

## Food Security & Livelihoods Cluster Strategy 2024-2026 (August 2023 version)



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## Introduction

To prepare the FSLC Strategy for 2024-2026 in an inclusive manner, the FSL Cluster conducted a series of consultations with all the cluster stakeholders (local authorities and crisis-affected communities at county level, the Ministry of Agriculture, cluster lead agencies, OCHA, other clusters, donors, development and peacebuilding actors as well as focus group discussions with People with special needs) and invited the cluster lead agencies and an equal number of national and international NGOs<sup>1</sup> to a three-day workshop (15 to 17 August 2023).

The workshop provided an opportunity to present the response strategies of the cluster lead agencies (WFP and FAO) and to exchange views in working groups and plenary sessions on how to articulate the interventions of the different partners to optimize the response to immediate emergency needs while contributing to longer-term development and peacebuilding objectives.

Participants first discussed the effectiveness of the humanitarian response in addressing priority humanitarian needs, defining possible complementarities among cluster partners and key synergies among the cluster's strategic objectives (CO1: Food Assistance; CO2: Emergency Livelihoods; CO3: Resilience). Then we discussed about sustainability of the response, identifying community priorities and ways to address them by building bridges between our humanitarian interventions and the capacities of development, peacebuilding, government, and private sector actors (HDP and localization). Participants drew on the results of consultations with target communities conducted by partners in virtually all the counties in the country in July and August 2023. These consultations helped to identify what communities themselves define as the main constraints to their food security, but also what they say they can do to address these issues, and what support they say they need from the government and humanitarian, development, and peacebuilding partners.

Having clarified those strategic priorities, participants developed a logical framework to structure the FSL cluster strategy and listed the standards and guidelines to be compiled by the FSLC and made available to partners for the development of their projects under the next HRP.

This report presents the main recommendations that emerged from the workshop. These recommendations were reviewed by the SAG members after the workshop and validated by the two cluster lead agencies.

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<sup>1</sup> The Cluster invited 14 national NGOs and 14 international NGOs that have funding independent of the lead agencies and have a leading position in one of the Cluster's objectives and in one of the 10 states plus Abyei.

## Effectiveness of the response

### CO1 – Humanitarian Food Assistance

In principle, all the population in IPC3 (according to IPC April-July projection) and above should be supported with some form of food assistance (humanitarian food assistance and/or livelihoods support). Nevertheless, due to the continuous decline in funding resources, it is imperative to prioritize the most vulnerable and concentrate aid where it will have the greatest impact.

- For unconditional food assistance, the FSLC will prioritize the population in IPC4 and above.
- If financially possible, IPC3+ population should be supported by other means, like conditional food assistance (ACL – asset creation and livelihoods) or livelihoods support.

#### **Geographic prioritization:**

WFP will adopt a deliberate famine prevention approach, making the reduction and elimination of IPC5 occurrences in South Sudan FSL cluster's primary goal.

WFP emergency food assistance will focus on counties that have history of food insecurity caused by isolation, inequity, conflict, and climate shocks over the last 5 years.

Among these counties:

- Counties with pockets of IPC5 population will be considered as Priority 1.
- Other IPC4 counties (without IPC 5 population) but with pockets of hunger, violence, and climatic shocks will be considered as Priority 2.

#### **Harmonization of the ration:**

IPC5 populations should normally receive GFD ration (in-kind or cash) that covers 100% of their minimum caloric needs. Likewise, IPC4 populations should receive a ration that covers an adequate portion of their caloric needs as well<sup>2</sup>.

In 2023, due to funding constraints, WFP had to provide the following rations:

- 70% of people's minimum caloric needs in Priority 1 counties.
- 50% of people's minimum caloric needs in Priority 2 counties.

<sup>2</sup> The FSLC has initiated discussions with WFP VAM unit to define the minimum ration that IPC4 population should be receiving to cover their needs. This information will be communicated as soon as we can provide a robust methodology to calculate it. This will help us to assess to what extent NGOs will be able to complement WFP's ration.

If resources are sufficient, the FSL cluster partners will provide the same rations in 2024. If not, the cluster partners will have to roll out 50% food ration across the country but with different monthly support (8 months for Priority 1 counties and 6 months for Priority 2 counties).

The ration is calculated to cover all or a portion of the minimum caloric needs using the food minimum expenditure basket (food MEB) which provides vulnerable populations with the vital macronutrients as per the table below:

Ration	100%	70%	50%	30%
# days	30	21	15	10
Food Items	kg/pers	kg/pers	kg/pers	kg/pers
CEREALS	15	10.5	7.5	4.5
PULSES	1.5	1.05	0.75	0.45
OILS AND FATS	0.9	0.63	0.45	0.27
OTHERS (salt)	0.15	0.105	0.075	0.045

The cost of the food MEB is calculated and monthly updated by the cash working group and by WFP RAM Unit for the main markets of South Sudan.

- The updated expenditure basket is the starting point to calculate the transfer value that FSLC partners must use to plan their interventions. For instance, if the ration is 50% in a given county, FSLC partners will use a transfer value equivalent to 50% of the cost of the food MEB calculated for the market of this county (or for the closest market of their intervention zone if the cost of the food MEB is calculated for several markets in the same county).

**Intervention modality:**

Due to the large number of non-functional or partially functional markets in South Sudan due to various access issues (floodings, conflicts...), a large share of food assistance still need to be delivered in-kind. Nevertheless, the FSLC partners will continue to increase their interventions in cash as much as possible to empower the targeted communities and support the markets wherever they are functional.

- Towards a shift to increased cash responses, FSC partners and specifically WFP is involved in market development activities, including construction of market access roads where funds are available.
- WFP conducts Market Functionality Assessments and the CWG calculates a Market Functionality Index (MFI) to determine market functionality.
- WFP and the CWG will work on harmonizing the food MEB and market functionality calculation methodologies so that FSLC partners can use a common reference for their interventions in cash from 2024 onwards.

Where markets are not functional or at risk of becoming not functional – especially during the rainy season – the intervention modality should be in-kind to avoid delivery disruptions. Thus, there could be shifts in modalities depending on season, market condition and even funding streams. Where markets are functional but certain food items cannot be found in enough quantities to respond to the vulnerable population’s needs, FSL partners can opt for a hybrid ration, with one part in kind to cover those items, and the rest in cash (as long as the total transfer entitlement for the households remains the same).

**Targeting complementarities:**

To prioritize and organize complementarities among FSL partners, the FSL cluster uses the following approach:

1. WFP provides the list of counties that it intends to cover with food assistance<sup>3</sup>.
2. NGOs are encouraged to provide food assistance in IPC4 counties that are not covered by WFP.
3. Then, when all the IPC4 counties have received some level of food assistance and additional funds are available, NGOs are encouraged to provide food assistance to IPC4 populations that have not been assisted<sup>4</sup> (either in WFP covered counties or in NGO covered counties).
4. Then, if additional funds are available, NGOs are encouraged to increase the rations of IPC5 populations to 100% (in addition to the 70% or 50%<sup>5</sup> already received by the same beneficiaries).
5. Then, if additional funds are available, NGOs are encouraged to provide assistance to IPC4 population in other counties (IPC1-2-3).



**Conditionality:**

Emergency life-saving food assistance is generally given unconditionally, especially to the most vulnerable populations. Nevertheless, in order to help the communities gradually transiting out of humanitarian assistance, the FSL partners will associate GFD with sensitization (for instance on

<sup>3</sup> The FSLC let WFP position first as it is nearly the only FSLC member with a pipeline of food inputs in South Sudan, and it has accounted for an average of 90% of CO1 (as people reached by food assistance) over the past 3 years.

<sup>4</sup> People who have recently been displaced by a climate shock or a conflict – like the returnees from Sudan or Ethiopia – or IPC4+ people who have not yet been recorded under WFP’s SCOPE data base.

<sup>5</sup> According to funding availability

nutrition education) and/or trainings (for instance on context-based savings). Given the historical of humanitarian support that is increasing becoming unsustainable, WFP will strive to introduce conditionalities that may facilitate eventual graduation towards resilience building activities. This conditionality will be flexible to the extent possible to take into account of those whose physical condition may not allow them to be involved in asset creation.

- Where feasible and resources permitting, FSLC partners (WFP) may introduce soft conditionalities to enhance the impact of support and equip the beneficiaries with life changing skills even in populations in IPC 4 and above that will include other complementary productive asset creation activities—what WFP calls GFD+. Gradually across the years by 2026, the targeted communities will have to attend those sessions to receive food assistance (in line with WFP’s GFD+ initiative).
- However, there could be other soft conditions such as attendance to for example ante-natal care or even children attendance to schools in case of families with school going children.

In parallel, conditional food assistance will also be distributed to ensure populations increase immediate access to food to meet nutritional needs (either through distribution of food or cash) and develop community assets or household livelihood skills (through food/cash for work/asset programs).

- Conditional food assistance will target IPC3+ populations in non-prioritised counties during the dry and the lean season.
- WFP will implement its “Asset creation and livelihoods” (ACL) programs in hard-to-reach areas with the biggest potential impact – notably encouraging peace-building synergies through engaging the youth.

## CO2 – Emergency Livelihood support

Emergency livelihood support is a composite support to emergency food production by providing targeted populations with the capacity to:

- grow food or harvest fish to meet their immediate to mid-term food needs (and sell some surpluses)
- protect livelihoods by livestock vaccination and treatment (IPC3+ population) or small ruminants restocking (IPC4+ population)

To ensure context specific programming, livelihoods support partners should use the Community Consultation tables (at county/State level) and the State profiles, available on FSLC’s website.

### **Geographic prioritization:**

FAO aims at providing emergency agriculture support to 750,000 HHs in the 78 counties plus Abyei.

- Interventions in hard-to-reach areas are supporting CO1 interventions and can help vulnerable people gradually transit out of humanitarian assistance, especially when conducted in partnership with the communities, the government, as well as development and private sector actors.
- Interventions in more stable areas (IPC2 and IPC3 counties) have a greater productivity potential and can provide a sustainable source of food and seeds not only for the vulnerable population in these counties, but also in other parts of the country, especially if connected with market development and infrastructure building initiatives.

FAO also aims at supporting livestock in 68 counties with high number of livestock, especially in cross border locations, and conflict affected locations.

**Harmonization of the interventions:<sup>6</sup>**

- For the dry season, the livelihood support package is composed of at least five types of vegetable seed:
  - 20 g amaranth, collard, eggplant, onion, tomato;
  - 30 g watermelon, pumpkin;
  - 50 g okra
  - Including at least one agricultural tool: maloda (shovel), rake, hoe, sickle
- For the main season, the livelihood support package is composed of three types of crop seed:
  - 5 kg maize;
  - 5 kg sorghum;
  - 3 kg cowpea
  - At least one agricultural tool: maloda (shovel), rake, hoe, sickle, tarpaulin, hermetic storage bags
- Agricultural Equipment: Treadle pump, Solar irrigation Pump, thresher, miller, sheller, hermetic storage bags, Tarpaulin, etc.
  - Irrigation equipment is included for the vulnerable groups who has surface water access.
  - post-harvest equipment is included for all the vulnerable households to reduce the post-harvest loss (PHL).
- For livestock: disease surveillance, vaccination and treatment will target:
  - <sup>7</sup>For cattle: HS, BQ, Anthrax, CBPP

<sup>6</sup> Households facing high acute food insecurity (IPC Phase 3 and above) will be targeted for emergency livelihoods support, of whom those who possess labour capacity and basic knowledge and skills in crop, vegetable and/or fisheries production and have sufficient access to land and water bodies (permanent or seasonal) will be prioritized.

<sup>7</sup> HS - Haemorrhagic septicaemia, BQ - Black Quarter (known as Blackleg), CBPP - Contagious Bovine PleuroPneumonia, PPR - Peste des Petits Ruminants, NCD - Neonatal Calf Diarrhea

- For small Ruminant: CCPP, Sheep and Goat pox, PPR. Rabies, NCD

- Fishing Equipment: 100 hooks, One coil of monofilament, Two spools of twine

**Targeting complementarities:**

As much as possible, NGOs will complement FAO’s interventions:

- by targeting non-FAO beneficiaries,
- or by providing FAO-beneficiaries with complementary trainings, especially on post-harvest management, seed multiplication, food preservation and other market development activities (value chains, VSLA, IGA...).

**Conditionality:**

There is no conditionality to receive FSL livelihood support in general. However, FSL partners are encouraged to implement cost recovery models for animal vaccination and treatment where feasible, notably through the VSLA approaches.

**CO3 – Resilience support**

Resilience support (CO3): Reduce dependency on food and agricultural inputs to support and strengthen 1,000,000 individuals’ ability to absorb shocks. Partners’ capacity strengthening, creating livelihood/community infrastructure to ensure sustainability (HDP & Localization) that would eventually contribute to the longer-term development and peacebuilding goals, partnering with the stakeholders that include communities, the development actors, the peacebuilding actors, the government (at national and sub-national level) and the private sector.

**Synergies: between cluster objectives and with other clusters**

Resources are limited and FSLC partners cannot meet all needs, so rather than scattering our forces, the impact of FSL cluster interventions will be greater if we combine and coordinate complementary interventions. Thus, to reduce the number of people in need of humanitarian assistance by 2026, the FSLC will ensure that CO1, CO2 and CO3 interventions are closely coordinated in the same location and for the same beneficiaries.

- FSL partners providing unconditional or/and conditional food assistance (CO1) are invited to share the lists of beneficiaries to other FSL livelihood and resilience support (CO2 and CO3) partners in the same counties in order to target the same beneficiaries so that they gradually become more self-sufficient in food security.
- In line with the Global Memorandum of Understanding signed in August 2023, WFP and FAO will develop the needed requirements (data sharing agreement, geographic prioritization) to pilot a joint intervention in 2024.

To maximize the response impact, FSL partners will also ensure complementarity and integration with other clusters’ interventions, starting with the “Famine prevention clusters” (Health, Nutrition and WASH) and the Protection cluster (guidelines on inter-cluster response package are available on FSLC’s [website](#)).



### Strategy to strengthen inter-cluster integration in the 2024 HRP

- In the HRP 2024, clusters are committed to a collaborative approach that transcends silos and enhances our collective response capacity. This integration strategy can be piloted by the clusters using specific strategic funds (e.g., CERF, SSHF) to cover the regular response planned in the HRP (anti-famine allocation) and can also be used to meet the needs of people affected by sudden crises (as in the case of conflict-related displacement) or anticipated climatic shocks (anticipatory action).
- To optimize both regular response mechanisms and rapid interventions for sudden shocks, clusters will develop appropriate inter-cluster response packages specific to each of these situations, building on existing inter-cluster response packages.
- To empower communities and contribute to progress towards longer term solutions the inter-cluster integration strategy will include the judicious use of in-kind support in combination of multi-purpose cash (MPC) as feasible. For cash-based programming clusters will consult with the Inter-Agency Cash Working Group (IACWG) to leverage the already existing location-specific, multi-sectoral MPC packages.
- Clusters will collaborate with OCHA to track the inter-cluster response in clusters' respective monitoring and reporting systems (5W) to ensure comprehensive data collection and analysis at cluster level.

### Response strategy for the returnees from Sudan

The influx of returnees was identified by the communities consulted as one of the main challenges to be addressed in order to improve their food security.

Over the short term, the FSLC is considering two types of responses to returnees from Sudan:

#### **1. Response at destination:**

- Returnees will be included in the regular MSR and DSR, based on vulnerability and not status.
- They will receive the same response package as the host communities (food aid + livelihood support).

#### **2. Transit centre response:**

- Together with the other clusters, the FSLC has initiated discussions to develop an ad hoc multi-sectoral response package using MPC (as well as in-kind for goods not available on the market).
- Indeed, an integrated multi-sectoral response would cover the most critical life-saving needs at a lower cost than if agencies provided all assistance separately (working in silos) and in-kind. To limit the risk of a pull factor though, this package must be non-renewable and covering only the most basic immediate life-saving needs.

Longer-term solutions for the returnee response strategy were discussed in the workshop (see sustainability section below).

## Sustainability (HDP and localization)

The community consultation conducted prior to the HRP preparation workshop in July-August 2023 directly engaged communities to discuss how they could contribute to addressing the challenges they identified as threats to their food security.

- FSLC partners are therefore encouraged to work with communities so that they can actively participate in addressing these challenges and be progressively incentivized to move towards self-sufficiency in food security.
- Likewise, to contribute to a more sustainable impact through HDP and localization, FSLC are encouraged to engage with actors from other sectors (Development, Peacebuilding, Government, private sector) to increase communities' resilience capacities and reduce people's dependence on food aid.

The ideas listed below will serve as a guide for all cluster interventions, especially those related to CO3:

Top challenges identified by the communities	How FSL Humanitarian actors can contribute to longer-term development and peacebuilding goals by partnering with the communities, the development actors, the peacebuilding actors, the government (at central and sub-national level) and the private sector (HDP and Localization).				
	Communities	Developmental goals	Peacebuilding goals	Government (all levels)	Private sectors
Insecurity	Involve the community-led peacebuilding platforms in every step of the project cycle. Prioritize the youth in IGAs and ACL targeting.	Train youth on economic skills in GFD+ or ACL; Ensure ACL are aligned to longer term development plans and priorities	Integrate grassroots-level dialogue (e.g., peace conferences for farmers and pastoralism) and conflict sensitivity analysis into FSL programming; Engage with communities to select ACL projects that have identified advantages for incentivizing peace	Involve the government in conflict sensitivity analysis	Engage private sector to provide youth with training on innovative techniques that enhance their livelihoods, financial literacy skills and empowerment.
Climate change effects (floods, prolonged dry spells)	Support community resilience capacities by providing resistant crops and implement DRR initiatives through ACL programming. Support the development of community based EWS	Promote ACL that contribute to DRR or climate change adaptation; Use ACL to incentivize participation in key trainings like climate-smart agricultural, Natural Resource Management. Introduce climate-resilient seed varieties. Support and disseminate EWS data in a timely manner.	Promote community-based natural resource management practices	Advise the government on appropriate context-specific climate adaptation policies and practices	Procurement drought/flood resistant seeds from private seed traders (including input trade fairs).

Poor infrastructure poor roads and access to market	Prioritize community access roads that links farmers to the markets through ACL activities.	Use Cash-based assistance to stimulate markets growth. Train on Post Harvest Loss management and by-products. Participate in market monitoring. Advocate to develop supply chains linking food surplus and deficit zones	Lobby and advocate for the deployment of security forces in hot spots roads and markets. Share early warning alerts during seasons of high insecurity.	Construct or maintain community access roads and markets through ACL. Advocate to regulate the road and waterway taxation	Promote product aggregation and value addition on agriculture and livestock. Train on entrepreneurship and market access. Share prices and market information
Limited access to agriculture inputs	Establish or develop community-based seeds preservation and multiplication initiatives across all FSL's main season agriculture activities.	Use ACL to support crop storage infrastructure. Promote seed multiplication and link farmers with seed banks and trade associations; Procure locally in markets as appropriate/feasible (through seed fairs);	N/A	Build farmers and extension services' capacity and support line ministries and departments initiatives through appropriate trainings	Promote seed fair (local sourcing). Link the black smith to the farmers. Capacity building on financial access for loans from micro financial institutions; linking agro-dealers (seed companies) to relevant bodies to certify new varieties. Encourage cost recovery with agro-vet dealers to provide drugs for CHAWs within the rural communities
Influx of returnees from the Sudan conflict, IDPs (Displacement in general)	Encourage inclusive decision making between the host community and the returnees/IDPs when providing food assistance and livelihoods support.	Link the R/IDPS with development programs (microfinance, social protection, and safety nets)	Collaborate with peace actors in community integration and cohesion initiatives	Support the government in the delivery and coordination of emergency food assistance and livelihoods support	Promote cash assistance to promote markets wherever possible. Provide security information to aid market supply and prepositioning
Pests and Diseases (Crop & Livestock)	Document and replicate traditional practices on crop protection, organic pesticides, insecticides, and fertilizers while implementing agriculture and livestock support.	Supporting Community based Animal Health Workers (CAHWs) and/or community-based extension service providers (CBESP) including livestock extension workers. Support EWS on animal and crop disease outbreaks and pest.	N/A	Support pests and livestock disease surveillance, management or eradication through treatment, vaccination, and provision of trainings on "One health" and best practises	Create linkages between agro-vet dealers, state/county veterinary service and community. Disseminate livestock diseases surveillance reports. Monitor the state agro vet dealers' shops on quality of vet drugs supply.
Capacity gaps	Identify and train existing community champions, influential leaders, and local authorities to be advocates for best practices.	Identify and support community champions and change agents to lead behaviour change processes.	Identify and support community champions and change agents to lead behaviour change processes.	Train on innovative agricultural practises like new crop varieties and modern preservation techniques using govt guidelines.	Facilitate private sector training to the farmers. Encourage show case of new technologies for adoption.

## 2024-2025 FSLC HRP: Logical Framework

**Overall Objective:** The number of people in need of FSL humanitarian assistance decreases by 2025

HRP Strategic Objective 1: Vulnerable crises-affected people have reduced morbidity and mortality through equitable, safe, and dignified access to life-saving assistance to meet their needs.									
Cluster Objective 1: Provide food assistance to prevent famine and improve food consumption, dietary diversity and coping strategies for vulnerable populations (in IPC 4 and 5)									
	Narrative	Indicators				MOV	Assumptions	Risks	Mitigation
		Description	Unit	2024	2025				
Outcome	1. Response meets the immediate needs effectively	Food Consumption Score HH Diet Diversity Score Reduced Coping Strategy Index Livelihood Coping Strategies for food security				WFP/Partners' projects evaluation			
Outputs	1.1. Unconditional food Assistance provided to IPC4+	Number of people receiving assistance unconditionally disaggregated by type (in-kind, Cash/Voucher, Hybrid) and by gender	# ind	x	x	FSLC 5W Partner monitoring (Beneficiary register; Distribution sheets; Activity photos; PDM and Safety audit...)	Community cooperation. Stakeholders support. Prevailing peace. Community peaceful co-existence. Accessibility to project locations. Prevailing weather conditions. Market functionality. Timely availability of resources.	Insecurity/conflict. Floods/drought. Inaccessibility due poor roads/ communication network. Lack of community cooperation. Markets may not function.	Monitoring security situation. Dry season windows of opportunities. Distribution sites safety audit. Early preposition of food items. Mapping of alternative route/ means. Information on Early Warning Systems. Continuous risk assessment. Conflict-sensitive programming
		Quantity of food provided through unconditional assistance	#MT	x	x				
		Total value of cash/voucher transferred to the people under unconditional assistance	#US\$	x	x				
		Sensitization on utilization of service delivered prior to distribution	# ind	x	x				
	1.2. Conditional food assistance / Assets creation provided to IPC3+	Number of people receiving assistance under Asset Creation and Livelihoods (ACL) disaggregated by type (food or cash) and by gender	# ind	x	x				
		Quantity of food distributed through conditional assistance	#MT	x	x				
		Total value of cash transferred to people under ACL (cash)	#US\$	x	x				
		Number of Community Infrastructures/Assets built, restored or maintained by targeted households or communities and by type.	# infr /assets	x	x				

**HRP Strategic Objective 1: Vulnerable crises-affected people have reduced morbidity and mortality through equitable, safe, and dignified access to life-saving assistance to meet their needs.**

**Cluster Objective 2: Enhance and sustain emergency food production through complementary vegetable and crop livelihood inputs, fishing and livestock**

	Narrative	Indicators				MOV	Assumptions	Risks	Mitigation
		Description	Unit	2024	2025				
Outcome	2. Protected HH livelihoods and enhanced food production	The Livelihood Coping Strategies – Food Security (LCS-FS) % of increase in quantity of food produced				Partners' projects evaluation			
Outputs	2.1 Emergency Livelihood Support provided to IPC3+ population	Number of Households receiving Dry season agricultural kits (Vegetable kits, fishing kits, tools)	# HHs	x	x	5W Partner monitoring	Communities are willing to participate in the interventions  Favourable weather/ climatic conditions  Prevailing peace and security	Delay of supply from the donor/partners  Insecurity/ access, farmers refusing to work.  Climate change (Flooding / dry spell).  Animal diseases	Contingent stock of inputs  Early warning information.  Continued risk assessment to inform interventions,  Community engagement for behaviour change
		Number of Households receiving Main season agricultural kits (Crop kits, Vegetable kits, fishing kits, tools) disaggregated by type (in-kind, cash/voucher) and by gender	# HHs	x	x				
		Number of kitchen gardens at Nutrition sites	# gardens	x	x				
		Number of kitchen gardens at School	# gardens	x	x				
		Number of kitchen gardens at Household	# gardens	x	x				
		Number of Livestock vaccinated	# animals	x	x				
		Number of Livestock treated	# animals	x	x				
		Seeds Fair	HH	x	x				
		Livestock Fair/Animal Restocking	HH	x	x				
		Number of people trained on Agricultural practices Number of people trained on Livestock management practices Number of people trained on Fisheries	# ind	x	x				
2.2. Synergies between cluster objectives	Number of CO1 beneficiaries that received complementary CO2 support	# ind	x	x	5W				
	Number of CO2 beneficiaries that accessed VSLA after receiving CO2 support	# ind	x	x					

HRP Strategic Objective 3: Vulnerable people's capacity to withstand the impact of shock is increased, and nexus opportunities are optimized.									
Cluster Objective 3: Reduce dependency on food and agricultural inputs to support and strengthen households' ability to absorb & adapt to shocks & contextual changes									
	Narrative	Indicators				MOV	Assumptions	Risks	Mitigation
		Description	Unit	2024	2025				
Outcome	3. Increased community resilience	Resilience Capacity Index Reduction of post-harvest food losses				Partners' projects evaluation			
	3.1. Improved Livelihood productivity	Number of people supported with farm/fishing tools/equipment (solar pumps, ox ploughs, mechanized tools)	# ind	x	x	Sufficient and timely availability of resources.  Commitment by targeted communities (human resource, skill sets, funds).  Targeted communities are willing to cooperate. Market functionality	Conflicts (displacements, non-conducive environment for activity implementation) preventing progress of activities and /loss of asset  Lack of unity or unwillingness by targeted communities	Timely advocacy for funding and disbursement.  Human resources retention and continuity  Continual engagement with all relevant structures, mediation where possible	
		Number of Community Animal Health Workers trained	# ind	x	x				
		Number of Community Based Extension Service Providers trained	# ind	x	x				
		Vocational Training	# ind	x	x				
	3.2. Market development	Number of people trained on Income Generation Activities (IGAs)	# ind	x	x				
		Number of people trained on agricultural tools production (black smiths)	# ind	x	x				
		Number of VSLA groups formed or revamped/trained	# VSLA groups	x	x				
		Number of people trained on Value addition	# ind	x	x				
		Number of producer groups linked to traders	# groups	x	x				
		Number of Agro-dealer groups / cooperatives formed	# groups	x	x				
		Number of people supported with business start-up kit or cash grant	# ind	x	x				
		Number of people trained on vocational training	# ind	x	x				
	3.3. Anticipatory actions implemented (DRR, Climate change adaptation, ecosystem management)	Number of Community-based AA (incl. EWS) installed/strengthened	# AA groups	x	x				
		Number of people covered and assisted through Forecast-based Anticipatory Actions against climatic shocks	# ind	x	x				
		Number of households distributed with trees/fruit seedlings distributed	# HH	x	x				
		Number of people trained on DRR, NRM, Agroforestry Number of DRR infrastructures constructed or renovated	# infrast. # ind	x	x				

	and restoration)	Number of fuel-efficient stoves installed	# stoves	x	x				
		Number of people trained on fuel-efficient stoves	# ind						
		Number of advisory sessions on anticipated risks/disasters disseminated at community level.	# sessions	x	x				

<p>Activities</p> <p>1.1.1. General Food Distribution (GFD)</p> <p>1.1.2. Food for Asset (FFA)</p> <p>1.1.3. Cash for Asset (CFA)</p> <p>1.1.4. Conditional food distribution.</p> <p>1.1.5. Nutrition education/sensitization</p> <p>1.1.6. Conditional cash distribution.</p> <p>1.1.7. Sensitization sessions on proper utilization of cash.</p>
<p>2.1.1. Distribution of dry season agricultural kits (VK, FK)</p> <p>2.1.2. Distribution of main season agricultural kits (CK, VK, FK)</p> <p>2.1.3. Support to fisheries (FK)</p> <p>2.1.4. Establish/Re-establish kitchen Garden sites at Nutrition Facility</p> <p>2.1.5. Livestock Treatment</p> <p>2.1.6. Livestock Vaccination</p> <p>2.1.7. Seed Fairs (Input Trade Fairs)</p>
<p>3.1.1. Training of Community Animal Health Workers (CAHWs) and community-based extension service providers (CBESP)</p> <p>3.1.2. Good Agronomic practices (e.g. farmer field schools, Demo plots, post-harvest management etc)</p> <p>3.1.3. Integrated Pest Management (e.g. FAW, Desert locusts, Pesticides etc)</p> <p>3.1.4. Fisheries Training</p> <p>3.1.5. Provision of water pumps, Irrigation training/support</p> <p>3.1.6. Ox Ploughs &amp; training</p> <p>3.1.7. PHL Storage granaries (using locally available resources as much as possible)</p> <p>3.1.8. Canoe, Fishing, Boating materials/tools</p>
<p>3.2.1. Procurement from local traders (Agro traders, Market groups etc) through seed fairs</p> <p>3.2.2. Produce/products aggregation</p> <p>3.2.3. Village Savings/Loans Associations</p> <p>3.2.4. Processing Equipment for value addition (fish, meat, vegetables, fruit, milk preservation)</p> <p>3.2.5. Training on value addition (fish, meat, vegetables, fruit, milk preservation, honey)</p> <p>3.2.6. Vocational &amp; other enterprise/business related support</p> <p>3.2.7. Provision of hives for bee-keeping livelihood groups</p>
<p>3.3.1. Install or strengthen community based EWS by providing require equipment (rain gauge, disaster prediction information tools, etc.)</p> <p>3.3.2. Support downscaling of climate information-flood early warning information through radio programmes (Radio show, solar radios etc.)</p> <p>3.3.3. Pre-position grain and seed protection kits (hermetic bags, tilted buckets, grain bag etc.)</p> <p>3.3.4. Provide flood adaptive seeds and approaches (rice, floating gardens), tools and fishing inputs to farmers.</p> <p>3.3.5. Conduct assessment and review existing early action protocol (EAP)</p>

3.3.6. Fuel efficient stoves

## Quality standards

Sectoral Themes	Guidelines and Resources*
<b>Response packages</b>	FSL Response packages
<b>Agriculture practices</b>	SEADS Standards, TWG best practices, Calendar
<b>Livestock / Fisheries</b>	LEGS, TWGs ToRs, Best Practices
<b>Cash / CVA</b>	CWG guidelines, SMEB, Enhanced HPC Approach
<b>Assessments</b>	2023 IRNA tool
<b>Context relevance</b>	Use the State profiles, Community consultation reports
<b>Conflict Sensitivity</b>	Conduct CS assessment involving the Community Action Groups (CAG)
<b>Centrality of Protection</b>	HCT CoP strategy, Tips for Protection Mainstreaming in FSL Programming
<b>Gender Equality Measures (GEMs)</b>	FSLC strategy on GBV, IASC GBV Guidelines, GBV Toolkit, Pocket Guide, Gender Equality Programming and Inclusion in Emergencies (GEPIE)
<b>AAP</b>	ICCG's action plan, HCT and FSLC's Strategy on AAP
<b>Child Protection</b>	FSLC-CP advocacy note + Guidelines + training
<b>PSEA</b>	PSEA Taskforce
<b>Mine Action</b>	Clearing South Sudan for a Peaceful Future - Enabling Nexus
<b>Disability &amp; Inclusion</b>	IASC Guidelines, Guidance on strengthening DL in HRP
<b>HNO / HRP</b>	FSL Cluster HNO Narrative, HPC Module / Template – Project Sheet, Multi-year HRP Strategy / Logframe
<b>CHS / HSP</b>	Humanitarian Standards (SPHERES, LEGS, SEADS), Proposal / Grant writing guidelines
<b>(*)</b> : available on " <a href="#">FSL Cluster repository</a> " on FSLC's website:	



## List of Abbreviation

Abbreviation	Definition
AA	Anticipatory Action
AAP	Accountability to Affected Populations
ACL	Asset Creation and Livelihood
CAG	Common Action Groups
CAHW	Community Animal Health Workers
CBESP	Community Based Extension Service Providers
CE	Community Engagement
CFA	Cash for Asset
CHS	Common Humanitarian Standards
CK	Crop Kits
CO	Cluster Objectives
CS	Conflict Sensitivity
CWG	Cash Working Group
DL	Disability Inclusion
DRR	Disaster Risk Reduction
DSR	Dry Season Response
EAP	Early Action Protocol
EWS	Early Warning System
FAO	Food and Agriculture Organization of the United Nations
FAW	Fall Army Worm
FFA	Food for Asset
FK	Fishing Kits
FSLC	Food Security and Livelihoods Cluster
GBV	Gender Based Violence
GEM	Gender Equality Measures
GEPIE	Gender Equality Programming and Inclusion in Emergencies
GFD	General Food Distribution
HCT	Humanitarian Country Team
HDP	Humanitarian Development Peace

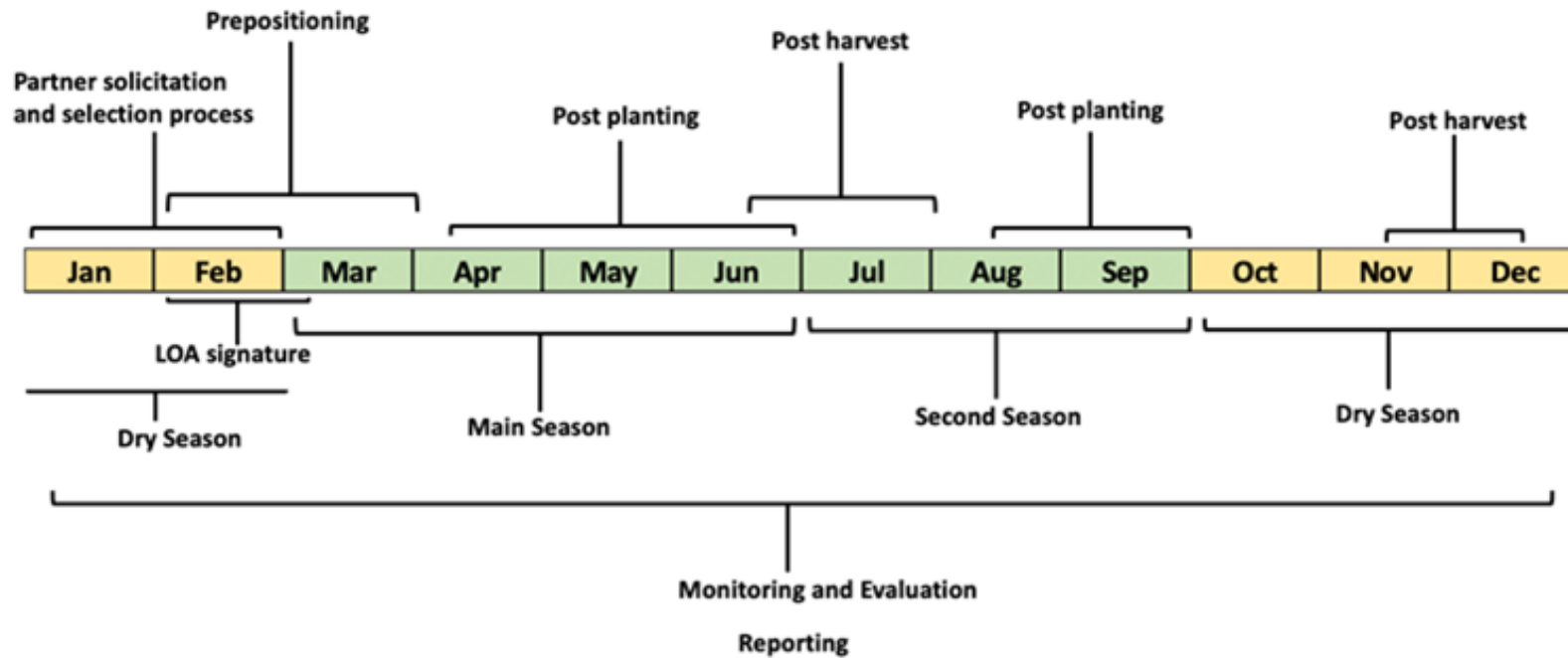
Abbreviation	Definition
HNO	Humanitarian Needs Overview
HPC	Humanitarian Programme Cycle
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
ICCG	Inter Cluster Coordination Group
IDP	Internally Displaced Population
IGA	Income Generation Activities
IPC	Integrated Phase Classification
IRNA	Initial Rapid Needs Assessment
LCS	Livelihood Coping Strategies
LEGS	Livestock Emergency Guidelines and Standards
MEB	Minimum Expenditure Basket
MFI	Market Functionality Index
MOV	Means of Verification
MPC	Multi-Purpose Cash
NGO	Non-Government Organization
PDM	Post Distribution Monitoring
PHL	Post Harvest Loss
PSEA	Protection from Sexual Exploitation and Abuse
RAM	Research Assessment and Monitoring
SAG	Strategic Advisory Group
SEADS	Supporting Emergency Agriculture Design and Standards
SMEB	Survival Minimum Expenditure Basket
TWG	Technical Working Group
UN OCHA	Office of the Coordination for Humanitarian Agency
VK	Vegetable Kits
VSLA	Village Saving and Loan Association
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme

## Annexes

### South Sudan Cropping Calendars

	Greater Equatoria											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Season Cycle (Simplified)</b>	Dry Season		Wet Season									Dry Season
			Crop Production Season									
<b>Crop Cultivation Period(generic)</b>	2nd Season Crop Harvesting		Early Planting Season and Crop Management				1st Season Harvesting and 2nd Season Land Preparation	Second Planting Season and Crop Management			2nd Season Harvesting and Post Harvest Management; Dry Season Cultivation	
<b>Procurement</b>	Procurement Process (Crops, Seeds and Tools)		Procurement Process for Vegetable and Fishing kits 1st round		Procurement Process (Crops seeds and tools for 2nd season)		Procurement Process for Vegetable and Fishing kits 2nd round				Procurement Process (Crops seeds and tools)	
<b>Prepositioning and Distribution</b>	Prepositioning to the hubs for main season		Direct Distribution and Seed Fair implementation			Prepositioning to the hubs for 2nd season		Direct Distribution for 2nd season	Prepositioning to the hubs for dry season		Direct Distribution for 2nd season	
Note: 1st Season Crops= Maize, Sorghum, Groundnuts, Cowpeas, Casava 2nd Season Crops= Maize, Cowpeas, Groundnuts, Sorghum												

	Greater Upper Nile and Greater Bahr el Ghazal											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Season Cycle (Simplified)</b>	Dry Season				Wet Season							Dry Season
					Crop Production Season							
<b>Crop Cultivation Period(generic)</b>	Dry Season Cultivation			Land Preparation	Planting Season and Crop Management					Harvesting and Post Harvest Management		Dry Season Cultivation
<b>Procurement</b>	Procurement Process (Crops, Seeds and Tools)		Procurement Process for Vegetable and Fishing kits 1st round				Procurement Process for Vegetable and Fishing kits 2nd round			Procurement Process (Crops seeds and tools)		
<b>Preposition and Distribution</b>	Prepositioning to the hubs for main season			Direct Distribution and Seed Fair implementation				Prepositioning to the hubs for dry season		Direct Distribution for 2nd season		
Note: 1st Season Crops = Maize, Sorghum, Groundnuts, Cowpeas												



## Unit based costing for the 2024 HRP September 2023

### Introduction

The FSLC' unit-based costing methodology for 2024 is based on three sources of information: 1. the data reported in the Cluster Monitoring System (5W); 2. the data reported by partners in the FTS database; 3. the projections of the two lead agencies, WFP and FAO for 2024.

We recognize that this information is imperfect and will require further work in 2024. For example, in our 5W database, WFP reports 100% of its activities in CO1, while many training and community asset creation activities could be reported in CO3.

Similarly, we know that the FTS database reports only a fraction of the funding received by our partners for their FSL activities. Despite our reminders, some actors have not yet reported their funding, and others have done so only in part.

CO1 and CO2 are very consistent with lead agency activities (see below for how we calculated the costs for these two targets).

For CO3, the correct estimation would be very complicated, as this objective is divided into three branches (training, asset building, and market support), which in turn are divided into 19 sub-activities. In 2023, 84 partners have reported having implemented one or more of these sub-activities in 76 counties, each with its own specific cost dynamics.

### Step 1: Identification of cluster activities and units of measurement

FSLC Objectives	Activities	Units of measurement
CO1: Food Assistance	Unconditional Food Assistance (in kind)	Per individual
	Unconditional Food Assistance (cash or voucher)	Per individual
	ACL (Food for Assets /Cash for Work)	Per individual
CO2: Emergency Livelihoods Support	Distribution of main season agricultural kits (CK, VK, FK)	Per HH
	Distribution of dry season agricultural kits (VK, FK)	Per HH
	Livestock treatment and vaccination	Head of cattle
	Kitchen gardens at nutrition site	Per site

CO3: Resilience building	Asset building	Per individual
	Market development	Per individual
	Capacity building	Per individual

### Step 2: Cost drivers

Since 2019, FSLC requirements have averaged 647.8 million and funding has averaged 495 million. The ratio of funding to requirements has been 76%, and the relative size of each cluster goal has been as shown in the table and chart below.

	Requirement	Funded	CO1	CO2	CO3
5y Average	647,800,000	494,669,271	416,649,165	59,686,631	26,796,510
% of funded activities			84%	12%	5%



Several factors will continue to increase costs in USD in 2024. The conflict in Sudan reduces the supply available in the markets and the war in Ukraine continues to increase the cost of raw materials. During the rainy season, flooding in the hard-to-reach areas of Warap, Unity, Upper Nile, and Greater Jonglei will further increase operating costs. As a result, cluster partners' operating costs will continue to rise, as will the price of food, fuel, and transportation services.

Prioritizing cash interventions could reduce the overall bill somewhat, but only marginally, given the low level of digitization (cash distributions, which are still the vast majority, are more expensive than mobile money distributions).

### Step 3: Overall costs

For 2024, the FSLC has used a simplified method to calculate HRP's funding requirement based on unit costs<sup>1</sup>.

For CO1 and CO2: Since WFP and FAO account for 90% and 70% of the number of people reached under CO1 and CO2, respectively, the FSLC has used their cost inputs (including all costs such as transfer value, operational costs, support costs, etc.) as a proxy to estimate the costs for the entire FSL cluster.

FSLC Objectives	Activities	Unit cost as of October 2023 (USD)	# units reached	Total cost as of October 2023 (USD)
CO1: Food Assistance	Unconditional Food Assistance (in kind)	190.72	2,252,793	365,204,754
	Unconditional Food Assistance (Hybrid)	100.24	261,536	22,283,922
	Unconditional Food Assistance (cash or voucher)	99.8	588,259	49,902,041
	ACL (Food for Assets)	115.97	333,308	32,855,650
	ACL Cash for Work	60.72	259,555	13,396,140
	<b>Total CO1 target and cost</b>	<b>567.45</b>	<b>3,695,451</b>	<b>483,642,507</b>
CO2: Emergency Livelihoods Support	Distribution of main season agricultural kits (CK, VK, FK)	66	650,000 HHs	44,850,000
	Distribution of dry season agricultural kits (VK, FK)	40	250,000 HHs	10,062,500
	Livestock treatment and vaccination	0.8	10,000,000 heads	10,350,000
	Kitchen gardens at nutrition site / school/ community	41	1,000 sites	4,025,000
	<b>Total CO2 target and cost</b>	<b>147.8</b>	<b>3,900,000</b>	<b>69,287,500</b>
	<b>Total requirement for CO1 + CO2</b>			<b>552,930,007</b>
WFP Phase 1 Sudan Returnees Response	GFD (Cash)	77.11	175,000	13,494,250
	HEB (In kind)	5.5	175,000	962,500

Total			175,000	14,456,750
	<b>Total requirement for CO1 + CO2 and phase 1 Sudan response</b>			<b>567,386,757</b>

For CO3:

To simplify this year's calculation, we assessed that CO3 is correlated with CO1+CO2. Therefore, to estimate CO3 in 2024, we applied the rate of change for CO1+CO2 to the funding estimate for CO3<sub>2023</sub>.

1. Change in (CO1 + CO2) = +X%
2. and multiplying this ratio by CO3 requirement in 2023 (Y):

We then divided this estimated cost by the target for CO3 to get a unit cost estimate.

	Activities	Unit cost as of July 2023 (USD)	# units reached	Total cost as of July 2023 (USD)
CO3: Resilience building	<b>Total number of people assisted under CO3</b>	21	100,000	21,000,000

Hence the total Financial Requirement for the South Sudan Food Security and Livelihoods cluster for the 2024 HRP is as below:

CO1 + CO2+ CO3 + Phase 1 Sudan Crisis Response = **USD 588,386,757.**