



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board

Second regular session

Rome, 26–30 November 2018

Distribution: General	Agenda item 8
Date: 3 September 2018	WFP/EB.2/2018/8-A/7/DRAFT
Original: English	Operational matters – Country strategic plans For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft Nepal country strategic plan (2019–2023)

Duration	January 2019–December 2023
Total cost to WFP	USD 126,000,000
Gender and age marker*	3

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

Executive summary

In spite of significant progress in reducing poverty over the last two decades, geographic and socioeconomic exclusion continue to limit opportunities for disadvantaged groups. A long period of political transition, with 27 governments in the past 28 years, and frequent natural disasters have impeded achievement of the Sustainable Development Goals. A zero hunger strategic review in 2017–2018 highlighted serious food insecurity and malnutrition and outlined recommendations to address them.

Nepal's 2015 constitution restructured the country as a federal democratic republic, starting a new era and providing an opportunity for progress towards the 2030 Agenda for Sustainable Development. Every citizen's right to food is enshrined in the Right to Food Act. The aim is to include Strategic Development Goal 2 targets in national policies, budgets and subnational plans and hence improve the coherence of related actions in targeted areas.

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WFP's country strategic plan reflects the zero hunger strategic review recommendations to achieve zero hunger by 2030: it is designed to align with the new federal structure and the constitutional right to food. The country strategic plan has five related strategic outcomes addressing Strategic Development Goals 2 and 17:

- Strategic outcome 1: Affected populations in Nepal have timely access to adequate food and nutrition during and in the aftermath of natural disasters and other shocks.
- Strategic outcome 2: Food-insecure people in targeted areas have improved nutrition throughout the key stages of their lives by 2025.
- Strategic outcome 3: Vulnerable communities in remote food-insecure areas have improved food security and resilience to climate and other shocks by 2030.
- Strategic outcome 4: The Government has strengthened capabilities to provide essential food security and nutrition services and respond to crises by 2023.
- Strategic outcome 5: Government efforts towards achieving zero hunger by 2030 are supported by inclusive and coherent policy frameworks across all spheres of government by 2023.

This country strategic plan provides support for the Government in its work to achieve the Strategic Development Goals. WFP expects to shift from direct implementation of food security and nutrition programmes to more specialized technical assistance to the Government and for national programmes. In view of Nepal's vulnerability to natural disasters, emergency preparedness and response will be a WFP focus; no activities are currently required under strategic outcome 1, but it is included to provide for future responses if necessary. The Ministry of Women, Children and Senior Citizens was consulted on support for women's empowerment through Strategic Development Goal 2 interventions.

The country strategic plan is guided by the zero hunger strategic review and is aligned with the United Nations development assistance framework for Nepal for 2018–2022, the 2015–2035 agricultural development strategy, the 2016–2025 national action plan for zero hunger, the multi-sector nutrition plan for 2018–2022 (MSNP II), the 2016–2023 school sector development plan and the 14th three-year plan, covering 2017–2019.

Draft decision*

The Board approves the Nepal country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/7) at a total cost to WFP of USD 126,000,000.

* 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. Immense political transformation and the elections in 2017 foreshadow unprecedented change in Nepal. The country's 2015 constitution established new federal, provincial and municipal spheres of government. The resulting long-awaited political stability constitutes a major opportunity for sustainable development.
2. Nepal has reduced poverty significantly in recent decades: the proportion of poor households fell from 46 percent in 1996 to 15 percent in 2011,¹ and food consumption among the poorest 40 percent of the population has grown twice as fast as consumption among the top 60 percent. Geographic and socio-economic exclusion nevertheless continue to limit opportunities for disadvantaged groups, especially women.
3. Following a violent Maoist insurgency in the mid-1990s, Nepal embarked on a ten-year process of drafting a new constitution and establishing a federal republic. The elections in 2017 resulted in a majority-elected government with a full five-year term, with a third of seats in parliament reserved for women. There has been no better time in recent decades to make progress in eliminating hunger.
4. Because of the country's extreme topography, only 43 percent of Nepalis have access to paved roads, which limits access to markets and social services and reinforces social exclusion and inequity, which are major determinants of food and nutrition insecurity, particularly among women. This also drives food insecurity in mountain areas, where 60 percent of households are food-insecure compared with the national average of 50 percent.
5. Nepal is one of the ten most disaster-affected countries in the world in terms of mortality, costs and number of events.² Seismologists warn that there are significant risks of earthquakes of magnitude even greater than that of 2015. The risk of flooding and landslides has increased as a result of climate change. Rising temperatures, erratic rainfall, retreating glaciers and reduced snowmelt³ affect mountain regions, and vulnerable people are disproportionately affected as a result of social exclusion and inequality.⁴ WFP has responded recently to four unrelated emergencies that collectively affected 2.7 million people.
6. International migration in search of work is a significant coping strategy. Nepal's reliance on remittances amounting to 30 percent of gross domestic product for poverty reduction and economic development renders it extremely vulnerable to fluctuations in currency values. Massive labour migration by men in recent years has resulted in a major increase in the number of women working in agriculture.
7. Women, who now account for 70 percent of the agricultural workforce, face numerous obstacles such as inadequate access to land, extension services, financial services

¹ The reduction in poverty was experienced as the same by different types of household such as those headed by women and those headed by men.

² Centre for Research on the Epidemiology of Disasters, D. Guha-Sapir, P Hoyois and R. Below. 2016. *Annual Disaster Statistical Review 2015: the numbers and trends*. Available at https://www.cred.be/sites/default/files/ADSR_2015.pdf

³ United Nations Framework Convention on Climate Change. 2007. *Background Paper: Impacts, vulnerability and adaptation to climate change in Asia*. Available at https://unfccc.int/sites/default/files/unfccc_asian_workshop_background_paper.pdf

⁴ Vulnerability indicators include gender, age, ethnicity, caste, religion and remoteness. Social Inclusion Action Group. 2015. *Towards more inclusive disaster relief in Nepal*. See: http://www.np.undp.org/content/dam/nepal/docs/generic/GESI%20framework%20Report_Final_2017.pdf

and markets. Despite the Government's prioritization of women's empowerment in its national action plan 2016–2025, gender inequalities remain. Rural women's low literacy and education levels hamper the exercise of their rights;⁵ opposition to girls' education and traditions such as early marriage still exist.⁶

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

8. Having made progress towards the Millennium Development Goals through its commitment to nutrition as a Scaling Up Nutrition country, the Government has taken some key steps towards the Sustainable Development Goals (SDGs) such as mainstreaming them in national plans and programmes, developing a zero hunger challenge national action plan for 2016–2025 and a national food and nutrition security plan of action. A 2017 voluntary national review identified opportunities for further SDG progress

Access to food

9. The reduction of undernutrition improved Nepal's Global Hunger Index score from 36.8 in 2000 to 21.95 in 2016 and increased energy intake from food consumption. However, 38 percent of the population do not consume the minimum recommended number of calories, and 2 million people are undernourished.⁷ The average household spent half of its income on food in 2017. Issues such as gender, caste, ethnicity, location, disasters and income status all influence food and nutrition security, which requires a nuanced and targeted approach to ending hunger

End malnutrition

10. Between 1996 and 2016 stunting among children under 5 fell from 57 percent to 36 percent, wasting from 15 percent to 10 percent and underweight from 42 percent to 27 percent. Integrated multi-sector policies have helped to improve delivery of school health and nutrition services, but the prevalence of stunting and wasting is by World Health Organization standards still a major public health concern.
11. The key planning document for improving maternal and child nutrition is the Multi-Sector Nutrition Plan (MSNP) II (2018–2022), which aims to reduce stunting to 24 percent by 2025. Currently only 32 percent of girls and boys⁸ consume a minimal acceptable diet, and micronutrient deficiency is a pervasive problem.
12. Anaemia rates are rising, especially among infants, children and pregnant and lactating women and girls.⁹ Anaemia affects 50 percent of children under 5, 69 percent of children under 2 and 40 percent of women aged 15–49. Iron and folic acid supplements are provided during pregnancy, but risky pregnancies, hookworm and failure to adhere to iron supplementation regimens contribute to rising rates among pregnant and lactating women and girls. Neonatal mortality is high, at 21/1,000 live births, and low birthweight reflects inadequate access to nutritious foods during pregnancy.¹⁰ People of the Dalit caste, especially women, frequently face discrimination in access to health services.

⁵ In urban areas 96 percent of men and 91 percent of women are literate; in rural areas the rates are men 92 percent, women 76 percent.

⁶ 27 percent of girls marry before the age of 18; 10 percent are married by the age of 15.

⁷ No gender disaggregated data are available.

⁸ No gender disaggregated data is available.

⁹ 2016 national demographic and health survey.

¹⁰ Ministry of Health and Population, 2017.

Smallholder productivity and incomes

13. Domestic production is the main source of food. The Terai farmers, including women, used to produce the most food, while a proportion was imported. In recent years development partners have supported the production of high-value crops by a number of population groups. Agriculture accounts for 30 percent of gross domestic product and employs 51.8 percent of working men and 74.5 percent of working women. Nepal's Agriculture Development Strategy 2015 to 2035 aims to accelerate growth in the sector, but it has yet to be aligned with the federal system.

Sustainable food systems

14. The undeveloped state of Nepal's roads restricts farmers' access to markets and exacerbates problems of post-harvest storage and supply chain activity. In mountainous areas with poor roads, mules and porters transport food, which increases its cost by 300 percent. Many women farmers run the risk of violence in walking long distances to reach markets and basic services. Women's unpaid domestic work and caregiving constitute a significant pillar of food systems.

Macroeconomic environment

15. The economy is influenced by the Indian and Chinese markets, but Nepal has one of the world's lowest rates of foreign direct investment.¹¹ Women still lack access to paid employment and when they do work often receive lower wages than men and frequently work in informal settings without pay.¹²
16. The 2015 earthquakes and landslides took 9,000 lives and damaged assets worth USD 5.2 billion – a quarter of 2014 gross domestic product. Heavy annual flooding is increasing and contributes to acute shocks on the economy, food insecurity and malnutrition. The 2017 floods affected 1 million in South Asia, with women and marginalized groups the most affected.

Key cross-sector linkages

17. WFP recognizes that SDG 2 must work in tandem with SDG 5. The 2015 Gender Inequality Index ranks Nepal 115th of 188 countries. Custom often dictates that women eat last in the household, resulting in a lower nutrient intake. This amounts to a barrier to women's access to food, as does restricted access to education, land and other assets.
18. In line with SDG 8, accelerating economic development and causing Nepal to graduate from least-developed country status by 2022 and to middle-income country status by 2030 is a government priority.
19. With regard to SDG 13, mountain areas provide 40 percent of goods and services worldwide, yet half of the world's chronically hungry people live in the six Hindu Kush and Himalayan countries, which include Nepal. Climate change already affects household food security in some regions of Nepal and in the future may have negative effects on the national economy.¹³ Farming communities in the Mountain, Mid-Hills and Terai regions are particularly vulnerable to adverse weather. Women and girls in remote areas must travel long distances to collect water. WFP's efforts to mitigate the adverse effects of climate change on communities will be implemented in line with Nepal's climate-change policy and WFP's 2017 environmental policy.

¹¹ World Bank, Nepal office, 2018.

¹² Women earn half to two-thirds of men's earnings. World Bank, 2017.

¹³ International Centre for Integrated Mountain Development, 2017.

1.3 Hunger gaps and challenges

20. The Government has developed policies and frameworks to support food and nutrition security, longstanding issues in translating policy into service delivery continue. Decentralizing the food- security and nutrition policies and services into the federal system is a key challenge for the Government.
21. Reductions of undernutrition often mask disparities among the diverse population. The MSNP II has identified line sectors and priority groups for nutritional support, but there is as yet no means of addressing barriers to adequate nutrition for target groups such as pregnant and lactating women and adolescent girls, and no system for cost-effective interventions.
22. For ethnic minority women and girls and low-caste groups, poverty and social exclusion are especially severe. Lesbian, gay, bisexual, transgender, queer and intersex people and people with disabilities also face a heightened risk of exclusion, sexual and gender-based violence and other threats. Achieving the SDG 2 targets will establish enabling conditions for women's empowerment and gender transformation through development opportunities.

1.4 Country priorities

Government

23. The Government's main aim is to institutionalize the federal system; restructuring is under way in every national sector and policies and frameworks are in place to prioritize food and nutrition security. In line with the fundamental right to food the national social protection system, which includes a home-grown school meals programme, ensures that no child will be hungry. Yet, creating a coherent enabling environment of policy commitment and coordination, robust capacities, sound data monitoring systems and accountability is a significant challenge.
24. Improving the lives of women and girls and achieving their social inclusion will be critical to Nepal's development. The National Women's Commission now has constitutional status, and there is a gender focus in all development policies and programmes; 22 percent of the national budget is allocated to gender programming.
25. The 2006 National Policy and Plan of Action on Disability promotes inclusion through measures such as quotas in government training programmes, inclusive education and construction in schools, health and nutrition-related interventions, and focal points in ministries. People with disabilities, however, are often unaware of health services or cannot reach them; few benefit from the services that are available.¹⁴

United Nations and other partners

26. The United Nations development assistance framework for 2018–2022 (UNDAF) focuses on four outcome areas: sustainable and inclusive economic growth; social development; resilience, disaster risk reduction and climate change; and governance, the rule of law and human rights. The United Nations country team operates under the Delivering-as-One principle to ensure coherence and coordination in its work by bringing to bear the diverse expertise and resources of the United Nations agencies in Nepal.
27. A 2017 UNDAF survey identified agricultural economic development as a priority for Nepali citizens.¹⁵ Reported barriers included a lack of capital, road access and technical knowledge.

¹⁴ Nepal Gender Equality and Social Inclusion Profile, UN Women, 2017.

¹⁵ Inter-Agency Common Feedback Project, UNDAF survey, 2017.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

28. In 2017 WFP conducted gender equality and social inclusion (GESI) analyses of the food and nutrition security of women, girls and people of excluded and vulnerable social groups,¹⁶ on the basis of which it identified country strategic plan (CSP) activities that could address the barriers faced by those groups. WFP has been guided by the United Nations GESI Profile for Humanitarian Action and Disaster Risk Reduction, developed by UN-Women and the Ministry of Women, Children and Senior Citizens.¹⁷ WFP will conduct GESI analyses in all new project areas. In the Rural Women's Economic Empowerment project, women's active engagement in groups has shown women to have strong leadership abilities and has challenged women's roles and caste discrimination in rural society.
29. A 2017 review of WFP's nutrition interventions in Nepal also informed the development of the CSP. The main recommendations included prioritizing the national mother-and-child health and nutrition (MCHN) programme, obtaining further evidence to inform approaches to improving diets and reviewing nutrition social and behaviour change communication (SBCC) strategies. Further recommendations included accelerating the promotion of rice fortification, assessing the effect of interventions encompassing nutritional objectives on school feeding beneficiaries and improving the way that anthropometric measures are recorded. Lessons learned from the responses to an earthquake in 2015 and a flood in 2017 led to a technical nutritional review of standard emergency responses, and WFP aims to learn lessons from livestock rearing in the Saemaul zero hunger project to improve nutritional awareness among poor rural populations, funded by the Korea International Cooperation Agency.

2.2 Opportunities for WFP

30. Political stability and decentralization present an unprecedented opportunity for development actors. The right-to-food agenda is an opportunity for WFP to assist local governments by supporting the delivery of nutrition services and the national school meals programme (NSMP). The zero hunger strategic review showed that WFP can best support the Government in the integration of food security and nutrition elements into policies and services. WFP consulted government and development partners in 2017 at the national and subnational levels in line with the recommendations of a 2016 mid-term evaluation of country programme 200319.
31. WFP will support the Government and national partners in achieving SDGs 2 and 5 under a multi-sectoral approach, taking advantage of the opportunity to establish a right-to-food governance structure in line with the Right to Food Act during the period of the CSP.
32. Climate change adaptation will be supported through the Adaptation Fund and the Green Climate Fund, in line with Nepal's climate change policy, the national adaptation programme of action and the national framework on local adaptation plans of action. Vulnerable communities will be supported in enhancing assets and livelihoods and in diversifying agricultural production to make them more resilient to the effects of climate change. Adaptation interventions will be guided by WFP's 2017 environmental policy.

¹⁶ Gender equality, social inclusion and food and nutrition analysis, 2018; used to inform the CSP and the Human Resource Development Centre in Nepal.

¹⁷ With inputs from the United Nations country team task group for inter-cluster gender in humanitarian action.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

33. This CSP will re-position WFP in new focus areas, commencing the transition from direct assistance to technical support for the strengthening of existing institutions and the development of new ones. Support for emergency preparedness and response will remain a key focus area.
34. Supporting policy coherence (SDG Target 17.14) will be a strategic change and WFP will help the Government to integrate food and nutrition security elements in policy and governance structures in the federal system
35. The five-year CSP has been designed to align with the UNDAF, Nepal's 2015–2035 agricultural development strategy, the 2016–2025 Nepal zero hunger challenge national action plan, the MSNP II, the 2016–2023 school sector development plan, the 2011–2021 draft national framework for social protection, the national gender policy, the 2017 Disaster Risk Reduction and Management Act and the 14th three-year development plan, covering 2017–2019.

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

Strategic outcome 1: Affected populations in Nepal have timely access to adequate food and nutrition during and in the aftermath of natural disasters and other shocks.

36. Strategic outcome 1 will be activated in times of disaster to support the Government's response and early-recovery interventions. In an emergency the Ministry of Home Affairs will undertake rescue efforts, arrange temporary shelter and address immediate humanitarian needs, supported by the Nepalese army and others. WFP and its local partners will provide unconditional food and cash transfers for affected people; WFP's emergency nutrition interventions will be implemented in a way that complements the MSNP II and will be coordinated with the United Nations Children's Fund (UNICEF). Gender-responsive interventions will be implemented with national partners to achieve maximum effectiveness. This strategic outcome is linked with strategic outcome 4, under which food security monitoring and analysis (activity 7) will identify food-insecure and vulnerable populations for targeting and early-warning systems (activity 6) will constitute a key risk-reduction mechanism. Supercereal and fortified rice will be pre-positioned for emergency use for targeted nutritionally vulnerable populations during emergencies. Activities under strategic outcome 5 will work to promote recognition of the constitutional right to food by the federal and local governments, leading to a robust policy framework that will rejuvenate local food systems, contributing to more resilient communities.
37. Strategic outcome 1 also addresses UNDAF area 3 – resilience, disaster risk reduction and climate change – SDG Target 2.1 and Strategic Result 1. In a large-scale disaster this outcome might be elevated to a Level 3 response. WFP will prepare a proposed revision of the CSP to add an additional strategic outcome for common services such as the United Nations Humanitarian Air Service and the activation of the Logistics and Emergency Telecommunications Cluster.

Focus area

38. This strategic outcome focuses on crisis response.

Expected outputs

39. This outcome will be achieved through the following outputs:
 - Disaster-affected people have access to food, enabling them to meet their basic food and nutrition needs.

- Disaster-affected people have access to specialized nutritious foods and nutrition services, enabling them to meet their nutrition needs and prevent malnutrition.
- Disaster-affected people receive support in the repair of their assets that expedites early recovery.

Key activities

Activity 1: Provide food assistance for shock-affected people, including specialized nutritious foods and nutrition counselling and education for the prevention and treatment of malnutrition in children aged 6–59 months, pregnant and lactating women and girls followed by early recovery asset reconstruction to support food security and nutrition and rebuild livelihoods.

40. People affected by disasters and other shocks will receive timely and adequate food and emergency nutrition services. Counselling and education will target caregivers, avoiding discriminatory gender and other social norms. Unconditional cash-based transfers (CBTs) will be used based on market assessments, and gender analyses and beneficiary feedback mechanisms will be integrated. CBTs will be coupled with social protection interventions to enable the expansion of the social protection system. In the early recovery stage, WFP will support inclusive and equitable community asset creation. CBTs will reflect beneficiary preferences and will help to restore markets in disaster areas. National partners will include the Ministry of Home Affairs, the Ministry of Health and Population, the Ministry of Federal Affairs and General Administration, the Ministry of Agriculture, Land Management and Cooperatives, the Nepal Red Cross Society and local non-governmental organizations (NGOs).

Strategic outcome 2: Food-insecure people in targeted areas have improved nutrition throughout the key stages of their lives by 2025.

41. Activities under this outcome will support the decentralization of the national social protection framework to align it with the federal system, which includes the MCHN programme and the NSMP.¹⁸ It will contribute to UNDAF outcome area 2, SDG 2.2 and Strategic Result 2, and will adopt a multi-sectoral approach to improving nutrition, health and hygiene, healthcare, education, women's empowerment, as well as the implementation of national rice-fortification programmes. Policy coherence activities (strategic outcome 5) will support the incorporation of the constitutional right to food into local government policies and improve linkages between social protection programmes. WFP will support pregnant and lactating women and girls, children aged 6–23 months and schoolchildren in regions with high food insecurity or malnutrition. These activities are embedded in the national framework for social protection, MSNP II and the school sector development plan.

Focus area

42. This strategic outcome focuses on root causes.

Expected outputs

43. This outcome will be achieved through the following outputs:
- Targeted populations, including children aged 6–59 months, pregnant and lactating women and girls and schoolchildren, receive an integrated package of assistance to prevent malnutrition and improve diets.

¹⁸ Annex IV: WFP's contribution to the Social Protection Framework of Nepal.

- Targeted populations in food-insecure areas receive nutrition-sensitive, shock-responsive and gender-transformative social services delivered through a strengthened national social protection framework.
- People benefiting from the national social safety net programme receive post-harvest fortified rice.

Key activities

Activity 2: Support the strengthening of national nutrition-sensitive, gender-responsive social safety nets for vulnerable populations and provide specialized nutritious foods, technical assistance, logistics and social behaviour change communication for the prevention of malnutrition.

Activity 3: Provide gender-transformative and nutrition-sensitive school meals and health packages in chronically food-insecure areas and strengthen the Government's capacity to integrate the national school meals programme into the national social protection framework.

Activity 4: Provide technical support to the Government for the development of a rice-fortification policy framework and supply chain system for use in social safety nets.

44. Activity 2 will strengthen the MCHN programme, which is an essential social safety net for pregnant and lactating women and girls and children aged 6–23 months in remote areas. The shock-responsive MCHN programme will support disaster response under strategic outcome 1 by providing emergency stocks of specialized nutritious foods for targeted nutrition interventions. Food security monitoring under strategic outcome 4 in drought-prone and remote MCHN districts will provide early warning of household-level food insecurity.
45. WFP and the Ministry of Health and Population will review SBCC strategies to identify inter-active approaches adapted to the diversity of the populations living in the mountains;¹⁹ this will incorporate experience from the Suaahara project behaviour-change approach.²⁰ The participatory learning and action women's group approach will be considered. Optimum ways of using Nepal's 52,000 women community health volunteers will be adopted to enhance SBCC and promote the consumption of locally available, affordable, nutritious food, including neglected and underutilized food crops such as millet and black gram.²¹ A plan developed with the Ministry of Health and Population will guide the decentralization of MCHN activities. By 2023 SBCC activities, including food quality testing and technical monitoring should be managed by local governments. WFP will coordinate with the Suaahara programme to maximize complementarity in different areas of the country.
46. WFP will support the Ministry of Health and Population in conducting a Fill the Nutrient Gap analysis to support national and local strategies to overcome barriers to adequate nutrient intake.²² The results will be used to inform MSNP II stakeholders on developing more effective strategies for promoting the importance of good nutrition to households, to provide interventions to address the nutrient needs of vulnerable groups and to explore new approaches and partnerships for linking varied investments.
47. Under activity 3 WFP will continue its partnership with the Ministry of Education, Science and Technology and the Ministry of Health and Population to strengthen the school health and

¹⁹ University College, London. 2017. *A nutrition strategy review for WFP Nepal*. London.

²⁰ See: <https://www.usaid.gov/nepal/fact-sheets/suaahara-project-good-nutrition>

²¹ International Centre for Integrated Mountain Development. 2017. *Tapping the Potential of Neglected and Underutilized Food Crops for Sustainable Nutrition Security in the Mountains of Pakistan and Nepal*. <http://www.mdpi.com/2071-1050/9/2/291/htm>

²² A cost-effective approach is to eliminate early marriage and pregnancy, thereby minimizing the costs of ensuring adequate diets.

nutrition agenda under the NSMP, which is a major nutritional safety net for children from early childhood to primary grade 8. In line with WFP's post-disaster distribution systems, the NSMP could become a shock-responsive social safety net for providing food to children at school during the early stages of disaster recovery, which has not been done before. WFP will support the Government with operational and technical assistance to define a suitable transfer modality for school meals (either food, or cash-based or a combination of both), in line with the policies, capacity, needs and resource availability of the newly formed, decentralized education governance structures. This support will also include a home-grown school nutrition package for the government-led cash-based school meals programme and guidelines on each of the transfer modalities, the targeting of beneficiaries and the development of the capacity of institutional frameworks.

48. WFP will also support the expansion of early-grade reading and nutrition-sensitive learning programmes. This will involve gender-informed SBCC and digital learning materials to increase knowledge of health, nutrition and traditional and local nutritious foods. WFP, Save the Children and UNICEF will identify schools needing support. The Water and Sanitation for Health education programmes will utilize school clubs to teach about topics such as child marriage, menstrual hygiene and the *chaupadi*²³ taboo.
49. WFP will support realignment of the NSMP with the federal system through the decentralization of responsibilities to municipalities with a view to eventual national ownership. A plan developed with the Ministry of Education, Science and Technology provides for a transition from food-based assistance to cash-based approaches in WFP-supported schools in four districts from 2021 to 2023. As recommended by the 2016 mid-term evaluation of the NSMP, the national cash-based school meals programme will use only locally procured food. WFP will support the development of a national school feeding policy and strategy that includes a school nutrition package linked to local food supply networks.²⁴ This will strengthen the Government's capacity to sustain the programme as recommended by a 2015 systems approach for better education results assessment. From 2023 WFP plans to increase capacity strengthening activities in the remaining six districts, with limited in-kind support for school meals.
50. Rice fortification under Activity 4 will become a national social protection strategy, with WFP supporting policy development to encourage the inclusion of local fortified rice in food assistance packages which will help to reduce imports and ensure a sustainable supply. In view of high per-capita consumption of rice, its significant contribution to caloric intake and its potential to reduce vitamin and mineral deficiencies, the Government sees rice fortification as an underutilized opportunity to address issues such as stunting.²⁵ WFP will support the Nepal Food Corporation and the Department of Food Technology and Quality Control in scaling up the production of fortified rice and establishing contracts with private-sector mills with a view to future commercial marketing.

Strategic outcome 3: Vulnerable communities in remote food-insecure areas have improved food security and resilience to climate and other shocks by 2030.

51. Activities under strategic outcome 3 will support smallholder farmers, particularly women, by improving access infrastructure and supporting measures to strengthen their adaptability to climate change. A 2017 study on road and market access and

²³ The exclusion of women during menstruation, *chaupadi* was banned by the Supreme Court in 2005 as a human rights violation and criminalized under Nepali law in 2017.

²⁴ The 2017 cost-benefit analysis concluded that school meals will increase schoolchildren's life expectancy by 0.88-0.98-years and that every USD 1 invested in school meals can add USD 5.2 to the economy.

²⁵ Ministry of Health and Population and WFP. 2017. *A landscape analysis for rice fortification in Nepal*. Kathmandu. This concluded that the most appropriate means of fortifying rice for Nepal is to use hot extruded fortified kernels.

household food security²⁶ showed that improved roads and tracks led to improvements in nutrition and livelihood outcomes, and conversely that isolation undermined household food security and calorie consumption, affected food budget shares and reliance on staple foods, limited agricultural commerce and slowed child growth; it also showed that poverty fell by 0.5 percent per hour reduction in travel time to a well-paved road and by 1 percent per hour in travel time to a market and that stunting decreased by 2 percent. This suggests that improved roads would help 10 percent of stunted children and 48 percent of severely stunted children to achieve normal growth rates. Incorporating the constitutional right to food in local government policies (strategic outcome 5) will pave the way for better rural community access to the structures, inputs, knowledge and technology necessary to build improved and sustainable food systems.

52. The evidence shows that risk-resilient community infrastructure in areas where WFP is improving access to markets will create labour market opportunities for poor food-insecure and vulnerable people such as women heads of household. During lean seasons they will also act as a social safety net that can contribute to achieving improved nutrition and livelihoods. Surveys using tools such as seasonal livelihood planning will identify complementary multi-sector programmes. Monitoring food security at the local level (strategic outcome 4) will improve information exchange and coordination among local governments and increase understanding of seasonal food insecurity, leading to improved targeting for asset creation. WFP will also consider ways of securing multi-year funding for the CSP through South–South cooperation countries.
53. This strategic outcome will include support for the ongoing joint project of UN-Women, WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD), Accelerating Progress towards the Economic Empowerment of Rural Women. Initial successes such as improved household income and recognition of women’s important contributions, social roles and status justify its continuation. Women and marginalized groups will be prioritized for nutrition security, income-generation and leadership opportunities to improve their decision-making power both within the family and in their communities while encouraging policy environments that are conducive to their economic empowerment.
54. This outcome promotes gradual adaptation of smallholder production systems and livelihoods in line with the national climate change adaptation programme of action, the national climate change policy, the national framework for local climate change adaptation plans of action, UNDAF outcome areas 1 and 3, SDG 2.4 and Strategic Result 4.

Focus area

55. This strategic outcome focuses on resilience-building.

Expected outputs

56. This outcome will be achieved through the following outputs:
 - Remote food-insecure communities benefit from roads, trails and other critical infrastructure that improve their access to food markets and basic services.
 - Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security.

²⁶ Shively, G. and Thapa, G. 2017. *Markets, transportation infrastructure and food prices in Nepal*. Available at <http://web.ics.purdue.edu/~shivelyg/agec640/ShivelyThapaAJAE15426.pdf>

Key activity

Activity 5: Develop and improve risk-resilient infrastructure and strengthen local capacity to identify climate risks and implement adaptive strategies.

57. Municipal, federal and provincial governments will be engaged in planning, implementing and monitoring WFP-supported initiatives. Resilience-building and climate change adaptation will be integrated into the plans and budgets of autonomous municipalities as part of the SDG localization process. WFP's climate change, resilience and environmental policies will guide the assimilation of environmental and social considerations into resilience-building activities.
58. Local government and NGO partners will implement food and cash assistance for building community assets: this will include training in the management of trails, irrigation systems, community water systems and public buildings. Local contractors will construct bridges, roads and other more complex public infrastructure, using local labour. Women in particular will be trained in non-traditional building skills such as masonry and construction. Construction sites will have separate latrines and spaces for nursing.
59. In accordance with WFP policy, women and men will receive identical transfers for similar types of work. Drinking water and irrigation projects will benefit women's kitchen gardens and commercial farming and will reduce the time required for fetching water. Community childcare facilities at work sites will facilitate participation by mothers. Training programmes for income generation will focus on climate change adaptation and will engage women and men equitably; WFP will aim to include more than 50 percent women participants.
60. WFP will target areas where access to markets is limited to enhance the long-term impact of community asset development through improved accessibility. WFP will prioritize "geographic complementarity" where appropriate, that is, it will seek to undertake activities in locations where other humanitarian agencies are operating in order to achieve synergies. Thus, for example, Green Climate Fund activities and Accelerating Progress towards the Economic Empowerment of Rural Women (RWE) activities in Province 2 and in the Karnali region will be implemented in complementary locations. Geographic targeting criteria will include indicators such as access to markets, schools, clinics, agricultural storage and transport infrastructure; the food-security status and degree of exposure to shocks of vulnerable groups and affected populations living in these areas²⁷ will be taken into account.
61. Output 3.2 aims to increase resilience to climate change among vulnerable farmers in the central Terai districts of Province 2, which includes the Koshi river basin and the Karnali region of western Nepal. Climate-change adaptation measures – developing-climate resilient community infrastructures, improving food processing and storage to overcome lean-season shortages, improving agricultural productivity through land terracing, slope stabilization, water harvesting and tree plantations in catchments – will be mainstreamed in local policy frameworks with a view to improving preparedness for climate shocks and early-warning systems.²⁸ To support compensation for weather-related losses, weather indexed insurance for smallholders will be explored.
62. Key partners will be the Ministry of Home Affairs, the Ministry of Federal Affairs and General Administration, the Ministry of Forests and Environment,

²⁷ NeKSAP, the national food security monitoring system, is used by the Ministry of Agriculture and Livestock Development to identify the degree of food security and vulnerability of communities. NeKSAP is already embedded in government frameworks and complements WFP's corporate tools such as integrated context analysis plus (ICA+).

²⁸ WFP will consider tools, such as community-based participatory planning, for planning and implementing future asset-creation and livelihood programmes.

the Ministry of Agriculture, Land Management and Cooperatives, the Ministry of Women, Children and Senior Citizens and the National Planning Commission.

Strategic outcome 4: The Government has strengthened capabilities to provide essential food security and nutrition services and respond to crises by 2023.

63. Activities under strategic outcome 4 will strengthen the capacities of national institutions to coordinate logistics and deploy rapidly into disaster areas. Building on preparedness work in 2015–2018 and lessons from the 2015 earthquake and 2017 flood responses, WFP will support national actors in upgrading facilities and equipment, information and data preparedness, skills and training and institutional strengthening. The activities under this outcome will support the national 2017 Disaster Risk Reduction and Management Act and contribute to progress towards UNDAF outcome area 3, SDG 17.9 and Strategic Result 5.

Focus area

64. This strategic outcome focuses on resilience-building.

Expected outputs

65. This outcome will be achieved through the following outputs:

- National and sub-national capacities in emergency logistics and preparedness are strengthened to enable delivery of efficient, equitable and empowering assistance during crises.
- Government capacity in early-warning systems and food-security monitoring are strengthened to enable the provision of evidence-based and gender-responsive essential services.

Key activities

Activity 6: Strengthen preparedness capacity, establish emergency logistics and institutional platforms and improve access to food reserves to enable government and humanitarian partners to respond rapidly to crises.

Activity 7: Provide technical assistance to enable the Government to strengthen the food security monitoring, analysis and early-warning system and align it with the federal governance system.

66. WFP will support the establishment of infrastructure such as nationally managed forward logistics bases and mobile logistics hubs, the improvement of national expertise in humanitarian supply chain management through training for staff, and the institutionalization of training courses through accreditation, training of trainers, curriculum development and resource allocation.²⁹ Under-represented groups including women will be prioritized in training programmes and for leadership positions.

67. Based on lessons learned from the 2015 earthquake response, support for trail-mapping projects will be prioritized, to improve local authorities' access to remote areas in emergencies. The food-tracking system of the Nepal Food Corporation will be improved, the warehousing system will be rationalized, the production of fortified rice (linked to strategic outcome 2) will be promoted, supply chain staff will benefit from capacity strengthening and the process for releasing food stocks for disaster-affected communities will be optimized.

68. The humanitarian staging area constructed in 2015 by WFP and the Ministry of Home Affairs will continue to facilitate storage and logistics services. A cost-recovery mechanism will continue to support humanitarian agencies pre-positioning relief items, which will be

²⁹ Includes government and NGO staff, the Red Cross and district-level emergency management officials.

encouraged to become members of the staging area steering committee. During the CSP period, WFP will hand over management of the staging area to national authorities.

69. Partners involved in strengthening the NeKSAP under activity 7 include the Ministry of Agriculture, Land Management and Cooperatives and the National Planning Commission. WFP will provide technical assistance with a view to the integration of NeKSAP into the federal system. WFP will provide technical support for the agricultural development strategy, MSNP II and the SDG 2 monitoring framework, including with regard to remote sensing, geospatial analysis, mobile phone surveys, crop-yield and weather forecasting, early-warning systems and information exchanges;³⁰ it will also support the strengthening of emergency assessment capacity and readiness in line with its 72-hour assessment approach. WFP will continue its cooperation with the Central Bureau of Statistics to track food security and nutrition outcomes at the household level and will maintain online information platforms and communication channels to maximize the dissemination and uptake of information.

Strategic outcome 5: Government efforts towards achieving zero hunger by 2030 are supported by inclusive and coherent policy frameworks across all spheres of government by 2023.

70. WFP will advocate for the right to food, strengthen the multi-sector approach to SDG 2 involving agriculture, food security and nutrition and help to establish food security governance structures. This outcome will be aimed at supporting government – particularly at the sub-national level, in planning its approaches to food security and nutrition and increasing understanding of and the commitment to food security in Nepal. Existing NeKSAP linkages will further promote evidence-based food and nutrition security research and information management. WFP will support the Ministry of Women, Children and Senior Citizens in integrating nutrition into the national gender equality policy and in prioritizing food security in the proposed women’s empowerment and gender mainstreaming sections of sub-national governance spheres.
71. This strategic outcome represents a shift from direct implementation of food security and nutrition programmes to more specialized technical assistance to the Government and contributes to UNDAF outcome area 4, SDG Target 17.14 and Strategic Result 6.

Focus area

72. This strategic outcome focuses on addressing the root causes.

Expected outputs

73. This outcome will be achieved through the following output:
- Food security and nutrition are integrated into multi-sector policies and institutions across all three spheres of government to improve policy, planning and SDG progress.

Key activity

74. In partnership with FAO, under activity 8, WFP will provide technical assistance to the High-Level Nutrition and Food Security Steering Committee and the National Nutrition and Food Security Coordination Committee, under which the National Nutrition and Food Security Secretariat operates, with a view to strengthening their capacity to coordinate key SDG 2 instruments such as the agricultural development strategy and MSNP II by clarifying members' roles and responsibilities and improving financial management.

³⁰ National Planning Commission. 2017. *Sustainable Development Goals: Status and Roadmap: 2016–2030*. Available at https://www.npc.gov.np/images/category/1__SDG_Report_final_version.pdf

75. WFP will support the National Planning Commission and provincial governments in collecting evidence and developing food security and nutrition projects for a national project bank³¹ and other national data systems, and will support local results-based, costed and gender transformative food security and nutrition programmes through an annual national food plan. WFP will advocate for sustainable and complementary interventions by promoting evidence-based initiatives and investments that align with CSP outcomes. Staff will be provided to assist provincial governments and the National Planning Commission.

3.3 Transition and exit strategies

76. This CSP will support the Government in realizing the 2030 Agenda for Sustainable Development: WFP will provide technical assistance for sub-national government institutions; gender-transformative approaches will be prioritized in transition and exit processes; and WFP's activities will be integrated with local government planning and budgeting to facilitate WFP's eventual exit.
77. Under strategic outcome 5 WFP and FAO will work to assist the Government at all levels in formulating and integrating food security and nutrition plans, policies and regulatory and operational frameworks into government planning and implementing systems at the local level by 2023, by which time the Government will have a practical governance structure for achieving SDG 2.

4. Implementation arrangements

4.1 Beneficiary analysis

78. WFP determines locations and vulnerable groups for assistance through food security and poverty analyses based on NeKSAP data. Social indicators such as caste, gender and disability will be part of all targeting analyses.
79. WFP's digital platform for beneficiary and transfer management (SCOPE) will be used for beneficiary registration in all activities. Vulnerable groups such as pregnant and lactating women and girls, people living with HIV/AIDS, tuberculosis patients, separated or unaccompanied children and child labourers, elderly people and people with disabilities are also included. Children aged 5–12 in pre-schools and grades 1–8 in public schools will benefit directly from WFP's school meals programme; indirect beneficiaries will include government staff trained by WFP and their agencies.
80. People with disabilities will be included in targeting criteria on the basis of lessons learned from the 2015 earthquake. Targeting methods will include the use of questions from the Washington Group on Disability Statistics and local user committees trained to identify and engage with people with disabilities and ensure that they are represented in executive committees and income-generation groups.

³¹ The project bank is to be established at the federal and provincial levels to enable bottom-up resource demands. See Government of Nepal, Ministry of Finance. 2017. *A study on foreign aid mobilization in federal Nepal*. Available at <http://mof.gov.np/uploads/document/file/20171231154550.pdf>

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY (ALL YEARS)						
Strategic outcome	Activity	Girls	Boys	Women	Men	Total
1	1	184 093	193 935	153 732	204 760	736 520
2	2	959 511	998 679	-	1 054 420	3 012 610
	3	374 500	374 500	858	893	750 750
	4	-	-	66	69	135
3	5	69 174	70 296	202 075	206 319	547 864
4	6	-	-	560	582	1 142
	7	-	-	1 470	1 530	3 000
5	8	-	-	-	-	-
Total without overlap		1 587 278	1 637 410	358 760	1 468 572	5 052 021

4.2 Transfers

Food and cash-based transfers

81. Cash-based transfers will be prioritized where markets are accessible. WFP will support a national cash-coordination group and work with the private sector to adopt technology-driven cash-delivery systems. Increasing mobile phone ownership and coverage presents an opportunity to explore mobile money solutions and reduce the gender gap with regard to information and communications technology.
82. During the lean season WFP will provide equal food and cash-based transfers for men and women in exchange for no more than 10 days of work a month, or an average of 60 days.³² This will allow time for women and men to share paid and unpaid work so that they can pursue other opportunities such as learning and income generation. Students in the school meals programme will receive cooked meals with fortified rice and pulses, which are similar to local diets. In far western Nepal, locally produced Supercereal will be provided in areas with the highest prevalence of stunting.

³² The transfer rate is per worker and will cover the needs of an average family of 4.8 members.

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

Strategic outcome:	1					2		3		
Activity	Activity 1					Activity 2 MCHN	Activity 3 SMP	Activity 5		
	GFD	CBT	Nutrition BSFP	Nutrition TSFP	Early recovery			AF	GCF	Other livelihood
Beneficiary type	Tier 1	Tier 1	Tier 1	Tier 1	Tiers 1 and 2	Tier 1	Tier 1	Tiers 1 and 2	Tiers 1 and 2	Tiers 1 and 2
Modality	Food	CBTs	Food	Food	CBTs	Food	Food	Food and CBTs	CBTs	CBTs
Cereals	500						80	500		
Pulses	100						20			
Oil							10			
Salt							2			
Supercereal PLWG			200			100				
Supercereal CH			100			100				
Ready-to-use supplementary food PLWG				200						
Ready-to-use supplementary food CH				100						
Total kcal/day (to be completed for food and cash modalities)	2 143		1 136	1 605		758	445	1 800		
% kcal from protein	11.0		18.4	10.5		18.4	9.4	7.3		
CBTs (USD/person/day)*		0.68								
CBTs (USD/HH/day)*					1.40			1 216**	1 216**	1 216**
Number of feeding days per year	10	20	60	90	20	207	200	36	60	30

* Rate for 2019 is increased by 6 percent on an annual basis. **Weighted average among three districts. Abbreviations: AF = Adaptation Fund; BSFP = blanket supplementary feeding programme; CBT = cash-based transfer; CH = children; EPR = emergency preparedness and response; GCF = Green Climate Fund; GFD = general food distribution; HH = households; MCHN = mother-and-child health and nutrition; PLWG = pregnant and lactating women and girls; TSFP = targeted supplementary feeding programme.

TABLE 3: TOTAL FOOD AND CBT REQUIREMENTS AND VALUES		
Food type/CBTs	Total (mt)	Total (USD)
Rice	14 118	6 209 328
Pulses	3 286	2 268 042
Vegetable oil	1 498	1 716 708
Salt	300	63 515
Supercereal	4 493	3 594 283
Plumpy'Sup	488	1 171 584
Total (food)	24 183	15 023 460
CBTs (USD)	-	20 572 555
Total (food and CBT value - USD)	-	35 596 015

Capacity strengthening including South–South cooperation

83. Partnerships with national actors in a multi-sectoral approach will enable WFP to advocate for the integration of food security and nutrition in all national systems, particularly national social safety nets. The strategic outcomes align WFP's activities with the federal system of governance and direct its comparative advantage to optimum effect in line with requests from the Government and development partners.
84. WFP will explore the option of establishing a national civil-society advisory group to advance the SDG 2 agenda and promote dialogue and collaboration. WFP would serve in the secretariat and would prioritize gender parity and gender competence in the membership.
85. South–South cooperation is expected to involve exchanges on school feeding capacity strengthening with the WFP Centre of Excellence in Brazil or visits to India. WFP will learn from China about rice fortification for social safety nets. A partnership planned with the South Asian Association for Regional Cooperation food bank will be aimed at ensuring that regional emergency food reserves are available to Nepal.

4.3 Supply chain

86. Nepal's landlocked mountainous terrain, high susceptibility to natural hazards, poor transport infrastructure and shortage of qualified suppliers means that systems must be adapted to resolve supply-chain challenges. The fragile road and air transport corridor from India for humanitarian assistance in the Kathmandu valley is a major concern. An emergency logistics plan will identify appropriate supply-chain options. National supply chain and logistics capabilities will be strengthened under strategic outcome 4. WFP will also support the Department of Food Technology and Quality Control under strategic outcome 4 in strengthening the supply chain for fortified rice to strengthen the national food supply and will help to improve the capacity of the Nepal Food Corporation for emergency response. Gender-responsive procurement initiatives will be implemented whenever possible.

4.4 Partnerships

87. WFP's whole-of-society approach to CSP development involves consultations with civil-society organizations, local and central governments, national and provincial disaster-management agencies, NGOs, the Red Cross and the private sector to identify needs and priorities. WFP plans more partnerships with NGOs to foster inter-action on matters such as gender and the social inclusion of persons with disabilities and other marginalized groups. WFP will focus on strengthening local capacities for emergency response and for nutrition, resilience and school feeding with a view to promoting nationally owned responses and the constitutional right to food.
88. To achieve strategic outcome 5, WFP will partner with FAO to support the Government in integrating the delivery of food security and nutrition services, FAO and UN-Women on a rural women's economic empowerment project, and UNICEF on a national nutrition framework and emergency nutrition interventions.
89. WFP will continue to partner with the Ministry of Education, Science and Technology on the NSMP. The NeKSAP partnerships will continue with the Ministry of Agriculture, Land Management and Cooperatives; the National Planning Commission; Nepal's agriculture universities; the International Centre for Integrated Mountain Development; FAO; UNICEF; and the Consultative Group on International Agricultural Research programme on climate change, agriculture and food security, on the use of new technologies for food security monitoring and assessments.
90. WFP will continue its partnerships with the Ministry of Home Affairs to manage humanitarian staging areas under the national disaster response framework and the national emergency operations centre, as well as with the Department of Hydrology and Meteorology to utilize weather forecasts and early-warning systems in a forecast-based financing initiative. The Fill the Nutrient Gap analysis will strengthen partnerships with the Scaling Up Nutrition movement, the Nutrition Technical Committee, UNICEF, the World Health Organization, FAO, donors, civil society organizations and NGOs

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

91. Monitoring and performance management will be based on the Corporate Results Framework (2017–2021) and aligned with WFP's monitoring framework. Outcome monitoring of all corporate and country-level CSP indicators will be tailored to better inform programme management and meet accountability standards cost-effectively. In addition it will be outsourced to optimize cost-effective data collection. Outcome monitoring will be managed jointly with government partners and beginning in 2021 will be handed over to the Government. A gradual hand-over of the monitoring role will begin in 2021.
92. Output data will be collected from partners and managed through WFP's country office tool for managing programme operations effectively (COMET). Partners will be able to use COMET once trained by WFP. The country office will continue to implement real-time digital data collection and reporting.
93. A questionnaire-based survey of process monitoring will be carried out every six months, complemented by monthly monitoring of emerging issues using the community score card, on-site monitoring checklists and photographic monitoring. WFP will outsource data collection to an independent third party at least once a year to maximize transparency and to triangulate results with those of partners.

94. In accordance with WFP's CSP policy and evaluation strategy, a baseline study in 2019 will be followed by a mid-term review in 2021 and a country portfolio evaluation in 2022 to inform future CSPs. In 2019 and 2021 the country office will carry out McGovern-Dole mid-line and end-line decentralized evaluations of the NSMP, covering school meals, literacy, water and sanitation for health, and infrastructure development. Stakeholders' involvement will help to strengthen their evaluation capacities. In 2020 a WFP-supported emergency preparedness capacity index workshop led by the National Planning Commission will evaluate the capacities of national agencies for the implementation of policies under strategic outcomes 4 and 5.
95. Gender-responsive monitoring and evaluation will measure performance under each strategic outcome against targets. WFP will ensure that safe gender-responsive feedback mechanisms are in place – free telephones, help desks and sensitization on prevention of sexual exploitation and abuse, fraud and corruption and abuse of authority. NGO partners will be trained to operate in accordance with WFP's commitments regarding accountability to affected populations, gender equality and protection. Given the prevalence of caste-based discrimination, qualitative data collection processes will be confidential and will capture caste and ethnic information to facilitate analysis of impact and process in respect of various groups.

5.2 Risk management

Contextual risks

96. Political risks. These include political instability and a return to conflict, hindering sustainable development, and prolonged transition to the federal system and delays in policy formulation. The CSP is designed to contribute to political stability through strategic outcomes 2, 3, 4 and 5, which support national systems through capacity strengthening.
97. Environmental risks. Climate change is predicted to have significant negative effects on Nepal's economy as a result of reduced agricultural productivity and hydroelectric output due to reliance on melting glaciers and snow. Strategic outcome 3 is designed to enable people in areas vulnerable to climate shocks to develop resilience to environmental change. WFP will where possible, integrate environmental and social considerations and the requirements of WFP's environmental and social standards into its activities, in line with its 2017 environmental policy.
98. *Risk of humanitarian crises.* The forward logistics bases and mobile logistics hubs will handle cargo received by road and air in response to disasters, complementing or replacing capacity in Kathmandu if primary logistics corridors become inoperable after an earthquake. Learning from models implemented in 2015, medium-lift helicopters (MLH) will be deployed in affected areas throughout the country on the basis of models implemented in 2015

Programmatic risks

99. The country office risk register will guide staff with regard to identified risks. One risk is negative news reports of food losses or damage that harm WFP's reputation: this can be mitigated by ensuring full deliveries and appropriate storage and handling of food by WFP and all partners and by engagement with the media, local governments and stakeholders. Lack of progress towards gender equality or gender-transformation in food security and nutrition can be mitigated by ensuring stringent gender-responsive targeting and reporting of outcomes.
100. To prevent misuse of beneficiary data, all data will be stored in WFP's central database. Data will not be transferred except through the secure file-transfer platform. WFP's monitoring and evaluation system in Nepal does not capture information of individual beneficiaries.

6. Resources for results

6.1 Country portfolio budget

101. The country portfolio budget covers eight activities integrated under five strategic outcomes. Food, CBTs and capacity strengthening are budgeted at USD 126 million over five years, with requirements expected to decrease from 2020 as activities are gradually handed over to the Government. Of the total budget, 23 percent is allocated to capacity strengthening, 24 percent to food and 19 percent to CBTs; the remainder is for implementation, adjusted direct support costs and indirect support costs. The country office will ensure gender-responsive planning and budgeting in alignment with WFP's 2015–2020 gender policy and other commitments.

Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2019	2020	2021	2022	2023	
1	5 704 792	-	4 426 249	-	3 068 183	13 199 224
2	14 114 507	12 846 277	10 404 373	8 256 770	7 252 635	52 874 563
3	9 654 416	10 654 949	9 628 847	8 432 979	6 792 794	45 163 984
4	2 956 726	2 441 847	1 522 346	1 443 054	1 159 190	9 523 164
5	979 801	981 720	979 256	1 023 684	1 081 614	5 046 076
Total	33 410 243	26 924 794	26 961 071	19 156 487	19 354 415	125 807 010

6.2 Resourcing outlook

102. The USD 126 million budget is 30 percent lower than that for WFP's previous portfolio in Nepal. At the time of drafting, WFP had confirmed contributions for more than half of strategic outcome 2, a third of strategic outcome 3 and a fifth of strategic outcome 4; additional funding is being discussed. Funding for strategic outcome 5 is being discussed with several development partners. Minimal resources are being allocated to strategic outcome 1, which will be mobilized only in an emergency. An additional USD 3 million in direct support costs is for the construction of new offices.

6.3 Resource mobilization strategy

103. WFP's two-pronged resource mobilization strategy involves increasing commitments from established donors and seeking funding from new ones, including the private sector, with a focus on long-term flexible funding. Joint projects to improve cost-effectiveness and communications will articulate WFP's role and value-added, and continual communication with donors and the Government will mitigate funding risks. WFP will distinguish funds to meet immediate needs from those for long-term resilience.

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

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Affected populations in Nepal have timely access to adequate food and nutrition during and in the aftermath of natural disasters and other shocks

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

nutrition-sensitive

Focus area: crisis response

Assumptions

A stable elected government body at national and provincial level

Outcome indicators

Consumption-based coping strategy index (average)

Dietary diversity score

Food consumption score

Food consumption score – nutrition

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

Activities and outputs

- 1. Provide food assistance for shock-affected people, including specialized nutritious foods and nutrition counselling and education for the prevention and treatment of malnutrition in children 6-59 months and pregnant and lactating women and girls (PLWG), followed by early recovery asset reconstruction to support food security and nutrition and rebuild livelihoods. (URT: Unconditional resource transfers to support access to food)**

Disaster-affected people have access to food, enabling them to meet their basic food and nutrition needs. (A: Resources transferred)

Disaster-affected people have access to specialized nutritious foods and nutrition services, enabling them to meet their nutrition needs and prevent malnutrition. (B: Nutritious foods provided)

Disaster-affected people receive support in the repair of their assets that expedites early recovery. (D: Assets created)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 2: Food-insecure people in targeted areas have improved nutrition throughout the key stages of their lives by 2025.

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

nutrition-sensitive

Focus area: root causes

Assumptions

Strong ownership of nutrition activities by government line ministries exist.

Adequate resources commitment from donors is available.

Nutrition activities are better coordinated and streamlined by the Government.

Outcome indicators

Attendance rate

Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided

Enrolment rate

Minimum dietary diversity – women

Number of individuals who demonstrate use of new child health and nutrition practices

Number of individuals who demonstrate use of new safe food preparation and storage practices

Number of school administrators and officials in target schools who demonstrate use of new techniques or tools

Number of teachers/educators/teaching assistants in target schools who demonstrate use of new and quality teaching techniques or tools

Percentage increase in production of high-quality and nutrition-dense foods

Percentage of students who, by the end of two grades of primary schooling, demonstrate that they can read and understand the meaning of grade level text

Percent of schools with decreased teacher absenteeism

Proportion of beneficiaries who recall and practice a key nutrition message

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

Proportion of eligible population that participates in programme (coverage)

Retention rate

Activities and outputs

3. Provide gender-transformative and nutrition-sensitive school meals and health packages in chronically food-insecure areas and strengthen the Government's capacity to integrate the national school meals programme into the national social protection framework. (SMP: School meal activities)

Targeted populations, including children aged 6–59 months, PLWG and schoolchildren, receive an integrated package of assistance to prevent malnutrition and improve diets. (A: Resources transferred)

Targeted populations, including children aged 6–59 months, PLWG and schoolchildren, receive an integrated package of assistance to prevent malnutrition and improve diets. (B: Nutritious foods provided)

Targeted populations in food-insecure areas receive nutrition-sensitive, shock-responsive and gender-transformative social services delivered through a strengthened national social protection framework. (C: Capacity development and technical support provided)

4. Provide technical support to the Government for the development of a rice-fortification policy framework and supply chain system for use in social safety nets. (CSI: Institutional capacity strengthening activities)

People benefiting from the national social safety net programme receive post-harvest fortified rice. (C: Capacity development and technical support provided)

People benefiting from the national social safety net programme receive post-harvest fortified rice. (I: Policy engagement strategies developed/implemented)

People benefiting from the national social safety net programme receive post-harvest fortified rice. (K: Partnerships supported)

People benefiting from the national social safety net programme receive post-harvest fortified rice. (L: Infrastructure and equipment investments supported)

People benefiting from the national social safety net programme receive post-harvest fortified rice. (M: National coordination mechanisms supported)

2. Support the strengthening of national nutrition-sensitive, gender-responsive social safety nets for vulnerable populations and provide specialized nutritious foods, technical assistance, logistics, and social behaviour change communication for the prevention of malnutrition. (NPA: Malnutrition prevention activities)

Targeted populations, including children aged 6–59 months, PLWG and schoolchildren, receive an integrated package of assistance to prevent malnutrition and improve diets. (A: Resources transferred)

Targeted populations, including children aged 6–59 months, PLWG and schoolchildren, receive an integrated package of assistance to prevent malnutrition and improve diets. (B: Nutritious foods provided)

Targeted populations, including children aged 6–59 months, PLWG and schoolchildren, receive an integrated package of assistance to prevent malnutrition and improve diets. (E: Advocacy and education provided)

Targeted populations in food-insecure areas receive nutrition-sensitive, shock-responsive and gender-transformative social services delivered through a strengthened national social protection framework. (C: Capacity development and technical support provided)

Strategic Objective 3: Achieve food security**Strategic Result 4: Food systems are sustainable**

Strategic outcome 3: Vulnerable communities in remote food-insecure areas have improved food security and resilience to climate and other shocks by 2030.

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

Focus area: resilience-building

Assumptions

Stable elected government body at national and provincial level

Strong ownership and capacity of the government exit

No natural disaster of large impact occurs

Outcome indicators

Dietary diversity score

Food consumption score

Food expenditure share

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

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

Activities and outputs

**5. Develop and improve risk-resilient infrastructure and strengthen local capacity to identify climate risks and implement adaptive strategies.
(CAR: Climate adaptation and risk management activities)**

Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security. (A: Resources transferred)

Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security. (C: Capacity development and technical support provided)

Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security. (D: Assets created)

Remote, food-insecure communities benefit from roads, trails and other critical infrastructure that improve their access to food markets and basic services. (A: Resources transferred)

Remote, food-insecure communities benefit from roads, trails and other critical infrastructure that improve their access to food markets and basic services (C: Capacity development and technical support provided)

Remote, food-insecure communities benefit from roads, trails and other critical infrastructure that improve their access to food markets and basic services. (D: Assets created)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs

Strategic Outcome 4: The Government has strengthened capabilities to provide essential food security and nutrition services and respond to crises by 2023.

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience-building

Assumptions

Stable elected government at national, provincial and local level exist. A strong ownership and capacity of the government is available.

Outcome indicators

Emergency preparedness capacity index

User satisfaction rate

Activities and outputs**7. Provide technical assistance to enable the Government to strengthen the food-security monitoring, analysis and early-warning system and align it with the federal governance system. (AAA: Analysis, assessment and monitoring activities)**

Government capacity in early-warning systems and food-security monitoring are strengthened to enable the provision of evidence-based and gender-responsive essential services. (C: Capacity development and technical support provided)

6. Strengthen preparedness capacity, establish emergency logistics and institutional platforms and improve access to food reserves to enable government and humanitarian partners to respond rapidly to crises. (EPA: Emergency preparedness activities)

National and sub-national capacities in emergency logistics and preparedness are strengthened to enable delivery of efficient, equitable and empowering assistance during crises. (C: Capacity development and technical support provided)

National and sub-national capacities in emergency logistics and preparedness are strengthened to enable delivery of efficient, equitable and empowering assistance during crises. (H: Shared services and platforms provided)

National and sub-national capacities in emergency logistics and preparedness are strengthened to enable delivery of efficient, equitable and empowering assistance during crises. (K: Partnerships supported)

Strategic Result 6: Policies to support sustainable development are coherent

Strategic outcome 5: Government efforts towards achieving zero hunger by 2030 are supported by inclusive and coherent policy frameworks across all spheres of government by 2023.

Outcome category: Supported inclusive and sustained food security and nutrition policy reform processes

Focus area: root causes

Assumptions

Stable elected government at central, provincial and local level exit

Outcome indicators

Number of new or improved plans, policies, regulations, pieces of legislation and programmes to enhance food security and nutrition

Activities and outputs**8. Provide technical assistance and support evidence generation for government and multi-sector partners to enhance rights-based food security and nutrition plans, policies, regulatory frameworks and service delivery. (CSI: Institutional capacity strengthening activities)**

Food security and nutrition are integrated into multi-sector policies and institutions across all three spheres of government to improve policy, planning and SDG progress. (I: Policy engagement strategies developed/implemented)

Strategic Goal 1: Support countries to achieve zero hunger

C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

Cross-cutting indicators

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

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

Cross-cutting Indicators

C.2.1: Proportion of targeted people accessing assistance without protection challenges

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

Cross-cutting Indicators

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

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

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1/SDG Target 2.1	Strategic Result 2/SDG Target 2.2	Strategic Result 4/SDG Target 2.4	Strategic Result 5/SDG Target 17.9	Strategic Result 6/SDG Target 17.14	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Crisis response	Root causes	Resilience-building	Resilience-building	Root causes	
Transfer	9 779 110	33 204 880	29 922 790	6 865 326	3 202 821	82 974 927
Implementation	752 243	8 904 654	6 089 778	705 783	816 040	17 268 497
Adjusted direct support costs	1 862 285	7 537 943	6 394 929	1 370 829	719 239	17 885 224
Subtotal	12 393 637	49 647 477	42 407 497	8 941 938	4 738 099	118 128 648
Indirect support costs (6.5%)	805 586	3 227 086	2 756 487	581 226	307 976	7 678 362
Total	13 199 224	52 874 563	45 163 984	9 523 164	5 046 076	125 807 010

Acronyms used in the document

CBT	cash-based transfer
COMET	Country Office Tool for Managing Programme Operations Effectively
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GESI	gender equality and social inclusion (analyses)
MCHN	mother-and-child health and nutrition
MSNP II	Multi-Sector Nutrition Plan Phase II
NeKSAP	<i>Nepal Khadhya Surakshya Anugaman Pranali</i> (national food security monitoring system)
NGO	non-governmental organization
NSMP	national school meals programme
PLWG	pregnant and lactating women and girls
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
UNDAF	United Nations development assistance framework
UNICEF	United Nations Children's Fund