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Operational matters – Country strategic plans

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Draft Syrian Arab Republic interim country strategic plan (2019–2020)

Duration	January 2019–December 2020
Total cost to WFP	USD 1,386,306,865
Gender and age marker*	4

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

Executive summary

Once a middle-income country, the Syrian Arab Republic has faced a prolonged crisis in recent years, which has been detrimental to development gains achieved before 2011. With each year of the crisis, the damage to the country's economic and social fabric deepens and recovery efforts are delayed.

The human toll is substantial: 10.5 million people, including 4.4 million children, need food assistance.¹ While acute malnutrition is not widespread, high stunting rates indicate a serious chronic malnutrition problem. Aggravating factors include population displacement, high levels of food insecurity, soaring unemployment rates and weakened infrastructure for health services. Compounded by the fact that a staggering 1.75 million children are currently not attending school, this systemic crisis is likely to have an impact on future generations.

¹ Office for the Coordination of Humanitarian Affairs. 2017. *2018 Humanitarian Needs Overview – Syrian Arab Republic*. Available at www.unocha.org/syria.

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The interim country strategic plan is aligned with the priorities of the Government and the humanitarian community. While continuing to provide unconditional food assistance to the most vulnerable people, WFP aims to gradually shift to livelihood activities that are designed and implemented with a view to supporting equitable and sustained recovery for men and women. WFP will also continue to implement education and nutrition activities, including capacity strengthening for food fortification initiatives.

The interim country strategic plan is designed to continue and refine WFP's existing operations, focusing on the enhancement of targeting, beneficiary management, data collection and evidence-based programming and the strengthening of knowledge management systems.

The interim country strategic plan covers 24 months and maintains a high degree of flexibility. It is designed to achieve four strategic outcomes:

- Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees, in all governorates, have access to life-saving food to meet their basic food needs all year round.
- Food-insecure families in urban and rural areas affected by the crisis are enabled to meet their basic food and nutrition needs and increase their self-reliance throughout the year.
- Nutritionally vulnerable groups, especially children and pregnant and lactating women and girls, across the Syrian Arab Republic have reduced levels of malnutrition throughout the year.
- Humanitarian partners across the Syrian Arab Republic benefit from augmented logistics and emergency telecommunications capacity and services, enabling them to provide humanitarian assistance throughout the crisis.

The interim country strategic plan will contribute to the achievement of the Strategic Framework for Cooperation between the Government of the Syrian Arab Republic and the United Nations 2016–2019 and to Sustainable Development Goals 1, 2, 3, 4, 5, 11 and 17, both directly and indirectly. It is aligned with the WFP Strategic Plan (2017–2021) and the WFP Gender Policy (2015–2020).

Draft decision*

The Board approves the Syrian Arab Republic interim country strategic plan (2019–2020) (WFP/EB.2/2018/8-B/2) at a total cost to WFP of USD 1,386,306,865.

* 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 prolonged crisis in the Syrian Arab Republic, now in its eighth year, has taken a heavy toll on the country's population. As of early 2018, 6.6 million people were internally displaced² and 5.6 million were refugees living outside the country.³ A 2018 humanitarian needs overview indicates that 13.1 million people – 6.7 million women and girls and 6.4 million men and boys – need humanitarian assistance. In 2018, fighting has continued to fuel large-scale population displacements, with an estimated 1.2 million additional people internally displaced in the first half of the year.⁴
2. The crisis is increasingly concentrated in specific regions, with relative stability returning to many other areas. The scale of the damage and the complexity of the crisis imply that even if an inclusive political solution is found, humanitarian needs will persist in large parts of the country in the next two years.
3. A middle-income country before the crisis, the Syrian Arab Republic is now in the low human development category, ranked 149th of 188 countries in the 2016 Human Development Index and 133rd of 159 countries on the Gender Inequality Index, with a score of 0.554.⁵ Before the crisis, the country had achieved many of the Millennium Development Goals, including those related to primary education and gender parity in secondary education, and had made progress in decreasing malnutrition and infant mortality rates and increasing access to improved sanitation.
4. The Syrian Arab Republic ranked 142nd of 144 countries on the 2017 Global Gender Gap Index.⁶ In situations of protracted crisis, women and girls shoulder increasing burdens as they take care of their families and undertake various forms of income-generating work under extreme stress and facing a lack of basic services and exposure to violence. The Syrian Arab Republic had the lowest score for 2017–2018 of the 153 nations in the Global Women, Peace and Security Index, which reflects women's well-being and empowerment in households, communities and society.⁷
5. The country's social security and protection programmes have significantly diminished over the course of the crisis, and subsidized bread and medicines are now the Government's primary contribution to a social safety net.

1.2 Progress towards SDG 2

Targets

Access to food

6. More than 10 million people (5.2 million men and boys and 5.3 million women and girls) need various forms of food assistance, including 6.5 million acutely food-insecure people and 4 million who are at risk of becoming food-insecure, the latter figure having doubled since 2016. Internally displaced persons and returnees are among the most food-insecure

² Office for the Coordination of Humanitarian Affairs. 2018 *Humanitarian Needs Overview*.

³ Syria regional refugee response. See <http://data2.unhcr.org/en/situations/syria>. Accessed on 29 March 2018.

⁴ Office for the Coordination of Humanitarian Affairs. 2018. *Syrian Arab Republic: The Humanitarian Crisis in Syria as of 23 April 2018*. Available at https://reliefweb.int/sites/reliefweb.int/files/resources/Syria%20Crisis_180423_V9.pdf.

⁵ United Nations Development Programme. 2016. *Human Development Report 2016: Human Development for Everyone*. http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf.

⁶ World Economic Forum. 2017. *The Global Gender Gap Report 2017*. http://www3.weforum.org/docs/WEF_GGGR_2017.pdf.

⁷ <http://www.passblue.com/2017/10/31/a-new-index-rates-the-well-being-of-women-in-153-nations/>.

population groups, along with woman-headed households (an estimated 14 percent of all households), children, persons living with disabilities or chronic illness, poor rural households with limited or no access to markets and agricultural land and households living in hard-to-reach areas.⁸

7. High levels of food insecurity persist because of a loss of livelihoods, extremely high unemployment rates, especially among women and young people, and households' reduced purchasing power. Food prices have increased eightfold since the beginning of the crisis⁹ and remain volatile, with substantial geographical variations. Prices were at their peak at the end of 2016. Since then, they have stabilized or decreased as market access improved. The inflation rate was last officially recorded in October 2016, when it was 50.4 percent (up from 4.4 percent in 2010).

Nutrition

8. More than 4.6 million children aged 6–59 months and pregnant and lactating women and girls are at risk of undernutrition and in need of services for the prevention and treatment of malnutrition. Children aged 6–23 months are particularly vulnerable to undernutrition, including stunting and other development shortcomings, as they are still in the critical first 1,000 days following conception. Stunting rates are as high as 32.4 percent in certain areas, indicating a serious chronic malnutrition problem.¹⁰ While national global acute malnutrition rates are low on average, pockets of chronic and acute malnutrition exist, particularly among women and children in hard-to-reach areas where access to food and basic services is limited.
9. The nutrition status of women of childbearing age (15–49 years) is poor, with acute malnutrition levels of 7.8 percent. The prevalence of anaemia, at 25.9 percent among women of childbearing age and 24.5 percent among children aged 6–59 months, represents a moderate public health problem and indicates micronutrient deficiencies. Local capacity for the production of iodized salt has been affected by the crisis, and fortification of wheat flour is not widespread, further straining efforts to combat malnutrition in the country.

Smallholder productivity and incomes and sustainable food systems

10. Food production in the Syrian Arab Republic has deteriorated since the onset of the crisis owing to a lack of agricultural inputs such as irrigation and seeds, damage to crops and unexploded ordnance. The Syrian Arab Republic is a drought-prone country and its food systems would be further affected should a drought occur.
11. The livestock sector has also seen substantial reductions, with herd and flock sizes falling by between 47 and 57 percent as a result of high fodder prices, inadequate veterinary services and insufficient access to grazing lands. Women have traditionally played a central role in livestock tending, using livestock products for both household consumption and as a source of income. More women (28 percent) than men (21 percent) earn their incomes from livestock, and women have therefore been disproportionately affected by the loss of livelihoods.¹¹

⁸ Office for the Coordination of Humanitarian Affairs. 2018 *Humanitarian Needs Overview*.

⁹ *ibid.*

¹⁰ Raqqa Governorate Standardized Monitoring and Assessment of Relief and Transitions survey, January 2018. Nutrition cluster.

¹¹ WFP and Food and Agriculture Organization of the United Nations. 2017. *Special report: FAO/WFP crop and food security assessment mission to the Syrian Arab Republic*. Available at <https://www.wfp.org/content/syria-fao-wfp-crop-and-food-security-assessment-mission-july-2017>.

12. Despite often being confined to home, men are not typically taking on domestic and care roles. As a result, many women are shouldering a double burden of responsibility for both income-generating activities and unpaid care activities and domestic work.

Macroeconomic environment

13. The crisis has reduced the cumulative gross domestic product of the Syrian Arab Republic by an estimated USD 254 billion and pushed the unemployment rate up to 50 percent, reaching 75 percent among young people and even higher among women. The proportion of Syrians living in extreme poverty with less than USD 2 per day increased from 34 percent before the crisis to 69 percent in 2017.¹²
14. In 2010, before the onset of the crisis, agriculture contributed significantly to the national economy, accounting for 18 percent of gross domestic product and 23 percent of exports and employing 17 percent of the labour force. In 2017, the Food and Agriculture Organization of the United Nations (FAO) estimated that USD 16 billion had been lost as a result of decreased production and damage to and destruction of assets and infrastructure in the agriculture sector.¹³

Key cross-sector linkages

15. After more than seven years of crisis, both physical infrastructure and systems for providing public services are severely affected. Public services such as education, health and utilities have all deteriorated, resulting in a high number of children being out of school, a lack of adequate health facilities even for basic care, including sexual and reproductive health services, and higher prices for utilities such as water and electricity.
16. The education system is overstretched as many teachers have left and more than one in three schools have been damaged, destroyed or used as shelters. The education sector estimates that one in three school-aged children – 1.75 million children – is not in school and an additional 1.35 million children are at risk of dropping out. Many girls and boys are engaged in various forms of child labour, with boys facing the additional risk of recruitment by armed groups while girls may be married at an early age.
17. Several aggravating factors play a role in the overall nutrition status, including population displacement, high levels of food insecurity, deteriorating livelihoods, limited access to good-quality water and sub-optimum infant and young child feeding practices contributing to outbreaks of diarrhoea and other childhood diseases. These factors are exacerbated by systemic gender inequalities that pre-date the current crisis, particularly in hard-to-reach locations.

1.3 Hunger gaps and challenges

18. Conditions in the country prior to the crisis as well as the prolonged crisis itself have resulted in several food security and nutrition gaps and challenges:
 - 10.5 million people are unable to meet their food needs without food assistance, while 4.6 million people need support in order to reduce the prevalence and risk of malnutrition.
 - Public infrastructure and services need to be repaired and restored to enable access to education, health and other utilities.

¹² Office for the Coordination of Humanitarian Affairs. *2018 Humanitarian Needs Overview*. Further sex- and age-disaggregated data are not available.

¹³ WFP and Food and Agriculture Organization of the United Nations. *Special report*.

- Social safety nets have been seriously disrupted and need to be revitalized to protect the most vulnerable.
- The changing roles of women and men in the Syrian Arab Republic need to be considered, with women increasingly becoming heads of households but not necessarily gaining more authority.
- The severely weakened agriculture sector needs support in rebuilding productive assets and restoring livelihoods, especially for women, given the substantial inequalities that need to be redressed in order to foster recovery and resilience.

1.4 Country priorities

Government

19. The Government is preparing the country's first national report on the Sustainable Development Goals (SDGs), which will outline the country's priorities for achieving all the SDGs. In addition, a wide range of United Nations agencies, including WFP, have provided support to the Central Bureau of Statistics for a socio-demographic survey in 2018, the first of its kind in nine years. The survey's findings will provide insights into the status of households, including data on education, health, the labour force, migration, food security, income and expenditure and the prevalence of disabilities. In 2017, the Government approved a "Syria after the crisis" programme, focusing on five pillars: institutional development and fighting corruption; development and strengthening of infrastructure; economic development; human, social, educational and cultural development; and national dialogue.
20. The Ministry of Agriculture and Agrarian Reform has invited WFP to provide assistance for the formulation of a national strategy on gender and the empowerment of women in rural areas. WFP will advocate for linkages between this strategy and the national gender strategy and supports the full involvement of women in peace and security efforts, in line with the women, peace and security agenda.¹⁴

United Nations and other partners

21. The Strategic Framework for Cooperation between the Government of the Syrian Arab Republic and the United Nations 2016–2018 (UNSF) has been extended to 2019. The UNSF has a strong emphasis on building resilience and providing support for the most vulnerable people through the achievement of three outcomes:
 - Targeted institutions have mechanisms for developing, implementing and monitoring robust evidence-based policies, plans and resilience programmes.
 - Basic and social services and infrastructure are restored, improved and sustained in order to enhance community resilience.
 - Households and communities benefit from sustainable livelihood opportunities, including through economic recovery and social inclusion.
22. The UNSF complements the annual humanitarian response plan, which remains the main framework for the response to humanitarian needs. The UNSF mid-term review was completed in 2017 and generated a call for strengthening of the linkages between humanitarian assistance and longer-term interventions in basic service delivery. The United Nations agencies operating in the Syrian Arab Republic are planning a United Nations development assistance framework for 2020–2022.
23. The food security sector, co-led by WFP and FAO, contributes significantly to the achievement of SDGs 2 and 17 in the country. Coordination ensures comprehensive coverage while

¹⁴ Security Council resolution 1325 (2000); WFP is part of the Standing Committee on Women, Peace and Security that oversees implementation of the resolution.

avoiding overlaps in humanitarian assistance. The food security sector has three programmatic objectives: to improve food security through emergency, life-saving and regular food assistance; to support livelihoods by increasing agricultural production, building assets and creating income-generating opportunities; and to rehabilitate productive infrastructure and supporting services.

24. Gender equality is a priority for all agencies implementing the 2030 Agenda for Sustainable Development. Joint programmes and actions are being undertaken with the aim of improving gender equality outcomes throughout the Syrian Arab Republic. WFP chairs the inter-agency gender working group under the resident coordinator and co-chairs the in-country network for the prevention of sexual exploitation and abuse.

2. Strategic Implications for WFP

2.1 WFP's experience and lessons learned

25. Throughout more than seven years of crisis, WFP has strengthened its humanitarian response while successfully expanding complementary activities related to nutrition and education. In 2017, general food assistance (GFA) was provided to an average of 3.74 million people every month. Livelihood activities have been introduced in 10 of 14 governorates and reached 108,000 beneficiaries in 2017, three times as many as in 2016, with a doubling in the proportion of women and girl participants from 22 to 45 percent.
26. Efforts to scale up livelihood activities have proved complicated. Decentralization to field offices, heavily bureaucratic approval procedures and a dearth of technical partners have limited the scale-up of activities for creating community- and household-level assets and enhancing skills. WFP will implement a livelihoods strategy for expanding the partnership base, promoting scalability and diversifying the activity portfolio. WFP will also focus on the integration strategy of the food security sector, linking food security, early recovery and livelihood activities.
27. Recommendations derived from evaluations have led to the expansion of WFP's partner base from 28 partners in 2013 to 55 in 2017 and the inclusion of partners with stronger technical skills; advocacy for adherence to humanitarian principles, leading to improved access; expansion of cash-based transfer (CBT) activities; an enhanced focus on gender and protection issues; and an improved food security system. A decentralized evaluation of the school meals programme is ongoing.
28. CBTs were first used in the Syrian Arab Republic in 2014 through a programme that provides pregnant and lactating women and girls in Homs and Lattakia with value vouchers for fresh foods. Following a 2015 review of the CBT modality, WFP gradually expanded the use of vouchers in its nutrition-sensitive education and livelihood activities. During 2017, WFP completed the transition from paper vouchers to the SCOPECARD,¹⁵ a smartcard that can be used in place of several vouchers. The electronic payment platform is ideal as a transfer mechanism for conditions in the Syrian Arab Republic, where the banking system is disrupted and internet coverage is unstable. WFP will continue to explore the evolving context and assess local financial service providers.
29. The preliminary findings of a centralized evaluation of the Syria+5 regional response (2015-2017)¹⁶ indicate that overall WFP has executed a professionally adept and technologically sophisticated response in a sharply politicized arena. The massive-scale response has been highly time- and cost-efficient, but issues relating to gender, protection

¹⁵ The SCOPECARD payment system is part of SCOPE, WFP's corporate digital beneficiary and transfer management platform, which supports the programme cycle from beginning to end.

¹⁶ From Draft Evaluation Report: Evaluation of the WFP Regional Response to the Syrian Crisis (January 2015-March 2018); not yet published. Egypt, Jordan, Lebanon, Iraq and Turkey are the other five countries in the Syria +5 regional response.

and accountability to affected populations have been insufficiently addressed, and the response has not fully met beneficiary concerns, particularly in relation to targeting and appeal and feedback mechanisms throughout the region. The draft evaluation report recommends that these concerns be addressed immediately. It also recommends the articulation of a clear regional vision; the reconceptualization of resilience at the policy level with a view to enabling a relevant response in middle-income urban contexts; the improvement of knowledge transfer, particularly relating to CBTs and their use; and continued diversification of activities where stability permits.

30. WFP has strengthened its knowledge base on gender issues in the Syrian Arab Republic, completing a gender analysis¹⁷ and a study of gender issues, risks and urban livelihoods.¹⁸ In accordance with recommendations derived from the gender analysis, the country office will reinforce approaches that are age- and gender-sensitive and gender-transformative in all of its work. WFP will promote the collection, analysis and use of sex- and age-disaggregated data and will advocate for the development and implementation of policies that raise awareness of the need to share responsibilities within households and communities, including through greater participation by men and boys in household food and nutrition matters and the transformation of socially and culturally rooted gender stereotypes. In light of the findings of the gender and livelihood study, which emphasizes the importance of women's "double burden" by recognizing childcare and domestic work as essential activities, livelihood programmes will be designed to increasingly target woman-headed households for activities while also making provisions for women's double burden.
31. Having successfully completed implementation of the "fresh school meals" pilot project in Aleppo, WFP will conduct a programme review, including a cost-benefit analysis, which will inform plans for expanding the programme. The pilot project provides employment opportunities for 48 Syrian women, who prepare meals consisting of a freshly made sandwich and servings of fruit and vegetables for 10,000 children every school day.

2.2 Opportunities for WFP

32. In addition to ensuring that the most food-insecure and malnourished populations, especially women and young people, meet their basic food and nutrition needs, WFP will explore and consolidate a number of opportunities in the coming two years.
33. WFP will aim to enhance overall resilience by scaling up and diversifying livelihood and other activities. The development of employment opportunities will be essential in facilitating recovery, generating social cohesion and enhancing access to health and education services, especially for women.
34. By increasing local procurement, WFP will inject money into the local economy while working with the private sector with a view to improving quality control, reducing lead times and diversifying suppliers. WFP will also engage with local suppliers on wheat flour fortification, iodization and the re-establishment of local factories, along with supply chain capacity-strengthening activities.
35. WFP intends to increase its use of CBTs, scaling up its use of CBTs in nutrition, school meal and livelihood activities and gradually shift from in-kind food to CBTs in GFA programmes where markets are functional and supply routes strong. The use of CBTs will stimulate the local market economy and take into account beneficiaries' preferences, and data on CBT activities and beneficiaries will be incorporated into SCOPE as WFP's corporate digital beneficiary and transfer information management platform, which could be of use to other humanitarian actors. If the financial infrastructure permits, WFP may also opt to use a financial

¹⁷ WFP Syria Gender Analysis (2017).

¹⁸ WFP. 2017. Gender, Risks and Urban Livelihoods Study in three cities in Syria: Aleppo, Homs and Lattakia.

service provider as it does in the other countries in the Syria+5 regional response. Value for money will be an integral consideration in the transition.

36. To promote the inclusion of persons with disabilities, WFP will ensure that they, and people with special protection needs, have access to assistance, including livelihood activities.
37. WFP will liaise closely with neighbouring countries to plan for voluntary returns of refugees and displaced people. This will include examining the possibilities identified from existing SCOPE registrations and household vulnerability assessments.
38. As part of the inter-agency common country assessment process, WFP will examine and catalogue existing and planned safety net programmes.¹⁹ The provision of large-scale humanitarian assistance is not sustainable in the long term; it is therefore essential to explore options for fostering the recovery and development of national safety nets that facilitate the transition of people in need from humanitarian aid to sustainable support platforms. Such activities would be aligned with the inter-agency structures in the UNSF and with WFP's corporate approach to the humanitarian–development–peace nexus.

2.3 Strategic changes

39. The main strategic shift since 2017–2018 will be in the focus of the operation, which will shift from the enhancement of processes and procedures such as targeting, beneficiary management, data collection and analysis, to the strengthening of evidence-based programming and knowledge management systems. Should conditions evolve into a post-crisis situation, recovery and resilience-based activities will increasingly support work at the humanitarian–development–peace nexus.
40. The country office's gender-transformative programme strategy is consistent with Security Council resolution 2417, which emphasizes the need for unimpeded humanitarian access and stresses the need for humanitarian assistance to be gender- and age-sensitive in order to remain responsive to the different needs of the population. The strategy will be complemented by a renewed focus on accountability to affected populations, as called for in the evaluation of the Syria+5 regional response.
41. Appropriate targeting will be paramount as the humanitarian response progressively shifts to recovery and resilience-based activities. WFP will increasingly direct its assistance to the people who are most vulnerable to food insecurity. Refinement of the targeting strategy will be informed by a comprehensive analysis of sex- and age-disaggregated data on food security from recent and upcoming assessments and will be supported through SCOPE.
42. To foster recovery and strengthen community and household resilience to current and future shocks, WFP will scale up its livelihood interventions in ways that benefit women and men equitably. These interventions will promote gender equality and positive changes as men and women step outside their traditional roles. While it is not possible to predict what a post-crisis scenario might entail, there is a vital need to strengthen productive sectors. WFP will develop strong partnerships with United Nations agencies, technical institutes and non-governmental organizations (NGOs) in order to facilitate skills training and the development of productive assets for the community and household levels.

¹⁹ In accordance with WFP's peacebuilding policy (2013) – *WFP's Role in Peacebuilding in Transition Settings*, plans for a post-crisis scenario are a pre-requisite for further engagement at the national level.

3. WFP strategic orientation

43. WFP's strategy is to embed preparedness and agility in its programming with a view to facilitating the strengthening of linkages between humanitarian and resilience programming; efficient scale-up and down of humanitarian and resilience activities in line with the evolution of the crisis, local realities and geographic differences; and the provision of capacity and services to support delivery of the right assistance at the right time to the people most affected by crisis.

3.1 Direction, focus and intended impacts

44. While relief food assistance for crisis-affected populations will remain integral to WFP's operations under the ICSP, the overarching programme strategy is to gradually shift from emergency response towards resilience-based programming, with a transition and exit strategy in mind.
45. This will entail integrated linkages and complementarity within the programme portfolio. As communities recover, and depending on household vulnerability, GFA participants will progressively shift to livelihood activities that help them to become self-sufficient and eventually to graduate from food assistance entirely. GFA will be maintained for the most food-insecure, vulnerable and crisis-affected households. Syrian children will continue to benefit from a range of school meal activities, along with activities for preventing and curing malnutrition. Pregnant and lactating women and girls in selected locations will receive CBTs to help them to diversify their diets, and treatment services will be provided to those suffering from malnutrition. Increasingly, the wider population will benefit from WFP support for various fortification initiatives.
46. In areas considered stable, WFP will scale up livelihood interventions for strengthening the resilience of communities and households to current and future shocks. Restoring the assets of communities and households, strengthening the skills of individuals and investing in productive sectors will be key to the recovery and return of displaced populations. WFP will develop livelihood opportunities that promote women as leaders and support their economic empowerment.
47. The shift from WFP's significant in-kind food assistance operation to market-based interventions through a gradual increase in local procurement, the use of CBTs and engagement with the private sector will help strengthen capacities and stimulate the local economy. This will in turn increase food trade flows and local agricultural production and improve the purchasing power of beneficiaries and the population at large.
48. WFP will advocate for and support the enhancement of local food value chains, food quality control, the distribution and consumption of fortified foods, such as iodized salt and fortified wheat flour to address micronutrient deficiencies, and the local production of fortified date bars.
49. Through this ICSP, WFP will refine its response in order to better serve the people most in need. This will be achieved through enhanced targeting, beneficiary management, data collection and evidence-based programming. Targeting will rely on gender-sensitive vulnerability assessments of needs, which will cover all households, regardless of their displacement status (returning refugees or internally displaced persons).
50. Implementing the ICSP will better position WFP to work towards SDGs 2 and 17 in the coming years while contributing to the achievement of SDGs 1, 3, 4, 5 and 11. Activities under all of the ICSP's strategic outcomes are gender-transformative and focused on ensuring that the particular needs of women, men, girls and boys are met.

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

Strategic outcome 1: Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees, in all governorates, have access to life-saving food to meet their basic food needs all year round

51. Strategic outcome 1 has a dual objective of providing humanitarian food assistance to the most food-insecure women, men, girls and boys affected by the prolonged crisis in the Syrian Arab Republic and implementing school meal activities in areas hosting large numbers of internally displaced persons and with low food security and education indicators.
52. Strategic outcome 1 contributes to SDG Target 2.1 and WFP Strategic Result 1.

Focus area

53. The primary focus of this outcome is crisis response. Activities are focused on addressing the humanitarian needs of food-insecure Syrians affected by the prolonged crisis, and the urgent educational needs in a country where 1.75 million children are not attending school.

Expected outputs

54. This outcome will be achieved through six outputs:
 - Targeted food-insecure populations receive adequate food assistance to meet their basic food needs.
 - Food-insecure populations benefit from enhanced capacities of cooperating partners in areas such as protection and beneficiary registration to protect access to food.
 - Food-insecure populations benefit from enhanced coordination through WFP's leadership of the food security sector and improved harmonization of monitoring and data collection within the sector, to protect access to food.
 - Targeted students receive nutritious school meals or CBTs to increase enrolment and attendance.
 - Food-insecure populations benefit from local producers' increased capacity to produce nutritious food products.
 - Vulnerable groups benefit from strengthened capacity of the national logistics sector in freight transport and supply chain management.

Key activities

Activity 1: Provision of general food assistance in the form of regular in-kind or CBT monthly food assistance with ready-to-eat rations in the initial phase of displacement.

55. Vulnerable Syrian households, whether displaced or still living in their communities, will be eligible for WFP assistance. Households in all 14 governorates will be assessed against WFP vulnerability criteria and the most vulnerable will be targeted for assistance. Targeted beneficiaries include woman-headed households, children, elderly people, persons with disabilities and displaced people. Response to rapid displacements will be analysed on a case-by-case basis; eligible households will receive support.
56. Beneficiaries will be assisted through either nutritionally balanced in-kind food baskets with appropriate fortified commodities or CBTs, depending on the findings of market assessments and feasibility analysis. In cases of displacement, where people have no access to cooking facilities or an immediate response is needed, WFP may provide ready-to-eat rations. Distributions will be monitored by men and women enumerators with gender expertise, who will be employed by both WFP and third-party monitoring companies.

57. To ensure that all beneficiaries, particularly persons with disabilities, have access to food assistance that they can obtain in a safe and dignified manner, WFP will analyse and mitigate barriers to participation. Disability awareness and inclusion of persons with disabilities will be mainstreamed in all programmes. WFP will ensure that all beneficiaries, including those with disabilities, are protected from physical, sexual and other forms of violence, abuse, exploitation and harassment when participating in WFP activities.

Activity 2: Provision of school meals for pre- and primary schoolchildren in regular schools and CBTs to out-of-school children enrolled in informal education or alternative learning opportunities.

58. Pre-primary and primary students in schools located in areas with large populations of internally displaced persons and poor food security and education indicators will be eligible for the school meals programme. On school days, students will be provided with a fortified date bar to meet half of their daily micronutrient needs, eliminate short-term hunger and improve concentration. WFP may also expand its use of fresh food in school meals, which will consist of a sandwich and servings of fruit and vegetables. WFP will advocate for the inclusion of children with disabilities in schools.
59. Recognizing the potential long-term effects of having 1.75 million children out of school, WFP will provide CBTs to households that send their out-of-school children to accelerated learning sessions supported by the United Nations Children's Fund (UNICEF) with a view to facilitating children's return to mainstream education. CBTs will enable households to buy fresh food items.
60. While there are no immediate plans for a transition of the programme to the Government, the school meals programme will continue to include capacity strengthening for institutional partners such as the Ministry of Education and local school administrators and teachers in order to ensure efficient and equitable programme implementation and build long-term programme sustainability.

Strategic outcome 2: Food-insecure families in urban and rural areas affected by the crisis are enabled to meet their basic food and nutrition needs and increase their self-reliance throughout the year

61. The aim of strategic outcome 2 is to develop livelihood and complementary support activities for food-insecure households whose livelihood assets and incomes have been negatively affected by the crisis.
62. The strategic outcome contributes to the achievement of SDG Target 2.1 and WFP Strategic Result 1.

Focus area

63. The primary focus of this outcome is resilience-building as it addresses the need for early recovery activities in a context where more than half the population is unemployed and infrastructure has deteriorated during the prolonged crisis.

Expected outputs

64. This outcome will be achieved through five outputs:
- Food-insecure households improve and maintain livelihood assets for targeted communities and households to protect their access to food.
 - Targeted farmers, including women, receive training and/or technical support to increase their knowledge and skills, enabling them to enhance production and sales.
 - Targeted food-insecure Syrian internally displaced persons, returnees and residents build marketable skills to strengthen their livelihoods.

- Food-insecure households benefit from creation of community assets in the environment and agriculture sectors to protect their access to food.
- Targeted vulnerable Syrian internally displaced persons, returnees and residents increase their financial literacy and business management skills while enhancing their access to financial services to strengthen their livelihoods.

Key activity

Activity 3: Provision of livelihood support through household- and communal-level asset creation through food assistance for assets (FFA) activities and enhanced human capital through food assistance for training (FFT).

65. Households will participate in the creation and rehabilitation of home-based, group-based and communal assets through FFA and FFT activities that lead to increased household income and well-being through the development of household productive assets, the rehabilitation of damaged community-level agrarian infrastructure, increased local agricultural production, and the enhancement of human capital and financial inclusion that enable them to enter the workforce independently. Women and men will benefit equitably from these activities. The programme will be designed to increasingly offset women's double burden through measures such as the provision of childcare services and social and behaviour change communications that target men, women and young people in local communities.
66. The priority will be to shift eligible households that are currently receiving GFA to livelihood support and complementary activities. Monthly assistance (in-kind food or CBTs) will be provided to participants in livelihood activities.
67. Beneficiaries of FFA activities will receive the inputs and technical training they need to actively participate in asset creation activities. Beneficiaries of FFT activities may also receive the household- or community-level inputs (such as agricultural inputs) that will enable them to use their training in ways that increase household production or generate income. Inputs will be project-specific and will be identified case by case in inclusive collaboration with community members and WFP partners. WFP will improve nutrition outcomes by prioritizing nutrition-sensitive FFA and FFT activities such as poultry production, homestead gardening linked to food processing activities and water catchment and harvesting.
68. Where security conditions permit, eligible households in both urban and rural areas will be identified using WFP vulnerability criteria and focusing on moderately food-insecure households. Assets will be identified through community-led consultations, based on the three-pronged approach²⁰ and on how equitably the assets benefit both women and men. Women often face greater barriers to obtaining documentation of land and asset ownership, and thus have difficulty maintaining the income from their productive assets. The country office is therefore working with its cooperating partners and the Government on reviewing current practices related to the control and ownership of household productive assets. WFP will also work with small- and medium-scale producers and manufacturers that have the capacity to generate equitable employment opportunities and stimulate markets.
69. Projects will be implemented in partnership with technically specialized national and international NGOs. Where appropriate, WFP will partner with its current GFA cooperating partners or will link its technical partners to GFA partners that have strong ties to targeted communities, including NGOs that are committed to gender equality and that specialize in activities for promoting the empowerment of women, men and persons with disabilities.

²⁰ The three prongs are integrated context analysis, seasonal livelihoods planning and community-based participatory planning.

WFP will continue to implement livelihood projects in coordination with other United Nations agencies, technical institutions and line ministries.

Strategic outcome 3: Nutritionally vulnerable groups, especially children and pregnant and lactating women and girls, across the Syrian Arab Republic have reduced levels of malnutrition throughout the year

70. The aim of strategic outcome 3 is to contribute to the prevention of acute and chronic malnutrition and address micronutrient deficiencies. In addition to working closely with the nutrition sector in order to address gaps in policy frameworks and carry out institutional capacity strengthening, WFP will implement nutrition-specific and nutrition-sensitive interventions that benefit children and pregnant and lactating women and girls and promote the sharing of parental responsibility for the health and well-being of children.
71. The strategic outcome contributes to the achievement of SDG Target 2.2 and WFP Strategic Result 2.

Focus area

72. The primary focus of this outcome is resilience-building. Activities are focused on improving and preventing the deterioration of the nutrition status of nutritionally vulnerable Syrian women, girls and boys.

Expected outputs

73. This outcome will be achieved through five outputs:
- Targeted children aged 6–23 months receive specialized nutritious foods to prevent acute malnutrition and micronutrient deficiencies.
 - Children aged 6–59 months and pregnant and lactating women and girls are treated for moderate acute malnutrition.
 - Pregnant and lactating women and girls receive CBTs to improve their dietary diversity and nutrient intake.
 - Social and behaviour change communication is provided to beneficiaries and caregivers to improve dietary diversity, nutrient intake and infant and young child feeding practices.
 - Nutritionally vulnerable groups benefit from the strengthened capacity of national stakeholders to develop universal salt iodization and wheat flour fortification.

Key activities

Activity 4: Prevention of acute malnutrition and micronutrient deficiencies in children aged 6–23 months and pregnant and lactating women and girls.

74. As part of its supplementary feeding programme for preventing malnutrition, WFP distributes medium-quantity lipid-based nutrient supplements (LNS) for children aged 6–23 months in eligible households that are assisted through its GFA and livelihood programmes.
75. Pregnant and lactating women and girls in the Syrian Arab Republic continue to be at risk of malnutrition because access to fresh foods such as dairy products, meat and vegetables may be limited as a result of high food prices and the mobility and internal displacement of populations. All the pregnant and lactating women and girls who receive GFA in locations that are targeted for the nutrition support programme are eligible for CBT support that enables them to purchase fresh products from WFP-contracted retailers.
76. To enhance the services it provides to pregnant and lactating women and girls, WFP has a partnership with the United Nations Population Fund (UNFPA) that enables pregnant and lactating women and girls in targeted locations to benefit from the services and skills

development activities provided at UNFPA's regular and mobile clinics, including reproductive health sessions, hygiene kits, referrals for ante-natal and post-natal care and vaccinations. The joint programme is expected to be rolled out to additional locations as the nutrition programme expands.

77. Through its membership in the nutrition sector, WFP will continue to support work on strengthening the institutions that address nutrition issues in the Syrian Arab Republic. WFP is a member of the national steering committee for addressing iodine deficiency disorders, and will expand its role by working on additional food fortification initiatives such as wheat flour fortification.

Activity 5: Treatment of moderate acute malnutrition in children aged 6–59 months and pregnant and lactating women and girls.

78. To address moderate acute malnutrition in children aged 6–59 months and pregnant and lactating women and girls, WFP is implementing a community management of acute malnutrition programme in partnership with UNICEF and the World Health Organization and in close coordination with the Ministry of Health.
79. WFP supports the treatment of children and pregnant and lactating women and girls with moderate acute malnutrition by providing specialized ready-to-use supplementary food or large-quantity LNS. Services including community outreach and awareness-raising and promotion of the sharing of parental/carer responsibilities for the health and well-being of children are provided with the assistance of the Government and NGO partners.
80. Social and behaviour change communication underpins the successful implementation of both activities and will promote the sharing by men and women of responsibility for the health and well-being of their children and enabling environments for facilitating breastfeeding. WFP will continue to work closely with its partners in specialized nutrition with a view to ensuring the long-term sustainability of these interventions.

Strategic outcome 4: Humanitarian partners across the Syrian Arab Republic benefit from augmented logistics and emergency telecommunications capacity and services, enabling them to provide humanitarian assistance throughout the crisis

81. Under strategic outcome 4, humanitarian actors will be provided with support through shared platforms, the sharing of knowledge and expertise will be promoted and global partnerships will be strengthened in order to facilitate the achievement of the SDGs.
82. Strategic outcome 4 contributes to the achievement of SDG Target 17.16 and WFP Strategic Result 8.

Focus area

83. The primary focus of this outcome is crisis response as it addresses the need to provide services to humanitarian actors that face gaps in their abilities to deliver on their commitments to affected populations, because of the prolonged crisis.

Expected outputs

84. This outcome will be achieved through three outputs:
- Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistics gaps, enabling the implementation of activities.
 - Crisis-affected populations benefit from humanitarian organizations being provided with shared information and communications technology (ICT) services and coordination support in common operational areas.

- Crisis-affected populations benefit from humanitarian partners being provided with technical assistance and support services.

Key activities

Activity 6: Provide coordination, information management, capacity development and shared logistics services to sector partners that face logistics gaps.

85. The complex crisis in the Syrian Arab Republic requires humanitarian actors to establish comprehensive logistics systems that ensure a multitude of delivery modalities and storage facilities across the country. The logistics cluster provides coordination, an information management platform, technical support and capacity development and tailored logistics services that enable the humanitarian community to deliver and implement relief assistance.
86. The logistics cluster, in close collaboration with the Office for the Coordination of Humanitarian Affairs, organizes and deploys inter-agency humanitarian convoys to hard-to-reach areas and facilitates transport to areas that have recently become accessible. The cluster also facilitates common storage and logistics training.

Activity 7: Provide shared ICT services, emergency telecommunications coordination and information technology (IT) emergency preparedness training to humanitarian organizations in common operational areas.

87. Following years of crisis, the telecommunications infrastructure in the Syrian Arab Republic is in disrepair. In addition, humanitarian actors may not have the capacity to establish the services required. The emergency telecommunications cluster will fill gaps in ICT services and provide training in information technology and emergency preparedness, etc.

Activity 8: Provide technical assistance and support services to humanitarian partners.

88. In cases where humanitarian actors do not have the capacity to establish the required technical assistance and support services, WFP will provide expertise in logistics, emergency telecommunications and administration on a cost recovery basis to humanitarian partners implementing activities in support of the achievement of the SDGs.

3.3 Transition and exit strategies

89. The ICSP will be implemented over 24 months. The situation is expected to remain complex during this period. Although no major changes to project activities are anticipated, enhanced access to parts of the country would enable faster scale-up of livelihood activities and facilitate a faster transition to market-based interventions, enabling more beneficiaries to graduate from food assistance.
90. While the ICSP takes into account possible returns of Syrian refugees from neighbouring countries and of displaced persons to their areas of origin, a large-scale return from neighbouring countries could represent a pivotal change. In anticipation of large-scale population movements between the Syrian Arab Republic and neighbouring countries, WFP is undertaking preparedness measures with its country offices and partners in the region.
91. Nutrition programmes will continue to provide malnutrition prevention and treatment activities targeting children and pregnant and lactating women and girls while WFP, through the nutrition sector, increasingly assumes an advocacy and technical role in initiatives such as fortification and iodization, which have substantial long-term impacts, and the strengthening of institutional capacity.

92. The country office will assist its institutional partners with nutrition-specific and nutrition-sensitive interventions for addressing undernutrition, focusing on the enhancement of technical and management capacities to improve policies and programmes on nutrition and food security, including the fostering of a gender-transformative approach that is adapted to Syrian culture, and the development of approaches that can be scaled up or down in areas that are highly vulnerable to malnutrition and food insecurity.

4. Implementation arrangements

4.1 Beneficiary analysis

93. Gender analysis, including sex- and age-disaggregated data, has informed the beneficiary targeting reflected in table 1. Beneficiaries of activity 1 (GFA) under strategic outcome 1 are the most vulnerable people in the Syrian Arab Republic and include internally displaced persons, returnees, host communities and refugees from Iraq. In 2019, up to 3.5 million people will be supported by GFA. In 2020, the number of beneficiaries will decrease to 2.5 million reflecting the focus on the most vulnerable people and the scale-up of livelihood activities. The ICSP includes contingency plans for the return of 500,000 refugees from neighbouring countries each year.
94. The most vulnerable sub-districts will be identified on the basis of the 2018 humanitarian needs overview and ongoing food security monitoring. These will be followed by a household-level assessment to inform the categorization of beneficiaries according to demographic and socio-economic vulnerability criteria such as gender, age, disability status, number of displacements and type of shelter, using WFP's beneficiary selection tool. WFP is integrating this tool into SCOPE, which will further strengthen its ability to track beneficiaries across activities and to conduct prioritization if needed.
95. The country office continues to expand its use of SCOPE and SCOPECARD and will increasingly offer SCOPE as a potential joint assistance platform supporting beneficiary information management for other humanitarian actors.
96. Through activity 2 (school meals), WFP supports schools that are supported by UNICEF and schools in areas with high numbers of internally displaced persons and low food security and education indicators. Sex- and age-disaggregated data are used for triangulation in data analysis. The programme will target up to 1 million students in 2019, increasing to 1.1 million in 2020. The provision of fresh meals will be scaled up to reach 30,000 students in 2019 and 50,000 in 2020. CBT distributions for vulnerable households will target 75,000 students in 2019 and 100,000 in 2020.
97. The beneficiaries covered by livelihood activities under strategic outcome 2 are food-insecure households identified by cooperating partners and through WFP's beneficiary selection tool. In relatively stable areas where transition towards early recovery is possible, WFP aims to reach 180,000 Syrian households with livelihood activities in 2019, increasing to 200,000 in 2020.
98. Strategic outcome 3 addresses the nutrition challenges faced by children aged 6–59 months and pregnant and lactating women and girls. Beneficiaries of the two activities for preventing malnutrition will be from households that are assisted through activities 1 (GFA) and 3 (livelihoods), while the malnutrition treatment activity will cover children aged 6–59 months and pregnant and lactating women and girls who suffer from moderate acute malnutrition. WFP will provide medium-quantity LNS to 294,800 children in 2019, decreasing to 234,500 in 2020. CBTs will be distributed to up to 70,000 pregnant and lactating women and girls in 2019, increasing to 80,000 in 2020. In both 2019 and 2020, up to 25,000 children aged 6–59 months and 20,000 pregnant and lactating women and girls will receive treatment at centres for community-based management of acute malnutrition in targeted areas.

99. The country office is accountable to the affected Syrian population, who are core partners in making the decisions that directly affect them. Their inputs are obtained through a range of feedback channels, including monitoring. The requirement that WFP's presence and assistance do not exacerbate or create risks entails maintaining safe distribution sites, ensuring that beneficiaries' dignity is respected during distributions and in activities and taking into account the various obstacles that different beneficiary groups may face in obtaining access to assistance.

TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES* BY STRATEGIC OUTCOME AND ACTIVITY						
Strategic outcome	Activities	Women	Men	Girls	Boys	Total
1	1: Provision of general food assistance in the form of regular in-kind or CBT monthly food assistance, with ready-to-eat rations in the initial phase of displacement.	869 200	835 200	1 170 800	1 124 800	4 000 000
	2: Provision of school meals for pre- and primary schoolchildren in regular schools and CBTs to out-of-school children enrolled in informal education or alternative learning opportunities.	-	-	612 500	637 500	1 250 000
2	3: Provision of livelihood support through household- and communal-level asset creation through food-for-assets (FFA) activities and enhanced human capital through food-for-training (FFT).	412 870	396 720	556 130	534 280	1 900 000
3	4: Prevention of acute malnutrition and micronutrient deficiencies in children aged 6–23 months and pregnant and lactating women and girls.	150 000	-	184 518	177 282	511 800
	5: Treatment of moderate acute malnutrition in children aged 6–59 months and pregnant and lactating women and girls.	40 000	-	26 000	24 000	90 000
4	6: Provide coordination, information management, capacity development and shared logistics services to sector partners that face logistics gaps.	N/A	N/A	N/A	N/A	N/A
	7: Provide shared ICT services, emergency telecommunications coordination and information technology (IT) emergency preparedness training to humanitarian organizations in common operational areas.	N/A	N/A	N/A	N/A	N/A
	8: Provide technical assistance and support services to humanitarian partners.	N/A	N/A	N/A	N/A	N/A
Total		1 054 348	993 888	1 528 752	1 478 012	5 055 000

* Excluding overlaps.

4.2 Transfers

Food and cash-based transfers

100. The majority of food assistance will be provided as in-kind food rations assembled at WFP warehouses or procured directly from suppliers. The rations will provide a diversified range of foods selected in accordance with cultural preferences identified from information collected through beneficiary contact monitoring of displaced and host communities throughout the country. To prevent micronutrient deficiencies, wheat flour and vegetable oil are fortified with vitamins and minerals and salt is iodized.
101. WFP plans to scale up the use of CBTs in a wider range of project activities. Most beneficiaries prefer CBTs, which allow choice by enabling beneficiaries to shop and select their preferred commodities as frequently as they wish and without pre-determined schedules. CBTs are currently being used in the nutrition-sensitive programme for pregnant and lactating women and girls, for out-of-school children and in some urban areas where livelihood activities are being implemented. Preliminary findings from retail assessments that started in early 2018 and market assessments indicate that the supply chain and retail infrastructure can accommodate an expansion of WFP's CBT activities. Given the volume of its activities, when appropriate, WFP will introduce CBTs incrementally through its various activities including general food assistance, injecting cash into the local economy gradually in order to minimize the risk of disrupting markets.
102. The retail assessments have been supplemented by market assessments carried out by WFP's vulnerability analysis and mapping (VAM) experts in parts of the country. In compliance with WFP's business process model, other assessments are being conducted to ascertain the feasibility of using CBTs in various sectors. These assessments will inform and guide the CBT scale-up during the two years of the ICSP.
103. Gender and age analysis will inform the design, implementation and expansion of activities in order to ensure that they address the particular needs and priorities of women and men, including persons with disabilities, and empower them equitably. WFP will also mainstream consideration of gender equality into its programmes, using community consultations to provide real-time feedback that reflects the perspectives of a diverse range of beneficiaries.

TABLE 2: FOOD RATIONS (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/month) BY STRATEGIC OUTCOME AND ACTIVITY					
	Strategic outcome 1		Strategic outcome 2	Strategic outcome 3	
	Activity 1	Activity 2	Activity 3	Activity 4	Activity 5
Beneficiary type	Vulnerable Syrians	Pre-primary and primary schoolchildren	Moderately vulnerable Syrian households	Children aged 6-23 months and pregnant and lactating women and girls	Children aged 6-59 months and pregnant and lactating women and girls
Modality	Food/CBTs	Food/CBTs	Food/CBTs	Food/CBTs	Food
Cereals	234		234		
Pulses	120		120		
Oil	36		36		
Salt	7		7		
Sugar	33		33		
Fortified date bars		80			
LNS - medium quantity				50	
LNS - large quantity					100
Total g/day	430	80	430	50	100
Total kcal/day	1 697	344	1 697	255	510
% kcal from protein	12.5	5.6	12.5	10	10
% kcal from fat	21	31	21	55	55
Cash (USD/person/month)	70	25	70	30	
Number of feeding days	360	220/300*	360	360	120

* The number of feeding days is 220 for school meals and 300 for the out-of-school programme.

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfers	Total (mt)	Total (USD)
Cereals	289 576	132 539 457
Pulses	156 646	99 261 491
Oil and fats	47 516	60 820 507
Mixed and blended food	66 900	128 974 323
Others	265 974	164 459 964
Total (food)	826 613	586 055 741
Cash-based transfers		378 550 000
Total (food and cash-based transfer value)	826 613	964 605 741

Capacity strengthening including South–South cooperation

104. Capacity-strengthening activities will be included under all strategic outcomes. This will involve cooperating partners, institutional partners, food manufacturers and private sector service providers. In coordination with the Ministry of Transportation, the country office supply chain unit plans to build strong ties with the logistics sector in the Syrian Arab Republic, including through the provision of technical support for vocational training in freight transport and handling and supply chain for middle management, in cooperation with cooperating and private sector partners. Consideration of gender issues will be integrated into WFP's technical assistance and capacity-strengthening work.
105. The country office partnership unit carries out two-way reviews of cooperating partners, which result in detailed gap analysis and inform the design of relevant training. Many small local charities have expanded their coverage and capacity through their partnerships with WFP. Nutrition and livelihood activities in particular require technical capacity, so WFP's GFA partners will receive additional training and be linked to specialist technical institutions.
106. The scale-up of CBT activities will also require additional capacity-building for cooperating partners and contracted retailers, who will have to be trained in WFP requirements.
107. Where applicable, the country office will facilitate the exchange of knowledge with WFP's centres of excellence and with other country offices. Opportunities for partnerships with other United Nations agencies, academic and technical institutions will also be pursued.

4.3 Supply chain

108. The frequently changing operational conditions create a need to maintain an agile supply chain structure. The inability to import food from Turkey that came into effect in late 2017 affected 80 percent of food procurement, necessitating the development of a new procurement strategy that took into account longer lead times.
109. To support its large and complex operation cost-effectively, WFP procures commodities internationally, regionally and locally. Internally procured commodities arrive at the port of Beirut in Lebanon and the Syrian ports of Lattakia and Tartous and are transported to WFP-managed warehouses, where food rations are prepared and dispatched to cooperating partners. WFP maintains six warehouses and five packaging facilities in the Syrian Arab Republic.

110. International procurement of most commodities requires lead times of up to four months, necessitating substantial advance planning. Local procurement more than doubled from 2.2 percent in 2016 to 5.6 percent in 2017, and the country office intends to increase this figure to more than 10 percent in 2018, which will result in reduced lead times for some commodities.
111. By increasing local procurement, the country office also aims to strengthen the capacity of local food producers and manufacturers and the capacities of its service providers and supply chain, including their food safety and quality capacities, taking the opportunity also to promote women's economic empowerment.
112. As part of WFP's efforts to strengthen local procurement, a food technologist has been added to the country office staff in order to provide technical support and to monitor the production process. WFP will also work with local manufacturers with a view to enhancing their capacity to produce fortified date bars for WFP school meals. This will help to reduce lead times, resolve quality issues and provide employment opportunities, mainly for women.

4.4 Country office capacity and profile

113. Given the complex situation, it is essential that WFP ensure full coverage throughout the country. WFP's current field office structure and operational field presence are well established. As security permits, new field offices will be added as needed.

4.5 Partnerships

114. The country office is an integral part of the United Nations country team, which engages with the Government of the Syrian Arab Republic on several fronts, including the UNSF and the humanitarian response plan.
115. The country office engages with WFP offices in neighbouring countries on the development of a common strategic framework, the coordination of messages for external audiences, preparations for possible returns of displaced people and sharing of lessons learned relating to CBTs.
116. WFP works with the Planning and International Cooperation Commission and ministries such as those of foreign affairs and expatriates, local administration and environment and social affairs and labour, which includes a Women's Directorate. WFP implements its school meals programmes in coordination with the Ministry of Education at both at the national and governorate levels. For malnutrition prevention and treatment programmes, WFP works closely with the Ministry of Health and UNICEF. For livelihood activities, the primary partners are the Ministry of Agriculture and Agrarian Reform, the Directorate of Rural Women Development, various chambers of agriculture, the Ministry of Social Affairs and Labour and the Ministry of Internal Trade and Consumer Protection. The Central Bureau of Statistics is a major actor in national food security assessments.
117. The country office works closely with other United Nations agencies and NGOs on providing partnership-based, complementary and holistic programming that provides integrated humanitarian and resilience support for beneficiaries. Partners include UNICEF for school meals and nutrition interventions, UNFPA for the nutrition-sensitive CBT programme for pregnant and lactating women and girls, the United Nations Educational, Scientific and Cultural Organization for the national education database (the education management information system) and FAO and the United Nations Development Programme (UNDP) for livelihood activities. FAO and WFP prepare crop and food security assessment missions jointly. In addition, WFP works with a diverse partner base of 53 national and international NGOs (as of early 2018) and with the International Labour Organization, the Office of the United Nations High Commissioner for Refugees, UNDP, UNFPA and UNICEF on analysing gender barriers in the labour market. The research will provide stakeholders, including the Ministry of Social Affairs and Labour and the Syrian Commission for Family Affairs and

Population, with evidence on gender barriers to labour markets for women and young people on which to base mitigating actions and policy recommendations. The scale-up of livelihood and nutrition activities has increased the need for more specialized cooperating partners, including those supporting the empowerment of women and persons with disabilities.

118. In line with its commitments to the new ways of working, WFP coordinates extensively with partners in the food security sector and other actors providing food security support in order to optimize responses and avoid duplication of assistance. Likewise, the logistics cluster coordinates inter-agency convoys and common storage, while the emergency telecommunications cluster provides shared ICT services to humanitarian partners. WFP participates in education sector initiatives, including the No Lost Generation initiative and the Middle East and North Africa regional initiative for school meals and social protection.
119. The country office works with private sector partners, including local food suppliers and retail shops for CBT activities, third-party monitoring companies and logistics service providers, thereby investing in the Syrian economy through the private sector.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

120. Implementation of the ICSP will be guided by gender-responsive monitoring and evaluation activities, including decentralized evaluations, activity-based programme reviews and lessons learned exercises, conducted increasingly in partnership with other United Nations agencies, research institutions and academia. The gathering of baseline data will be prioritized with a view to facilitating future evaluations of the ICSP. Findings from a centralized country portfolio evaluation, a decentralized, multi-country evaluation of school meal programmes and a zero hunger strategic review (tentatively scheduled for 2019) will feed into subsequent country strategic programme planning.
121. Several assessments are planned for 2018, including a crop and food security assessment mission, an assessment of household food security, market and price monitoring and a protection analysis. Gender and age analysis will be integrated into all assessments. Assessments, combined with activities in cross-cutting areas such as monitoring and evaluation, VAM, mobile VAM, gender and protection and the prominent role of the food security sector, will apply to strategic outcomes 1, 2 and 3, which include capacity strengthening of institutions engaged in data collection and analysis for food security monitoring under strategic outcome 1.
122. As ICSP operations mature, a major priority will be to ensure the development of a consistent institutional memory, oversight and knowledge management. This will be facilitated by strengthening internal systems through deeper integration of corporate databases – the country office tool for managing effectively, COMET and SCOPE. System improvements will also include the creation of safe and accessible beneficiary feedback and appeals mechanisms and a substantial investment in digital beneficiary management and targeting.
123. In early 2018, the country office obtained permission to establish a hotline and a WhatsApp number, enabling beneficiaries to contact WFP field offices inside the Syrian Arab Republic anonymously in order to report incidents of sexual exploitation and abuse. The lines are operated by Arabic-speaking women and men who are skilled communicators trained in providing support and referrals where necessary.
124. The country office has adopted SCOPE as its unified beneficiary management system. SCOPE has been configured to reflect the country office's vulnerability criteria and will in due course be used for targeting exercises. It may also support the tracking of displaced persons returning from both within the country and from other countries in the region.

125. Joint programming, particularly livelihood activities with FAO and UNDP and nutrition activities with UNFPA and UNICEF, will require the development of a joint monitoring evidence base. With other United Nations agencies, the country office will continue to contribute to the UNSF monitoring and evaluation framework, the food security outcome monitoring initiative and integral reporting on the humanitarian response plan.
126. Crises and armed conflict affect women and men differently. Issues related to gender equality will receive particular emphasis during the collection and analysis of empirical data with a view to elucidating the diverse needs associated with the various priorities, roles and responsibilities of women, men, girls and boys in the Syrian Arab Republic. Consideration of disability has been incorporated into post-distribution monitoring. COMET will capture sex- and age-disaggregated data for monthly output indicators. Post-distribution monitoring is stratified separately for women- and men-headed households, enabling the establishment of sex-disaggregated baseline values at the household level for core food security outcome indicators and cross-cutting results. All monitoring will be conducted in line with the prevailing coverage norms and minimum monitoring requirements.
127. WFP conducts programme operations in all governorates of the Syrian Arab Republic, subject to having access. Seventy percent of monitoring activities in the country are conducted by a third-party monitoring company. In hard-to-reach areas, field monitoring is complemented by mobile VAM outcome monitoring for deriving the food consumption score and coping strategies index. Data from all sources are combined in the data analysis phase, which is undertaken solely by WFP.
128. The country office is implementing a monitoring transition plan with the aim of incrementally expanding WFP's internal monitoring and phasing out third-party monitoring in accessible areas. WFP regularly assesses the security, operational and human resource requirements for expanding its internal monitoring capacity.

5.2 Risk management

Contextual risks

129. The security situation may force WFP to reduce its in-country presence. Mitigating actions for maintaining operational continuity include emergency preparedness measures, remote management and the use of flexible contracts with transporters and cooperating partners in order to enable changes between operations in areas affected by the crisis and regular operations and the rapid scale-up of assistance. The country office intends to continue working with other United Nations agencies and humanitarian partners on conflict sensitivity in order to ensure a high degree of awareness and to develop staff's analytical capacity to ensure that WFP operations do no harm.
130. Discriminatory socio-cultural norms and practices may restrict women's involvement in WFP activities. The ongoing work on gender analysis will provide a sound basis for gender-transformative programming, and programme implementation will be undertaken in ways that protect the safety and dignity of beneficiaries, respecting the rights of women, men, girls and boys. Consideration of gender issues will be integrated into technical assistance and capacity strengthening work.
131. Food price volatility in local markets and changes in sourcing possibilities present a serious risk. Mitigating actions include continuing to distribute food baskets for the majority of activities and carrying out detailed market assessments before increasing local procurement or introducing CBT activities in a community.
132. Environmental risks such as the onset of a drought could compound an already complex humanitarian crisis. The likelihood and severity of these risks are reviewed through regular reviews of the risk register and annual crop and food security assessment missions.

Programmatic risks

133. Funding shortfalls will be mitigated by prioritizing the most vulnerable people for assistance, securing adequate funding before proceeding with implementation, downsizing activities when needed and continuously monitoring impacts.
134. The country office may not be able to assist its targeted beneficiaries because of access restrictions resulting from the complex security situation and large population movements. Advocacy for humanitarian access will be aided by Security Council resolution 2417. Mitigation measures include maintaining the flexibility to switch among different delivery modalities and taking preparedness measures such as the pre-positioning of stocks and planning for different delivery scenarios. Above all, WFP assistance must do no harm to the safety and dignity of the women, men, girls and boys who receive it.

Institutional risks

135. Given the complex nature of the crisis, negative media portrayals of WFP and its cooperating partners constitute a significant risk. This risk can be mitigated by enhancing the transparency of and accountability for WFP actions, demonstrating strong procedures, including due diligence assessments of partners, and putting in place a strong communications strategy focused on demonstrating the results of WFP's interventions throughout the country. This includes playing a strong role in the inter-agency communications working group with a view to dealing jointly with communications and media issues that affect the United Nations or the humanitarian community.

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

136. The ICSP has a budget of USD 1,386,306,865, of which 10 percent is allocated to activities for promoting gender equality.
137. The majority of the budget (73 percent) is allocated to strategic outcome 1, which covers large-scale humanitarian assistance and school meal activities. Livelihood activities under strategic outcome 2 have the second largest allocation, with 18 percent of the total, indicating the priority assigned to these activities.
138. Strategic outcome 3 addresses the potential nutrition crisis by supporting activities aimed at preventing and treating malnutrition among children and pregnant and lactating women and girls. Hence, while the total budget allocated to these activities is relatively modest, its impact is substantial. There will also be efforts to strengthen institutional capacity for fortification and iodization policies.
139. Strategic outcome 4 ensures that humanitarian actors implementing activities in the Syrian Arab Republic have the necessary logistics and emergency telecommunications capacity to reach their beneficiaries. WFP is the lead agency for both of these clusters, and given the current state of the infrastructure in the country, these common services will continue to be essential.

TABLE 4: INTERIM COUNTRY STRATEGIC PLAN INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)			
Strategic outcome	Year 1	Year 2	Total
	2019	2020	
1	559 757 590	458 845 848	1 018 603 438
2	121 150 889	133 270 761	254 421 650
3	48 236 996	48 512 132	96 749 128
4	8 623 957	7 908 693	16 532 650
Total	737 769 432	648 537 434	1 386 306 865

6.2 Resourcing outlook

140. WFP's operations in the Syrian Arab Republic were funded at an average of more than 50 percent between 2012 and 2017. Over the last two years, however, donor contributions to these operations have increased substantially, for both relief and recovery activities. Although the complex situation and other emergencies around the world make accurate funding predictions difficult, based on recent trends and donor announcements of multi-year commitments, the estimate for both 2019 and 2020 currently stands at 50 percent of requirements for all strategic outcomes, including resilience-building outcomes 2 and 3. Given the long lead times for the in-kind operation it is essential that contributions arrive in a timely and predictable manner in order to ensure that WFP can deliver on its commitments to affected populations.
141. The Syrian operation has benefited from a very diverse and supportive donor base. While some donors focus exclusively on emergency response, others prefer to support livelihood activities that benefit local communities. Several donors have expressed appreciation of the improved tools for targeting and WFP's decision to scale-up further its use of CBTs. The use of CBTs will also address the issue of lead times, as CBT distributions can be made almost immediately and scaled up as needed, in contrast to in-kind assistance, in which it takes several months for the donor to see the direct impact of the contribution.
142. WFP will enhance advocacy and donor outreach efforts to mobilize the required resources for relief and resilience assistance. In case of funding shortfalls, WFP will prioritize the most vulnerable crisis-affected households, including those in hard-to-reach communities. Prioritization will be carried out through SCOPE and based on the extensive evidence base gathered by ongoing monitoring and VAM. Life-saving malnutrition treatment and prevention programmes will be prioritized, as will school meal activities in areas with low school enrolment and attendance rates; livelihood activities will be implemented in the most food-insecure areas. Depending on available resources, the GFA food basket may be reduced from 1,700 kcal to 1,500 kcal. Further ration reductions will be considered only as a last resort or temporarily during breaks in the supply chain.

6.3 Resource mobilization strategy

143. As of early 2018, the top donors included Canada, the European Commission, Germany, Japan, Norway, Sweden, the United Kingdom, the United States of America and multilateral donors. WFP will continue to engage with these donors at the corporate, regional and country levels. Whenever possible, country office managers will brief donor representatives present in Jordan, Lebanon and the Syrian Arab Republic on the Syrian operation and the impact of contributions. WFP works closely with its donors on standardizing reporting and information-sharing.

144. WFP will continue to reach out to donors from the Cooperation Council for the Arab States of the Gulf in order to encourage their continued support for its operation in the Syrian Arab Republic. Renewed engagement with non-traditional donors such as China and the Republic of Korea is expected to mobilize additional support for the ICSP and for WFP's activities in the country in the longer term.

ANNEX I**LOGICAL FRAMEWORK FOR THE SYRIA ARAB REPUBLIC INTERIM COUNTRY STRATEGIC PLAN (2019–2020)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees, in all governorates, have access to life-saving food to meet their basic food needs all year round.****Outcome category:
Maintained/enhanced individual
and household access to
adequate food****Focus area: crisis response****Assumptions**

Adequate resources are secured.
 Complete food basket is made available.
 No disruption of supply chain, transport and distribution of commodities.
 No further deterioration in the security situation.
 Adequate humanitarian access is secured.

Outcome indicators

Attendance rate
 Consumption-based coping strategy index (average)
 Dietary diversity score
 Enrolment rate
 Food consumption score
 Retention rate

Activities and outputs

1. Provision of general food assistance in the form of regular in-kind or CBT monthly food assistance with ready-to-eat rations in the initial phase of displacement. (URT: Unconditional resource transfers to support access to food)

Food-insecure populations benefit from enhanced capacities of cooperating partners in areas such as protection and beneficiary registration to protect access to food. (C: Capacity development and technical support provided)

Food-insecure populations benefit from enhanced coordination through WFP's leadership of the food security sector and improved harmonization of monitoring and data collection within the sector, to protect access to food. (C: Capacity development and technical support provided)

Targeted food-insecure populations receive adequate food assistance to meet their basic food needs. (A: Resources transferred)

Vulnerable groups benefit from strengthened capacity of the national logistics sector in freight transport and supply chain management. (C: Capacity development and technical support provided)

2. Provision of school meals for pre- and primary schoolchildren in regular schools and CBTs to out-of-school children enrolled in informal education or alternative learning opportunities. (SMP: School meal activities)

Food-insecure populations benefit from local producers' increased capacity to produce nutritious food products. (C: Capacity development and technical support provided)

Targeted students receive nutritious school meals or CBTs to increase enrolment and attendance. (A: Resources transferred)

Targeted students receive nutritious school meals or CBTs to increase enrolment and attendance. (B: Nutritious foods provided)

Strategic outcome 2: Food-insecure families in urban and rural areas affected by the crisis are enabled to meet their basic food and nutrition needs and increase their self-reliance throughout the year.

**Outcome category:
Maintained/enhanced individual
and household access to
adequate food**

Focus area: resilience-building

Assumptions

Adequate resources are secured.
Relative stability in targeted areas and access to people in need.
Technical skills and partners are available.
Stable markets and sufficient supply of commodities and regular access to shops.

Outcome indicators

Consumption-based coping strategy index (average)
Dietary diversity score
Food consumption score
Livelihood-based coping strategy index (percentage of households using coping strategies)
Proportion of the population in targeted communities reporting benefits from an enhanced asset base

Activities and outputs

3. Provision of livelihood support through household- and communal-level asset creation through food assistance for assets (FFA) activities and enhanced human capital through food assistance for training (FFT). (ACL: Asset creation and livelihood support activities)

Food-insecure households benefit from creation of community assets in the environment and agriculture sectors to protect their access to food. (D: Assets created)
Food-insecure households improve and maintain livelihood assets for targeted communities and households to protect their access to food. (A: Resources transferred)
Food-insecure households improve and maintain livelihood assets for targeted communities and households to protect their access to food. (D: Assets created)
Targeted farmers, including women, receive training and/or technical support to increase their knowledge and skills, enabling them to enhance production and sales. (A: Resources transferred)
Targeted farmers, including women, receive training and/or technical support to increase their knowledge and skills, enabling them to enhance production and sales. (C: Capacity development and technical support provided)
Targeted food-insecure Syrian internally displaced persons, returnees and residents build marketable skills to strengthen their livelihoods. (A: Resources transferred)

Targeted food-insecure Syrian internally displaced persons, returnees and residents build marketable skills to strengthen their livelihoods. (C: Capacity development and technical support provided)

Targeted vulnerable Syrian internally displaced persons, returnees and residents increase their financial literacy and business management skills while enhancing their access to financial services to strengthen their livelihoods. (A: Resources transferred)

Targeted vulnerable Syrian internally displaced persons, returnees and residents increase their financial literacy and business management skills while enhancing their access to financial services to strengthen their livelihoods. (C: Capacity development and technical support provided)

Targeted vulnerable Syrian internally displaced persons, returnees and residents increase their financial literacy and business management skills while enhancing their access to financial services to strengthen their livelihoods. (G: Linkages to financial resources and insurance services facilitated)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 3: Nutritionally vulnerable groups, especially children and pregnant and lactating women and girls, across the Syrian Arab Republic have reduced levels of malnutrition throughout the year.

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

Focus area: resilience-building

Assumptions

Regular and timely provision of specialized nutritious foods.

Availability of and access to community health facilities

Complementary health and nutrition support is available to targeted beneficiaries.

Technical skills and partners are available.

Unimpeded access to assess the needs of affected populations is available.

No further deterioration of the security situation.

Outcome indicators

Moderate acute malnutrition (MAM) treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Proportion of eligible population that participates in programme (coverage)

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

Activities and outputs**4. Prevention of acute malnutrition and micronutrient deficiencies in children aged 6–23 months and pregnant and lactating women and girls. (NPA: Malnutrition prevention activities)**

Nutritionally vulnerable groups benefit from the strengthened capacity of national stakeholders to develop universal salt iodization and wheat flour fortification. (C: Capacity development and technical support provided)

Pregnant and lactating women and girls receive CBTs to improve their dietary diversity and nutrient intake. (A: Resources transferred)

Social and behaviour change communication is provided to beneficiaries and caregivers to improve dietary diversity, nutrient intake and infant and young child feeding practices. (E: Advocacy and education provided)

Targeted children, aged 6–23 months receive specialized nutritious foods to prevent acute malnutrition and micronutrient deficiencies. (A: Resources transferred)

Targeted children, aged 6–23 months receive specialized nutritious foods to prevent acute malnutrition and micronutrient deficiencies. (B: Nutritious foods provided)

5. Treatment of moderate acute malnutrition in children aged 6–59 months and pregnant and lactating women and girls. (NTA: Nutrition treatment activities)

Children aged 6–59 months and pregnant and lactating women and girls are treated for moderate acute malnutrition. (A: Resources transferred)

Children aged 6–59 months and pregnant and lactating women and girls are treated for moderate acute malnutrition. (B: Nutritious foods provided)

Social and behaviour change communication is provided to beneficiaries and caregivers to improve dietary diversity, nutrient intake and infant and young child feeding practices. (E: Advocacy and education provided)

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

Strategic outcome 4: Humanitarian partners across the Syrian Arab Republic benefit from augmented logistics and emergency telecommunications capacity and services, enabling them to provide humanitarian assistance throughout the crisis. Outcome category: Enhanced common coordination platforms

Focus area: crisis response

Assumption

Adequate resources are secured.

Outcome indicators

User satisfaction rate

Activities and outputs**5. Provide shared ICT services, emergency telecommunications coordination and information technology (IT) emergency preparedness training to humanitarian organizations in common operational areas. (CPA: Service provision and platforms activities)**

Crisis-affected populations benefit from humanitarian organizations being provided with shared information and communications technology (ICT) services and coordination support in common operational areas. (C: Capacity development and technical support provided)

Crisis-affected populations benefit from humanitarian organizations being provided with shared information and communications technology (ICT) services and coordination support in common operational areas. (H: Shared services and platforms provided)

Crisis-affected populations benefit from humanitarian organizations being provided with shared information and communications technology (ICT) services and coordination support in common operational areas. (K: Partnerships supported)

6. Provide technical assistance and support services to humanitarian partners. (CPA: Service provision and platforms activities)

Crisis-affected populations benefit from humanitarian partners being provided with technical assistance and support services. (H: Shared services and platforms provided)

6. Provide “Whole-of-Syria” coordination, information management, capacity development and shared logistics services to sector partners that face logistics gaps. (CPA: Service provision and platforms activities)

Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistics gaps, enabling the implementation of activities. (C: Capacity development and technical support provided)

Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistics gaps, enabling the implementation of activities. (H: Shared services and platforms provided)

Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistics gaps, enabling the implementation of activities. (K: Partnerships supported)

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 1/ SDG Target 2.1	Strategic Result 2/ SDG Target 2.2	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Crisis response	Resilience - building	Resilience- building	Crisis response	
Transfer	891 695 945	222 839 790	82 705 809	15 094 649	1 212 336 193
Implementation	38 303 677	9 454 918	5 628 616		53 387 211
Direct support cost	26 435 531	6 598 859	2 509 827	428 967	35 973 183
Subtotal	956 435 153	238 893 568	90 844 251	15 523 615	1 301 696 587
Indirect support costs	62 168 285	15 528 082	5 904 876	1 009 035	84 610 278
Total	1 018 603 438	254 421 650	96 749 128	16 532 650	1 386 306 865

Acronyms used in the document

CBT	cash-based transfer
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
FFT	food assistance for training
GFA	general food assistance
ICSP	interim country strategic plan
ICT	information and communications technology
IDP	internally displaced person
LNS	lipid-based nutrient supplement
NGO	non-governmental organization
PLWG	pregnant and lactating women and girls
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSF	Strategic Framework for Cooperation between the Government of the Syrian Arab Republic and the United Nations 2016–2018
VAM	vulnerability and analysis mapping