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Draft Kenya country strategic plan (2023–2027)

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

Executive summary

Kenya, East Africa's largest, most developed economy, has just seven years to realize its "Vision 2030" of becoming a modern, innovative, middle-income country, a stable and peaceful democracy, food-secure and with equitable access to public services for health, education and human rights, on the path to a "green transition" in which no one is left behind. The same 2030 deadline looms for Kenya in meeting its global commitments to achieving the 17 Sustainable Development Goals.

Kenya however remains on the frontline of the climate crisis and is once again facing a food security crisis: five consecutive failed rainy seasons have led to low livestock yields and poor crop production, scarcity of grazing land and water resources is driving localized conflict, the global food crisis has sent food prices soaring, with an estimated 5.4 million people in Kenya's arid and semi-arid lands enduring crisis levels and above of acute food insecurity, and 970,000 children under 5 and 142,000 pregnant or lactating women and girls urgently in need of treatment for acute malnutrition. Seeking relief from regional drought, refugees and asylum seekers continue to arrive in large numbers, joining the more than 500,000 people living in camps in the arid and semi-arid lands, some of which were established more than three decades ago.

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“Business as usual” will neither meet humanitarian needs nor address Kenya’s recurring long-term food insecurity challenges. To save lives in Kenya sustainably, WFP must increasingly seek to change lives. To achieve scale and impact WFP will apply a multidimensional conception of its mandate, harnessing innovative, integrated, risk-informed programming within a “changing lives to save lives” agenda, delivering immediate and ongoing support to boost food access and availability and medium- to long-term action to build climate-resilient food systems.

Approaching the humanitarian–development–peace nexus as a spectrum of interconnected concerns, WFP will continue its drought emergency response in order to meet the projected rises in essential needs while also opening proven pathways from relief to resilience building that link humanitarian action to national and county-level development priorities, calibrated to achieve the broadest measurable impact on the root causes of food insecurity and malnutrition in Kenya. WFP will vigorously pursue this strategic shift beyond the period covered by this country strategic plan, seeking to achieve a full transition to enabling approaches by 2030.

To advance and expand its “changing lives” portfolio, the WFP Kenya country office will embrace capacity strengthening of national and county systems as the central strategic driver for supporting shock-responsive social protection, safety nets and disaster and climate risk management. Noting lessons from the independent evaluation of the country strategic plan for 2018–2023, WFP has developed a supply chain strategy that is integrated internally across the country strategic plan portfolio and aligned externally with the priorities of Kenya and its partners in the United Nations system. WFP will embed capacity strengthening in its reorganized supply chain activities, expanding South–South and triangular cooperation. Through strategic partnerships, WFP will work with Kenya’s private sector to unlock its potential to invest in innovative programme delivery models that expand economic opportunities for women, youth, urban populations, persons with disabilities and other underrepresented groups.

Powered by innovation and systems thinking, and informed by a theory of change and analysis, evidence, lessons and gains from the country strategic plan for 2018–2023, WFP proposes a four-year plan in Kenya anchored in Sustainable Development Goals 2 and 17, framed by WFP’s global strategic plan for 2022–2025, aligned with the United Nations sustainable development cooperation framework for 2022–2026 for Kenya and the Government’s fourth medium-term plan for 2023–2027, and to be implemented through a portfolio of four fully integrated strategic outcomes:

- Outcome 1. To ensure people are better able to meet their urgent food and nutrition needs, WFP will provide life-saving, hunger-reducing and nutrition-sensitive support, integrating the treatment of acute malnutrition with prevention for refugees and other people most at risk before, during and in the aftermath of shocks. Moving from a camp- to a settlement-based approach, in line with changes in the policies of national and county-level government, WFP will scale up self-reliance activities, linking them to resilience-building activities under outcome 2 and to capacity strengthening for the Government and its partners under outcome 3.
- Outcome 2. To ensure people have improved and sustainable livelihoods, WFP will apply proven approaches that make food systems more climate-resilient, productive, inclusive, equitable, environmentally sustainable and better able to provide safe, healthy and nutritious diets for all people and communities. WFP will work with affected people, households and communities to recover livelihoods and build capacity to anticipate, withstand and adapt to climate, environmental and economic shocks and stressors. In line with national priorities, WFP will place strong emphasis on empowering youth and women in agriculture, water management and other viable value chains.

- Outcome 3. Ensuring national systems are strengthened is central to WFP's strategic shift in role from an implementer to an enabler in Kenya and lays the foundation for WFP's medium- to long-term transition strategy. Embedded in actions under country strategic plan outcomes 1 and 2, WFP will apply innovation and its own comparative advantages to support capacity strengthening for government, national and county systems for a transition to full ownership of gender- and shock-responsive social protection and disaster and climate risk reduction and mitigation that facilitate anticipatory action.
- Outcome 4. To ensure humanitarian and development actors are more efficient and effective, WFP will put supply chain at the centre of programme integration, innovation and implementation, acting as an operational enabler of the shift to capacity strengthening, building data and knowledge management capacity and systems, and supporting Kenya and its United Nations partners with safe, inclusive supply chain services. Through the WFP-managed United Nations Humanitarian Air Service and expanded service provision, WFP will continue to provide mandated and on-demand services that reach people at risk and respond to needs and emergencies.

WFP's cross-cutting corporate concerns – nutrition, gender equality and women's empowerment, protection and accountability to affected populations, and environmental sustainability – are key strategic drivers of programme integration under this country strategic plan. With strengthened data collection, analysis and knowledge management capacity that is better aligned with national systems, the WFP Kenya country office will track and measure how its resilience investments are reducing humanitarian requirements and expanding WFP's impact beyond that of direct implementation and assistance.

To mobilize sufficient resources for this country strategic plan WFP is pursuing innovative financing models and joint programming approaches that will leverage the opportunities available from governments, international financial institutions such as the World Bank, the private sector and other partners.

WFP is an essential member of the Kenya United Nations country team and has been actively engaged in the preparation of the 2021 common country analysis, ensuring that the proposed outcomes of this country strategic plan are derived from and well-aligned with WFP's contribution to the strategic priorities of the United National sustainable development cooperation framework for 2022–2026. WFP has adopted a four-year duration for this country strategic plan to remain in sync with cooperation framework.

Draft decision*

The Board approves the Kenya country strategic plan (2023–2027) (WFP/EB.A/2023/X-X/X) at a total cost to WFP of USD 1,433,999,462.

* 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. Vision 2030,¹ Kenya's long-term development blueprint, proposes the transformation of the country into a newly industrializing, middle-income country that provides a high standard of living for all Kenyans. Kenya's 2010 constitution established a bicameral legislative body, devolved county government and a judiciary and electoral body. The devolution system has shifted powers from the national government to 47 county governments with a view to reducing longstanding disparities in public service delivery that remain a key obstacle to poverty reduction. General elections held in August 2022 saw a peaceful transition of power to a new president and governing coalition in the National Assembly and Senate.
2. Those reforms have contributed to Kenya's status as the largest economy in East Africa, with a dynamic private sector, a gross domestic product (GDP) of USD 110.35 billion in 2021² and real GDP growth of 6.7 percent in 2021 and 5.9 percent in 2022.³ The socioeconomic impact of the coronavirus disease 2019 (COVID 19) pandemic saw GDP shrink by 0.3 percent in 2020, disrupting trade, transport and tourism and deepening multidimensional poverty by 4 percent (to 53 percent).⁴ Inequality, limited transparency, governance challenges, the economic impacts of climate change and, recently, the war in Ukraine continue to weaken private sector and foreign direct investment. Kenya's Human Development Index ranking in 2021–2022 was 152nd of 191 countries, placing it in the bottom 10 countries assessed as having "medium human development".⁵
3. Agriculture remains the dominant sector of Kenyan's economy, contributing 33 percent of GDP⁶ and providing the primary livelihoods of 60 percent of the population. Livestock rearing employs about 50 percent of the agricultural labour force and is the main livelihood for more than 15 million people living in the arid and semi-arid lands (ASALs). Youth aged 18–35 account for three quarters of the population. With close to 1 million Kenyans entering the labour market each year, youth unemployment continues to rise. Rapid urbanization is transforming rural and urban relationships and changing the food supply, food environments and consumer behaviour. Insufficient and unstable incomes drive urban food insecurity and malnutrition in the informal urban settlements.
4. Cyclical climate-related emergencies – droughts, floods and pest and disease outbreaks – lead to localized conflict over scarce resources and continue to affect Kenya's most vulnerable people and communities, posing an ever-present threat to food security. Climate change and the La Niña weather cycle have wrought an unprecedented multi-season drought in the region, the worst recorded. Agriculture, biodiversity, health, infrastructure and water are highly vulnerable to climate change.⁷ Kenya is a frontrunner in calling for climate action and was one of the first countries in Africa to enact a comprehensive legal and policy framework to guide action for low-carbon and climate-resilient development. Kenya's new president has emerged as a leading African voice on climate change,

¹ Government of the Republic of Kenya, State Department for Economic Planning. 2007. *Kenya Vision 2030*.

² World Bank. 2022. *GDP (current US\$) – Kenya*.

³ African Development Bank. 2022. *African Economic Outlook 2022. Supporting Climate Resilience and a Just Energy Transition in Africa*.

⁴ United Nations Development Programme and Oxford Poverty and Human Development Initiative. 2022. *Global Multidimensional Poverty Index 2022. Unpacking deprivation bundles to reduce multidimensional poverty*.

⁵ United Nations Development Programme. 2022. *Human Development Report 2021/2022. Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World*.

⁶ Food and Agriculture Organization of the United Nations. 2022. *FAO in Kenya: Kenya at a glance*.

⁷ German Federal Ministry for Economic Cooperation and Development. 2020. *Climate Risk Profile: Kenya*.

demanding action for countries suffering the most although they did little to cause the problem.

5. In 2022 Kenya had a Gender Inequality Index score of 0.545, ranking 134th of 189 countries.⁸ Women continue to be underrepresented in leadership and are vulnerable to sexual and gender-based violence, female genital mutilation, child marriage and other harmful practices. They have limited decision making power in relation to their own reproductive health and receive less education than men. Poverty, food insecurity and malnutrition are “feminized” in the country. Food security is undermined by Kenyan women’s unequal access to productive assets and economic resources: fewer than 2 percent of Kenyan women have access to, use, own or exercise control over land.⁹
6. Kenya hosts the second largest number of refugees in Africa.¹⁰ More than half a million refugees and asylum seekers, mainly from the region (principally Somalia, South Sudan and the Great Lakes area), have been living in camps for more than three decades. The Refugees Act of 2021 promotes a settlement approach as opposed to a longstanding encampment policy and provides for more opportunities and rights for both refugees and host communities.

1.2 Progress towards the 2030 Agenda for Sustainable Development

7. The Government of Kenya has adopted a rights-based approach to addressing the Sustainable Development Goals (SDGs). Vision 2030 and the country’s Fourth Medium-Term Plan (MTP IV), county integrated development plans and strategic and sectoral plans aim to ensure that work towards achieving the SDGs is localized and mainstreamed. Kenya’s performance in achieving the SDGs is mixed, leaving the country ranked 118th of 163 countries assessed in the [2022 sustainable development report](#). Major challenges to the achievement of 11 of the 17 goals remain, with progress on SDG 2 mixed, showing improvement in only two of the eight core indicators – prevalence of wasting in children under 5 and prevalence of obesity in the adult population – while stagnating in the prevalence of stunting and sliding backwards in the key indicator of prevalence of undernourishment. To accelerate progress towards the SDGs, MTP IV incorporates best practices in climate emergency mitigation and adaptation and promotes a transition to an inclusive “green” economy.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

8. *Access to food (SDG target 2.1).* The national prevalence of stunting is 18 percent, with wasting at 5 percent. Stunting prevalence is higher among children in rural areas (20 percent) than urban areas (12 percent). It also decreases with increasing wealth, from 28 percent in the lowest income quintile to 9 percent in the highest.¹¹ Nearly 4.4 million people in the ASAL counties were experiencing “crisis” levels of acute food insecurity or worse (i.e., an Integrated Food Security Phase Classification (IPC) of 3 or above) between October and December 2022, with the situation projected to worsen. Key drivers of acute food insecurity are prolonged drought, which constrains crop and livestock production in the ASAL counties, and soaring prices for staple foods, in particular maize, further constraining household purchasing power and food access in both urban and rural areas.¹²

⁸ United Nations Development Programme. 2020. [Gender Inequality Index 2022](#).

⁹ United Nations Kenya. 2022. [United Nations Sustainable Development Cooperation Framework Kenya 2022–2026](#).

¹⁰ Office of the United Nations High Commissioner for Refugees. 2023. [Kenya, Refugees](#). (accessed January 2023).

¹¹ Kenya National Bureau of Statistics. 2023. [Kenya Demographic and Health Survey, 2022. Key Indicators Report](#).

¹² Integrated Food Security Phase Classification. 2022. [Kenya: Acute Food Insecurity Situation July – September 2022 and Projection October – December 2022](#).

9. *End malnutrition (SDG target 2.2)*. Driven by climate-related impacts, acute malnutrition significantly worsened in 2022 in the ASAL counties, reaching “extremely critical” levels (prevalence above 30 percent) in Turkana and Marsabit counties and “critical” levels (prevalence of 15–30 percent) in Mandera, Garissa, Wajir, Isiolo and Samburu counties and Tiaty sub-county in Baringo county.¹³ Undernutrition, including micronutrient deficiencies, affects mainly women and children, while obesity and diet-related non-communicable diseases affect mainly women of reproductive age and adults in general. The prevalence of anaemia is highest in pregnant women and girls (at 41.6 percent), followed by children 6–59 months of age (26.3 percent) and children 5–14 years of age (16.5 percent).¹⁴ Kenya is tied with the United Republic of Tanzania in having the world’s third largest HIV epidemic, with 1.5 million people living with HIV in 2019, although prevalence, at 4.5 percent in 2019, is half of what it was in 1996. Analysis from 2020 showed that 13 counties accounted for 72 percent of new HIV infections.¹⁵
10. *Smallholder productivity and incomes (SDG target 2.3)*. Three quarters of farmers are smallholders, who are predominantly older persons. Inefficiency in the agriculture sector is largely attributable to poor farming practices, slow uptake of modern production technologies, unreliable markets, pest and disease outbreaks, underdeveloped rural infrastructure, land degradation, lack of capital for buying high-quality seeds and certified fertilizers and pesticides, inefficient logistics systems and poor post-harvest storage. Smallholder producers in farming, agropastoral and pastoral communities have been disproportionately affected by climate change, which is resulting in low productivity and outputs and affecting household incomes and access to healthy diets from local markets.
11. *Sustainable food systems (SDG target 2.4)*. Disruptions of global and local supply chains have combined with price increases for key food commodities, fertilizer and fuel to significantly reduce household purchasing power, particularly in urban areas. The rapid expansion of information and communications technology in Kenya has given remote communities access to information and financing that they can use to expand their economic opportunities; women, however, are still being left behind. Inefficiency in Kenya’s food system exacerbates inequality, excluding vulnerable groups, including youth, from socioeconomic gains. Following the 2021 United Nations food systems summit the Government of Kenya committed to building more inclusive and dynamic food systems, prioritizing youth, digital innovation and actions to promote more diverse diets.

Progress on Sustainable Development Goal 17 targets

12. *Policy coherence (SDG target 17.14)*. Guided by Kenya’s 2010 constitution, which provides a right to food, successive national and county governments have elevated food and nutrition security and integrated it into their strategic plans. Kenya has also prepared a national adaptation plan for 2015–2030 aimed at enhancing climate resilience to facilitate the attainment of the SDGs.
13. *Enhanced global partnership (SDG target 17.16)*. The Government launched its SDG partnership platform at the United Nations General Assembly in 2017, following up in February 2020 with the SDG partnership platform window 2 on food and nutrition security, which is aimed at mobilizing public and private sector support for the implementation of Kenya’s agriculture sector transformation and growth strategy for 2019–2029.

¹³ *Ibid.*

¹⁴ Ministry of Health, Kenya National Bureau of Statistics and World Health Organization. 2015. *Kenya STEPwise survey for non communicable diseases. Risk factors 2015 report.*

¹⁵ National AIDS Control Council. 2020. *Kenya AIDS Strategic Framework II 2020/21–2024/25. Sustain Gains, Bridge Gaps and Accelerate Progress.*

1.4 Hunger gaps and challenges

14. To inform the formulation of the United Nations sustainable development cooperation framework (UNSDCF) for 2022–2026, in March 2022 the United Nations and the Government of Kenya released an analysis¹⁶ that identifies the four population groups most at risk of being left behind: women and girls, children and youth, people living in the ASAL counties, and people living in informal urban settlements.
15. Addressing the needs identified, the UNSDCF also supports national priorities in climate emergency mitigation and adaptation, the transition to a green economy and the establishment of an inclusive, enabling, socially cohesive and peaceful environment, committing Kenya's United Nations partners to "sustaining peace and security to provide an enabling environment for individuals and businesses to thrive by strengthening security through modernization, reforming the police service, and enhancement of border surveillance and control. Important areas include land reforms, decent jobs, disaster risk reduction, digitalization and Kenya as a business destination, increased agricultural and livestock productivity and climate-smart agriculture."¹⁷
16. The common country analysis and the UNSDCF also identify a key obstacle to SDG monitoring: the paucity of timely data disaggregated by sex, age, disability, membership in indigenous or minority groups and geographic location. Joint United Nations support is required in order to close the gender data gap and improve reporting on progress towards the SDGs and the targeting of programmes so that they reach women and girls at risk of being left behind. The Kenya National Bureau of Statistics is seeking to address data gaps and enhance data disaggregation.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

17. A 2022 economic impact assessment¹⁸ commissioned by the WFP Regional Bureau for Eastern Africa found that each additional dollar spent by WFP "increased the total value of production in Kenya by USD 6.47, the most of all ... [countries in the Eastern Africa region]. It raised total real income, or GDP, in Kenya by USD 3.36."
18. A mid-term review found that the "first-generation" country strategic plan (CSP) for 2018–2023 had transformed WFP's strategic approach in Kenya, broadening its scope beyond humanitarian issues to embrace work at the humanitarian–development–peace nexus in a strategic shift from implementing to enabling approaches.
19. A mid-term evaluation of work on resilience and food systems under the CSP for 2018–2023 also recommended a shift towards the promotion of climate resilience in affected ASAL counties, with solar-powered irrigation and the active participation of women in agricultural entrepreneurship as the key drivers of success. Several activities such as beekeeping and the production of orange-fleshed sweet potatoes were found to be gender-transformative. The evaluation also recommended that the focus on gender and youth under CSP outcome 2 be sharpened.
20. The independent evaluation of the CSP for 2018–2023 presented recommendations that informed the design of this second-generation CSP: increase self-reliance and resilience among both refugees and host communities; improve nutrition outcomes through

¹⁶ United Nations Kenya and Government of Kenya. 2022. *Leave no one behind. Peace and Conflict Analysis: Through the eyes of those at risk of being left behind.*

¹⁷ United Nations Kenya. 2022. *United Nations Sustainable Development Cooperation Framework Kenya 2022–2026.*

¹⁸ Corong, E., Kagin, J., Taylor E. and Van Der Mensbrugge, D. 2022. *Impacts of World Food Program Expenditures on the Incomes of Food Secure and Insecure Households in Kenya.*

knowledge sharing and social and behaviour change communication on nutrition; ensure adequate resources for supporting action on gender transformation and inclusion; enhance capacity to engage in governance analysis and strategic planning; strengthen the monitoring and evaluation function to improve learning and reporting; strengthen organizational cohesion, programme integration and linkages across the strategic pillars; and update the country office's supply chain strategy to support integrated programming and prioritize food systems strengthening. These recommendations largely confirmed the findings of the mid-term review and the strategic shifts that the country office had already made in formulating the theory of change for this CSP.

21. A 2022 final evaluation of the handover of Kenya's school meals programme to the Government concluded that the transition process and continued technical support for the Government had been broadly effective. National and county-level school meals programmes reach approximately 2.5 million children, with the country office continuing to engage through technical assistance. The evaluation recommended that WFP actively facilitate South-South and triangular cooperation on school feeding with other countries. WFP's strategic changes are driven by the unprecedented drought, which has led to significant food shortages in schools, threatening the hard-won gains since handover in 2018.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

22. Kenya's Vision 2030 is implemented through five-year medium-term plans. The Government's fourth medium-term plan, covering 2022–2027, was developed in consultation with all stakeholders, including United Nations entities. County governments are currently in the process of developing the third generation of county integrated development plans.
23. Validated by the Government and its partners in June 2022, the UNSDCF for 2022–2026 is aimed at assisting Kenya in the post-pandemic period to accelerate progress towards the achievement of Vision 2030 and the SDGs. It is framed by two strategic priorities: promoting "people and peace" and advancing "prosperity and planet". A third pillar is framed as a "strategic enabler" aimed at ensuring that Kenya has the necessary partnerships to finance, provide resources for and achieve the two strategic priorities.
24. The passage of the Refugees Act 2021 is in line with Kenya's commitments under the comprehensive refugee response framework and the Global Compact on Refugees. WFP is supporting Kenya's expansion of its enhanced single registry for social protection and the development of its relief assistance policy. At the county level, WFP has supported the formulation of policies on social protection, early childhood education, disaster risk management and other topics.
25. Kenya is a party to key global initiatives aimed at addressing malnutrition in all its forms and is committed to the realization and implementation of those initiatives through sector-specific action plans. The initiatives include the six World Health Assembly nutrition targets for 2025, the Scaling Up Nutrition movement, the Kenya national nutrition action plan and the country action plan for the reduction of wasting. Kenya is a founding member of the global school meals coalition established at the 2021 United Nations food systems summit.

2.3 Engagement with key stakeholders

26. The country office's comprehensive approach to stakeholder engagement is founded on community feedback mechanisms, ensuring that the strategic shifts and priorities of the CSP are aligned with the views and interests of the people WFP serves. The country office's community feedback mechanisms are easily and safely accessible to its diverse stakeholders.
27. At the national level an all-stakeholder workshop addressed priorities and gaps in food security and nutrition, seeking consensus on the greatest opportunities for WFP to achieve sustainable transformational change. Civil society organizations representing young people, women, persons with disabilities and other underrepresented groups participated in the workshop. Bilateral discussions with key donors sought to understand donor priorities and address concerns. WFP contributed significantly to the United Nations common country analysis and the formulation of the UNSDCF.
28. At the sub-national level, consultations brought together technical experts from the counties where WFP is currently engaged. Focus group discussions were held with community members, including beneficiaries and members of affected populations.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

29. To sustainably save lives in Kenya WFP will seek to change lives. To respond to the immediate drought emergency and meet the projected rises in essential needs, the country office will tailor innovative, integrated, risk-informed programming throughout its portfolio of activities to bring a "changing lives to save lives" agenda to scale for maximum long-term and sustainable impact.
30. WFP will open pathways from relief to resilience building, linking humanitarian action to national and county development priorities and building capacity and strengthening systems that are better tailored to achieve the broadest measurable impact on the root causes of food insecurity and malnutrition in Kenya. WFP will vigorously pursue this strategic shift beyond the CSP period, seeking to achieve a full transition to enabling approaches by 2030.
31. To ensure that it has the data, tools, evidence and strategic information it needs to inform programme design and implementation, the country office will reorganize its data and knowledge management practices, including by analysing its use of evidence, informed by the preparation of an evidence gap map supported by the Regional Bureau for Eastern Africa.¹⁹
32. With strengthened internal capacity, the country office will follow a broader, multidimensional mandate tracking and measuring how WFP's resilience-building investments are reducing humanitarian needs and expanding WFP's transformative impact beyond what it can achieve through direct implementation.
33. Kenya plays a strategic role in the region and is an important logistics hub, with transport and warehousing contributing 7.2 percent of GDP. WFP's supply chain activities in corridor management and on-demand service provision in Kenya and other countries have a meaningful socioeconomic impact in the country and the region.

¹⁹ WFP Regional Bureau for Eastern Africa. 2022. Feasibility Study on Evidence Use and Evidence Gap Map.

3.2 Country strategic plan outcomes, WFP outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Refugees, asylum seekers and food-insecure populations in emergency contexts in Kenya have equitable access to adequate, safe and nutritious food and inclusive, gender-responsive and nutrition-sensitive pathways to self-reliance by 2027

34. Kenya's 2021 Refugees Act provides opportunities for refugees to participate in the local and national economy, which improves their prospects for self-reliance. Anticipating a shift from a status-based to a needs-based approach, WFP will support refugees and asylum seekers residing in Dadaab, Kakuma and Kalobeyei, almost all of whom depend wholly on WFP for their food and nutrition needs. Moving from a camp- to a settlement-based approach, in line with national and county government policies, WFP will scale up self-reliance activities, linking them to climate resilience building activities under CSP outcome 2 and capacity strengthening for the Government and its partners under CSP outcome 3. WFP will intensify and scale its support in ways that facilitate a transition away from food assistance for some households.
35. WFP will continue to support the treatment of acute malnutrition, shifting to prevention activities and transitioning from WFP to county-supported management of malnutrition. Strengthened country office capacity for evidence generation and analysis with regard to gender, protection and disability will inform the implementation of self-reliance activities.

WFP strategic outcome

36. CSP outcome 1 is linked to WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

Focus area

37. The focus area of CSP outcome 1 is crisis response.

Alignment with national priorities

38. CSP outcome 1 is aligned with SDG target 2.1 (access to food), is derived from UNSDCF strategic priority 1 (people and peace) and contributes to UNSDCF outcome 1.2.
39. Refugee operations comply with the comprehensive refugee response framework and the 2021 Refugees Act. Nutrition treatment and prevention activities are in line with Vision 2030 and World Health Assembly nutrition targets.

Expected outputs

40. This outcome will be achieved through three activities aimed at the following six outputs:
 - Food-insecure refugees receive in-kind and cash-based resource transfers in an equitable, safe manner to meet their essential food and nutrition needs.
 - Refugee and surrounding host community children 6–59 months of age, pregnant and lactating women and girls and HIV and tuberculosis patients receive specialized nutritious foods and social and behaviour change communication to prevent and treat acute malnutrition.
 - Refugee and surrounding host community children receive food transfers every day they attend pre-primary and primary school, to improve enrolment and attendance.
 - Refugees, surrounding host communities and market actors receive inclusive, gender-responsive capacity building and technical support to increase self-reliance and enable equitable access to affordable, safe and nutritious food.
 - Food-insecure Kenyan households in emergency contexts receive unconditional food and cash-based assistance to meet their basic food and nutrition needs.

- Kenyan children aged 6–59 months, pregnant and lactating women and girls and clients undergoing directly observed anti-retroviral treatment for HIV and directly observed short-course tuberculosis treatment receive specialized nutritious foods and social and behaviour change communication for the prevention and treatment of acute malnutrition.

Key activities

Activity 1: Provide food assistance and nutrient-rich commodities to refugees in camps and settlements and surrounding host communities

41. WFP will provide unconditional food assistance to all registered refugees and asylum seekers in Kakuma and Dadaab through a combination of in-kind and cash-based transfers, and through cash only in Kalobeyei. Using clean energy, WFP will also provide meals in reception centres, schools, health centres and hospitals in the camps, settlements and surrounding host communities.
42. WFP will support the treatment of moderate acute malnutrition among pregnant and lactating women and girls and children aged 6–59 months in the camps and settlements in Kakuma and Dadaab and in Kalobeyei settlement. The nutrition treatment programme will aim to rehabilitate moderately malnourished children and pregnant and lactating women and girls. WFP will implement an integrated malnutrition prevention programme, supporting complementary feeding and promoting growth and development during critical phases. Specialized nutritious foods will be used for the prevention and treatment of moderate acute malnutrition in accordance with national protocols and in collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children’s Fund (UNICEF) and government authorities. Refugees who are clients undergoing anti-retroviral treatment of HIV and/or tuberculosis directly observed treatment short course (TB DOTS) will also receive specialized nutritious food upon admission as clients in institutional settings.
43. Social and behaviour change communication will be employed to promote healthy and diverse diets at the household and individual levels, prioritizing locally available nutritious foods. Hot meals will be provided to children attending primary and pre-primary school to promote enrolment and attendance.

Activity 2: Provide capacity strengthening and technical support to refugees in the settlements and surrounding host communities to enhance self-reliance

44. Key to the strategic shift under this CSP, WFP will scale up gender-responsive, conflict-sensitive self-reliance activities in Kalobeyei settlement, expanding them to Kakuma and Dadaab camps (and other settlements), targeting refugees and surrounding host communities. WFP will promote self-reliance for people receiving unconditional support under activity 1 through access to secure employment and sustainable incomes with viable private sector enterprises.
45. Integrating activities under CSP outcome 2, WFP will support markets in and around the camps and settlements to ensure the equitable and inclusive availability of sufficient nutritious, safe and affordable food and to strengthen economic links between refugee and host communities. This will include the construction and maintenance of high-impact agricultural infrastructure for climate-resilient commercial crop and livestock production. To support transformative change, men will be proactively engaged in advancing gender equality and the socioeconomic empowerment of women and youth.

Activity 3: Provide food assistance, nutrient-rich commodities and social and behaviour change communication to vulnerable Kenyan populations in emergency contexts

46. Under this activity, WFP will provide general food assistance for households affected by disasters, focusing on drought and floods. Reflecting on lessons from the COVID-19 emergency, WFP will prepare contingency plans for supporting any emergency response. WFP will support the treatment of moderate acute malnutrition among children aged 6–59 months and pregnant and lactating women and girls in targeted ASAL counties, coordinating its response with nutrition partners in selected counties in order to provide outreach services (mobile clinics) in hard-to-reach areas.
47. To prevent further nutritional deterioration in counties with acute malnutrition prevalence greater than 20 percent, blanket supplementary feeding prioritizing the most vulnerable people – young children and pregnant and lactating women and girls – will be integrated into the response. Targeted population groups may also include HIV/TB DOTS clients who will also receive assistance.
48. In coordination with the country office capacity strengthening unit (working under CSP outcome 3), this activity will strengthen the capacity of health workers in selected counties to provide good-quality nutrition and HIV management services and will include advocacy of increased government prioritization of and funding for nutrition at the county and national levels.
49. Social and behaviour change communication initiatives will be employed to promote optimum nutrition at the household and individual levels. Innovative community-based²⁰ approaches to the treatment and prevention of malnutrition will be used to capitalize on sustainable local solutions.

Partnerships

50. Under activities 1 and 2 WFP will continue to partner with UNHCR, the Food and Agriculture Organization of the United Nations (FAO), UNICEF, the United Nations Human Settlement Programme, the International Labour Organization, the national Department of Refugee Services and the county governments of Garissa and Turkana. UNHCR and the Department of Refugee Services provide overall leadership for the refugee response while county governments and other agencies will increasingly complement WFP's self-reliance activities. WFP will partner with research institutions to access knowledge and learning and strengthen evidence generation. For nutrition and school meals programmes under activity 1, the ministries responsible for health and education at the national and county levels will be key partners in implementing the transition from a camp-based to a settlement-based approach. Under activity 3, WFP co-chairs Kenya's food security steering group with the national drought management authority.

Assumptions

51. This outcome is based on the assumption that there will be no significant deterioration in security, that affected communities remain accessible, that government partnerships are stable and that funding requirements are met.

Transition/handover strategy

52. WFP is a member of the food security and livelihoods working group and the SDG lab led by the Resident Coordinator, which are developing a "Marshall Plan" to guide the implementation of the 2021 Refugees Act, developing opportunities to shift to a sustainable settlement-based approach to assisting refugees and host communities. Assistance will

²⁰ Integrated community case management, family mid-upper arm circumference measurement and the positive deviance hearth approach.

continue to be status-based to ensure that all registered refugees and asylum seekers are targeted, with a shift to needs-based targeting based on a transition strategy that will be jointly developed with UNHCR and aimed at enabling refugees to transition from being the recipients of assistance to becoming self-reliant actors. The gradual handover of the acute malnutrition programme to national and county governments is already under way.

Country strategic plan outcome 2: Food-insecure and risk-prone populations, especially women and youth, in targeted rural and urban communities are more resilient with regard to climate change and other shocks and benefit from more inclusive food systems, improved livelihoods and better access to safe, healthy and sustainable diets by 2030

53. Under CSP outcome 2, WFP will apply a resilient food systems approach to facilitate access to safe food and healthy diets, working at scale for maximum impact. WFP will support anticipatory action and scalable adaptation measures that render existing food systems more climate-resilient and safeguard fragile ecosystems while supporting people and communities to access pathways to resilient livelihoods. Applying inclusive, evidence-based approaches, WFP will intensify its efforts to empower youth and women in viable value chains so that they can become agents of change in their own communities.
54. Noting that early action and resilience-building yield high economic returns by reducing the need for humanitarian assistance,²¹ WFP will work with county governments, development partners and the private sector to address the vulnerability of the people and communities most at risk. This outcome will contribute to CSP outcome 1 on refugee self-reliance and CSP outcome 3 on boosting social protection and safety nets and strengthening national and county-level capacity for transition and handover. The country office's new supply chain strategy for boosting operational capacity and capability will be a key enabler of programmatic integration.

WFP strategic outcome

55. CSP outcome 2 is linked to WFP strategic outcome 3: People have improved and sustainable livelihoods.

Focus area

56. The focus area of CSP outcome 2 is resilience building.

Alignment with national priorities

57. CSP outcome 2 is derived from UNSDCF strategic priority 2 (prosperity and planet) and contributes to UNSDCF outcomes 2.1 and 2.2. It is aligned with the Government's MTP IV and contributes to the national agriculture sector transformation and growth strategy, the Kenya youth in agribusiness strategy and the national climate change action plan. It is aligned with SDG target 2.4 on sustainable food systems and contributes to SDG targets 2.1 access to food, 2.3 smallholder productivity and incomes, 8.6 promote youth employment, education and training, 12.3 reduce food loss and waste, 13.1 strengthen resilience and adaptive capacity to climate-related disasters, 17.16 enhance the global partnership and 17.17 promote effective public, public-private and civil society partnerships.

Expected outputs

58. This outcome will be achieved through one activity to deliver the following five outputs:
- Targeted food-insecure and risk-prone communities, especially women and youth, benefit from integrated climate risk management and adaptation activities, including

²¹ United States Agency for International Development. 2018. *Economics of Resilience to Drought: Kenya Analysis*, "Investing in early response and resilience measures [in Kenya] yields benefits of \$2.8 for every \$1 invested".

natural resource management and improved agricultural practices, asset creation, livelihood diversification and access to climate information and financial services.

- Food-insecure households in Kenya's most drought affected arid counties benefit from a seasonal safety net and other protective actions to meet their food and nutrition needs and protect their livelihoods.
- Targeted smallholder producers and other value chain actors, especially women and youth, benefit from more equitable access to agricultural inputs and services, diversified agricultural markets and innovative approaches to food loss and waste management, value addition and increased employment opportunities to increase their productivity and income from diversified sources.
- Food-insecure and nutritionally vulnerable populations benefit from more nutrition-sensitive value chains that expand dietary diversity and healthy diets.
- National, county- and community-level actors are enabled through multi-stakeholder and public-private partnerships to scale up innovative business models and green technologies to make food systems climate-resilient and sustainable.

Key activities

Activity 4: Provide integrated climate-adaptive support to enable communities at risk, including smallholder producers and other value chain actors, to produce, aggregate, add value, access markets, reduce food losses and consume safe and healthy food

59. This activity delivers an integrated and complementary resilient food system programme in the following five priority action areas:
 - ecosystem-based adaptation that targets farming and agropastoral groups with landscape restoration, asset creation, water infrastructure, the promotion of climate-resilient and regenerative agricultural practices, access to climate information and financial and climate risk management services;
 - anticipatory actions and shock-responsive safety nets that address the needs of the most vulnerable populations in drought affected counties, focusing on those in IPC phase 3 (crisis) and IPC phase 4 (emergency);
 - support for value chains from production to consumption: strengthening links between rural production and urban demand; creating employment and market opportunities, focusing especially on women and youth and working with smallholder producers, processors, traders, retailers and transporters; and mitigating food loss and waste;
 - investment in value addition, including through food fortification, to make nutritious food more available, desirable and accessible to vulnerable populations, and putting in place measures to ensure that food is safe and of high quality; and
 - the scale-up of proven innovative models under the Farm-to-Market Alliance, working with the country office's innovation unit, private sector actors and local think tanks to achieve impact at scale beyond targeted communities.
60. Social and behaviour change communication strategies will be employed to increase demand for the production and consumption of healthy diets, foster the adoption of inclusive, climate-resilient and regenerative agricultural practices, and enhance financial literacy and business skills.

Partnerships

61. WFP works closely with the Ministry of Agriculture and Livestock Development, the State Department for the ASALs and Regional Development and the National Drought Management Authority. Partnerships will also be established with the new Government's ministries responsible for water, the environment, climate change and gender.
62. Under the UNSDCF for 2022–2026, WFP co-leads work on strategic priority 2 (prosperity and planet) and has initiated a joint programme with UNICEF, the United Nations Environment Programme, FAO and other partners on sustainable integrated water management for enhanced food security and climate-resilient livelihoods. Under the umbrella of the Rome-based agencies' new country collaboration agreement for Kenya, WFP will continue its collaboration with FAO and the International Fund for Agricultural Development.
63. WFP will expand its engagement with the private sector, foundations, research think tanks and academic institutions, including the Mastercard Foundation, the Millennium Water Alliance, the Scaling Up Nutrition Business Network, the University of Nairobi and the CGIAR System Organization.

Assumptions

64. This outcome is based on the assumption that WFP resources will be expanded and diversified, predictable and accessible; that the Government and other partners remain committed to the co-creation, co-financing and delivery of climate change adaptation and mitigation plans; and that the Government will strengthen shock-responsive safety nets to ensure that no one falls behind as WFP transitions to an enabling role.

Transition/handover strategy

65. To ensure sustainability and scalability, interventions are based on co-financing models and informed by evidence from climate and environmental analyses, return on investment studies and value chain and gender analyses. Sustainable business models, such as farmers' service centres, will be expanded into various livelihood activities and value chains.

Country strategic plan outcome 3: By 2027, national and county institutions have in place stronger, more inclusive innovative policies, systems and capacities, especially through Kenya's own social protection and disaster risk management systems and relief programmes, to expand coverage and better assist populations vulnerable to food and nutrition insecurity

66. This CSP outcome is central to the country office's strategic shift from an implementing to an enabling role, laying the foundation for its transition strategy in the medium to long term. Linking to actions under CSP outcomes 1 and 2, WFP will promote government ownership of and responsibility for the provision of support for vulnerable populations through Kenya's own food security, nutrition, social protection and emergency preparedness and response systems and programmes. WFP will provide technical assistance to the social protection sector to facilitate the scale up of the coverage of social and humanitarian assistance. In disaster management WFP will strengthen national early warning systems, contingency planning, climate action and data and monitoring and evaluation systems so as to foster the effective anticipation of and response to emergencies and climate-related shocks and management of recovery and mitigation efforts.
67. This outcome also incorporates the activities of the country office's innovation unit, which offers a range of services both within the country office and externally for public, private and non-profit actors engaged in addressing Kenya's progress towards SDG 2. In collaboration with the WFP Innovation Accelerator, those services include actions that enable governments, WFP, the community and partners to act on opportunities to improve livelihoods and enhance community resilience.

WFP strategic outcome

68. CSP outcome 3 is linked to WFP strategic outcome 4: National programmes and systems are strengthened.

Focus area

69. The focus area of CSP outcome 3 is root causes.

Alignment with national priorities

70. CSP outcome 3 is aligned with SDG target 17.9 (capacity strengthening), is derived from UNSDCF strategic priority 1 (people and peace) and contributes to UNSDCF outcome 1.2. It is also aligned with the Government's MTP IV and contributes to progress towards SDGs 1, 2, 3, 4, 5 and 10.

Expected outputs

71. This outcome will be achieved through two activities designed to deliver the following five outputs:
- Nutritionally vulnerable populations benefit from inclusive, well-coordinated and evidence-based nutrition and HIV sensitive interventions facilitated by county and national institutions to improve nutrition status throughout the lifecycle.
 - Food-insecure and nutritionally vulnerable people benefit from national and county institutions' improved coordination, planning, anticipation, targeting and delivery of inclusive, nutrition-sensitive and shock-responsive social protection systems and programmes.
 - Kenya's national and county institutions receive capacity strengthening and knowledge brokerage support and engage in South-South and triangular cooperation to benefit Kenyan schoolchildren and their families.
 - Risk-prone people in Kenya, in particular all women and girls, youth and children in the ASALs counties and other vulnerable settings, benefit from strengthened national and county supply chain and emergency preparedness and response systems to improve their adaptive capacity to withstand shocks.
 - Vulnerable and food-insecure communities benefit from increased capacity of national and county governments and other public and private sector partners and actors to innovate, co-create and implement at scale inclusive, transformative and evidence-based hunger-reducing initiatives.

Key activities

Activity 5: Provide technical advice, assistance and capacity strengthening (including South-South and triangular cooperation) support to national and county institutions and partners for Kenya's inclusive, gender-transformative, nutrition-sensitive and shock-responsive social safety nets and social protection systems and programmes and to strengthen Kenya's adaptive capacity to prepare for and respond to shocks

72. In this activity WFP will focus on enabling the Government to sustainably scale up its assistance programmes and capacity. To that end, the country office will:
- support the Government in expanding social protection coverage to reach the poorest, most vulnerable households through the scale up and operationalization of Kenya's enhanced single registry and its link to existing social protection programmes in the country;
 - advocate that the coverage of Kenya's school meals programme be expanded and provide more adequate meals, in line with school meals coalition targets, and

strengthen monitoring and information systems, bridge short-term funding gaps and secure sustainable financial support sufficient to enable the programme to be scaled up to universal coverage, thus reinforcing the hard-won gains achieved since WFP's successful 2018 handover to the national and county governments. Through South-South and triangular cooperation, WFP will broker knowledge and experience exchange on school-based programming between Kenya and other countries, to the mutual benefit of all;

- apply a "climate lens" to collective efforts to strengthen Kenya's capacity, approach and toolbox for disaster risk reduction and management, emergency preparedness and response and supply chain management;
- continue to share its deep expertise in the collection and analysis of food security and nutrition data with a view to boosting Kenya's capacity to produce timely and accurate assessments of needs and ensuring that collective programme responses in Kenya are informed by reliable evidence, with the work in this area based on WFP's critical contribution to the IPC in Kenya; and
- support national and county governments in improving access to and the coverage of nutrition promotion and HIV management and prevention services and in the handover of malnutrition treatment initiatives to the Government.

Activity 6: Provide technical assistance to enable innovative, scalable and transformative approaches among government and other food security, nutrition and social protection actors and private sector actors at the national and subnational levels

73. Under this activity, the country office innovation unit will curate and scale sustainable and innovative solutions for accelerating progress towards zero hunger made by Kenyan, partner and other humanitarian and development actors working on food security, nutrition and social protection. The country office will apply innovation principles – such as design and systems thinking, human-centred design, lean start-up and agile implementation – to link WFP's primary beneficiaries, such as youth, women, persons with disabilities and households in the rapidly urbanizing settlements in ASALs, to the opportunities for economic empowerment presented by new technologies, entrepreneurial models and potential partnerships in the private sector.

Partnerships

74. Under activity 5 WFP will broaden the partnership base for its work on changing lives through bilateral and joint programmes and engagement with new partners through South-South and triangular cooperation. WFP works with the State Department for Social Protection, the National Drought Management Authority, the Council of Governors and relevant county-level institutions. It will also partner with the Kenya National Bureau of Statistics, ministries and research institutions on evidence generation; global networks such as Scaling Up Nutrition; Kenya's Nutrition and Dietetics Unit and the national AIDS and sexually transmitted infection control programme to provide in-service training for health workers; and the Kenya Institute for Public Policy and Research Analysis and the Ministry of Health on policy formulation. WFP will work with the National Council for Nomadic Education in Kenya and county counterparts to mobilize sufficient secure resources for school meals programmes.²²
75. Under activity 6, the country office innovation unit is developing collaborative projects with government agencies, United Nations entities, donor and cooperating partners, the private sector and other actors working to advance progress towards SDG 2.

²² Following government decisions in 2022, WFP will support the transfer of the national school meals programme from the Ministry of Education to the National Council for Nomadic Education in Kenya.

Assumptions

76. This outcome is based on the assumption that national and county governments will continue to prioritize the implementation of policies and systems for social protection, disaster risk reduction and emergency preparedness and response; that partners and food system actors will remain engaged in and take ownership of interventions; and that funding requirements are met.

Transition/handover strategy

77. Kenyan ownership of humanitarian and development systems and responses is central to this CSP outcome. WFP will engage and equip technical assistance providers for the delivery of capacity strengthening interventions, provide WFP-facilitated training-of-trainers support on social protection for national educational institutions such as the Kenya School of Government, promote peer learning and facilitate South–South and triangular cooperation, strengthen the enabling environment for improved nutrition outcomes and accelerate the handover of malnutrition treatment activities to the Government.

Country strategic plan outcome 4: By 2027, government at the national and county levels, United Nations agencies and humanitarian and development actors have access to, and benefit from effective and efficient supply chain services

78. WFP works to ensure that government, humanitarian and development actors can benefit from effective and cost-efficient logistics services – including air transport through the United Nations Humanitarian Air Service (UNHAS), common coordination platforms, on-demand services and improved commodity supply chains – that ensure the timely delivery of relief to refugees and host communities and improve the quality of public health and nutrition services provided by the Government.
79. Responding to lessons from the independent evaluation of the CSP for 2018–2023, the country office has developed a supply chain strategy that is integrated internally throughout the CSP portfolio and aligned externally to support Kenya and its United Nations system partners with strong and inclusive supply chain services that are socially, environmentally and economically sustainable. The strategy draws on the country office's longstanding expertise and experience in supply chains and identifies investments in the development of new supply chain skills that align with the WFP strategic plan, the new global supply chain strategy and Kenya's strategic role in East Africa.
80. The country office's supply chain function will act as a key enabler of the strategic shift to capacity strengthening in social protection and emergency preparedness and response, expanding WFP's service provision and support for collective United Nations responses, joint programming and multilateral initiatives, including innovative approaches to private sector engagement. Key to the strategy will be continuous knowledge gap assessment and continuous improvement of data and knowledge management practices, evidence generation, field communication, advocacy, policy development, training and environmental and climate risk management.

WFP strategic outcome

81. CSP outcome 4 is linked to WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective.

Focus area

82. The focus area of CSP outcome 4 is crisis response.

Alignment with national priorities

83. CSP outcome 4 is aligned with SDG target 17.16 (enhance global partnership), is derived from the UNSDCF strategic enabler (partnership) and contributes to UNSDCF outcome 3.1.

Expected outputs

84. This outcome will be achieved through three activities, to deliver the following four outputs:
- Refugees and persons of concern targeted by humanitarian and development actors benefit from efficient and effective air transport services through the UNHAS to receive timely assistance.
 - Humanitarian and development actors have access to timely security relocation and medical evacuation by air through the UNHAS.
 - Projects funded by the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG-ECHO) and other aid organizations benefit from the European Union Humanitarian Aid Flight, managed by the UNHAS, which enables project implementation.
 - Humanitarian and development actors have access to effective and efficient on-demand and supply chain services.

Key activities

Activity 7: Provide UNHAS services to all humanitarian and development actors

85. Through its coordination of UNHAS, WFP provides reliable, cost-effective air services, enabling humanitarian and development actors to reach beneficiaries in destinations that are not served by commercial operations and ensuring effective field operations and staff security. UNHAS carries passengers and life-saving cargo and facilitates medical and other evacuations of humanitarian staff. It cooperates with the Civil Aviation Authority and the Federal Airport Authority of Kenya on capacity strengthening and aviation infrastructure improvement.

Activity 8: Provide humanitarian air services in support of projects funded by DG-ECHO

86. UNHAS will provide air services on-demand for projects implemented under the auspices of DG-ECHO, carrying passengers and cargo to destinations in Kenya.

Activity 9: Provide on-demand services to the humanitarian and development community

87. WFP will support national and county-level government and the humanitarian community in efforts to enhance logistics coordination, information management and services, and augment supply chain capacity critical to effective response. As a member of the United Nations country team, WFP will support United Nations development system reform initiatives, including the establishment of local shared service centres. WFP will provide a range of on-demand logistics and administration services that are accessible to the humanitarian and development community.

Partnerships

88. In Kenya, WFP's supply chain includes an extensive network of service providers and partners, a workforce skilled in logistics, retail and market analysis and development and longstanding relationships with governments and local partners, ensuring that WFP is both the partner of choice and the provider of last resort for supply chain services where and when gaps exist. The partnership approach is fully elaborated in the country office's supply chain strategy.

Assumptions

89. This outcome is based on the assumption that there will continue to be a lack of reliable commercial air operators to serve targeted areas; that strong demand from the humanitarian community for WFP-managed common services will continue; that access to targeted areas continues to depend on UNHAS flights; and that funding requirements are met.

Transition/handover strategy

90. The handover of supply chains to the Government is integral to the country office supply chain strategy. The transition will be gradual, adapted to government systems and responsive to local needs and preferences. WFP's role in supply chains will shift from "doing" to "helping" and from "driver" to "navigator" over the course of the CSP period and beyond.

4. Implementation arrangements

4.1 Beneficiary analysis

91. All registered refugees and asylum seekers in camps and settlements will receive food assistance. For crisis-affected populations, WFP will target areas using assessments by the Kenya food security steering group, with community-based targeting identifying food insecure households. The targeting criteria for the treatment of moderate acute malnutrition are based on the nutrition status of clients and aligned with the national guidelines on integrated management of severe acute malnutrition; targeting for malnutrition prevention is based on vulnerability due to physiological status – pregnant and lactating women and girls and children aged 6–23 months.
92. Livelihoods and resilience building activities will target persistently food insecure communities, targeting equally men and women of various ages and groups who have the potential to participate in resilience building activities at the community level, based on trends identified in the food security steering group's assessments and community-based household targeting and informed by analyses disaggregated by gender, age and diversity.
93. Population targeting for both crisis response and resilience building activities may use the Government's social registry, which is an up-to-date database of at-risk households that have been ranked for the selection and pre-targeting of households for potential inclusion in programmes. Pre-targeted households are subject to further targeting criteria and participatory community validation before being enrolled in programmes.
94. All targeted tier 1 beneficiaries will be electronically registered, using either WFP's digital beneficiary information and transfer management platform, SCOPE, or the country office's beneficiary management system, according to specific programme requirements. Data will be aligned and synchronized with existing government systems. Beneficiary data will be managed in accordance with WFP's corporate data protection guidelines and the Kenya Data Protection Act of 2019. A data privacy impact assessment will be undertaken with a view to enhancing the privacy and protection of beneficiaries. WFP will also work to ensure the effective integration of gender equality, inclusion and protection concerns at all levels of beneficiary management.

4.2 Transfers

95. WFP will provide life-saving assistance for refugees through in-kind food and cash-based transfers, increasing cash-based assistance to stimulate local economic development. WFP will progressively shift from restricted to unrestricted cash-based transfers, ensuring greater choice for beneficiaries and securing equitable access for men and women. The shift will be highly dependent on regulations under the Refugees Act of 2021 that have not yet been released.
96. Cash-based transfers will be prioritized for life-saving assistance for Kenyans in emergencies. In-kind rations will be provided in cases where markets do not function efficiently or where cash-based transfers are not available. In collaboration with the Kenya cash working group, WFP will continue to monitor prices and will adjust cash-based transfer values to maintain beneficiaries' purchasing power.

97. Unconditional food transfers will be discontinued or reduced from 2025 for refugees and asylum seekers who have attained a meaningful level of self-reliance (as determined jointly with UNHCR, the Government and other stakeholders, including beneficiaries). The shift will focus on households that have attained incomes above the minimum expenditure basket value as determined by the Kenya cash working group.

4.3 Country office capacity and profile

98. Noting the recommendations of the mid-term review and independent evaluation of the CSP for 2018–2023, the country office undertook a corporate workforce planning exercise aimed at enhancing its field office capacity in the ASALs and calibrated to secure the “changing lives to save lives” agenda that is central to the CSP. The country office will boost the capacity of the Dadaab and Kakuma sub-offices with staff who have the skillsets required to support the transition of the refugee operation from camps to settlements, including with regard to gender-transformative, inclusive and protection-sensitive self-reliance and resilience programming. The country office will boost field expertise in nutrition, gender and monitoring and evaluation. Specialized expertise, such as in hydrological engineering for resilience programmes, will be acquired. Country office management has also approved comprehensive work schedules for field offices and sub-offices in remote and hardship duty stations. The country office will continue working to achieve gender parity, seeking to attract and retain female staff, particularly in the field. It will continue to support opportunities for growth and learning, striving to recruit a more diverse workforce and offering opportunities to youth and persons with disabilities whenever appropriate.

4.4 Partnerships

99. WFP’s engagement with the Government of Kenya and with county governments in the ASALs is a defining feature of WFP’s shift from implementer to enabler. WFP is a partner of choice at the county level, as expressed through agreements and joint annual workplans aligned with county integrated development plans and co-financing. At the United Nations system level, the Kenya UNSDCF for 2022–2026 calls for a sustained shift towards collaboration, with the ambition of delivering at least 50 percent of the UNSDCF portfolio through joint programmes. WFP is committed to fostering coalitions that achieve impact at scale, partnering with other United Nations entities in Kenya and expanding joint action under the Rome-based agencies’ 2022 Kenya country collaboration agreement.
100. WFP will work with the Government and its development partners to secure multilateral funding, including from multi-partner trust funds for joint programming; blended financing models that bring together private sector actors and foundations; international financial institutions such as the World Bank Group and the African Development Bank; and national and international climate finance mechanisms that offer new and additional funding for development initiatives in the ASALs. WFP will continue to engage with national and international academic bodies and research institutions, industry associations and national and regional specialist networks.
101. WFP partners with a wide range of national and international downstream actors in order to ensure community-driven engagement and results that reach the “last mile”. Such partners include organizations representing women, persons with disabilities, people living with HIV and youth.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

102. WFP in Kenya has a robust, gender-responsive monitoring and evaluation system in place, fully aligned with the WFP Corporate Results Framework for 2022–2025 and national and UNSDCF monitoring and evaluation systems. The system is guided by a strategy focused on strengthening outcome, process and output monitoring for better programme decision making; conducting reviews, studies and evaluations that measure the performance of WFP activities and their impact on beneficiaries across various gender, age and diversity groups; maintaining risk management systems through the identification and monitoring of risks and the application of risk-based sample selection; enhancing monitoring and evaluation capacity at the field level to ensure the timely and consistent identification and follow-up of issues; ensuring accountability to affected populations through mechanisms that enable two-way communication with beneficiaries; deploying technologies that enable more cost- and time-efficient data collection and analysis; and ensuring the flexibility that allows for innovative monitoring processes and the expansion and intensification of monitoring, when and as needed, especially during the scale-up of activities in response to emergencies.
103. A monitoring, review and evaluation plan is in place. Output indicators will be tracked regularly through COMET, the country office tool for managing effectively. Baselines will be established as benchmarks for outcome monitoring and evaluations. Process monitoring will be conducted regularly to ensure adherence to activity implementation requirements and beneficiary satisfaction. Person-related data will be disaggregated by sex, age and disability. Joint monitoring will be conducted with key stakeholders.
104. WFP will continue to provide community feedback mechanisms through which beneficiaries can make direct contact, provide feedback and seek redress, thereby informing programme adjustments. A mid-term review of the CSP will measure progress and inform adjustments and a final independent evaluation will be conducted during the penultimate year of CSP implementation. In response to recommendations from the independent evaluation of the CSP for 2018–2023, one decentralized evaluation will be commissioned, focusing on self-reliance activities under CSP outcome 1. Where applicable, additional reviews and studies will be commissioned to generate evidence for learning, adaptive programming and accountability to beneficiaries.

5.2 Risk management

105. Risk management is fully embedded in the management structure of the Kenya country office. The country office risk register captures risks and the associated mitigation actions and is derived from field office risk registers that represent grassroots assessments of the operational risk environment.

Strategic risks

106. Achievement of the CSP outcomes depends on the availability of funding. The new Government's policy directions based on its priority needs are likely to affect delivery of WFP's strategic objectives. The Refugees Act of 2021 will require joint advocacy with UNHCR, donors and other partners of the Government as subsequent regulations and plans are developed. WFP will monitor and assess changes in policy and engage with relevant government officials to ensure effective alignment and strategic positioning for programme delivery.

Operational risks

107. Supply chain pipeline breaks and bottlenecks and government regulations will lead the country office to enhance its transport and supply chain intelligence so that it can anticipate any changes in the market and adapt existing structures to allow for dialogue with the Government. Increased insecurity in the arid and semi-arid counties caused by terrorist threats, clan-based conflict and insurgencies in neighbouring countries may have a negative impact on operations, staff, partners and beneficiaries. WFP trains staff on United Nations security management systems to ensure their safety and security.

Fiduciary risks

108. WFP ensures that staff are aware of fraud and corruption risks and works with field offices to strengthen fraud risk management strategies. Due diligence reviews of partners and vendors and continuous risk assessments in areas deemed susceptible to fraud will continue. Internal assurance mechanisms will be further strengthened to ensure that proper safeguards are in place.

Financial risks

109. The country office will monitor the ongoing effects of the global food crisis on rising food prices and a depreciating Kenyan shilling.

5.3 Social and environmental safeguards

110. In line with its 2021 environmental and social sustainability framework, WFP will work to enable drought-affected communities in Kenya's ASALs to better anticipate and adapt to climate shocks, such as droughts and floods, and will continue initiatives that prevent land degradation and promote land restoration and sustainable water management. Investments will be made in establishing climate risk profiles that can inform anticipatory action to reduce the need for future humanitarian interventions. Locally led climate adaptation will be promoted to improve the productive capacity of smallholder producers and enable them to better manage fragile ecosystems in a context of accelerating climate risk. WFP will continue to implement management systems aimed at reducing the environmental impact of its support operations.

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

111. The funding required to implement this four-year CSP is USD 1.4 billion. Of that amount 80 percent will be allocated to CSP outcome 1 on crisis response (compared with 64 percent in 2022), 15 percent to CSP outcome 2 on resilience building (30 percent in 2022), 3 percent to CSP outcome 3 on root causes (3 percent in 2022) and 2 percent to CSP outcome 4 on crisis response (3 percent in 2022). The budget shows significant growth in funding for emergency response, a strategic shift towards establishing climate-resilient food systems and capacity strengthening at the national and local levels. WFP will allocate 15 percent of the implementation budget to gender-related activities.

112. Over the course of the four-year CSP changes in the budget for CSP outcome 1 will arise principally because of a projected significant increase in the number of refugees arriving at the camps during the first two years of the CSP and a change in the assistance to be provided to at-risk Kenyan people in emergencies, which is now planned for each year of the CSP. The period of assistance for each year has also increased from three to six months in response to global price inflation. Resilience building under CSP outcome 2 registers a 35 percent decrease attributed to best-case scenarios for the transition of some beneficiaries out of assistance, a reduction in the assistance calendar (from eight to six months per year) and a reduction in the transfer value of the minimum food basket from 75 percent to 50 percent.

COUNTRY PORTFOLIO BUDGET (USD)							
Country strategic plan outcome	Activity	2023	2024	2025	2026	2027	Total
1	1	92 594 634	179 495 782	178 985 138	173 536 114	88 653 216	713 264 884
	2	5 304 841	5 807 034	5 308 033	2 602 957	1 782 457	20 805 321
	3	65 635 708	85 854 709	90 665 760	96 100 334	78 874 293	417 130 804
2	4	32 550 902	59 681 722	56 824 352	46 422 003	21 016 302	216 495 281
3	5	3 156 498	7 044 842	7 115 987	6 994 394	3 155 486	27 467 206
	6	1 489 659	2 691 733	2 757 120	2 774 705	1 187 355	10 900 572
4	7	2 047 233	4 233 262	4 248 618	4 268 646	2 072 324	16 870 083
	8	1 094 979	2 209 555	2 223 131	2 239 351	1 119 473	8 886 490
	9	270 809	544 169	545 142	546 671	272 030	2 178 821
Total		204 145 262	347 562 807	348 673 281	335 485 176	198 132 936	1 433 999 462

6.2 Resourcing outlook and strategy

113. During the first four years of implementation of the CSP for 2018–2023, the Kenya country office received an average of USD 117 million per year; needs rose dramatically during this period as both food costs and beneficiary numbers soared. Increases in refugee numbers were caused by conflict and worsening drought and led to progressive cuts in refugee rations; refugees last received a full ration (the minimum food basket) in September 2018. In addition, the record drought produced a sixfold increase in the number of vulnerable Kenyans requiring food assistance, which had reached 4.5 million by the end of 2022. Food prices rose significantly during the COVID-19 pandemic and increased further following the outbreak of conflict in the Ukraine in early 2022.
114. Growing international awareness of the drought in the Horn of Africa and associated challenges has led to welcome increases in donor support, including a record contribution from the United States of America, and increased attention from new donors, which directly helped to save lives in 2022. WFP begins the new CSP period facing funding shortfalls for its humanitarian support of both refugees and vulnerable Kenyans. The country office's partnership action plan advocates a shift from funding to financing through building partnerships with international financial institutions and the Government of Kenya and the exploration of private sector options, while continuing to nurture relationships within the current donor base.

ANNEX I**LOGICAL FRAMEWORK FOR KENYA COUNTRY STRATEGIC PLAN (JULY 2023–JUNE 2027)****SDG 2: Zero hunger****SDG target 1: Access to food**

Country strategic plan outcome 1: Refugees, asylum seekers and food-insecure populations in emergency contexts in Kenya have equitable access to adequate, safe and nutritious food and inclusive, gender-responsive and nutrition-sensitive pathways to self-reliance by 2027

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

Assumptions

Economic growth; strong devolution system; consistent resources for planned interventions (sustained long-term funding); strong partnerships; paradigm shift in behaviour change; private sector continues to grow and is dynamic; local and regional stability; political stability/buy in at national and county levels for policy, technical and budgetary support; relevant policies and strategies are funded and implemented

Outcome indicators

Annual change in enrolment

Attendance rate

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Graduation rate

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Moderate acute malnutrition treatment default rate

Moderate acute malnutrition treatment mortality rate

Moderate acute malnutrition treatment non-response rate

Moderate acute malnutrition treatment recovery rate

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Percentage of FFA supported assets that demonstrate improved vegetation and soil conditions

Percentage of moderate acute malnutrition cases reached by treatment services (coverage)

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

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

Proportion of eligible population reached by nutrition preventive programme (coverage)

Proportion of target population who participate in an adequate number of distributions (adherence)

Proportion of the population in targeted communities reporting environmental benefits

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

Retention rate, by grade

Activities and outputs

1. Provide food assistance and nutrient-rich commodities to refugees in camps and settlements and surrounding host communities (URT-1.2: Unconditional resource transfer)

Food-insecure refugees (Tier 1) receive in-kind and cash-based resource transfers in an equitable, safe manner to meet their essential food and nutrition needs (Output category: A: Resources transferred. Standard output: 1.1: Food-insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Refugee and surrounding host community children 6–59 months of age, pregnant and lactating women and girls and HIV and tuberculosis patients (Tier 1) receive specialized nutritious foods and social and behaviour change communication to prevent and treat acute malnutrition (Output category: A: Resources transferred. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Refugee and surrounding host community children 6–59 months of age, pregnant and lactating women and girls and HIV and tuberculosis patients (Tier 1) receive specialized nutritious foods and social and behaviour change communication to prevent and treat acute malnutrition (Output category: B: Nutritious food provided. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Refugee and surrounding host community children 6–59 months of age, pregnant and lactating women and girls and HIV and tuberculosis patients (Tier 1) receive specialized nutritious foods and social and behaviour change communication to prevent and treat acute malnutrition (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Refugee and surrounding host community children (Tier 1) receive food transfers every day they attend pre-primary and primary school, to improve enrolment and attendance (Output category: A: Resources transferred. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Refugee and surrounding host community children (Tier 1) receive food transfers every day they attend pre-primary and primary school, to improve enrolment and attendance (Output category: N: School feeding provided. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Provide capacity strengthening and technical support to refugees in the settlements and surrounding host communities to enhance self-reliance (HIS-1.7: Household and individual skill and livelihood creation)

Refugees, surrounding host communities and market actors (Tier 1, Tier 2) receive inclusive, gender-responsive capacity building and technical support to increase self-reliance and enable equitable access to affordable, safe and nutritious food (Output category: A: Resources transferred. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Refugees, surrounding host communities and market actors (Tier 1, Tier 2) receive inclusive, gender-responsive capacity building and technical support to increase self-reliance and enable equitable access to affordable, safe and nutritious food (Output category: D: Assets created. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Refugees, surrounding host communities and market actors (Tier 1, Tier 2) receive inclusive, gender-responsive capacity building and technical support to increase self-reliance and enable equitable access to affordable, safe and nutritious food (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Refugees, surrounding host communities and market actors (Tier 1, Tier 2) receive inclusive, gender-responsive capacity building and technical support to increase self-reliance and enable equitable access to affordable, safe and nutritious food (Output category: F: Smallholder farmers supported. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Refugees, surrounding host communities and market actors (Tier 1, Tier 2) receive inclusive, gender-responsive capacity building and technical support to increase self-reliance and enable equitable access to affordable, safe and nutritious food (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

3. Provide food assistance, nutrient-rich commodities and social and behaviour change communication to vulnerable Kenyan populations in emergency contexts (URT-1.2: Unconditional resource transfer)

Food-insecure Kenyan households (Tier 1) in emergency contexts receive unconditional food and cash-based assistance to meet their basic food and nutrition needs (Output category: A: Resources transferred. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Food-insecure Kenyan households (Tier 1) in emergency contexts receive unconditional food and cash-based assistance to meet their basic food and nutrition needs (Output category: B: Nutritious food provided. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Food-insecure Kenyan households (Tier 1) in emergency contexts receive unconditional food and cash-based assistance to meet their basic food and nutrition needs (Output category: C: Capacity development and technical support provided. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Kenyan children aged 6–59 months, pregnant and lactating women and girls and clients undergoing directly observed anti-retroviral treatment for HIV and directly observed short-course tuberculosis treatment (Tier 1) receive specialized nutritious foods and social and behaviour change communication for the prevention and treatment of acute malnutrition (Output category: A: Resources transferred. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Kenyan children aged 6–59 months, pregnant and lactating women and girls and clients undergoing directly observed anti-retroviral treatment for HIV and directly observed short-course tuberculosis treatment (Tier 1) receive specialized nutritious foods and social and behaviour change communication for the prevention and treatment of acute malnutrition (Output category: B: Nutritious food provided. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Kenyan children aged 6–59 months, pregnant and lactating women and girls and clients undergoing directly observed anti-retroviral treatment for HIV and directly observed short-course tuberculosis treatment (Tier 1) receive specialized nutritious foods and social and behaviour change communication for the prevention and treatment of acute malnutrition (Output category: C: Capacity development and technical support provided. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

Kenyan children aged 6–59 months, pregnant and lactating women and girls and clients undergoing directly observed anti-retroviral treatment for HIV and directly observed short-course tuberculosis treatment (Tier 1) receive specialized nutritious foods and social and behaviour change communication for the prevention and treatment of acute malnutrition (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

SDG target 4: Sustainable food system

Country strategic plan outcome 2: Food-insecure and risk-prone populations, especially women and youth, in targeted rural and urban communities are more resilient with regard to climate change and other shocks and benefit from more inclusive food systems, improved livelihoods and better access to safe, healthy and sustainable diets by 2030

WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Nutrition-sensitive

Assumptions

Economic growth; strong devolution system; consistent resources for planned interventions (sustained long-term funding); strong partnerships; paradigm shift in behaviour change; private sector continues to grow and is dynamic; local and regional stability; political stability/buy in at national and county levels for policy, technical and budgetary support; relevant policies and strategies are funded and implemented

Outcome indicators

Average percentage of smallholder post-harvest losses at the storage stage

Climate adaptation benefit score

Climate resilience capacity score

Climate services score

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Investment capacity index

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Percentage of FFA supported assets that demonstrate improved vegetation and soil conditions

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Proportion of the population in targeted communities reporting environmental benefits

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

4. Provide integrated climate-adaptive support to enable communities at risk, including smallholder producers and other value chain actors, to produce, aggregate, add value, access markets, reduce food losses and consume safe and healthy food (CAR-1.9: Actions to protect against climate shocks)

Food-insecure and nutritionally vulnerable populations (Tier 2, 3) benefit from more nutrition-sensitive value chains that expand dietary diversity and healthy diets (Output category: C: Capacity development and technical support provided. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Food-insecure and nutritionally vulnerable populations (Tier 2, 3) benefit from more nutrition-sensitive value chains that expand dietary diversity and healthy diets (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Food-insecure and nutritionally vulnerable populations (Tier 2, 3) benefit from more nutrition-sensitive value chains that expand dietary diversity and healthy diets (Output category: F: Smallholder farmers supported. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Food-insecure households (Tier 1) in Kenya's most drought affected arid counties benefit from a seasonal safety net and other protective actions to meet their food and nutrition needs and protect their livelihoods (Output category: A: Resources transferred. Standard output: 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

Food-insecure households (Tier 1) in Kenya's most drought affected arid counties benefit from a seasonal safety net and other protective actions to meet their food and nutrition needs and protect their livelihoods (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

National, county- and community-level actors (tier 1, 3) are enabled through multi-stakeholder and public-private partnerships to scale up innovative business models and green technologies to make food systems climate-resilient and sustainable (Output category: C: Capacity development and technical support provided. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Targeted food-insecure and risk-prone communities (Tier 1, 2), especially women and youth, benefit from integrated climate risk management and adaptation activities, including natural resource management and improved agricultural practices, asset creation, livelihood diversification and access to climate information and financial services (Output category: A: Resources transferred. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

Targeted food-insecure and risk-prone communities (Tier 1, 2), especially women and youth, benefit from integrated climate risk management and adaptation activities, including natural resource management and improved agricultural practices, asset creation, livelihood diversification and access to climate information and financial services (Output category: D: Assets created. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

Targeted food-insecure and risk-prone communities (Tier 1, 2), especially women and youth, benefit from integrated climate risk management and adaptation activities, including natural resource management and improved agricultural practices, asset creation, livelihood diversification and access to climate information and financial services (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

Targeted food-insecure and risk-prone communities (Tier 1, 2), especially women and youth, benefit from integrated climate risk management and adaptation activities, including natural resource management and improved agricultural practices, asset creation, livelihood diversification and access to climate information and financial services (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

Targeted smallholder producers and other value chain actors, especially women and youth (Tier 2), benefit from more equitable access to agricultural inputs and services, diversified agricultural markets and innovative approaches to food loss and waste management, value addition and increased employment opportunities to increase their productivity and income from diversified sources (Output category: C: Capacity development and technical support provided. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Targeted smallholder producers and other value chain actors, especially women and youth (Tier 2), benefit from more equitable access to agricultural inputs and services, diversified agricultural markets and innovative approaches to food loss and waste management, value addition and increased employment opportunities to increase their productivity and income from diversified sources (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Targeted smallholder producers and other value chain actors, especially women and youth (Tier 2), benefit from more equitable access to agricultural inputs and services, diversified agricultural markets and innovative approaches to food loss and waste management, value addition and increased employment opportunities to increase their productivity and income from diversified sources (Output category: F: Smallholder farmers supported. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Targeted smallholder producers and other value chain actors, especially women and youth (Tier 2), benefit from more equitable access to agricultural inputs and services, diversified agricultural markets and innovative approaches to food loss and waste management, value addition and increased employment opportunities to increase their productivity and income from diversified sources (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

SDG 17: Partnerships for the goals

SDG target 9: Capacity building

Country strategic plan outcome 3: By 2027, national and county institutions have in place stronger, more inclusive innovative policies, systems and capacities, especially through Kenya's own social protection and disaster risk management systems and relief programmes, to expand coverage and better assist populations vulnerable to food and nutrition insecurity

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: root causes

Nutrition-sensitive

Assumptions

Economic growth; strong devolution system; consistent resources for planned interventions (sustained long-term funding); strong partnerships; paradigm shift in behaviour change; private sector continues to grow and is dynamic; local and regional stability; political stability/buy in at national and county levels for policy, technical and budgetary support; relevant policies and strategies are funded and implemented

Outcome indicators

Emergency preparedness capacity index

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

SABER school feeding index

Transition strategy for school health and nutrition/including school feeding developed with WFP support

Activities and outputs

5. Provide technical advice, assistance and capacity strengthening (including South–South and triangular cooperation) support to national and county institutions and partners for Kenya’s inclusive, gender-transformative, nutrition-sensitive and shock-responsive social safety nets and social protection systems and programmes and to strengthen Kenya’s adaptive capacity to prepare for and respond to shocks (SPS-1.10: Social protection sector support)

Food-insecure and nutritionally vulnerable people (Tier 2, 3) benefit from national and county institutions’ improved coordination, planning, anticipation, targeting and delivery of inclusive, nutrition-sensitive and shock-responsive social protection systems and programmes (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

Kenya’s national and county institutions receive capacity strengthening and knowledge brokerage support and engage in South–South and triangular cooperation to benefit Kenyan schoolchildren and their families (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve Zero Hunger and other SDGs)

Nutritionally vulnerable populations (Tier 3) benefit from inclusive, well-coordinated and evidence-based nutrition and HIV sensitive interventions facilitated by county and national institutions to improve nutrition status throughout the lifecycle (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve Zero Hunger and other SDGs)

Risk-prone people (Tier 3) in Kenya, in particular all women and girls, youth and children in the ASALs counties and other vulnerable settings, benefit from strengthened national and county supply chain and emergency preparedness and response systems to improve their adaptive capacity to withstand shocks (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

6. Provide technical assistance to enable innovative, scalable and transformative approaches among government and other food security, nutrition and social protection actors and private sector actors at the national and subnational levels (ODS-2.4: On-demand services)

Vulnerable and food-insecure communities (Tier 3) benefit from increased capacity of national and county governments and other public and private sector partners and actors (Tier 3), to innovate, co-create and implement at scale inclusive, transformative and evidence-based hunger-reducing initiatives (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

Vulnerable and food-insecure communities (Tier 3) benefit from increased capacity of national and county governments and other public and private sector partners and actors (Tier 3), to innovate, co-create and implement at scale inclusive, transformative and evidence-based hunger-reducing initiatives (Output category: H: Shared services and platforms provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

SDG target 16: Global partnership

Country strategic plan outcome 4: By 2027, government at the national and county levels, United Nations agencies and humanitarian and development actors have access to, and benefit from effective and efficient supply chain services

WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective

Focus area: crisis response

Assumptions

Economic growth; strong devolution system; consistent resources for planned interventions (sustained long-term funding); strong partnerships; paradigm shift in behaviour change; private sector continues to grow and is dynamic; local and regional stability; political stability/buy in at national and county levels for policy, technical and budgetary support; relevant policies and strategies are funded and implemented

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs**7. Provide UNHAS services to all humanitarian and development actors (HAS-2.3: United Nations Humanitarian Air Service)**

Humanitarian and development actors have access to timely security relocation and medical evacuation by air through the UNHAS (Output category: H: Shared services and platforms provided. Standard output: 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

Refugees and persons of concern targeted by humanitarian and development actors benefit from efficient and effective air transport services through the UNHAS to receive timely assistance (Output category: H: Shared services and platforms provided. Standard output: 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

8. Provide humanitarian air services in support of projects funded by DG-ECHO (ODS-2.4: On-demand services)

Projects funded by the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG-ECHO) and other aid organizations benefit from the European Union Humanitarian Aid Flight, managed by the UNHAS, which enables project implementation (Output category: H: Shared services and platforms provided. Standard output: 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

9. Provide on-demand services to the humanitarian and development community (ODS-2.4: On-demand services)

Humanitarian and development actors have access to effective and efficient on-demand and supply chain services (Output category: H: Shared services and platforms provided. Standard output: 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

SDG 17: Partnerships for the goals**CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability**Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

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

CC.3.2: Percentage of food assistance decision making entity members who are women

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

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability

Cross-cutting indicators

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

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

CC.3.2: Percentage of food assistance decision making entity members who are women

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

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

ANNEX II

BENEFICIARIES BY COUNTRY STRATEGIC OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)									
Country strategic plan outcome	Activity	Output	Beneficiary group	2023	2024	2025	2026	2027	Total
1	1	1	Girls	159 500	151 090	143 260	133 067	131 138	159 500
			Boys	167 750	158 905	150 670	139 949	137 921	167 750
			Women	115 500	109 410	103 740	96 359	94 962	115 500
			Men	107 250	101 595	96 330	89 476	88 179	107 250
			Total	550 000	521 000	494 000	458 850	452 200	550 000
		2 (malnutrition prevention)	Girls	19 946	15 288	14 608	13 744	13 216	15 946
			Boys	11 822	11 430	10 940	10 254	28 374	15 946
			Women	38 584	43 334	30 804	29 454	28 374	28 584
			Men	518	518	518	518	518	518
			Total	62 870	59 570	56 870	53 970	51 970	62 870
		2 (malnutrition treatment)	Girls	11 520	10 730	11 335	9 940	9 519	11 520
			Boys	7 600	7 080	7 480	6 560	6 280	7 600
			Women	1 080	990	1 035	900	891	1 080
			Men	-	-	-	-	-	-
			Total	20 200	18 800	19 850	17 400	16 690	20 200
		3	Girls	35 595	33 975	32 4040	30 600	29 025	35 595
			Boys	43 505	41 525	39 160	37 400	35 475	43 505
			Total	79 100	75 500	71 200	68 000	64 500	79 100

BENEFICIARIES BY COUNTRY STRATEGIC OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)										
Country strategic plan outcome	Activity	Output	Beneficiary group	2023	2024	2025	2026	2027	Total	
	2	4	Women	4 009	5 217	5 623	6 003	6 143	6 143	
			Men	2 861	3 093	3 667	4 287	4 347	4 347	
			Total	6 870	8 310	9 290	10 290	10 490	10 490	
	3	5	Girls	110 000	110 000	110 000	110 000	110 000	110 000	
			Boys	160 000	160 000	160 000	160 000	160 000	160 000	
			Women	105 000	105 000	105 000	105 000	105 000	105 000	
			Men	125 000	125 000	125 000	125 000	125 000	125 000	
			Total	500 000	500 000	500 000	500 000	500 000	500 000	
			6 (malnutrition prevention)	Girls	300 000	300 000	300 000	300 000	300 000	300 000
				Boys	300 000	300 000	300 000	300 000	300 000	300 000
				Women	150 000	150 000	150 000	150 000	150 000	150 000
				Total	750 000	750 000	750 000	750 000	750 000	750 000
		6 (malnutrition treatment)	Girls	60 000	60 000	60 000	60 000	60 000	60 000	
			Boys	40 000	40 000	40 000	40 000	40 000	40 000	
			Women	80 000	80 000	80 000	80 000	80 000	80 000	
			Total	180 000	180 000	180 000	180 000	180 000	180 000	
		Total (without overlaps)			Total	1 426 668	1 398 126	1 371 429	1 336 568	1 329 418

BENEFICIARIES BY COUNTRY STRATEGIC OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)									
Country strategic plan outcome	Activity	Output	Beneficiary group	2023	2024	2025	2026	2027	Total
2	4	8	Girls	176 000	176 000	141 360	106 020	70 680	176 000
			Boys	176 000	176 000	141 360	106 020	70 680	176 000
			Women	114 000	114 000	91 200	68 400	45 600	114 000
			Men	102 600	102 600	82 080	61 560	41 040	102 600
			Total	570 000	570 000	456 000	342 000	228 000	570 000
Total (without overlap)			Total	568 600	568 600	456 000	342 000	228 000	568 600

ANNEX III

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY												
	CSP outcome 1										CSP outcome 2	
	Activity 1							Activity 3			Activity 4	
Beneficiary type	Registered refugees	GFA ration institutional feeding at health facilities within refugee response	Malnutrition prevention (PLWG, children 6-23 months and HIV/TB clients)	Children 6-59 months MAM treatment	PLWG MAM treatment	School-based programme	Crisis-affected households	PLWG MAM treatment	Children 6-59 months MAM treatment	Malnutrition prevention (PLWG, children 6-59 months)	Food-insecure households in arid and semi-arid counties	
Modality	Food and CBTs	Food	Food	Food	Food	Food	Food	Food	Food	Food	Food	CBTs
Cereals	348	250	-	-	-	150	300	-	-	-	210	-
Pulses	50	60	-	-	-	40	60	-	-	-	30	-
Oil	35	35	-	-	-	5	20	-	-	-	20	-
Salt	-	-	-	-	-	-	-	-	-	-	-	-
Sugar	-	-	-	-	-	-	-	-	-	-	-	-
Ready to use supplementary food	-	-	-	100	-	-	-	-	100	-	-	-
Super Cereal	-	150	-	-	-	-	-	-	-	-	-	-
Super Cereal Plus	-	-	150	-	250	-	-	250	-	150	-	-
Micronutrient powder	-	-	-	-	-	-	-	-	-	-	-	-
Total kcal/day	1 750	1 990	591	535	984	704	1 437	984	535	591	991	-

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY												
	CSP outcome 1										CSP outcome 2	
	Activity 1							Activity 3			Activity 4	
Beneficiary type	Registered refugees	GFA ration institutional feeding at health facilities within refugee response	Malnutrition prevention (PLWG, children 6-23 months and HIV/TB clients)	Children 6-59 months MAM treatment	PLWG MAM treatment	School-based programme	Crisis-affected households	PLWG MAM treatment	Children 6-59 months MAM treatment	Malnutrition prevention (PLWG, children 6-59 months)	Food-insecure households in arid and semi-arid counties	
Modality	Food and CBTs	Food	Food	Food	Food	Food	Food	Food	Food	Food	Food	CBTs
% kcal from protein	10.3	12.3	16.6	10.5	16.6	14.1	12.7	16.6	10.5	16.6	12.6	-
Cash-based transfers	-	-	-	-	-	-	-	-	-	-	-	0.3
Number of feeding days per year	365	365	365	365	365	170	170	365	365	180	180	180

Abbreviations: CBT = cash-based transfer; GFA = general food assistance; MAM = moderate acute malnutrition; PLWG = pregnant and lactating women and girls.

ANNEX IV

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	203 932	108 305 388
Pulses	37 900	46 441 156
Oils and fats	24 334	77 750 905
Mixed and blended foods	93 596	228 533 418
Other	-	-
Total (food)	359 762	461 030 866
Cash-based transfers	-	517 974 517
Total (food and cash-based transfers)	359 762	979 005 383

ANNEX V

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	SDG target 2.1 WFP strategic outcome 1	SDG target 2.4 WFP strategic outcome 3	SDG target 17.9 WFP strategic outcome 4	SDG target 17.16 WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Crisis response	Resilience building	Root causes	Crisis response	
Transfers	1 009 136 448	178 468 104	26 465 048	25 280 578	1 239 350 179
Implementation	39 331 877	18 724 568	9 116 277	811 880	67 984 602
Adjusted direct support costs	32 471 590	6 089 281	1 110 051	813 306	40 484 227
Subtotal	1 080 939 915	203 281 954	36 691 376	26 905 764	1 347 819 009
Indirect support costs (6.5 percent)	70 261 094	13 213 327	1 676 402	1 029 629	86 180 453
Total	1 151 201 010	216 495 281	38 367 778	27 935 393	1 433 999 462

Acronyms

ASAL	arid and semi-arid land
COVID-19	coronavirus disease 2019
CSP	country strategic plan
DG-ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IPC	Integrated Food Security Phase Classification
MTP IV	Fourth Medium-Term Plan
SDG	Sustainable Development Goal
TB DOTS	tuberculosis directly observed treatment short course
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework