



# The UN COVID-19 Response and Recovery Multi-Partner Trust Fund (UN COVID-19 MPTF)

## Proposal Title: Sudan Family Support Programme (SFSP)

**Amount: US\$1,683,000**

### I. Immediate Socio-Economic Response to COVID-19

*Short Context – include hyperlinks to relevant reference material and analysis that frames the solution context firmly in the specific situation of the country in question. [1,000 word limit]*

More than a year into its inception, Sudan's transitional government faces extraordinary economic challenges. The Sudanese population experiences rampant hyperinflation, massive public debt, limited public expenditures on basic services alongside shortages of key commodities such as fuel and bread. The World Bank estimates<sup>1</sup> that 46.5 percent of Sudan's population —approximately 15.6 million individuals— had levels of per capita expenditure below the national poverty line.

Since the first case of COVID-19 in Sudan was reported in March 2020, there have been 36,522 confirmed cases as of June 23, 2021, and 2,748 deaths according to the World Health Organization (WHO). Meanwhile, the restrictions on mobility to prevent transmission of COVID-19 damaged already fragile livelihoods, notably those of unskilled casual laborers, petty traders, and small businesses lacking in savings or other viable coping strategies to offset lost incomes. This combination of economic and health crisis poses serious deterrent to stabilizing the transitional Government.

Amidst a pandemic that wreaks havoc on daily livelihoods, the Government retained subsidies on wheat, medicine, cooking gas and electricity in its budget for 2021. These subsidies already occupy a smaller proportion of government expenditures than before, with longer term economic reforms, via the IMF Staff-Monitored Program, portending removal of subsidies on imported gasoline and diesel leading to a sharp rise in the price for both commodities. In 2020, subsidies accounted for over a third of the national budget while the Government spent approximately SDG1.72 billion per week (USD 36 million) in fuel subsidies and SDG35 million per day (USD 5.4 million/week) in bread subsidies during 2019. The phaseout of subsidies for a population that had long been reliant on them, and eventual elimination of all subsidies on diesel and gasoline, marks a substantive loss in purchasing power, throws families into economic despair, erodes social contract between the state and citizens which remains tenuous in the aftermath of a revolution, and threatens a resumption of volatility and violence nationwide

Under these circumstances, the Government expanded its spending on social protection, namely pension and cash support to poor families, amounting to 24 percent of its proposed budget for 2021. On July 2, 2020, the Ministry of Finance and Economic Planning launched the Sudan Family Support Program (SFSP), looking to insulate the population from a gradual reduction of subsidies over the coming years, yield immediate economic benefits to and social inclusion of the population, and strengthen the foundation for long-term economic recovery, national safety nets and social protection for already vulnerable households. Even more so, amidst the COVID-19 pandemic, SFSP

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<sup>1</sup> The World Bank Group: [Poverty & Equity Brief, Sudan, April 2020](#).

is well positioned to mitigate the socio-economic impact of the outbreak on target beneficiary families through the provision of social safety nets.

Aiming to target approximately 80 percent of the population at large, the pilot was initiated in select urban and peri-urban localities in Khartoum. With more than one-third of the population residing in urban areas dominated by slums and engaging in daily informal labor, they have been among the hardest hit amid poor health infrastructure and preventive measures adopted during the health crisis. In this backdrop, a potential contribution in the early stages of the SFSP is critical to a nationwide expansion through technical assistance and capacity strengthening of the Government and implementing partners to the SFSP.

## II. Solutions proposed

*Please provide a summary of the proposal. [1,000 word limit]*

On May 29, 2020, the World Food Programme Sudan signed a Memorandum of Understanding with the Government of Sudan to support the rollout and implementation of the Sudan Family Support Programme, also known as *Thammarat*. Based upon WFP's global experience in cash transfers and support of governments in building cash-based safety nets, WFP agreed to support the Government in the below five key areas:

- Technical assistance and financing for the development of a digital delivery system and data center, which will serve as the key mechanism for benefit transfer for the Government.
- Technical assistance on the development of a payments and digital financial inclusion strategy
- Technical assistance for the establishment of a Complaints and Feedback Mechanism (CFM), including a call center and Customer Relationship Management (CRM) software
- Provision of third-party assurance services including monthly payments reconciliation and anomaly detection.
- Establishment of a WFP service delivery platform to deliver cash to families on behalf of the Government.

Aiming to target 20,000 families across two peri-urban localities in Khartoum, the pilot phase was rolled out on October 11, 2020— subsequent to which the Government requested WFP Sudan to expand to West and North Darfur on January 28, 2021. Since then, 449,820 beneficiaries have been enrolled across Khartoum, West and North Darfur.

Delivering on the above is contingent on requisite technical assistance and capacity building of and within mobile network operators, banking systems and, most importantly, government entities, from federal and local levels as espoused in the signed agreement with the Government. As such, the scope of support already, *and* to be, provided to these stakeholders includes:

- **Establishment and Management of a Digital Delivery System and Data Center:** WFP Sudan developed an operational digital delivery system, encompassing specific user journeys and system modules, situated within the National Information Center, through which it disburses the entitlements to targeted beneficiaries. This end-to-end mechanism looks to allow efficient and accountable digital delivery of a broad range of future Government-to-Person (G2P) transfers and entails receipt of beneficiary data, including their subsequent cleaning and verification, after which WFP shares the verified list through a secure file transfer protocol to contracted Mobile Money Operators that deliver monthly stipends to enrolled families. It also extends to ongoing and upcoming capacity-building of relevant government staff to maintain and manage the system, thus encompassing hands-on training and training of trainers, as well as development and implementation of Standard Operating Procedures and technical documentation. Doing so encompasses furnishing the Government with all necessary hardware and support for the establishment of a secure data center housed at the National Information Center (NIC) that can centrally manage the various systems underlying SFSP.
- **Development and Rollout of Payments and Digital Financial Inclusion Strategy:** Towards ensuring that the Program can be expanded nationwide despite differences in digital and cellphone proliferation, literacy, socioeconomic considerations, and state-citizen dynamics, WFP

Sudan has been working to diversify and launch multiple payment mechanisms beyond desired electronic methods. Currently, WFP Sudan has MTN on-board, with its registered users receiving entitlements through mobile money services. Meanwhile, non-MTN users receive e-vouchers to cash out at any official MTN outlet or with mobile agents. It is on-track to establish similar standing agreements with SUDATEL and other mobile network operators as they obtain requisite regulatory approvals. This arrangement also extends to banking institutions to offer beneficiaries additional options to receive their monthly transfers.

And, as the Government seeks for SFSP to bolster digital financial inclusion (DFI) and a digital economy through increased usage of digital financial services and increased financial literacy and inclusion, WFP is assisting the government in defining a digital financial inclusion strategy and ensure that its underlying principles are embedded in the overall payment mechanism of SFSP. It has also designed a Communications Strategy and is and will roll out corresponding sensitization materials to enhance enrollment of families into the Program. A diagrammatic description of payment and delivery processes is provided in Annex I of the proposal.

- **Creation and Upkeep of Complaints and Feedback Mechanism:** Subsequent to establishing a call center within the National Information Center and recruiting operators, WFP Sudan currently works towards capacity strengthening of existing staff to receive and respond to grievances and feedback provided, as well as address issues related to enrolment and registration for, and delivery of payments. WFP is currently exploring means to install an immediate verification mechanism to check the beneficiary status to immediately resolve incoming queries and concerns. It is also conducting an assessment to develop referral pathways and classification of cases, in coordination with the NIC and the Ministry of Finance, to further facilitate expedient and effective resolution of complaints. This is also accompanied by a sensitization plan to ensure that all beneficiaries are duly informed about the CFM through a targeted awareness raising campaign. Multiple channels of communication will be adopted and adapted into Arabic to ensure that beneficiaries have all the required information in a format accessible to them.
- **Provision of Reconciliation and Assurance Services:** Leveraging its comparative advantage in assurance services, WFP performs monthly automated reconciliation so as to track whether correct amounts are transferred to intended families in a timely manner. E-vouchers and mobile money payments are checked for anomalies to ensure a fraud-free operation.
- **Facilitation of Data Collection and Beneficiary Registration in Newly Added Locations:** Although beyond the scope of the previously signed agreement, leaning on its own experience collecting beneficiary information for those targeted in North and West Darfur, WFP Sudan has taken the initiative to support data collection, beneficiary enrollment, registration of National Numbers onto issuance of identification documents to those in hard-to-reach areas.

Going forward, WFP plans to complete installation of and operationalize the SugarCRM software responsible for customer relationship management, including the classification of reported cases and verification of beneficiary data as well as a comprehensive workflow and referral pathway for complaints and feedbacks received, in consultations with key stakeholders within select Ministries. It will also deploy social workers assigned to the Ministry of Social development to support call centers with data collection, notably for potential beneficiaries who do not have adequate access to mobile networks. WFP Sudan is currently expecting to reach upwards of 40,000 and 43,000 families in total across North and West Darfur respectively during June and will commence facilitating data collection on nearly 650,000 households by end-year across these two states. This expansion is to be built on a Cashout Coverage Strategy aimed at ensuring all beneficiaries have access to cashout agents and are able avoid liquidity shortages. And, per the recent directive from the Ministry of Finance, dated May 27, to adjust the transfer values from SDG 6,000 per family (assuming of six members) to equivalent USD 5 per household member per family for a period of six months,<sup>2</sup> WFP

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<sup>2</sup> Prior to this, the program had undergone some significant shifts that affect the entitlements provided to targeted families— from an increase in the monthly transfers from SDG 2,500 to SDG 6,000 and presuming a household size of six from five based on a notification from the Ministry of Finance and Planning dated January 28, 2020 to the

is working to inform already targeted communities of changes to transfer values, obtain validated National Identification numbers for all individual members of enrolled families and update internal payments systems so as to ensure all in the household receive their mandated monthly entitlements in a timely manner.

As WFP plans to undertake the above *as well as* expand into additional localities within Khartoum and continues its expansion in West and North Darfur, and onto the rest of the Darfurs, Kordofan and Nile states, financial contribution to develop capacities of mobile network operators, banking systems and, most importantly, government entities towards ensuring effective and expedient transfer of entitlements to targeted vulnerable households are vital. Notably, in the Darfur context, historically beset by deeply entrenched social inequalities and lack of socioeconomic opportunities, environmental crises and resource degradation, armed conflict and violence, disruption of basic infrastructure and services, food insecurity and famine, chronic poor governance and state-citizen contract—the impact of addressing constraints to *and* building technical wherewithal for collection and receipt of quality household information, most notably data collection, verification and validation, as well as beneficiary registration and eventual transfer of entitlements, to an underbanked population amid poor mobile network coverage, remain profound. Under these circumstances, the aforementioned task activities, undertaken within the centralized platform, would need to be replicated within the state *and* locality levels, with emphasis on quality data collection and verification, beneficiary enrolment and verification, financial inclusion and transfer of entitlements, as well as capacity-strengthening of government entities to deliver on these, hence the importance of contributing towards technical assistance to meet the intended objective of the Family Support Program.

### **III. What is the specific need/problem the intervention seeks to address?**

*Summarize the problem. Apply a gender lens to the analysis and description of the problem. [1,500 word limit]*

Coming into 2021, Sudan's humanitarian needs continue to escalate year-on-year as protracted conflict, forced displacement, natural disasters, the COVID-19 pandemic, malnutrition and food insecurity persist. The socio-political instability and the ongoing economic crisis have exacerbated humanitarian needs, deepened poverty in the central and eastern regions, where humanitarian partners have limited presence. Environmental factors, such as erratic climate shocks including torrential downpours, landslides, flash and riverine flooding during the previous year, the worst witnessed in more than three decades, caused massive destruction of infrastructure, houses and livelihoods and killed over 150 people and leaving over 875,000 people affected by the unprecedented flooding.<sup>3</sup> This has left indelible consequences on harvest and food supply. And, approximately 13.4M<sup>4</sup> people—over one in three Sudanese—are in need of assistance, a 44 percent increase from 2020. And, the latest Integrated Food Security Phase Classification results for Sudan projects a record-high of 9.8M people nationwide as being acutely food insecure through the lean season (June to September)—making the need for dedicated and immediate socioeconomic assistance to those most vulnerable imminent.

Aforementioned constraints, combined with negative trends including high inflation, mostly in food prices, shortages of essential goods such as fuel and bread, a sharp depreciation of the Sudanese Pound and the consequent cash liquidity crisis had been precursors to political instability, triggering waves of peaceful civil unrest and prolonged protests that birthed the Transitional Government. Under these prevailing circumstances, coupled with dwindling purchasing power amid gradual removal of subsidies, continued hyperinflation and limited healthcare facilities as the backdrop, the COVID-19 pandemic has been particularly beleaguering. From disrupting supply chains owing to

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announcement of managed flotation of the Sudanese Pound on February 21, 2021 from the earlier fixed UN Operational Rates of Exchange of USD 1: SDG 55.

<sup>3</sup> [http://www.fao.org/fileadmin/user\\_upload/emergencies/docs/South%20Sudan\\_Flood%20Assesment%20Report.pdf](http://www.fao.org/fileadmin/user_upload/emergencies/docs/South%20Sudan_Flood%20Assesment%20Report.pdf)

<sup>4</sup> <https://data.humdata.org/dataset/sudan-humanitarian-needs-overview-2015-2020>

border closures to limiting the scope of daily income generation, the outbreak has hindered access to livelihoods opportunities, agricultural production, physical access to markets and nutritional food intake. Majority of the confirmed cases of COVID-19 and COVID-related deaths are concentrated in Khartoum. More of the latter are presumed to have been undetected, pushing the number of contracted cases and casualties even higher. With those crowded urban slums, engaged often in informal daily labor, not only losing their livelihoods, but also being most susceptible to fall to the disease, it is also apparent as to why Sudan, notably Khartoum, had been in urgent need for social welfare those most affected in the aftermath of launching the economic reforms.

Meanwhile, IMF's global analysis<sup>5</sup> predicts that countries with significant levels of public debt, such as Sudan, will struggle to mobilize resources needed to respond to the COVID-19 crisis. Although, ultimately, revenues freed from cutting subsidies may be used to fund targeted social assistance programs, the Government's current revenue is constrained through other prioritized spending to improve infrastructure and key services such as the health sector. And, in the absence of investments of targeted socioeconomic support to those in the bottom quintiles, Sudan risks sliding back into political instability, which may hinder successful democratic transitions it is currently in need of. Given such a combination of prolonged vulnerabilities that could only exacerbate into the future, bevy of humanitarian concerns facing Sudan, and need for sustained investment in social protection and safety nets, cash-based transfers facilitated through donor contributions to the Family Support Program provides direct financial support to alleviate the social impact of COVID-19 on families whose income decreased most in such trying times.

The provision of this critical social assistance amidst such hardships, only heightened by the COVID-19 pandemic, contributes to mitigating further spread of this disease. It enhances both purchasing and bargaining power of those most affected, and enables them to spend towards quality and quantity nutrition and hygiene, thus facilitating possibilities of proliferation of the virus.

Noteworthy, this social investment is particularly critical for women, who occupy the lion's share of income-generation opportunities in the informal sector, remain unable to access necessary reproductive and maternal healthcare, and experience a "shadow pandemic" of domestic abuse and gender-based violence owing to lockdown measures resulting from the pandemic. Transposed to the Sudanese context, entrenched social norms and low literacy rate among adult women at the age of 15 and above (56% in 2018 according to the World Bank) leaves women and girls vulnerable to domestic and intimate partner violence, female genital mutilation, early marriage and other forms of gender-based violence. Therefore, targeting female-headed households increases the purchasing and bargaining power of women, hence their economic empowerment. As women learn skills critical to decreasing household poverty and negotiating gender power relations, in targeting female-headed households, SFSP becomes a vehicle for women's empowerment and may indirectly contribute to reduction of domestic violence experienced by women, particularly those caused by the COVID-19 pandemic— attesting to its attention to gender sensitivity and integration.

#### **IV. How does this collaborative programme solve the challenge? Please describe your theory of change.**

*Describe programme approaches, methods, and theory of change, and explain why they are the appropriate response to the problem. State results and interim solution(s) you are proposing. Please highlight how the solution(s) is data driven; if it employs any innovative approaches; if it applies a [human rights-based approach](#)<sup>6</sup> and how is it based on the principle of "build back better". [1,500 word limit]*

With donor contribution provided towards the Government of Sudan's Family Support Program being channeled to provide investment financing or technical assistance to channel cash-based transfers to 80 percent of those most affected by the impact of ongoing economic reforms, the implementation and roll-out of the Program is broadly divided into two components— (a) provision

<sup>5</sup> <https://www.imf.org/en/Topics/imf-and-covid19/Policy-Responses-to-COVID-19>

<sup>6</sup> Please refer to [OHCHR COVID19 Guidance](#)

of cash transfers through mobile money payments, e-vouchers, cash at counters, and debit cards, and (b) establishment of corresponding delivery systems and institutional capacities

Under these two workstreams, WFP Sudan undertakes the following activities, each of contribute to the underwritten outputs:

- Delivery of cash transfers to 80 percent of the population
  - Successful and timely delivery of transfers to enrolled beneficiaries
- Establishment and management of a digital delivery system and data center
  - Establishment of a secure and functioning data center
  - Procurement and set up of equipment, servers and other hardware
  - Delivery of trainings and capacity-building sessions
  - Production of Standard Operating Procedures and technical documentation
- Development and rollout of payments and digital financial inclusion strategy
  - Establishment of seamless recurring monthly payment to beneficiaries
  - Deployment of cash out points within at least a 5 km radius of target communities.
  - Contracting of Payment Service Providers (PSPs)
  - Design of sensitization materials and delivery of relevant financial literacy trainings to households enrolled in SFSP
  - Delivery of trainings and capacity-building sessions
- Creation and upkeep of complaints and feedback mechanism
  - Establishment and full functionalization of a call center
  - Procurement and set up of equipment, servers and software licenses
  - Recruitment of call center personnel and delivery of training sessions
  - Establishment of end-to-end call center policies and processes
  - All incoming calls handled, and tickets resolved
- Provision of reconciliation and assurance services
  - Production of monthly payments reconciliation and anomaly detection reports
- Facilitation of beneficiary data collection and registration in newly added locations
  - Trained enumerators deployed to assigned locations to collect beneficiary data
  - Provision of adequate equipment to facilitate beneficiary data collection and enrollment
  - Capacity-building of mobile units employed by the National Civil Registry on issuance of National Numbers to potential beneficiaries
  - Sensitization and awareness raising in target localities on enrollment, verification and registration processes

Beyond the tangible outcome of number of beneficiaries receiving cash support, above activities and outputs also enable adequate systems and capacities amongst and within mobile network operators, banking systems, government entities (from federal to local levels), customary authorities and targeted beneficiaries to support effective and expedient transfer of entitlements to those targeted under the Sudan Family Support Program. In thus creating these end-to-end digital processes, the Government not only cushions beneficiaries against the immediate loss of income and purchasing power in the aftermath of the pandemic and economic reforms. This financial inclusion of some of those most vulnerable also initiates changes in social behavior and the process of mitigation possible tensions and expression of immediate resentment. Together, these culminate to the overarching objective of delivering cash transfers and improving safety net systems to support Sudanese families affected by expected economic reforms and other short-term shocks.

At a higher level however, in meeting key expenditure gaps and enhancing purchasing power of vulnerable households battered by removal of subsidies, inflationary environment and depreciation of the national currency, who had previously taken to the streets, the Family Support Program lays the foundation of a comprehensive social protection system and strategy in Sudan, as well as future Government-to-Persons transfers and eServices, and contributes to sustained peacebuilding and development through addressing one of the root causes of armed conflict and violence nationwide. And, in strengthening social cohesion and reducing risks of social tensions and disparities, while also supporting social and economic development and ambitious reforms of the civilian-led

transitional Government, this initiative lays the foundation of rebuilding state-citizen contract. Moreover, in conducting well sequenced cash mitigation interventions that provide the political and fiscal space for economic reform, this Program also begins to promote financial inclusion and digital literacy amongst targeted beneficiaries.

Led by the Government of Sudan, this Program is premised on government ownership and leadership by the Sudanese people. To that end, provision of critical technical assistance and capacity-building support to the Government of Sudan in rolling out and implementing the Program directly strengthens national institutions (including their accountability), delivery system and human resources of the Government. And, in targeting as much as 80 percent of the national population, this Program serves as a signifier and vehicle for national unity.

Going past this, thoroughly integrating human security entails a people-centric, comprehensive and context-specific approach to address the plethora of risks and threats that endanger and undermine the resilience of communities. Although SFSP is not a solution to the scope of human security concerns faced by the most vulnerable Sudanese, it meets a critical gap in enhancing the purchasing power and financial literacy and inclusion of those most affected by the removal of subsidies, inflationary environment and the Covid-19 pandemic. In so doing, it enhances household coping strategies and enables them to make investments where it is most needed, being context-specific *and* building their resilience to external shocks. And, in targeting and adapting the Program for nearly 80 percent of the Sudanese population, the approach used is at once people-centric *and* comprehensive, thus ensuring adherence to human security concerns.

## V. Documentation

*Attach/provide hyperlinks to documents/analysis prepared at the UNCT level with government counterparts to assess the potential cumulative impacts of COVID-19. Please indicate if the UNCT has completed and posted the National Plan for Combating COVID-19 on the WHO partner portal. [1,500 word limit]*

Several core documentations prepared at the UNCT level, with government counterparts, assess the potential cumulative impacts of the pandemic and provide strategic guidance on the way forward:

- [The Covid-19 Socioeconomic Impact Assessment for Sudan](#) reviews the potential impact of COVID-19 on Sudan, seeking to identify socio-economic structural issues that have rendered the country fragile, and advocating for rebuilding better and more resilient. It explores the impact of the pandemic on economic activities and social sectors, identifying the most vulnerable, and offering suggestions for mitigating measures in line with demands of the revolution for dignity, freedom, and peace.
- [The Sudan Humanitarian Response Plan Covid-19 Addendum: March-December 2020](#) addresses the risks and immediate humanitarian consequences of COVID-19 on the most vulnerable people. The response is guided by the three strategic objectives of the Humanitarian Response Plan: (i) Provide timely multi-sectoral life-saving assistance to crisis affected people to reduce mortality and morbidity, (ii) Contribute to building resilience to recurrent shocks and improving vulnerable people's access to basic services, and (iii) Enhance the prevention and mitigation of protection risks and respond to protection needs through quality and principled humanitarian action. Response under the HRP addendum will focus on short-term and immediate new needs and pre-existing needs compounded by the pandemic, with partners endeavoring to re-orient and prioritize lifesaving activities within the existing HRP to compliment and contribute to COVID-19 response
- [The HCT-UNCT Covid-19 Country Preparedness and Response Plan](#) supports the Government of Sudan's efforts in preparing and providing a health-related response to the pandemic. It is defined by nine pillars: (i) Country-level coordination, (ii) Points of entry (iii) Surveillance, rapid-response teams, and case investigation (iv) National laboratories (v) Case management (vi) Risk communication and community engagement, (vii) Infection prevention and control IPC, (viii) Operational support and Logistics and (ix) Maintaining essential health services and systems.

## VI. Target population

*Describe and estimate the direct users of the solution and potential impact on beneficiaries. Be explicit on who has established the need (plans, national authorities, civil society, UN own analysis, or citizens). [1,500 word limit]*

The targeting for the SFSP and WFP's provision of cash assistance will follow the targeting criteria set by the Government of Sudan. The families targeted for inclusion in the project will be from the most vulnerable 80 percent of the population.

The top 20 percent of the population will be screened out using a combination of administrative data sources that can proxy for wealth status and a voluntary refusal campaign. Several national-level administrative databases are linked to National Identification Numbers and can potentially serve as exclusion filters to exclude potentially high-income individuals. The initial stage of implementation will rely on a simple set of exclusion criteria that are most likely to include (i) voluntary self-exclusion; (ii) mobile phone usage of voice services above certain threshold; and (iii) holding a public service (with the possibility for waiving this criterion for low-level public servants).

In addition, the communications campaign for the SFSP will make clear that the cash transfer benefits are intended for families most affected by shocks from economic reforms, and wealthier families will be encouraged to voluntarily give up receiving benefits. This voluntary self-exclusion option will be available throughout the program through online and mobile phone interfaces. Civil servants, security forces, national- and state-level politicians will also be excluded from the program.

SFSP will aim to target families that include women-headed households and will ensure that women-headed households are provided with specific sensitization and financial literacy to ensure they are comfortable and knowledgeable about how to redeem their entitlements. Further, when designing payment modalities gender components will always be factored in to ensure redemption can be done in a way that is safe and socially acceptable for women. Efforts will be undertaken to streamline the registration and data update process and venues, notably towards the National Civil Registry, and specifically to enable women and girls to register and update their data by themselves without the presences of a male family member. All communications related to the SFSP would be adapted to female literacy levels, therefore making it easier for women to better leverage the established complaints and feedback mechanism (CFM).

Initial targeting began in select peri-urban areas in Khartoum State, as per the Government's priority to support informal workers and day laborers most affected by the COVID-19 pandemic. Subsequently, on January 28, 2021, the Ministry of Finance and Economic Planning issued a directive requested WFP to expand on to rural areas of Sudan, including West and North Darfur.

With technical assistance from WFP Sudan, data obtained from the Government will undergo data cleaning and de-duplication through a series of automated validation checks to verify the accuracy of phone numbers, family size, and head of family. In locations where WFP facilitates beneficiary data collection, enrolment and registration, WFP maintains an interface with the National Civil Registry to validate the National Numbers, after which a beneficiary list is shared with WFP via a secure interface. This enables generating a payment list due to Financial Service Providers to open accounts for and deliver payments to beneficiaries.

## VII. Who will deliver this solution?

*List what Recipient UN Organizations (RUNOs) and partners will implement this project and describe their capacities to do so. Include expertise, staff deployed, as well as oversight mechanisms that determine the monitoring and evaluation (M&E) arrangements and responsibilities. Use hyperlinks to relevant sites and the current portfolios of RUNOs so the text is short and to the point. [1,500 word limit]*

WFP will be the primary organization implementing the proposed technical assistance using contribution received from Spain. WFP Sudan has recruited experts leading each of the unique

domains for SFSP towards the implementation of the programme, with responsibilities indicated below:

- Technical Team Leader: Responsible for the overall coordination and implementation of both WFP's service delivery and technical assistance
  - Payments Expert: Tasked with the implementation of WFP's cash delivery system and technical assistance related to payments
  - Budget and Finance Officer: Handles day-to-day budgetary and finance functions for the Program
  - Business Analyst: Responsible for gathering requirements for the Digital Delivery System and liaising with the contracted firm for its development
- Coordination and Relationships Manager: Responsible for managing coordination between the Government, WFP, and the World Bank
  - Communications and External Relations Officer: Establish and management communications with government entities, donor counterparts and media
  - Communications with Communities Officer: Responsible for developing and overseeing the implementation of beneficiary engagement and awareness raising
  - CFM Expert: Manages the implementation of the SFSP call centre and CFM systems
- Technology Lead: Advise and lead the technology architecture building including the unified data center
  - ICT Infrastructure Officer: Responsible for commissioning, testing and delivering on infrastructure pieces of the digital delivery system and training front-line users on their operationalization and maintenance
  - ICT Coordinator: Liaise with ICT government to build the architecture of the Management Information System to enable the digital delivery of the platform.
  - Data Analyst: Produce system-wide databases, execute cleaning and verification of datasets, and builds dashboards to generate periodic and adhoc reporting and payment lists
  - ICT Assistant: Conduct system and equipment maintenance, basic monitoring and troubleshooting of server systems and respond to the Customer Feedback Mechanism (CFM) technology requirements and ensure its continuity in assigned locations.

As the Program expands beyond Khartoum to surrounding states, the overall coordination and implementation of the Program is overseen by respective State Coordinators, aided by field officers, IT Officers and finance/administrative assistants. Together, they convene with all mobile network operators, banking systems, government entities, traditional authorities and targeted beneficiaries regularly to thoroughly assess needs and jointly identify corrective actions. All procurement and installations are being completed in line with WFP Rules and Regulations.

Focusing on the entirety of the roll-out *and* implementation of the Sudan Family Support Programme and WFP's contribution to it thereof— lessons learnt exercises are conducted to introduce enhancements in Program design, and a final narrative report will be shared upon three months after the completion of the Program, evaluating program performance, highlighting challenges encountered, corrective measures and best practices. WFP will share the Annual Country Report by end-March, which will include a certified annual financial report. In the event an audit on the Program is conducted, the outcome, as applicable, will be made available to donor counterparts.

Based on disbursement rates and projections, the requested contribution is expected to be consumed within the one-year period, and if not, a no-cost extension would be requested with the expectation that any unused funding would be returned to the donor.

## Cover Page

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<b>Description</b>	Technical Assistance and Capacity Building Support to the Government of Sudan's Family Support Program (SFSP)																
<b>Universal Markers</b>	<p> <b>Gender Marker:</b> <i>(bold the selected; pls select one only)</i>            GEM-0: The Key Activity is not expected to contribute to GEWE  <b>GEM-1: The Key Activity contributes to GEWE in a limited way</b>            GEM-2: GEWE is a significant objective of the Key Activity's overall intent            GEM-3: GEWE is the principal objective of the Key Activity         </p>																
<b>Fund Specific Markers</b>	<p> <b>Human Rights-Based Approach to COVID19 Response:</b> Yes/No            Consulted LNOB, HRBA, Disability principles and gender dimensions  <a href="#">(UNSDG COVID-19 Resource Page)</a> </p> <p> <b>Fund Windows</b> <i>(bold the selected; pls select one only)</i>            Window 1: Enable Governments and Communities to Tackle the Emergency  <b>Window 2: Reduce Social Impact and Promote Economic Response</b> </p>																
<b>Geographical Scope</b>	<p> <b>Regions:</b> Middle East and North Africa  <b>Country:</b> Sudan         </p>																
<b>Recipient UN Organizations</b>	The United Nations World Food Programme Sudan Country Office																
<b>Implementing Partners</b>																	
<b>Programme and Project Cost</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Budget</th> <th style="width: 20%;">Agency</th> <th style="width: 20%;">Amount</th> <th style="width: 30%;">Comments</th> </tr> </thead> <tbody> <tr> <td>Budget Requested</td> <td></td> <td style="text-align: right;">\$1,683,000</td> <td></td> </tr> <tr> <td>In-kind Contributions</td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td></td> <td style="text-align: right;"><b>\$1,683,000</b></td> <td></td> </tr> </tbody> </table>	Budget	Agency	Amount	Comments	Budget Requested		\$1,683,000		In-kind Contributions				<b>Total</b>		<b>\$1,683,000</b>	
Budget	Agency	Amount	Comments														
Budget Requested		\$1,683,000															
In-kind Contributions																	
<b>Total</b>		<b>\$1,683,000</b>															
<b>Comments</b>																	
<b>Programme Duration</b>	<p> <b>Start Date:</b> July 1, 2021  <b>Duration (In months):</b> 12 months  <b>End Date:</b> June 30, 2022         </p>																

## Results Framework

**INSTRUCTIONS: Each proposal will pick a window. As part of the proposal the agencies, funds and programme will develop an outcome, outcome indicators, outputs and output indicators that will contribute to the achievement of the selected proposal outcome.**

Window 2: Proposal Outcome	Reduce Social Impact and Promote Economic Response				Outcome Total Budget USD	% of budget per Outcome allocated to Gender Equality and Women's Empowerment (GEWE), (if any):
	Adequate systems and capacities amongst and within mobile network operators, banking systems, government entities (from federal to local levels), customary authorities and targeted beneficiaries to support effective and expedient transfer of entitlements to those targeted under the Sudan Family Support Program				USD	USD
		<b>Baseline</b>	<b>Target</b>	<b>Means of verification</b>	<b>Responsible Organization</b>	N.A.
	Establishment and Management of a Digital Delivery System and Data Center	N.A.	[Included under proposal outputs]	Payment report from FSP; Biweekly Situation Report; Federal Financial Report; Quarterly Reconciliation Report; Annual Country Report; Deduplication Exercise; Biweekly CFM Reports; Monthly Cashout, Bulk-Pay and	WFP (USD 1,683,000)	
	Development and Rollout of Payments and Digital Financial Inclusion Strategy					
	Creation and Upkeep of Complaints and Feedback Mechanism					
	Provision of Reconciliation and Assurance Services					
	Facilitation of Data Collection and Beneficiary Registration in Newly Added Locations					

				Transfer Reports		
<b>Proposal Outputs</b>	<ul style="list-style-type: none"> <li>▪ Establishment of a secure and functioning data center</li> <li>▪ Procurement and set up of equipment, servers and other hardware</li> <li>▪ Delivery of trainings and capacity-building sessions</li> <li>▪ Production of Standard Operating Procedures and technical documentation</li> </ul>					
	<ul style="list-style-type: none"> <li>▪ Establishment of seamless recurring monthly payment to beneficiaries</li> <li>▪ Deployment of cash out points within at least a 5 km radius of target communities.</li> <li>▪ Contracting of Payment Service Providers (PSPs)</li> <li>▪ Design of sensitization materials and delivery of relevant financial literacy trainings to households enrolled in SFSP</li> <li>▪ Delivery of trainings and capacity-building sessions</li> </ul>					
	<ul style="list-style-type: none"> <li>▪ Establishment and full functionalization of a call center</li> <li>▪ Procurement and set up of equipment, servers and software licenses</li> <li>▪ Recruitment of call center personnel and delivery of training sessions</li> <li>▪ Establishment of end-to-end call center policies and processes</li> <li>▪ All incoming calls handled, and tickets resolved</li> </ul>					
	<ul style="list-style-type: none"> <li>▪ Production of monthly payments reconciliation and anomaly detection reports</li> </ul>					
	<ul style="list-style-type: none"> <li>▪ Trained enumerators deployed to assigned locations to collect beneficiary data</li> <li>▪ Provision of adequate equipment to facilitate beneficiary data collection and enrollment</li> <li>▪ Capacity-building of mobile units employed by the National Civil Registry on issuance of National Numbers to potential beneficiaries</li> <li>▪ Sensitization and awareness raising in target localities on enrollment, verification and registration processes</li> </ul>					

## SDG Targets and Indicators

Please consult Annex: [SDG List](#)

Please select no more than three Goals and five SDG targets relevant to your programme.

(selections may be bolded)

Sustainable Development Goals (SDGs) [select max 3 goals]			
<input checked="" type="checkbox"/>	SDG 1 (No poverty)	<input type="checkbox"/>	SDG 9 (Industry, Innovation and Infrastructure)
<input checked="" type="checkbox"/>	SDG 2 (Zero hunger)	<input type="checkbox"/>	SDG 10 (Reduced Inequalities)
<input type="checkbox"/>	SDG 3 (Good health & well-being)	<input type="checkbox"/>	SDG 11 (Sustainable Cities & Communities)
<input type="checkbox"/>	SDG 4 (Quality education)	<input type="checkbox"/>	SDG 12 (Responsible Consumption & Production)
<input type="checkbox"/>	SDG 5 (Gender equality)	<input type="checkbox"/>	SDG 13 (Climate action)
<input type="checkbox"/>	SDG 6 (Clean water and sanitation)	<input type="checkbox"/>	SDG 14 (Life below water)
<input type="checkbox"/>	SDG 7 (Sustainable energy)	<input type="checkbox"/>	SDG 15 (Life on land)
<input type="checkbox"/>	SDG 8 (Decent work & Economic Growth)	<input type="checkbox"/>	SDG 16 (Peace, justice & strong institutions)
<input checked="" type="checkbox"/>	SDG 17 (Partnerships for the Goals)		
Relevant SDG Targets and Indicators			
Target	Indicator # and Description	Estimated % Budget allocated	
<b>1.3:</b> Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	<b>1.3.1:</b> Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable	<b>US\$1,683,000</b>	

## Risk

**What risks and challenges will complicate this solution, and how they will be managed and overcome?**

*(COVID19 has created an unprecedented and fast changing development context. Accepting this volatile situation, please identify up to three risk to the success of the proposal based on best available analysis to the UN) Please enter no more than 3.*

Event	Categories Financial Operational Organizational Political (regulatory and/or strategic)	Level 3 – Very High 2 – Medium High 1 – Low	Likelihood 6 – Expected 5 – Highly Likely 4 – Likely 3 – Moderate 2 – Low Likelihood 1- Not Likely 0 – Not Applicable	Impact 5 – Extreme 4 – Major 3 – Moderate 2 – Minor 1 – Insignificant	Mitigating Measures (List the specific mitigation measures)	Risk Owner
Change of Ministers and/or leadership within the key ministries implementing the SFSP	<i>Political</i>	2	3	4	WFP will retain strong ties with the Government through any shakeups and maintain sound technical coordination with those middle management and technical staff responsible for carrying out planned activities so as to ensure continuity. It will also ensure all policies, decisions and work is well documented.	WFP
Access to civil registry data is denied, restricted, or unavailable for copying	<i>Operational</i>	2	3	5	With access to data already defined in the MoU, with specific data process flows including data fields, WFP can leverage donor influence to address potential roadblocks. While WFP can adjust data analysis to fit data received, it will advocate for complete data sets to ensure accuracy and accountability. WFP-assigned Data Analyst will convene with relevant units in the Government to perform data analysis, pending no work-from-home orders. It will adopt encryption and masking of personally identifiable information to further increase confidence on copying sensitive data, and establish Secure File Transfer Protocol	WFP

					(SFTP) between the CBoS, MoF, MMOs, and WFP	
<p>Proper data analysis and deduplication are not completed for registration data</p> <p>Data centers or built-in systems are compromised</p>	<i>Operational</i>	2	3	4	<p>WFP will provide detailed technical assistance and training on data analysis to relevant Government staff and offer secondary deduplication of the WFP payment list, as well as in the setup of the data centre itself. And, it will further support usage of Hardware Security Modules (HSMs) within the data center.</p>	WFP

## Budget by UNDG Categories

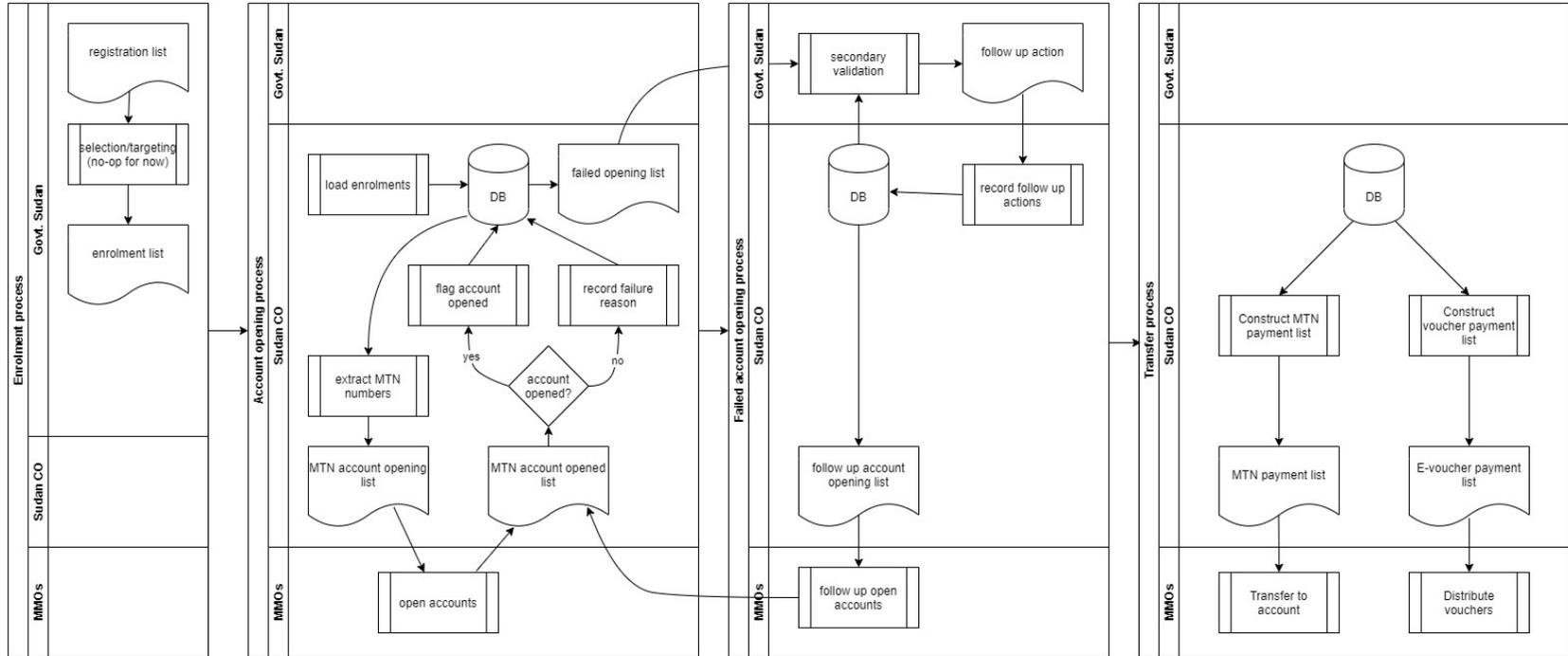
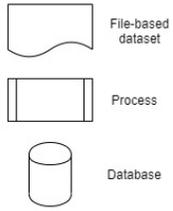
Budget Lines	Description	WFP (Amount in USD)
1. Staff and other personnel	Salaries for Khartoum-based core staff positions	850,000.00
2. Supplies, Commodities, Materials		
3. Equipment, Vehicles, and Furniture, incl. Depreciation	Procurement and set up of Data Center and Security Windows Servers, including annual licenses for Tableau Analytics, MIS and CRM Softwares	700,000.00
4. Contractual services		
5. Travel		22,419.57
6. Transfers and Grants to Counterparts		
7. General Operating and other Direct Costs (0.5%)		7,862.10
<b>Sub Total Programme Costs</b>		<b>1,580,281.67</b>
8. Indirect Support Costs 6.5%		102,718.33
<b>Total</b>		<b>1,683,000</b>

*\* The rate shall not exceed 7% of the total of categories 1-7, as specified in the COVID-19 Response MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, in line with UNSDG guidance.*

# Annex I: SFSP Payment Process Flow

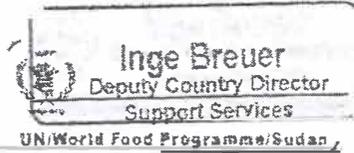
## SFSP initial processes

Legend below.



## Signatures

For the Recipient UN Organization World Food Programme

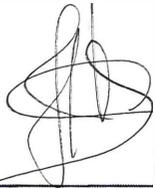


Name: Eddie Rowe

Title: WFP Sudan Representative and Country Director

Place and Date: Khartoum, 24 June 2021

For the UN Resident Coordinator



Name: Khardiata Lo N'Diaye

Title: UN Resident and Humanitarian Coordinator, Sudan

Place and Date: Khartoum, 24 June 2021