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Operational matters – Country strategic plans

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Draft Madagascar country strategic plan (2019–2024)

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Total cost to WFP	USD 297,424,041
Gender and age marker*	3

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

Executive summary

Madagascar is a low-income country facing hunger challenges categorized as alarming on the 2017 Global Hunger Index. Eighty percent of the population lives in poverty. Low incomes and poor agricultural productivity contribute to food and nutrition insecurity. The situation is exacerbated by declining natural resources, increasingly prevalent and severe climate-related shocks, the limited capacity of governance systems and infrastructure, gender inequalities and traditional practices that perpetuate malnutrition. The income of more than half the population is less than the cost of a minimum nutritious diet, and 47 percent of children under 5 are stunted.

The Government's development priorities are articulated in the national development plan for 2015–2019 and have the aim of achieving the Sustainable Development Goals through strategies that deliver inclusive economic growth and build human, economic and environmental capital for sustainable development. This approach is reflected in the 2018 integrated strategy for development of the Grand Sud. WFP is uniquely placed to contribute to the achievement of these objectives by helping the Government establish effective systems for crisis response, social protection, school feeding, the prevention of malnutrition, and resilient livelihoods. These efforts will support delivery of the objectives of current and future United Nations development assistance frameworks and the Government's strategic ambition of "valuing and protecting

Focal points:

Ms L. Castro
Regional Director
Southern Africa
email: lola.castro@wfp.org

Mr M. Ouedraogo
Country Director
email: moumini.ouedraogo@wfp.org

Madagascar's natural capital through strong growth and inclusive services for the equitable and sustainable development for all".¹

WFP's country strategic plan is informed by learning from the 2017–2018 national zero hunger strategic review, evaluations of past operations, a synthesis reports on evaluation findings and a gender review. Collectively, these documents highlight the role that WFP can play in supporting gender transformation for addressing the immediate food and nutrition needs of vulnerable women, men, girls and boys while supporting resilience-building efforts. To maximize the impact of these activities, WFP will support the Government in the development of a shock-responsive social protection system linked to a robust national emergency preparedness and response system. Multi-agency partnerships delivering nutrition-specific and nutrition-sensitive programming will be mainstreamed in all activities, as will institutional capacity-strengthening efforts that reinforce government leadership and sustainability.

The country strategic plan has five mutually reinforcing strategic outcomes that have the aim of promoting an integrated, shock-responsive social protection system for ensuring that vulnerable populations have access to nutritious food before, during and after crises; providing children in vulnerable communities with access to nutritious foods while at school; extending integrated approaches for the prevention of malnutrition among vulnerable women, adolescent girls and children; building the resilience of vulnerable smallholder households and communities; and ensuring that interventions for addressing both chronic and acute needs are supported by enhanced capacities and resources for emergency preparedness and response.

This country strategic plan is aligned with WFP Strategic Results 1, 2, 4 and 8 and will contribute to the achievement of Sustainable Development Goals 2 and 17, together with national targets related to Sustainable Development Goals for gender equality, education, health, climate change and sustainability.

Draft decision*

The Board approves the Madagascar country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/7) at a total cost to WFP of USD 297,424,041.

¹ Ministry of Economy and Planning. 2015. National Development Plan, 2015–2019. <https://www.cabri-sbo.org/en/documents/national-development-plan-2015-2019> [in French].

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. The world's fourth largest island, Madagascar is a low-income country with a population of 25 million people. Of this total, 51 percent are women and girls, 60 percent are under 25 years of age and 42 percent are under 15. Madagascar is divided into 22 administrative regions, three of which – Atsimo Andrefana, Androy and Anosy – are referred to as the Grand Sud.²
2. Madagascar has a per capita gross national income of USD 1,358 and ranked 161st of 189 countries on the 2018 Human Development Index. Previous periods of growth have been followed by recurrent political crises leading to economic downturns that have eroded Madagascar's wealth.³ The country scored 0.962 on the 2017 Gender Development Index, indicating medium to high levels of equality between women and men; however, 80 percent of the population lives on less than USD 1.90 per day.⁴
3. Eighty-five percent of poor people live in rural areas, where 63 percent of the population are subsistence farmers with poor access to urban markets.⁵ Agricultural productivity is curbed by climate-related shocks, declining natural resources and the limited capacity of the country's governance systems and infrastructure to address climate-related impacts. Madagascar ranked 8th of 180 countries on the 2015 Climate Risk Index.⁶ The country saw the prevalence and intensity of disasters increase between 1982 and 2015, when 2,200 cyclones, floods and droughts were recorded. The effects of such events contribute to high national rates of poverty.⁷

1.2 Progress towards SDG 2

Targets

4. *Access to food.* Madagascar ranks 116th of 119 countries on the Global Hunger Index, with a score classified as "alarming". The incomes of about 13 million people are less than the cost of obtaining 2,100 calories a day.⁸ In 2016 and 2017, 60 percent of households in the Grand Sud were food-insecure following a drought that destroyed 90 percent of crops.⁹ Twenty-nine percent of these households were headed by women. Limited access to food is exacerbated by gender-discriminatory practices including the customary exclusion of

² Central Intelligence Agency. 2018. *World Factbook*. <https://www.cia.gov/library/publications/the-world-factbook/geos/ma.html>.

³ World Bank. 2015. *Madagascar: systematic country diagnostic*. <http://documents.worldbank.org/curated/en/743291468188936832/pdf/99197-CAS-P151721-IDA-SecM2015-0168-IFC-SAecM2015-0123-Box393189B-OUO-9.pdf>.

⁴ UNDP. 2017. *Gender Development Index*. <http://hdr.undp.org/en/composite/GDI>.

⁵ World Bank. 2016. *Madagascar Macro Poverty Outlook*. <http://pubdocs.worldbank.org/en/615781477329260085/mpo-am16-mdg.pdf>. Quantitative data disaggregated by sex and age are largely unavailable for Madagascar but are quoted where available.

⁶ Germanwatch. 2017. *Global Climate Risk Index*. <https://data.opendevlopmentmekong.net/dataset/92d989a2-5f16-4d31-a18c-d834643f5738/resource/0c490946-e4bf-445a-b72b-06c8596355ac/download/03-global-climate-risk-index-2017.pdf>.

⁷ World Bank. 2017. *Madagascar Economic Update, October 2017: Coping with Shocks*. <https://openknowledge.worldbank.org/handle/10986/28825>.

⁸ World Bank. 2014. *Face of Poverty in Madagascar: Poverty, Gender and Inequality Assessment*. <https://openknowledge.worldbank.org/handle/10986/18250>.

⁹ FAO and WFP. 2016. *Special report summary: FAO/WFP Crop and Food Security Assessment Mission to Madagascar*. <https://www.wfp.org/content/madagascar-fao-wfp-crop-food-security-assessment-mission-october-2016>.

- women from land and resources, the high labour burden on women and marriage of girls, and women continue to perform the vast majority of unpaid care and domestic work.¹⁰
5. *End malnutrition.* Madagascar loses USD 1.53 billion in gross domestic product (GDP) every year because of child malnutrition. Forty-four percent of child mortality is associated with undernutrition; 48 percent of boys and 46 percent of girls under 5 are stunted. Stunting is correlated with inadequate dietary quantity and quality, low birthweight and mothers' low education levels. More than a third of women are mothers before the age of 18¹¹ and a third of maternal deaths are related to teenage pregnancies. Forty-two percent of infants under 6 months of age are exclusively breastfed and only 31 percent of children aged 6–23 months have acceptable dietary diversity.¹² Global acute malnutrition affects 8.2 percent of children under 5: 10 percent of boys and 6.5 percent of girls. Malnutrition is exacerbated by diarrhoea and other diseases that impede nutrient absorption. Anaemia affects 35 percent of women and girls aged 15–49 years and 50 percent of children under 5. Half of the 60,000 tuberculosis (TB) patients (51 percent of whom are women and girls) and 54,000 HIV patients (43 percent of whom are women and girls) who are admitted into treatment centres each year are acutely malnourished.¹³
 6. *Smallholder productivity and incomes.* Although 77 percent of men and 74 percent of women rely on subsistence agriculture for their food, employment and incomes, smallholder farmers contribute just 25 percent of GDP. Farmers lack basic infrastructure, water and energy services, leading to low productivity and an overreliance on manual labour for cultivation. While women perform 45 percent of agricultural labour and are responsible for family nutrition and food security, they have less access than men to land, finance and modern varieties of seeds. They also have heavy domestic workloads, lack market information and skills and face cultural practices that restrict their right to work outside the domestic sphere.¹⁴
 7. *Sustainable food systems.* Low and declining yields from agriculture reflect rises in seasonal temperatures, reduced rainfall and increases in the intensity and frequency of floods, cyclones and drought. The effects of crises are magnified by weak market and transport infrastructure, land degradation, poor technical services and institutions, and reliance on manual cultivation techniques.¹⁵ Women have poor access to mobile phones, technical assistance and credit, which limits their access to the agro-meteorological, early warning and market information needed to inform crop choices, planting schedules and marketing strategies. These factors have resulted in a national cereal deficit that rose from 92,000 mt in 2000 to 518,000 mt in 2016. Very few farmers have the knowledge and means to adapt their agricultural systems in response to changing circumstances.¹⁶

¹⁰ FAO. 2013. *Madagascar and Legal Pluralism: Can Customary and Statutory Law Be Reconciled to Promote Women's Land Rights?* <http://www.fao.org/3/a-i4007e.pdf>.

¹¹ UNFPA. 2013. *Adolescent Pregnancy: A review of the evidence.* https://www.unfpa.org/sites/default/files/pub-pdf/ADOLESCENT%20PREGNANCY_UNFPA.pdf.

¹² J. Morris and others. 2014. *Maternal Health Practices, Beliefs and Traditions in Southeast Madagascar.* <http://www.bioline.org.br/pdf?rh14048>.

¹³ UNICEF. 2018. *Water, Sanitation and Hygiene in Madagascar.* <https://www.unicef.org/madagascar/programme/wash> [in French].

¹⁴ World Bank Data. 2017. *Female employment in agriculture.* <http://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=MG>.

¹⁵ Government of Madagascar. 2016. *National disaster risk management strategy 2016-2030.* <http://preventionweb.net/go/59392>.

¹⁶ C. Harvey. 2014. *Phi. Tr. Royal Society of Biol. Sc.* 369 [1639].

Macroeconomic environment

8. Following the political crisis of 2009–2013, economic recovery has been slow. At 4.2 percent, growth in 2017 remained below the national target of 5 percent. With an annual population growth rate of 2.8 percent, the Government's capacity to provide social protection to vulnerable groups is stretched.¹⁷ Madagascar lacks capacities to deliver basic services and ranks 162nd of 190 countries on a World Bank index measuring the ease of doing business; constraints to business include limited access to energy, credit and trading opportunities and poor administrative and legal oversight.¹⁸ Only 8.6 percent of adults have an account at a financial institution, compared with an average of 43 percent in sub-Saharan Africa.¹⁹

Key cross-sector linkages

9. Human-induced environmental degradation has led to land erosion, water shortages and loss of biodiversity in Madagascar, with cross-cutting social, economic and environmental consequences. Although 53 percent of government spending derives from official development assistance, Madagascar's net per capita official development assistance is the third lowest in sub-Saharan Africa.²⁰ Limited public investment has resulted in weak administration and infrastructure. Sixty percent of the population lives more than 5 km from a health centre. National per pupil expenditures and pupil-teacher ratios in primary education are significantly worse than international benchmarks.²¹ Rising unemployment during the political crisis led households to withdraw children from schools, and net enrolment in primary education dropped from 96 percent in 2009 to 69 percent in 2013. Thirty-nine percent of children from households in the poorest quintile do not attend school. While gender parity is attained at the primary level with a girl to boy enrolment ratio of 1.05, it decreases at higher levels of study reaching 0.93 for primary school completion and 0.86 for secondary school completion.

1.3 Hunger gaps and challenges

10. In 2017 and 2018, the Ministry of Economy and Planning led a zero hunger strategic review aimed at defining national strategies for delivering Sustainable Development Goal (SDG) 2 targets that will address inequalities related to gender, age and disability among other challenges. During this process, the causes of hunger and poverty in Madagascar were extensively reviewed by the Government, United Nations partners, non-governmental organizations (NGOs) and communities. Eleven major challenges were identified: gaps in the design and implementation of national programmes; limited investments in institutional capacities; weak coordination among agencies; poor nutritional value of national diets; poor health, water, sanitation and hygiene infrastructure; low productivity in farming systems; local insecurity; limited investments in rural infrastructure; lack of support for smallholder farmers absorption of and adaptation to climate impacts; weak early warning, preparedness and response systems; and discrimination based on gender, age and disability reinforced

¹⁷ World Bank. 2018. *Madagascar Economic Update: Fostering Financial Inclusion*. <https://www.worldbank.org/en/country/madagascar/publication/madagascar-economic-update-fostering-financial-inclusion>.

¹⁸ World Bank. 2017. *Doing Business 2018*. <http://documents.worldbank.org/curated/en/148301510039513078/Doing-Business-2018-reforming-to-create-jobs-Madagascar>.

¹⁹ World Bank. 2014. *Financial Inclusion Data, Madagascar*. <http://datatopics.worldbank.org/financialinclusion/country/madagascar>.

²⁰ World Bank. 2018. *Net official development assistance received*. <https://data.worldbank.org/indicator/DT.ODA.ODAT.CD>.

²¹ Education and Policy Data Center. 2014. *Madagascar National Education Profile*. <https://www.epdc.org/education-data-research/madagascar-national-education-profile-2018>.

by socio-cultural norms and structural practices that attribute low social status to women, young people and other marginalized groups.²²

1.4 Key country priorities

Government

11. Madagascar's national development plan for 2015–2019 aims to "value and protect Madagascar's natural capital through strong growth and inclusive services for the equitable and sustainable development for all" by fostering inclusive economic growth and building human, economic and environmental capital for sustainable development. Under this plan, the Government has devised the following policies and strategies for guiding its progress towards SDG 2:
 - The national social protection policy (2015) aims to improve access to basic social protection services and to protect and promote groups at risk.
 - The third national action plan for nutrition (2017–2021) aims to strengthen malnutrition prevention and the management of acute malnutrition, support adolescent girls, and improve food fortification, social protection and the package of nutrition activities provided in schools.
 - The national school feeding policy (2017–2021) aims to expand access to school meals and complementary support, increase local production and procurement, and strengthen national capacities to provide school feeding in line with the education sector plan (2018–2022).
 - The sector programme for agriculture, livestock and fisheries (2016–2020) aims to ensure more sustainable use of resources, increase productivity and access to markets, improve national contributions to food security and nutrition, and reduce risks.
 - The national climate change strategy (2012–2025) aims to strengthen climate change adaptation activities and support risk reduction strategies using sustainable financial instruments. It guides the national adaptation programme of action (2006) and Madagascar's Intended Nationally Determined Contributions (2016) to the reduction of greenhouse gas admissions.
 - The national strategy for disaster risk management (2016–2030) aims to strengthen national emergency preparedness and response systems for supporting implementation of the national development plan.
12. The Ministry of Economy and Planning has also developed an integrated strategy for the development of the Grand Sud,²³ which is based on the use of road, water and energy infrastructure in fostering an integrated economy in the region.
13. Most government policies and strategies make specific reference to the promotion of gender equality and equity; however, capacity limitations hamper the enabling of national policies for the achievement of these objectives. In response to the limited implementation of the national action plan for gender and development (2004–2008), the Ministry of Population, Social Protection and Women's Empowerment has developed the national strategy for combating gender-based violence (2017–2020), which fosters multi-stakeholder

²² Examples of sociocultural norms that perpetuate inequalities include child marriage, negative nutrition practices and economic exclusion. Structural practices include social protection systems that are not gender-responsive and the low political representation of women and persons with disabilities at all levels of governance.

²³ Ministry of Economy and Planning. 2018. *Integrated Strategy for the Development of the Great South*. <http://pshp-mada.org/document/strategie-de-developpement-integre-du-grand-sud-de-madagascar/> [in French].

coordination for the prevention of, protection from and response to sexual and gender-based violence.

United Nations and other partners

14. The national development plan forms the basis of the United Nations development assistance framework (UNDAF) for 2015–2019, which sets the priorities of the United Nations country team and the geographic and strategic focus of United Nations programmes for zero hunger.
15. The pillars of the UNDAF guide WFP's contribution to the achievement of SDG 2. They are aligned with the One United Nations principles of complementarity, prioritization and support for vulnerable groups. They also frame WFP's partnerships with United Nations agencies, donors, the private sector and NGOs.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

16. Past evaluations of WFP operations and a synthesis review of evaluation findings produced in 2018 have recommended that WFP strengthen its focus on life-saving food and nutrition assistance by:
 - concentrating activities in fewer geographical areas in order to improve efficiency, effectiveness and equity;
 - expanding capacity-strengthening support for the Government in order to establish gender-transformative, nutrition-sensitive and shock-responsive social protection systems;
 - strengthening national systems for the collection of sex- and age-disaggregated data, monitoring and evaluation and the provision of accountability to affected populations;
 - linking crisis response activities to early recovery and resilience-building strategies;
 - ensuring that resource transfers serve as platforms for the delivery of gender-transformative social and behaviour change communications (SBCCs);
 - expanding activities aimed at increasing the availability of locally fortified foods;²⁴ and
 - increasing its commitment to partnerships with specialist organizations that provide complementary water, sanitation, hygiene, health, agriculture and financial services.
17. A gender review conducted in 2017 recommended that WFP adopt a gender-transformative approach that mainstreams activities aimed at identifying and mitigating sexual and gender-based violence, gender discrimination and protection risks; a resilience approach that supports more equitable rights of access to and control over economic, productive and political and resources and free time for women and men; and internal and external capacity building in order to ensure that WFP and its partners are able to assess and enhance gender-transformative contributions made in all areas of their collaboration.
18. Based on lessons learned from its experience of leading the logistics and emergency telecommunications clusters, WFP will continue to support the national bureau for disaster risk management (*Bureau national de gestion des risques et catastrophes* – BNGRC) in expanding regional and municipal logistics working groups, strengthening national supply

²⁴ WFP. 2017. *Fill the Nutrient Gap Madagascar: Summary Report*. https://docs.wfp.org/api/documents/WFP-0000023736/download/?_ga=2.217688467.428797010.1540827918-732798968.1540827918.

chains, investing in transport and storage infrastructure, and improving engagement with the private sector.

2.2 Opportunities for WFP

19. Implementation of the recommendations from the gender review offers WFP an opportunity to integrate a gender-transformative approach into its work in Madagascar, which could improve the ways in which it addresses the food and nutrition needs of vulnerable women, men, boys and girls. To achieve this, gender-transformative work in resilience building must be underpinned by nutrition-specific and nutrition-sensitive shock-responsive social protection instruments delivered through multi-agency partnerships and led increasingly by the Government. In the zero hunger strategic review, the Government identified the following priorities for WFP:
 - i) strengthen the targeting and provision of social safety nets for vulnerable women, men, boys and girls in order to ensure access to nutritious foods at all times;
 - ii) give communities the building blocks for resilience by providing technical, infrastructural and financial support for the enhancement of local production and access to markets; and
 - iii) strengthen institutional capacities in order to ensure that effective and equitable policy and financial instruments support the planning, coordination and delivery of national programmes.

2.3 Strategic changes

20. In this country strategic plan (CSP), WFP will shift its focus from crisis response to early recovery and resilience building. WFP transfers will be incorporated into a shock-responsive social protection system alongside the safety nets of the Government and other agencies, using a gender-transformative approach. Through technical support and strengthened capacity, the Government will be able to leverage social protection instruments in order to support an effective national emergency preparedness and response system. Transfers will match the needs, capacities and preferences of women, men, boys and girls, which will be identified through the pre-registration of beneficiaries on WFP's corporate beneficiary and transfer management system SCOPE. WFP will support the Government in strengthening national supply chains, especially those related to emergency preparedness and disaster risk reduction, smallholder farmers, cash-based transfers (CBTs) and the provision of services on demand.
21. Multi-year, multisector interventions including school feeding, nutrition, asset creation, livelihood and climate adaptation activities will be implemented in the same communities in targeted communes de résilience with a view to helping them prepare for, respond to and recover from climate shocks through effective risk management.²⁵ Activities will be planned and implemented in partnership with the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Development Programme (UNDP), field-based NGOs and community support organizations. As part of WFP's smallholder agricultural market support activities there will be an effort to assist women and men smallholder farmers according to their needs in organizing themselves to achieve food security, nutrition and resilience outcomes by increasing nutritious food production, improving storage infrastructure, expanding food

²⁵ WFP and Oxfam America. 2018. *The R4 Rural Resilience Initiative: Building resilience to climate change for long-term food security and livelihoods improvement*. <https://docs.wfp.org/api/documents/b9a3d33bd9974e5aaf01b11a3e3da410/download/>.

processing, negotiating prices and selling products to private sector and institutional markets such as schools and through WFP's tools for smallholder agricultural market support.²⁶

22. Nutrition-specific and nutrition-sensitive interventions will be aimed at addressing the underlying causes of malnutrition in line with the Ministry of Public Health's programme for reducing childhood stunting in partnership with the World Bank.²⁷ SBCC will promote improved dietary diversity and cooking, feeding, care and health practices women, men, boys and girls, while tackling the social norms that perpetuate malnutrition, negative coping strategies, gender inequalities and sexual and gender-based violence. School feeding will provide a platform for complementary activities including deworming, micronutrient supplementation, nutrition education and the prevention of HIV and TB.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

23. The UNDAF, the integrated strategy for the development of the Grand Sud and the zero hunger strategic review provide the framework for this CSP and WFP's support for government efforts to achieve SDG 2 on ending hunger, SDG 17 on partnering for sustainable development, and other SDGs related to health, education, gender equality, climate change and sustainability.
24. WFP will target highly vulnerable areas in the Grand Sud under five strategic outcomes aimed at fostering an integrated, shock-responsive social protection system that ensures equitable access to nutritious food for vulnerable people before, during and after crises; providing children in vulnerable communities with access to nutritious food while at school; extending integrated approaches for the prevention of malnutrition among targeted women, adolescent girls and children; building the resilience of vulnerable smallholder households and communities; and ensuring that interventions for addressing chronic and acute needs are supported by enhanced emergency preparedness and response capacities and resources.
25. CSP activities will address the environmental challenges facing communities and tackle the social norms that discriminate against women, girls, elderly people and persons with disabilities. In accordance with the United Nations Charter, WFP will provide assistance in ways that respect the rights, safety, dignity and integrity of women, men, girls and boys and the assistance will be adapted to the particular needs, priorities and capacities of beneficiaries. Women and men will be empowered so that they can participate equally in the design, implementation, monitoring and evaluation of activities, and women and girls will be supported in taking more central roles in decision making in their households and communities. Partners will be trained on beneficiary complaint and feedback mechanisms, which will be expanded and made safely accessible to all stakeholders through the introduction of an independent call centre. WFP's approach will be gender-transformative, avoiding negative effects for women, men, girls and boys and promoting gender equality. Measures will also be taken to reinforce the policy of zero tolerance for sexual exploitation and abuse.

²⁶ WFP. 2017. *Pro-Smallholder Food Assistance: A Strategy for Boosting Smallholder Resilience and Market Access Worldwide*. Available at https://www.wfp.org/content/2017-pro-smallholder-food-assistance-strategy-boosting-smallholder-resilience-and-market-acc?_ga=2.191913898.1497035074.1552455940-1276854265.1549350923

²⁷ World Bank. 2018. *Reducing Childhood Stunting with a New Adaptive Approach*. <http://www.worldbank.org/en/news/immersive-story/2018/09/28/reducing-childhood-stunting-with-a-new-adaptive-approach>.

26. WFP will improve the sustainability of CSP activities by strengthening government capacities to implement, coordinate and oversee operations; increasing inter-agency collaboration; and expanding joint funding strategies, with a corresponding reduction in direct assistance across the strategic outcomes.

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

Strategic outcome 1: Crisis-affected women, men, boys and girls in targeted areas are able to meet their basic food and nutrition needs before, during and after crises

27. Targeted food assistance combined with emergency school feeding and nutrition-specific and nutrition-sensitive support will enable vulnerable women, men, boys and girls to meet their basic food and nutrition needs during crises. Sustainability will be enhanced through WFP's support for vulnerable transition communes (*communes de transition*), enabling them to prepare for shocks and provide early recovery assistance equitably to women and men in order to support them as they rebuild their livelihoods after the crisis has passed. In areas where conditions are stable for several consecutive seasons, WFP will support targeted communes de transition in the graduation to resilient communes (*communes de resilience*) status for support under strategic outcome 4.²⁸ Operational shifts among crisis response, early recovery and resilience building will be informed by WFP's three-pronged approach and the emergency preparedness and response systems supported under strategic outcome 5. WFP will also strengthen institutional capacities for the implementation of a shock- and gender-responsive social protection system that targets and supports vulnerable individuals and households in line with the national social protection policy and the national strategy for disaster and risk management.

Focus area

28. The focus of this strategic outcome is crisis response through assistance for communities facing acute food insecurity (Integrated Food Security Phase Classification [IPC] levels 3 and 4).

Expected outputs

29. This strategic outcome will be achieved through the following six outputs:
- Crisis-affected women, men, boys and girls in targeted communities receive adequate and timely food and cash assistance to meet their basic food and nutrition needs.
 - Crisis-affected women and men in targeted communities receive conditional food and cash assistance to protect and recover their livelihoods.
 - Crisis-affected communities benefit from the creation and early recovery of assets for restoring their livelihoods.
 - Vulnerable and crisis-affected children, pregnant and lactating women and girls, and HIV and tuberculosis patients receive adequate and timely specialized nutritious foods and social and behaviour change communication for preventing and treating acute malnutrition.

²⁸ Communes de transition are administrative areas of the Grand Sud where WFP will accelerate the transition from general food distribution to early recovery assistance under strategic outcome 1 when a crisis has passed, based on findings from joint analyses of emergency preparedness and response capacities and decision making with partners under strategic outcome 5. In the communes de résilience supported under strategic outcome 4, WFP will implement multi-year, multisector, multi-agency school feeding, nutrition, asset creation, livelihood and climate adaptation activities, thereby integrating resilience building into work under strategic outcomes 2 and 3. Emergency preparedness and response analysis combined with the three-pronged approach will guide flexible programming and joint decision-making regarding the appropriateness and timing of transition strategies in specific communities and the reversal of these strategies in the event of a new shock.

- Children enrolled in primary schools in crisis-affected areas receive a take-home ration that helps to meet their food and nutrition needs and promotes attendance in school.
 - Crisis-affected women, men, boys and girls in the south benefit from enhanced government capacity to support an integrated shock- and gender-responsive social protection system that identifies and meets their basic food and nutrition needs.
30. Targeted households whose access to food is limited because of cyclones, floods, drought or disease will benefit from unconditional in-kind food and cash-based assistance that covers the food and nutrition needs of women, men, girls and boys. To accelerate early recovery, WFP will rapidly shift from unconditional to conditional transfers in targeted communes de transition, using food assistance to improve the sustainable use of natural resources and agricultural potential, while helping households to avoid negative coping strategies. This process will gradually move beneficiaries from crisis support under strategic outcome 1 to resilience building under strategic outcome 4.
31. All transfers will be accompanied by a package of specialized nutritious foods that improve the nutrition status of vulnerable pregnant and lactating women and girls and children aged 6–23 months. WFP will seek to reduce morbidity and mortality rates among TB and HIV patients and improve adherence to directly observed treatment (short-course) for TB by providing patients with family rations and nutrition assessment, counselling and support. All primary schoolchildren living in areas affected by cyclones will receive a take-home ration, snack or meal aimed at improving their short-term access to food, promoting attendance at school and providing protection by keeping them at school in order to prevent child exploitation.
32. In line with the national social protection policy and the national strategy for disaster risk management, WFP will partner with the BNGRC, the Ministry of Economy and Planning, the Ministry of Population, Social Protection and Women's Promotion, UNDP, the United Nations Children's Fund (UNICEF) and the World Bank on the strengthening of government capacities for the design and implementation of a national shock- and gender-responsive social protection system, and the establishment of an effective support structure with the staff, tools, resources and management structure needed to monitor and administer safety net programmes. All activities will incorporate environmental considerations and comply with the 2017 WFP environmental policy.

Key activity

Activity 1: Provide food and nutrition assistance for vulnerable populations affected by crises

33. WFP will provide food assistance to vulnerable people affected by climatic and human-induced crises as part of coordinated responses that are led by the BNGRC and the Office for the Coordination of Humanitarian Affairs. Immediate support will be provided for three months in areas that are affected by drought and for two months in cyclone-affected areas. After the initial emergency phase, WFP will support early recovery activities for three months. SBCC will encourage women, men, boys and girls to adopt good nutrition and health practices. Gender- and age-responsive targeting and monitoring will be undertaken with UNICEF and the United Nations Population Fund (UNFPA) with a view to ensuring that the drivers of social exclusion are identified and addressed, protection standards are respected and sexual and gender-based violence is prevented.

34. WFP's cloud-based system for data management in malnutrition treatment programmes, SCOPE CODA, will be rolled out to all treatment sites for moderate acute malnutrition in order to improve data management and programme quality.²⁹ WFP will adhere to data protection and privacy standards when managing beneficiary registration and food and cash disbursements. Accountability to affected populations will be promoted through the use of safely accessible beneficiary complaints and feedback mechanisms with an independent call centre. WFP will train staff, partners and contractors on the prevention of sexual and gender-based violence, protection issues and social exclusion and the use of regular consultations with beneficiaries for informing them of their rights, including their access to mechanisms for enforcing accountability to affected populations.

Strategic outcome 2: Primary schoolchildren in targeted areas have access to adequate, healthy and nutritious food as part of a government-led social protection strategy

35. WFP will implement school feeding in the Grand Sud where enrolment, attendance and graduation in primary education are below national levels. In order to build community resilience, WFP will support local farmers' groups, women's groups, savings groups, school management committees and customary networks by promoting the use of fresh foods from school gardens and local surplus production in school meals. SBCC will address social norms linked to suboptimal nutrition and hygiene behaviour, family practices, gender inequalities and negative environmental management practices and will be linked to similar efforts under strategic outcomes 3 and 4.

Focus area

36. This strategic outcome focuses on resilience building.

Expected outputs

37. This strategic outcome will be achieved through the following three outputs:
- Children enrolled in targeted primary schools in food-insecure areas receive a nutritious daily school meal and benefit from complementary nutrition-sensitive services to improve their access to nutritious foods and education.
 - Children in targeted primary schools consume nutritious food produced and supplied by local communities (home-grown school feeding).
 - Primary schoolchildren in targeted areas benefit from the enhanced capacities of government institutions to implement home-grown school feeding as part of a comprehensive shock- and gender-responsive social protection strategy that supports access to nutritious foods and education.
38. WFP will support the Government in delivering the national school feeding programme by partnering with the Ministry of Education, the national nutrition office (*Office nationale de nutrition* – ONN), UNICEF, the International Labour Organization and NGOs with a view to improving attendance, reducing dropout rates and contributing to higher levels of primary school completion. School feeding will serve as a platform for the delivery of complementary nutrition services including deworming, SBCC for men, women, boys and girls, and HIV and TB prevention.
39. In partnership with the other Rome-based agencies, WFP will expand a community-centred approach to home-grown school feeding (HGFS) that promotes the local production and consumption of vegetables, fruit, meat and fish, and empowers women smallholders in communes de résilience. HGFS will be combined with support for asset-building and food

²⁹ WFP. 2018. *Tackling malnutrition with real-time data: SCOPE CODA*. <https://innovation.wfp.org/project/scope-coda>.

systems under strategic outcome 4, so that the introduction of CBTs can support local food purchases, promoting sustainable agricultural practices and market access.

40. In line with the national school feeding policy, the priorities of the education sector working group and recommendations from the 2014 Systems Approach for Better Education Results study, WFP will work with the Ministry of Education on integrating school feeding into the national portfolio of social protection instruments under the guidance of the Ministry of Population, Social Protection and Women's Promotion. In partnership with the Ministry of Public Health, ONN and UNICEF, WFP will support the establishment of school feeding as a platform for complementary nutrition services in order to enhance the nutrition sensitivity of the programme.

Key activity

Activity 2: Provide school meals in targeted regions and ensure sustainability by supporting the Government in introducing equitable school feeding policies and programmes as part of a comprehensive social protection strategy

41. Based on findings from sectoral market assessments and participatory gender and age analyses, WFP will shift from an in-kind food basket to CBTs in areas where beneficiaries have access to functioning markets. School feeding will serve as a platform for complementary health and nutrition activities linked to strategic outcome 3, including SBCC and deworming campaigns. WFP will engage the Government in institutional capacity strengthening in order to foster national and community ownership of the programme in preparation for the transition of the school feeding programme to the Ministry of Education under WFP's next CSP for Madagascar.
42. To increase the use of locally produced nutritious foods in school meals, HGSP will be promoted in communes de résilience through activities for up to 12,000 women farmers implemented in partnership with IFAD's inclusive agricultural sector programme. Environmental sustainability will be enhanced by the provision of fuel-efficient stoves and environmental education for parents and teachers in order to minimize the impacts of fuelwood use on local natural resources.
43. To address gender inequalities, including those that arise from the existence of patriarchal social and cultural institutions, which can lead to girl marriage, early pregnancy and gender-based violence, WFP will seek to facilitate access to services for the protection of sexual and reproductive health and rights and to information and awareness raising for girls and boys in school, including information on safe and healthy sexual practices. WFP will work to raise awareness of child marriage through campaigns and information sessions that engage and sensitize school cooks, school feeding committees and local authorities and will advocate for others to do the same.

Strategic outcome 3: Nutritionally vulnerable populations in areas with consistently high rates of undernutrition have improved nutritional status

44. WFP will provide support for the prevention of malnutrition and micronutrient deficiencies among women, men, boys and girls in line with recommendations from the joint United Nations stunting prevention approach, a 2016 cost of hunger study³⁰, a 2017 fill the nutrient gap³¹ study and the Ministry of Public Health's improving nutrition outcomes programme. Prevention activities will serve as a platform for complementary activities

³⁰ 2016 Cost of Hunger in Africa: Madagascar (<http://www.costofhungerafrica.com/country-reports/>).

³¹ WFP, National Nutrition Office. 2016. *Fill the Nutrient Gap Madagascar, Full Report*. Available at <https://docs.wfp.org/api/documents/837cea77cbe0487d923644497b754ec4/download/?iframe>.

implemented by WFP, ONN, the Ministry of Public Health, UNICEF and NGO partners, and contribute to strategic outcomes 1, 2 and 4. Evidence generated from these activities will indicate the effectiveness of cash-based and in-kind transfers in enhancing the nutrition of adolescent girls and addressing the intergenerational cycle of malnutrition. WFP will support ONN to promote the prevention of malnutrition through ONN's structures for the coordination of nutrition activities and will support government efforts to increase the availability of high-quality fortified foods in line with national commitments under the Scaling Up Nutrition initiative.

Focus area

45. This strategic outcome is focused on resilience building.

Expected outputs

46. This strategic outcome will be achieved through the following four outputs:

- Children aged 6–23 months and targeted pregnant and lactating women and girls receive an integrated package of nutrition services including adequate, timely, specialized nutrition products that help to prevent undernutrition.
- Targeted populations benefit from integrated social and behaviour change communications that help to improve nutrition, health and reproductive health practices.
- Targeted populations benefit from enhanced government capacity to provide and coordinate gender-responsive nutrition services and platforms at the national and local levels.
- Women, men, girls and boys benefit from the enhanced capacity of community groups, the Government and private sector actors to process and provide high-quality fortified foods.

47. WFP will scale up implementation of the joint United Nations approach for the prevention of stunting, targeting pregnant and lactating women and girls, adolescent girls and children during the first 1,000 days following conception. The package of services provided will be in line with the integrated approach to mother-and-child health and nutrition and WFP will work in partnership with UNICEF and ONN. Tailored SBCC, advocacy and social mobilization efforts for women, men, boys, girls, traditional leaders and birth attendants will facilitate discussion of the causes and consequences of malnutrition and of how better practices and non-discriminatory behaviour can improve household nutrition and empower women and girls.

48. WFP acknowledges that while it is important to target pregnant and lactating women and girls, adolescent girls and children under 5 for nutrition activities, the engagement of men and boys is key to achieving gender equality. In partnership with UNICEF, WFP will sensitize men and boys on good nutrition practices and unpaid care and domestic work, using creative SBCC to build their knowledge and awareness of discriminatory gender roles, HIV and sexual and reproductive health issues.

49. WFP will strengthen the capacities of ONN to implement large-scale food-based interventions for the prevention of stunting, the provision of treatment for moderate acute malnutrition and the nutrition-based rehabilitation of malnourished HIV and TB patients and their families in line with the national nutrition policy and national nutrition action plan. WFP will also strengthen the capacities of the Ministry of Public Health and ONN to lead nutrition assessments, manage nutrition data using SCOPE CODA and develop protocols for the operationalization of multisector and gender-responsive approaches to the prevention of malnutrition.

50. WFP will expand ongoing private sector and community-based food fortification initiatives in line with findings from a scoping study conducted in 2017. Appropriate quality standards and mechanisms for food quality control will be determined. Women smallholder farmer groups supported through smallholder agricultural market support activities will be trained in the marketing of local products such as dried cassava (*gari*) local markets (strategic outcome 4) and to schools involved in HGSF (strategic outcome 2) and private sector buyers involved in the sourcing of food assistance for activities under strategic outcome 1.

Key activity

Activity 3: Provide nutrition services for populations at risk of undernutrition

51. WFP will introduce a comprehensive package of activities for the prevention of malnutrition in the Grand Sud in 12 communes de résilience targeted under strategic outcome 4, and 9 “protection” (*miar*) communes supported by ONN. Over time, specialized nutritious foods for children aged 6–23 months and pregnant and lactating women and girls will be replaced by CBTs, based on the findings of ongoing assessments (with integrated gender and age analyses) of the efficiency, equity and effectiveness of different transfer modalities. All food and cash-based transfers will be accompanied by SBCC designed for men, women, boys and girls and aimed at raising awareness of the causes of malnutrition, the social norms that perpetuate it and the ways in which it can be prevented.
52. In partnership with the Ministry of Public Health, UNICEF, FAO and NGOs, WFP will support ONN in using nutrition community sites as platforms for the coordination of multisector nutrition support including health care, immunizations, water and sanitation, diet diversification and support for infant and young child feeding groups.

Strategic outcome 4: Women and men smallholder producers in targeted communities facing climate shocks increase their access to profitable markets and establish more inclusive, efficient and resilient food systems all year round

53. Strategic outcome 4 will contribute to the second and fifth axes of the integrated strategy for the development of the Grand Sud, which prioritize the diversification and growth of productive sectors and environmental protection, reduction of climate impacts and strengthening of resilience to shocks. WFP’s focus will be twofold: supporting communities in adapting to climate change and managing climate- and weather-related shocks and stresses; and facilitating access to private sector and WFP-supported markets for smallholder farmers by sustainably increasing their production, tackling post-harvest losses and enhancing farmers’ ability to process and sell their produce. In partnership with the Government, FAO, IFAD, UNDP and NGOs, WFP will strengthen the resilience of individuals, households and communities by responding to the particular needs, priorities and capacities of women, men, girls and boys living in targeted communes in chronically food-insecure areas of the Grand Sud. Asset creation, livelihood and climate change adaptation activities will be implemented in the same communities for three to five years, increasing the communities’ capacity to absorb or adapt to shocks. By linking resilience-building interventions to nutrition support, including SBCC, WFP will promote dietary diversification and the economic and social empowerment of women smallholders. These interventions will increase significantly during implementation of the CSP, as up to half of the communities receiving early recovery support under strategic outcome 1 will graduate to strategic outcome 4.

Focus area

54. This strategic outcome is focused on resilience building.

Expected outputs

55. This strategic outcome will be achieved through the following three outputs:
- Women and men in targeted households receive adequate, timely and nutrition-sensitive food assistance for assets and food assistance for training support that enables them to meet their short-term food and nutrition needs while improving their livelihood opportunities.
 - Women and men smallholder farmers in targeted communities benefit equitably from community assets, climate information, financial services and skills enhancement/capacity building that enable them to plan, diversify and enhance the production, storage and consumption of nutritious foods and adapt to climate change.
 - Women and men in targeted households and communities benefit equitably from strengthened technical capacity to organize and participate in private sector and WFP markets, including through the processing and sale of nutritious foods under smallholder agricultural market support and HGSF initiatives.
56. WFP will partner with the BNGRC, IFAD, FAO and NGOs in order to ensure that smallholder farmers engaging in asset creation activities receive tailored climate services including advice on how to reduce disaster risks and increase their agricultural productivity and capacity to cope with climate change and variability. WFP will also strengthen farmers' access to equitable financial services for men and women by linking them to financial institutions and facilitating financial literacy training with a view to protecting their food security and incomes during shocks, promoting investments in their productive assets and creating alternative livelihoods, providing them with alternate income opportunities and enabling them to access markets with increased surpluses, reducing post-harvest losses and enhancing the quality of their products.

Key activity

Activity 4: Strengthen smallholder farmers' skills and ability to obtain access to and use productive assets, climate information, financial services and markets in order to improve their livelihoods and resilience to climate shocks

57. An estimated 240,000 smallholder farmers in targeted communes de résilience will participate in seasonal asset creation activities for restoring degraded environments and improving agricultural production. Activities will address gender inequalities that undermine agricultural productivity by promoting diverse value chains and focusing on crops that are nutritious, resistant to drought, accepted in local diets and traditionally cultivated by women. Environmental and social screening will ensure that the new or rehabilitated assets are designed to prevent negative environmental impacts. These interventions will be complemented by the provision of timely, accurate and tailored climate services to smallholders for improving their management of climate and weather variability.
58. Smallholders' access to financial services such as micro-insurance, credit and savings will be enhanced in order to protect productive gains during shocks and to facilitate investments in climate-resilient agricultural practices and livelihoods.
59. As part of its smallholder agricultural market support activities, WFP will foster smallholders' access to markets, particularly through the provision of support for improved value chains. This will include establishing and repairing storage and processing facilities; building the capacities of farmer organizations in management, marketing and food quality and safety standards; and adding institutional procurement to package of smallholder agricultural market support activities through HGSF under activity 2. Awareness-raising sessions on climate change and environmental degradation will uncover the potential for integrating

clean and sustainable energy solutions along the value chain, thereby promoting natural resource management, income-generating opportunities, sustainable agricultural production and safer cooking practices.

60. WFP will conduct research and advocacy on the impacts of climate change and environmental degradation on the livelihoods and food security of vulnerable groups. Consideration of gender and age issues will be embedded in this analysis, which will inform the design of district plans and WFP interventions, particularly those linked to the identification of community assets and income-generating opportunities in preparation for more pronounced droughts and erratic rainfall patterns.
61. Activity 4 will follow the R4 resilience initiative approach and will draw on the complementary technical capacities and resources of the other Rome-based agencies, UNDP and selected NGOs. To strengthen national and subnational food systems, WFP will work with these partners in order to facilitate the engagement and develop the capacities of government ministries and technical agencies at the central and decentralized levels in targeted communes de résilience.
62. Women in rural communities, including women smallholder farmers, are less likely to own land and have fewer agricultural assets than men and often face discriminatory customary practices. To respond to these structural gender inequalities, WFP will host community dialogues that explore the challenges faced by women and sensitize men smallholder farmers and their organizations to the value of women's access to and control over community assets and resources.

Strategic outcome 5: Government and humanitarian partners in Madagascar are supported by effective emergency preparedness and response arrangements before, during and after crises

63. WFP will support the BNGRC and the national institute of statistics in integrating the food security, vulnerability and nutrition assessments of different agencies into a single process that operates from the village to the national level. Backed by climate early warning, seasonal forecasts and seasonal agricultural data, this approach will enable government, humanitarian and development actors to implement preparedness and early response actions as part of a comprehensive, shock- and gender-responsive social protection system that fits with the national social protection policy and allows the Government to switch between development assistance and humanitarian response.
64. To strengthen national supply chains and increase national response capacities, WFP will coordinate emergency preparedness and response activities with the BNGRC and the logistics cluster. Through the emergency telecommunications cluster, WFP will respond to the demands of humanitarian partners by expanding drone deployments and air services for the assessment of crisis-affected communities in inaccessible areas.

Focus areas

65. This strategic outcome is focused on national partnerships and capacities for crisis response.

Expected outputs

66. This strategic outcome will be achieved through the following four outputs:
 - Populations affected by crisis benefit from supply chain and other on-demand services and capacity-strengthening provided by WFP to the Government and humanitarian partners, receiving timely assistance before and during emergencies.
 - Crisis-affected populations benefit from mandated logistics services provided by WFP to humanitarian partners that support rapid response before and during crises.

- Crisis-affected populations benefit from emergency telecommunications services provided by WFP to humanitarian partners that support rapid response before and during crises.
 - Crisis-affected populations benefit from the strengthened capacity of government institutions to mobilize and coordinate internal and external resources for the provision of integrated emergency preparedness and response services.
67. WFP will strengthen national emergency preparedness and response capacities by helping the BNGRC consolidate gender-based risk analyses of sex- and age-differentiated data at the commune, regional and national levels and feed them into the IPC decision-making process, and will activate the inter-cluster response cell in order to coordinate effective crisis response.
68. Through support from the emergency telecommunications cluster, WFP will strengthen the role of the Government as first responder to future crises. Enhanced emergency telecommunication systems will include on-demand air services and drone deployments for the assessment of crisis-affected communities in inaccessible areas. The country office will also continue to review options for hosting United Nations Humanitarian Air Services in order to facilitate the movement of essential humanitarian personnel, equipment and vaccinations.
69. WFP will partner with the Ministry of Population, Social Protection and Women's Promotion, the Ministry of Agriculture, Livestock and Fisheries and the Ministry of Economy and Planning on the design and implementation of a national plan for the mobilization of resources for zero hunger. Findings from a 2014 cost of hunger study will facilitate calculation of the return on investment of programmes for the prevention of malnutrition. WFP will also work with the Government, donors and the World Bank on exploring disaster risk financing opportunities including forecast-based financing, micro-insurance linked to the R4 resilience initiative and macro-insurance through African Risk Capacity,³² and on identifying instruments that could address various types of risk through a Government-led shock-responsive social protection system.

Key activities

Activity 5: Provide support to the Government and partners for assessment, analysis and emergency preparedness and response, including air services

70. WFP will support the BNGRC and the inter-cluster response cell in establishing a unified emergency preparedness and response system that integrates national early warning assessments with IPC analyses and emergency response coordination in line with the national disaster risk management strategy (2016–2030). Attention will be given to enhancing the detail and coordinated analysis of monitoring data on food security, nutrition, vulnerability, demographics and seasonal agriculture in the Grand Sud and collecting and analysing sex- and age-disaggregated data. WFP will also help the BNGRC consolidate multisector community reviews that include national climate forecasts and will be used for the triggering of responses and activation of the inter-cluster response cell in order to coordinate an effective emergency response and early recovery activities in the event of a crisis.

Activity 6: Provide shared logistics services and platforms to partners

71. WFP will provide shared logistics services and platforms to partners in order to ensure adequate logistics capacities and bilateral arrangements for the supply of food. It will work to continually improve warehouse and storage structure and transport capabilities in the

³² See <http://www.africanriskcapacity.org/>.

Grand Sud and further ensure that alternative supply routes by water and air are available when required. WFP will also work with humanitarian partners, regional and municipal government bodies and private sector stakeholders through regional logistics working groups for overseeing local operations, addressing bottlenecks and mitigating infrastructure constraints. WFP will support investments that arise through these groups that have the effect of reducing response costs or reducing response time.

Activity 7: Provide shared emergency telecommunications services and platforms to partners

72. As lead of the emergency telecommunications cluster, WFP will work with the BNGRC and the Ministry of Telecommunications in order to ensure that humanitarian actors have access to vital telecommunications and digital services. During the cyclone season, drones will be used to carry out early warning assessments in inaccessible areas, with ongoing maintenance of drones, in order to support IPC decision making and the coordination of emergency responses.

3.3 Transition and exit strategies

73. Because of structural and capacity limitations in Madagascar, WFP does not anticipate handing over all of its responsibilities to the Government within the five-year timeframe of the CSP. WFP's handover strategy is aligned with the Government's ambitions for achieving zero hunger by 2030. During implementation of the CSP, WFP will monitor progress towards milestones such as the formulation of common strategies that integrate government and agency activities into a national shock- and gender-responsive social protection system, the pre-registration of social protection beneficiaries on SCOPE, the development of an effective and equitable national emergency preparedness and response system with government coordination and oversight and the expansion of shared implementation and management arrangements for the HGSF programme.

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activity	Girls	Boys	Women	Men	Total
1	1	1 050 923 112 860	1 172 886 102 669	630 045 633 213	578 764 583 876	3 432 618
2	2	269 665 183 782	248 922 169 644	21 835 14 881	5 459 3 720	545 881 372 027
3	3	86 141	33 924	27 634		147 699
4	4	72 000 69 600	69 600 72 000	50 400	48 000	240 000
Total with overlaps		1 476 329 454 783	1 527 732 375 837	729 914 726 128	632 223 635 596	4 366 198 192 344
Total without overlaps		1 061 203 073 607	1 051 924 015 347	563 087 535 871	417 674 469 060	3 093 885

74. The scale of activity 1 is based on past interventions and allows WFP to expand operations in response to crises. An estimated 1.2 million drought-affected beneficiaries will receive unconditional food assistance and conditional food assistance for assets (FFA) over the five years of the CSP.
75. Under activity 2, an average of 320,000 children per year will receive school meals with equal numbers of girls and boys. An estimated 216,000 children aged 6–23 months and

138,000 pregnant and lactating women and girls will receive a package of support for the prevention of chronic malnutrition under activity 3. FFA and smallholder agricultural market support activities under activity 4 will benefit 240,000 women, men, boys and girls in targeted communes de résilience over five years.

76. Under activity 3, there will be a gradual shift from in-kind assistance to CBTs for school feeding, with the aim of delivering 72 percent of assistance as CBTs in 2023. Each year, HGSF will enable up to 12,000 women smallholder farmers supported under activity 4 to engage in value chains.
77. Gender-transformative approaches, consideration of protection and accountability to affected populations will be integrated into all activities. All transfers will be accompanied by SBCC aimed at fostering appropriate nutrition and health practices. SCOPE will be used for the registration of all WFP beneficiaries in order to avoid double counting and improve beneficiary tracking.

REVISION MODE

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

	Strategic outcome 1											Strategic outcome 2		Strategic outcome 3						Strategic outcome 4	
	Activity 1											Activity 2		Activity 3						Activity 4	
	Vulnerable households GFD	Vulnerable households GFD	Pregnant and lactating women and girls	Children aged 6-23 months	Vulnerable households FFA	Vulnerable households FFA	Children aged 6-59 months with MAM	Protection ration	School-age children	TB/HIV patients	TB/HIV patients	School-age children	School-age children	Pregnant and lactating women and girls	Children aged 6-23 months	Children aged 6-23 months	Pregnant and lactating women and girls	Children aged 6-23 months	Adolescent girls	Vulnerable households	Vulnerable households
	Food	CBTs	Food	Food	Food	CBTs	Food	Food	Food	Food	CBTs	Food	CBTs	Food	Food	Food	CBTs	CBTs	CBTs	Food	CBTs
% kcal from protein	9		13	9	9		11	9	10	13		10		13	9	10				109	
Cash (USD/person/day)		0.4				0.4					0.14		0.16				0.3	0.3	0.10		0.29
Number of feeding days per month	15	15	30	30	20	20	30	15	20	30	30	17.5	17.5	30	30	30	30	30	30	20	20

GFD = general food distribution; LNS-MQ = medium-quantity lipid-based nutrient supplement; LNS SQ = small-quantity lipid-based nutrient supplement; MAM = moderate acute malnutrition; MNP = micronutrient powder; RUSF = ready-to-use supplementary food.

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/CBTs	Total (mt)	Total (USD)
Cereals	117 756	44 450 343
Pulses	20 263	7 815 711
Oil and fats	10 585	7 767 117
Mixed and blended	15 118	21 024 757
Others	115	2 084 753
Total (food)	163 837	83 142 681
CBTs		75 326 258
Total (food and CBT value)	163 837	158 468 939

78. Crisis-affected people will receive unconditional food assistance through food and cash-based transfers under activity 1. Children aged 6–23 months and pregnant and lactating women and girls will be provided with a supplementary ration for the prevention of malnutrition and children with moderate acute malnutrition will receive a daily 100 g ration of ready-to-use supplementary food. Children aged 6–23 months in targeted *miaro* communes and communes de résilience will be given a fortified, energy-dense lipid-based nutrient supplement. Clients of nutrition assessment counselling and support will receive a ration of SuperCereal and oil. A take-home ration for primary schoolchildren affected by cyclones will be provided for 20 days a month for two months.
79. School meals will include supplementary micronutrient powders. HGSF will help improve the dietary diversity and nutritional value of school meals through the use of fresh local produce. WFP will review the school meal ration with the Ministry of Education in line with recommendations from the 2017 fill the nutrient fap study. Smallholder farmers in communes de résilience will receive an FFA ration during periods of seasonal food insecurity.
80. Decisions regarding transfers will be informed by gender-responsive monitoring of the food security of targeted groups. The value of CBTs will be calculated using the costs of procuring food that provides the same kcal value as the WFP in-kind food ration and will take into account dietary preferences and the local availability of food products. The choice of transfer modality will be informed by assessments of seasonal food availability in local markets, the availability of financial service providers, accessibility, local food preferences, protection risks, gender considerations and price trends, based on findings from WFP's mobile vulnerability analysis and mapping unit.

Capacity strengthening including South–South cooperation

81. WFP will strengthen the capacities of national institutions under all strategic outcomes. These efforts will be informed by joint assessments of needs and gaps and work plans for all the strategic outcomes. South–South cooperation and capacity strengthening will focus on the planning, design and coordination of a national shock- and gender-responsive social protection system; the establishment of a national multisector steering committee for enhancing the quality of programming for school feeding; strengthening of nutrition assessments and the management of large-scale food-based interventions; technical assistance for building national skills and capacities in joint resilience programming; the

strengthening of national emergency preparedness and response capacities led by the BNGRC; and the strengthening of partnerships with member countries of the Southern African Development Community and the Indian Ocean Commission (Comoros, Seychelles, Mauritius and La Reunion) in emergency preparedness and response, early warning systems and resource coordination to ensure cost efficiency and avoid duplication.

4.3 Supply chain

82. Through the logistics cluster, WFP will ensure that emergency preparedness and response plans and capacities are in place in the Grand Sud, food assistance is delivered safely, and beneficiaries are protected throughout the distribution cycle. Ethical standards will ensure that the principles of fair competition, transparency, separation of duties and accountability are upheld by all actors. Food will be sourced from local, regional and international purchases and in-kind donations.
83. Cereals and pulses will be procured from national markets, where part will be bought from commercial suppliers and part through smallholder farmers unions to support market access and capacity strengthening, selected on the basis of market assessments and smallholder agricultural market support arrangements. A pre-purchasing facility will reduce lead times and optimize the prices paid for international procurements and the timeliness of their delivery. Commodities will enter Madagascar through the ports of Tamatave, Toliara and Fort Dauphin. Warehouses at four additional locations will be used to serve southern Madagascar.

4.4 Country office capacity and profile

84. WFP is conducting a staff readiness assessment in order to review its structures, responsibilities and capacities in Madagascar. The country office's staff will be gender balanced, focus on cross-functionality among units and promote inclusive ways of working. WFP will increase the country office's gender expertise.
85. In line with the WFP policy on occupational safety and health (OED2015/003), WFP will develop and implement an occupational safety and health management system. It will also engage in joint activities for promoting good health among its staff and the staff of partner agencies.

4.5 Partnerships

86. Government partners will include the Ministry of Population, Social Protection and Women's Promotion, the BNGRC, the inter-cluster response cell and the social protection working group. School feeding will be delivered in partnership with the Ministry of Education, the Regional Directorate for Education and school boards. WFP will partner with the Ministry of Public Health and ONN on the prevention of malnutrition and the provision of support for mother-and-child health and nutrition. It will partner with the Ministry of Agriculture, Livestock and Fisheries, the BNGRC and Météo-Madagascar on helping smallholder farmers adapt to climate change and obtain access to markets.
87. United Nations partners for the development of an integrated social protection system in the Grand Sud will include UNICEF, UNDP and the World Bank, with UNICEF supporting the provision of nutrition-specific and nutrition-sensitive activities including SBCC, and the Rome-based agencies supporting FFA, Purchase for Progress, smallholder agricultural market support, HGSA and resilience-building activities. Joint vulnerability assessments, targeting and monitoring undertaken with UNICEF, UN-Women and UNFPA will support gender analysis, help identify and address the drivers of social exclusion, ensure that protection standards are respected and support the prevention of sexual exploitation and sexual and gender-based violence. Strategies for the mobilization of resources in support of SDG 2 will be explored in partnership with the Government, the World Bank and donors.

88. All of WFP's government and United Nations partners will be invited to participate in a national steering committee for overseeing CSP delivery. WFP memoranda of understanding will be updated to reflect the requirements of the CSP and revised UNDAF. Strategic partnership agreements will be agreed with specialist NGOs in targeted communes de résilience. For each strategic outcome and each area office, WFP will develop an annual operational plan jointly with counterparts from the Government, the United Nations, NGOs and community support organizations. The plans will detail the gender-transformative activities and commitments of each partner. WFP will work to improve partner capacities in gender dimensions and will build networks and partnerships with organizations dedicated to gender equality and women's empowerment.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

89. The country office will update its monitoring, review and evaluation plan to reflect corporate and regional monitoring and evaluation strategies. Using findings from the 2018 evaluation synthesis report, the plan will define performance indicators for the country office, outline procedures for data collection, analysis and use and promote investments in research, analysis and monitoring and evaluation systems with a view to informing decision making and programme design. WFP will employ gender-responsive monitoring and will collect and analyse sex- and age-disaggregated data for all CSP outcomes. Indicators will be monitored against baselines, which will be established through a survey conducted after the launch of the CSP.
90. With support from the regional bureau, the country office will enhance output monitoring through the provision of training and support for field monitors in all sub-offices. To overcome access limitations, WFP will outsource outcome monitoring to three private sector service providers. Real-time monitoring updates will be provided via mobile data systems using open data kit software. The data visualization platforms Ona and Tableau will be tested to assess their potential for supporting rapid data reviews. Data from quarterly post-distribution monitoring and independent call centres will be used for reviewing adherence to the principles of accountability to affected populations.
91. Joint monitoring arrangements with UNICEF, UN-Women, UNFPA and the other Rome-based agencies will improve the efficiency of data collection, triangulation and outreach and enhance analyses of gender and protection issues, sexual and gender-based violence and the relationship between a person's gender and her or his role in decision making and control over assets and rations. WFP will promote innovative monitoring tools such as mobile vulnerability analysis and mapping and will work with the Integrated Monitoring and Evaluation Group (*Groupe intégré de suivi et d'évaluation*) on tracking progress in implementation of the UNDAF and the national system for integrated monitoring and evaluation in order to improve alignment between the UNDAF and the national development plan.
92. In mid-2021, the country office will commission a mid-term review of the CSP. This will be followed in early 2022 by a decentralized evaluation of the strategic shift towards resilience programming, the progress made in supporting a national shock- and gender-responsive social protection system, and the impact of capacity-strengthening work. A central evaluation of the CSP will be commissioned in late 2022 by the WFP Office of Evaluation with a view to ensuring that learning from the CSP informs WFP's future programme cycle.

93. Quarterly statistical summaries of CSP results will be used to inform management decision making and be shared with national and regional partners. The annual performance report will summarize CSP progress and performance and be shared with all stakeholders. Findings from mid-year and annual reviews, evaluations and studies will be shared with stakeholders throughout the CSP period.

5.2 Risk management

Strategic risks

94. Following the 2018 election, there is a risk that government commitments related to the zero hunger strategic review could change. This could inhibit WFP's implementation of CSP activities. WFP will mitigate this risk by strengthening its advocacy with the national leadership, enhancing the capacities of decentralized government structures, mobilizing resources and developing common frameworks for staff training and support.
95. Climate-related disasters are expected to increase in frequency and intensity, to taking a toll on already vulnerable populations, particularly in the Grand Sud. WFP will work with the BNGRC and United Nations counterparts in order to improve the national emergency preparedness and response system and address chronic food insecurity through long-term resilience building in partnership with local communities.
96. Funding shortfalls or a lack of coordination with other United Nations agencies could hamper the implementation of CSP activities. WFP will use the CSP as the basis for its engagement with United Nations agencies and donors through the revised UNDAF, which in turn will be overseen by a steering committee composed of donors, the Government and United Nations partners.
97. Gender inequalities pose a risk to the achievement of sustainable progress towards zero hunger.

Operational risks

98. Beneficiaries may be exposed to safety and security hazards during distributions if their local security conditions deteriorate or because of the distance of distribution sites from their homes. WFP will work with UNICEF, UN-Women and UNFPA on identifying and addressing the drivers of social exclusion, upholding protection standards and preventing sexual exploitation and sexual and gender-based violence.

Fiduciary risks

99. In areas where security deteriorates because of cattle raiding, social unrest or political uncertainty, the staff of WFP and its partners will be given advanced security training and stress counselling will be made available. WFP will review the appropriateness of cash-based and in-kind transfer modalities in response to security challenges.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	Year 1*	Year 2	Year 3	Year 4	Year 5	Year 6*	Total
	2019	2020	2021	2022	2023	2024	
1	16 512 002	32 470 185	28 909 805	24 843 706	21 829 472	12 443 881	137 009 050
2	4 409 530	9 715 944	10 193 027	12 071 460	14 846 692	12 309 232	63 545 884
3	2 930 309	6 895 510	7 969 343	9 363 623	9 828 271	6 177 088	43 164 143
4	2 886 262	5 319 607	8 624 644	12 246 254	12 263 527	6 231 245	47 571 540
5	3 115 763	606 842	627 685	660 044	697 636	425 454	6 133 424
Total	29 853 865	55 008 088	56 324 504	59 185 087	59 465 598	37 586 900	297 424 041

*The CSP period begins in mid-2019 so years 1 and 6 are half-year budgets.

6.2 Resourcing outlook

100. WFP's five-year CSP (2019–2024) has an estimated budget of USD 297 million and average annual expenditures of USD 59 million. A planned year-on-year increase in the use of CBTs means that they are projected to total USD 89 million over the five-year CSP period (38 percent of total transfers). While donors are expected to continue to prioritize crisis response activities, WFP will develop long-term strategies for the joint resourcing of social protection, resilience-building and capacity-strengthening activities with partners.

6.3 Resource mobilization strategy

101. With its expertise and proven capacity to deliver at scale, WFP aims to improve operational linkages among disaster preparedness, crisis response, early recovery, resilience building and activities designed to support gender-equality outcomes. To achieve this, WFP will seek to secure multi-year investments from traditional and non-traditional donors. A donor mapping exercise has been undertaken and a partnership action plan developed with strategies for fostering a shared understanding of upcoming needs and challenges through joint field visits, progress reviews and communication. Partnerships will be critical to the success of the CSP, and WFP will seek to align its expertise and strategic interests with those of its partners through joint efforts to mobilize resources.

6.4 Prioritization approach

102. The country office has developed prioritization scenarios for each strategic outcome which will be adapted as needed. In line with WFP's corporate mandate and capacities, the country office will deliver programmes in the following order of priority:

- support for crisis-affected households and communities;
- support for the most vulnerable population groups and geographic areas;
- delivery of programmes that are already funded and have funding schedules and expenditure timelines;
- activities for closing the funding gap for underfunded programmes; and
- activities for securing new funding for traditionally underfunded programmes.

ANNEX I**LOGICAL FRAMEWORK FOR MADAGASCAR COUNTRY STRATEGIC PLAN**

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Crisis-affected women, men, boys and girls in targeted areas are able to meet their basic food and nutrition needs before, during and after crises

Outcome category:
Maintained/enhanced individual and household access to adequate food
Focus area: Crisis response

Nutrition sensitive

Assumptions

Adequate Cooperating partners capacity

Coordination and synergy within the other stakeholders in the emergency cluster

Outcome indicators

Attendance rate

Consumption-based Coping Strategy Index (Average)

Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)

Dietary Diversity Score

Emergency Preparedness Capacity Index

Food Consumption Score

Food Consumption Score – Nutrition

Food Expenditure Share

Livelihood-based Coping Strategy Index (Average)

MAM Treatment Default rate

MAM Treatment Mortality rate

MAM Treatment Non-response rate

MAM Treatment Recovery rate

Proportion of eligible population that participates in programme (coverage)

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

TB Nutritional Recovery rate

Activities and outputs

1. Provide food and nutrition assistance for vulnerable populations affected by crises (URT: Unconditional resource transfers to support access to food)

Children enrolled in primary schools in crisis-affected areas receive a take-home ration that helps to meet their food and nutrition needs and promotes attendance in school (A: Resources transferred)

Children enrolled in primary schools in crisis-affected areas receive a take-home ration that helps to meet their food and nutrition needs and promotes attendance in school (B: Nutritious foods provided)

Crisis-affected communities benefit from the creation and early recovery of assets for restoring their livelihoods (D: Assets created)

Crisis-affected women and men in targeted communities receive conditional food and cash assistance to protect and recover their livelihoods (A: Resources transferred)

Crisis-affected women, men, boys and girls in targeted communities receive adequate and timely food and cash assistance to meet their basic food and nutrition needs (A: Resources transferred)

Crisis-affected women, men, boys and girls in targeted communities receive adequate and timely food and cash assistance to meet their basic food and nutrition needs (C: Capacity development and technical support provided)

Vulnerable and crisis-affected children, pregnant and lactating women and girls, and HIV and tuberculosis patients receive adequate and timely specialized nutritious foods and social and behaviour change communication for preventing and treating acute malnutrition (A: Resources transferred)

Vulnerable and crisis-affected children, pregnant and lactating women and girls, and HIV and tuberculosis patients receive adequate and timely specialized nutritious foods and social and behaviour change communication for preventing and treating acute malnutrition (B: Nutritious foods provided)

Vulnerable and crisis-affected children, pregnant and lactating women and girls, and HIV and tuberculosis patients receive adequate and timely specialized nutritious foods and social and behaviour change communication for preventing and treating acute malnutrition (E: Advocacy and education provided)

Strategic outcome 2: Primary schoolchildren in targeted areas have access to adequate, healthy and nutritious food as part of a government-led social protection strategy

Outcome category: Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity

Nutrition sensitive

Focus area: Resilience building

Assumptions

Ownership from the government counterpart and political stability

Outcome indicators

Attendance rate

Retention rate

SABER School Feeding National Capacity (new)

Activities and outputs

2. Provide school meals in targeted regions and ensure sustainability by supporting the Government in introducing equitable school feeding policies and programmes as part of a comprehensive social protection strategy (SMP: School meal activities)

Children enrolled in targeted primary schools in food-insecure areas receive a nutritious daily school meal and benefit from complementary nutrition-sensitive services to improve their access to nutritious foods and education (A: Resources transferred)

Children enrolled in targeted primary schools in food-insecure areas receive a nutritious daily school meal and benefit from complementary nutrition-sensitive services to improve their access to nutritious foods and education (B: Nutritious foods provided)

Children in targeted primary schools consume nutritious food produced and supplied by local communities (home-grown school feeding) (F: Purchases from smallholders completed)

Children in targeted primary schools consume nutritious food produced and supplied by local communities (home-grown school feeding) (N*: School feeding provided)

Primary schoolchildren in targeted areas benefit from the enhanced capacities of government institutions to implement home-grown school feeding as part of a comprehensive shock- and gender-responsive social protection strategy that supports access to nutritious foods and education (C: Capacity development and technical support provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 3: Nutritionally vulnerable populations in areas with consistently high rates of undernutrition have improved nutritional status

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

Focus area: Resilience building

Assumptions

Targeted group acceptance of the appropriate Health and Sanitation practices. Social Behaviour Changes addressed.

Outcome indicators

Minimum Dietary Diversity – Women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

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

Proportion of eligible population that participates in programme (coverage)

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

Activities and outputs

3. Provide nutrition services for populations at risk of undernutrition (NPA: Malnutrition prevention activities)

Children aged 6–23 months and targeted pregnant and lactating women and girls receive an integrated package of nutrition services including adequate, timely, specialized nutrition products that help to prevent undernutrition (A: Resources transferred)

Children aged 6–23 months and targeted pregnant and lactating women and girls receive an integrated package of nutrition services including adequate, timely, specialized nutrition products that help to prevent undernutrition. (B: Nutritious foods provided)

Targeted populations benefit from enhanced government capacity to provide and coordinate gender-responsive nutrition services and platforms at the national and local levels (C: Capacity development and technical support provided)

Targeted populations benefit from integrated social and behaviour change communications that help to improve nutrition, health and reproductive health practices (C: Capacity development and technical support provided)

Targeted populations benefit from integrated social and behaviour change communications that help to improve nutrition, health and reproductive health practices (E: Advocacy and education provided)

Women, men, girls and boys benefit from the enhanced capacity of community groups, the Government and private sector actors to process and provide high-quality fortified foods (C: Capacity development and technical support provided)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 4: Women and men smallholder producers in targeted communities facing climate shocks increase their access to profitable markets and establish more inclusive, efficient and resilient food systems all year round

Outcome category: Improved household adaptation and resilience to climate and other shocks

Nutrition sensitive

Focus area: Resilience building

Assumptions

Resilience approach including multisectoral aspects

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Emergency Preparedness Capacity Index

Food Consumption Score

Food expenditure share

Livelihood-based Coping Strategy Index (Average)

Minimum Dietary Diversity – Women

Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Activities and outputs

4. Strengthen smallholder farmers' skills and ability to obtain access to and use productive assets, climate information, financial services and markets in order to improve their livelihoods and resilience to climate shocks (F: Purchases from smallholders completed)

Women and men in targeted households receive adequate, timely and nutrition-sensitive food assistance for assets and food assistance for training support that enables them to meet their short-term food and nutrition needs while improving their livelihood opportunities (A: Resources transferred)

Women and men in targeted households receive adequate, timely and nutrition-sensitive food assistance for assets and food assistance for training support that enables them to meet their short-term food and nutrition needs while improving their livelihood opportunities (D: Assets created)

Women and men smallholder farmers in targeted communities benefit equitably from community assets, climate information, financial services and skills enhancement/capacity building that enable them to plan, diversify and enhance the production, storage and consumption of nutritious foods and adapt to climate change (C: Capacity development and technical support provided)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 5: Partner for SDG results

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

Strategic outcome 5: Government and humanitarian partners in Madagascar are supported by effective emergency preparedness and response arrangements before, during and after crises

Outcome category: Enhanced common coordination platforms

Focus area: Crisis response

Assumptions

Political and institutional stability at national level

Outcome indicators

Partnerships Index (new)

User satisfaction rate

Activities and outputs**7. Provide shared emergency telecommunications services and platforms to partners (CPA: Service provision and platforms activities)**

Crisis-affected populations benefit from emergency telecommunications services provided by WFP to humanitarian partners that support rapid response before and during crises (H: Shared services and platforms provided)

6. Provide shared logistics services and platforms to partners (CPA: Service provision and platforms activities)

Crisis-affected populations benefit from emergency telecommunications services provided by WFP to humanitarian partners that support rapid response before and during crises (H: Shared services and platforms provided)

5. Provide support to the Government and partners for assessment, analysis and emergency preparedness and response, including air services (AAA: Analysis, assessment and monitoring activities)

Crisis-affected populations benefit from the strengthened capacity of government institutions to mobilize and coordinate internal and external resources for the provision of integrated emergency preparedness and response services (G: Linkages to financial resources and insurance services facilitated)

Populations affected by crisis benefit from supply chain and other on-demand services and capacity-strengthening provided by WFP to the Government and humanitarian partners, receiving timely assistance before and during emergencies (C: Capacity development and technical support provided)

Populations affected by crisis benefit from supply chain and other on-demand services and capacity-strengthening provided by WFP to the Government and humanitarian partners, receiving timely assistance before and during emergencies (K: Partnerships supported)

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

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

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

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

C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)

C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)

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

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

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

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

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

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1	Strategic Result 1	Strategic Result 2	Strategic Result 4	Strategic Result 8	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Transfer	107 111 528	49 582 804	33 599 355	37 636 947	5 076 472	233 007 107
Implementation	12 918 052	6 215 097	4 278 807	4 098 332	233 929	27 744 218
Adjusted direct support costs	8 617 415	3 869 596	2 651 549	2 932 833	448 682	18 520 076
Subtotal	128 646 996	59 667 497	40 529 711	44 668 112	5 759 083	279 271 400
Indirect support costs (6.5%)	8 362 055	3 878 387	2 634 431	2 903 427	374 340	18 152 641
Total	137 009 050	63 545 884	43 164 143	47 571 540	6 133 424	297 424 041

Acronyms used in the document

BNGRC	national bureau for disaster risk management (<i>Bureau national de gestion des risques et catastrophes</i>)
CBTs	cash-based transfers
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GDP	gross domestic product
HGSF	home grown school feeding
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
NGO	non-governmental organization
ONN	national nutrition office (<i>Office national de nutrition</i>)
SBCC	social and behaviour change communication
SCOPE	WFP's beneficiary and transfer management system
SCOPE CODA	WFP's cloud-based system for data management in malnutrition treatment programmes
SDG	Sustainable Development Goal
TB	tuberculosis
UNDAF	United Nations development assistance framework
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund