conflict-affected populations who experience acute food insecurity. (Unconditional resource transfers to support access to food)

Conflict-affected and acutely food-insecure populations targeted by WFP receive sufficient cash or food to enable them to meet their basic food and nutrient requirements (A: Resources transferred)

Conflict-affected and acutely food-insecure populations targeted by WFP receive sufficient cash or food to enable them to meet their basic food and nutrient requirements (E: Advocacy and education provided)

2. Provide food assistance to populations affected by non-conflict shocks who experience acute food insecurity. (Unconditional resource transfers to support access to food)

Acutely food-insecure populations affected by natural disasters and economic shocks receive sufficient cash or food to enable them to meet their basic food and nutrient requirements (A: Resources transferred)

Acutely food-insecure populations affected by natural disasters and economic shocks receive sufficient cash or food to enable them to meet their basic food and nutrient requirements (E: Advocacy and education provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 2: Food-insecure and vulnerable populations in conflict and shock-affected areas have improved nutritional status in line with national protocols by 2020.

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

Focus area: crisis response

Assumptions:

Complementarities of services, partners focus on mitigating other factors that can affect nutrition status.

Outcome indicators

ART default rate

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

TB Default rate

Activities and outputs

3. Treat moderate acute malnutrition among vulnerable people including children 6–59 months, PLW/G and ART/TB- DOTS clients (Nutrition treatment activities)

Vulnerable people, including children 6–59 months, PLW/G and ART/TB-DOTS clients, receive specialized nutritious foods (category B) to treat moderate acute malnutrition (A: Resources transferred)

Vulnerable people, including children 6–59 months, PLW/G and ART/TB-DOTS clients, receive specialized nutritious foods (category B) to treat moderate acute malnutrition (B: Nutritious foods provided)

4. Prevent acute malnutrition among vulnerable groups including children 6–23 months and PLW/G (Malnutrition prevention activities)

Vulnerable people, including children 6–23 months and PLW/G, receive appropriate specialized nutritious foods to prevent acute malnutrition (A: Resources transferred)

Vulnerable people, including children 6–23 months and PLW/G, receive appropriate specialized nutritious foods to prevent acute malnutrition
(B: Nutritious foods provided)

**5. Prevent chronic malnutrition among vulnerable groups, including children 6–23 months and PLW/G
(Malnutrition prevention activities)**

Targeted populations receive tailored nutrition-focused social and behaviour change communication (SBCC) on the treatment and prevention of wasting and stunting. (E: Advocacy and education provided)

Vulnerable people, including children 6–23 months and PLW/G receive appropriate specialized nutritious foods to prevent chronic malnutrition.
(A: Resources transferred)

Vulnerable people, including children 6–23 months and PLW/G receive appropriate specialized nutritious foods to prevent chronic malnutrition.
(B: Nutritious foods provided)

Strategic Objective 3: Achieve food security

Strategic Result 3: Smallholders have improved food security and nutrition

Strategic outcome 3: Smallholder farmers and vulnerable communities in targeted and crisis-prone areas, especially in eastern parts of the country, enhance their productive livelihoods and improve their food security and resilience by 2020

Outcome category: Increased smallholder production and sales

nutrition-sensitive

Focus area: resilience-building

Assumptions:

Weather and other external factors do not disrupt agricultural production

Outcome indicators

Food consumption score
Food consumption score-nutrition
Food expenditure share
Livelihood-based coping strategy index (Average)
Minimum dietary diversity – women
Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems
Percentage of targeted smallholder farmers reporting increased production of nutritious crops
Percentage of WFP food procured from pro-smallholder farmer aggregation systems
Proportion of children 6-23 months of age who receive a minimum acceptable diet
Proportion of the population in targeted communities reporting benefits from an enhanced asset base
Rate of post-harvest losses
Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Activities and outputs**6. Strengthen the capacity of smallholder farmers (Smallholder agricultural market support activities)**

Participating households benefit from conditional transfers (food or cash) in order to meet their basic food needs
(A: Resources transferred)

Participating households benefit from conditional transfers (food or cash) in order to meet their basic food needs
(E: Advocacy and education provided)

Targeted smallholder farmers benefit from improved knowledge and skills in agricultural production and marketing in order to improve their sales and incomes (C: Capacity development and technical support provided)

7. Provide productive assets to smallholder farmers and food-insecure communities (Asset creation and livelihood support activities)

Smallholder farmers benefit from rehabilitated and newly constructed social and productive assets and access to post-harvest management tools in order to increase their incomes and productivity (D: Assets created)

Strategic Goal 2: Partner to support implementation of the SDGs**Strategic Objective 4: Support SDG implementation****Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs****Strategic outcome 4: National institutions have strengthened capacity to reduce food insecurity and malnutrition and respond to shocks by 2020.**

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience-building

Assumptions:

National institutions in DRC are available to receive enhancement of their capacity from partner.

Outcome indicators

Zero hunger capacity scorecard

Activities and outputs**8. Strengthen the Government's capacity in respect of social protection, nutrition, food security, emergency preparedness/ and disaster risk reduction (Institutional capacity-strengthening activities)**

Populations affected by crises benefit from enhanced government capacity to scale up services in times of crisis in order to reach those in need. (C: Capacity development and technical support provided)

9. Provide evidence-based analysis to national institutions (Analysis, assessment and monitoring activities)

Food-insecure populations benefit from an improved social protection system and stronger food security and nutrition policies.
(C: Capacity development and technical support provided)

Food-insecure populations benefit from national institutions' access to rigorous evidence in order to improve implementation of the Government's hunger-reduction programme (C: Capacity development and technical support provided)

Strategic Objective 5: Partner for SDG results

Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs

Strategic outcome 5: The humanitarian community has the capacity to respond to shocks through strategic partnership by 2020

Outcome category: Enhanced
common coordination
platforms

Focus area: crisis response

Assumptions:

Collaboration with all humanitarian community is ensured

Outcome indicators

User satisfaction rate

Activities and outputs

10. Provide humanitarian platforms to the humanitarian community in DRC (Service provision and platforms activities)

Populations affected by crises benefit from supply-chain and other services offered by WFP to humanitarian partners, receiving timely humanitarian relief (H: Shared services and platforms provided)

11. Provide humanitarian air services to the humanitarian community in DRC (Service provision and platforms activities)

Populations affected by crises benefit from reliable, client-oriented air services that respond to users' needs for enhanced efficiency, effectiveness and safety in the implementation and monitoring of humanitarian activities. (H: Shared services and platforms provided)

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

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

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

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

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

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

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

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

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

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

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1, SDG target 2.1	Strategic Result 2, SDG target 2.2	Strategic Result 3, SDG target 2.3	Strategic Result 5, SDG target 17.9	Strategic Result 8, SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Transfer	388 670 521	38 035 074	49 524 203	3 808 008	96 286 614	576 324 420
Implementation	33 703 892	9 162 537	7 452 053	1 890 563	7 772 132	59 981 176
Adjusted direct support costs	25 634 335	2 979 897	3 379 650	369 349	6 701 831	39 065 062
Subtotal	448 008 748	50 177 508	60 355 905	6 067 920	110 760 576	675 370 658
Indirect support costs (7.0 percent)	31 360 612	3 512 426	4 224 913	424 754	7 753 240	47 275 946
Total	479 369 361	53 689 934	64 580 819	6 492 674	118 513 817	722 646 604

Acronyms used in the document

ART	anti-retroviral therapy
BSF	blanket supplementary feeding
COMET	country office tool for monitoring effectively
CSP	country strategic plan
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GAM	global acute malnutrition
GCMF	Global Commodity Management Facility
GDP	gross domestic product
HIV	human immunodeficiency virus
HRP	Humanitarian Response Plan
ICSP	interim country strategic plan
IPC	Integrated Food Security Phase Classification
MONUSCO	United Nations Organization Stabilization Mission in the DRC
NGO	non-governmental organization
P4P	Purchase for Progress
PLHIV	people living with HIV
PLW/G	pregnant and lactating women and girls
PNSD	National Strategic Development Plan
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
TB-DOTS	directly observed treatment, short-course
TSF	targeted supplementary feeding
UNDAF	United Nations development assistance framework
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women