



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

**Executive Board**  
Second regular session  
Rome, 26–30 November 2018

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Distribution: General	Agenda item 8
Date: 3 September 2018	WFP/EB.2/2018/8-B/1/DRAFT
Original: English	Operational matters – Country strategic plans For approval

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

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## Draft Somalia interim country strategic plan (2019–2021)

Duration	January 2019–December 2021
Total cost to WFP	USD 961,000,000
Gender and age marker*	3

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

### Executive summary

For over the past twenty years, Somalia has experienced frequent conflict, political instability, and environmental and economic shocks, resulting in widespread hunger and malnutrition. Despite significant political progress, poverty is rife, and many Somalis still do not have access to basic public services. Chronic food insecurity and poor nutrition, exacerbated by shocks and weak food systems and national capacity, pose a challenge to the achievement of Sustainable Development Goal (SDG) 2, on achieving zero hunger.

To address these challenges, WFP has adopted a holistic approach that recognizes the interconnected nature of relief, nutrition, resilience, food systems, capacity building and partnership. Through this interim country strategic plan, WFP will continue to respond to critical needs while supporting national systems – such as by working with national authorities and partners to establish reliable safety nets that respond to shocks, to strengthen food systems and to strengthen national capacity through a consolidated approach. Thus, while continuing to draw on its comparative advantage and coverage to respond to crises, WFP will implement broader safety net and resilience-strengthening activities, working across the humanitarian-development-peace nexus.

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This interim country strategic plan encompasses lessons learned from WFP programming and reflects feedback gathered across Somalia during stakeholder consultations. It is closely aligned with the Somalia National Development Plan (2017–2019) and regional development plans, as well as the humanitarian and recovery priorities for food security and nutrition set out in the humanitarian response plan and the drought impact needs assessment for Somalia. This reinforces WFP's commitment to work within national priorities to achieve SDG 2.

WFP will work with a range of actors to deliver efficient, effective and equitable assistance, including through innovative partnerships with national and regional government institutions, United Nations and international organizations, international and national non-governmental organizations, civil society and the private sector.

This interim country strategic plan contributes to SDGs 2 and 17 and WFP strategic results 1, 2, 4, 5 and 8 through six strategic outcomes:

- *Strategic outcome 1:* Food-insecure and nutrition-insecure people in areas affected by natural or human-caused disasters have access to adequate and nutritious food and specialized nutritious foods that meet their basic food and nutrition needs during and in the aftermath of shocks.
- *Strategic outcome 2:* Food-insecure people in targeted areas are better able to withstand shocks and stresses throughout the year.
- *Strategic outcome 3:* Malnourished and food-insecure children, adolescent girls, pregnant and lactating women and girls, and clients undergoing anti-retroviral therapy or directly observed treatment for tuberculosis in areas with persistently high rates of acute malnutrition have improved nutritional status throughout the year.
- *Strategic outcome 4:* National institutions, private sector actors, smallholder farmers and food-insecure and nutritionally vulnerable populations benefit from more resilient, inclusive and nutritious food systems by 2021.
- *Strategic outcome 5:* National institutions have strengthened policies, capacities and systems for supporting food-insecure and nutritionally vulnerable populations by 2021.
- *Strategic outcome 6:* The humanitarian community is better able to reach vulnerable people and respond to needs throughout the year.

Together, these outcomes will support Somalia on the path towards zero hunger, recovery and lasting stability.

## **Draft decision\***

The Board approves the Somalia interim country strategic plan (2019–2021) (WFP/EB.2/2018/8-B/1) at a total cost to WFP of USD 961,000,000.

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\* 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. Over the past two decades, Somalia has endured persistent periods of conflict, political instability, and environmental and economic shocks, resulting in widespread hunger and malnutrition. Over half of the country's 12.3 million people live below the poverty line of USD 1.9 per day.<sup>1</sup> Conflict, drought and floods have triggered large-scale displacements: 2.1 million Somalis are displaced<sup>2</sup> and an additional 1 million are refugees in neighbouring countries.
2. Since 2012, Somalia has evolved from a “failed” state to a “fragile” state with the establishment of the Federal Government of Somalia. Progress continues with the founding of permanent political institutions and a federal institutional structure. These developments, however, have not yet delivered benefits for the majority of the Somali people. Cycles of conflict, drought and floods, the resulting damage to infrastructure, and the weak capacity of political systems have left many without access to basic public services.
3. Inequality is high. Internally displaced person (IDP) settlements fare the worst, with poverty rates of over 70 percent.<sup>3</sup> Between 70 and 80 percent of IDPs and refugees are women and children.<sup>4</sup> Gender inequality in Somalia is the fourth highest in the world,<sup>5</sup> with high levels of gender-based violence, harmful practices such as girl marriage and female genital mutilation, the under-representation of women in decision-making bodies, and discriminatory customs relating to the production, procurement, purchase and preparation of food. School enrolment and educational attainment are low and access to education is skewed in favour of boys, who constitute 56 percent of children enrolled in primary school.<sup>6</sup> Only 17 percent of children living in rural areas and IDP settlements are enrolled in primary school.<sup>7</sup> Somalia also has a growing population of young people for whom unemployment is a concern.
4. From mid-2015, severe drought conditions, conflict, increased displacement, lack of access to basic services and the absence of a formal social protection system caused an acute food and nutrition crisis that brought Somalia to the brink of famine in 2017. Scaled-up humanitarian assistance and some seasonal improvements helped to avert famine, but humanitarian and recovery needs are expected to remain high.

### 1.2 Progress towards SDG 2

5. In 2016, the Somali Government officially launched its plan for implementing the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development and established its first National Development Plan (NDP) in over thirty years. Building on the new deal compact, the NDP, covering 2017–2019, outlines a strategy for accelerating socio-economic transformation in order to reduce poverty, revive the economy and transform Somali society in a socially just and gender-equitable manner.<sup>8</sup> The SDGs are

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<sup>1</sup> See [www.worldbank.org/en/country/somalia/overview](http://www.worldbank.org/en/country/somalia/overview).

<sup>2</sup> United Nations Office for the Coordination of Humanitarian Affairs. 2018. *Somalia: Humanitarian Dashboard – January 2018*.

<sup>3</sup> See [www.worldbank.org/en/country/somalia/overview](http://www.worldbank.org/en/country/somalia/overview).

<sup>4</sup> United Nations Development Programme. 2016. *Gender in Somalia Brief 2*.

<sup>5</sup> Organisation for Economic Co-operation and Development Centre. 2014 Social Institutions and Gender Index.

<sup>6</sup> Federal Government of Somalia. 2017. *Education Sector Analysis 2018–2020*.

<sup>7</sup> Ibid.

<sup>8</sup> National Development Plan 2017–2019, p. iii.

mainstreamed throughout the plan. Several chapters relate to SDG 2, including those on social and human development, economic development and resilience. Nevertheless, concrete data on the SDG indicators (with age and sex disaggregation) are lacking.<sup>9</sup>

6. *Access to adequate food all year.* Since the famine in 2011, food insecurity has become less severe thanks to humanitarian investment in relief and recovery and positive environmental and political factors. However, five consecutive seasons of poor rains since 2016 have left an estimated 5.4 million people facing acute food insecurity: 2.7 million are facing crisis or emergency levels of food insecurity and 2.7 million are in stressed conditions.<sup>10</sup>
7. *End all forms of malnutrition.* An analysis of trends from 2001 to 2011 revealed a national mean stunting rate of 24.9 percent; 2015 data showed that prevalence had dropped to 12 percent,<sup>11</sup> which is classed as acceptable according to World Health Organization standards. In November 2017, the national global acute malnutrition (GAM) rate was 13.8 percent, classified as serious, with rates exceeding the critical threshold in several subregions and among IDPs. The prevalence of anaemia reaches 59.3 percent (serious public health concern) in some areas, and the rate of vitamin A deficiency in children aged 6–59 months stands at 33.3 percent. The prevalence of acute malnutrition among HIV and tuberculosis patients is 43.6 percent, of whom 17.6 percent are severely malnourished.<sup>12</sup>
8. *Double agricultural productivity and smallholder farmer income.* The recent drought significantly affected agricultural productivity and smallholder income. Crop production was reduced because less land was under cultivation and yields were lower.<sup>13</sup> More than 6.4 million livestock were lost, approximately 12 percent of the pre-drought total.<sup>14</sup> The livestock sector provides work and food to more than 60 percent of the population, so shocks that affect livestock have a strong impact on subsistence and cash income. Women are involved in the informal sector, especially microenterprises, small trade and markets,<sup>15</sup> while men are generally more involved in farm labour and formal employment. Somali women have unequal access to production inputs and technology<sup>16</sup> for agriculture, livestock and fishing, as well as to land, water and financial services.
9. *Sustainable food systems.* Food systems are fragile because of insecurity, political instability and a lack of regulation and financial liquidity, as well as poor infrastructure and vulnerability to climate shocks. Food production is low and Somalia is currently dependent on imports. There are few processing facilities to prevent post-harvest losses or add value. Somalia lacks food safety and quality standards, market information systems and a public food reserve to mitigate shocks. The banking sector offers services to a limited clientele,

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<sup>9</sup> As a result, progress towards the SDG 2 targets cannot be comprehensively described for women, men, girls and boys in Somalia.

<sup>10</sup> Between January and June 2018, according to an FSNAU and FEWS NET assessment released in January 2018.

<sup>11</sup> FSNAU. 2017. *2016 Somali Infant and Young Child Nutrition Assessment: Infant and Young Child Nutrition Practices, Barriers and Facilitators*.

<sup>12</sup> In terms of scale, according to the Joint United Nations Programme on HIV/AIDS (UNAIDS), Somalia has a 1 percent prevalence rate of HIV. There are around 30,000 new cases of tuberculosis per year according to the World Health Organization.

<sup>13</sup> Federal Government of Somalia, World Bank, the European Union and the United Nations. 2018. *Drought Impact Needs Assessment*.

<sup>14</sup> World Bank Group and FAO. 2018. *Rebuilding Resilient and Sustainable Agriculture in Somalia*. Somalia Country Economic Memorandum, Volume 1, 2018.

<sup>15</sup> World Bank. 2017. *Somali Poverty Profile 2016: Findings from Wave 1 of the Somali High Frequency Survey*.

<sup>16</sup> Federal Government of Somalia, World Bank, the European Union and the United Nations. 2018. *Drought Impact Needs Assessment*.

and many people, particularly women, have little access to credit, insurance or other financial services.

### **Macroeconomic environment**

10. Somalia's economy is dependent on imports, which creates a trade deficit financed by remittances and international aid.<sup>17</sup> Agriculture, mainly livestock, is the largest sector, the biggest employer in rural areas and the major export earner. Largely because of the growing economic importance of livestock production and exports, at least 75 percent of gross domestic product (GDP) comes from agriculture. Somali farmers lose up to 30 percent of their crop harvests annually due to poor post-harvest storage, which limits potential export growth.<sup>18</sup> Domestic markets are linked with Kenya and the Gulf States through ports and towns bordering Kenya, Ethiopia and Djibouti.
11. Although economic growth averages 3.4 percent a year, the economy is vulnerable to market shocks, particularly commodity price fluctuations and environmental shocks.<sup>19</sup> Government capacity to generate revenue and stabilize the macroeconomic environment is constrained by the small size of the formal economy and difficulties in collecting taxes because of insecurity and institutional constraints. The Government relies on official development assistance, which accounted for 21 percent of GDP in 2016.<sup>20</sup> Unemployment is high: 48 percent among those under 30<sup>21</sup> and 74 percent for women.<sup>22</sup>

### **Cross-sectoral linkages**

12. Poverty and a lack of a national social protection system inhibit people's access to nutritious food (SDG 1). Somalia ranks among the weakest countries in the world for health indicators,<sup>23</sup> reflecting consistently poor nutrition and health (SDG 3). Limited educational attainment and enrolment leave children and young people less aware of food security and nutrition and limit job opportunities and livelihoods (SDG 4). High gender inequality exacerbates food insecurity by curtailing women's access to nutritious food (SDG 5). Poor water and sanitation facilities and practices compound poor health and nutrition (SDG 6). Economic growth is insufficient to provide employment for all those able to work, affecting the ability of Somalis to purchase adequate food (SDG 8). Weak infrastructure hinders the transportation of food to markets and to vulnerable populations (SDG 9). Conflict, coupled with the resulting infrastructure damage and access challenges, limits food access and availability (SDG 16).

### **1.3 Hunger gaps and challenges**

13. The underlying causes of food insecurity and malnutrition are complex. Household access to food is hampered by poor crop production and high livestock losses in consecutive years, poverty, conflict, displacement, political and economic instability, gender inequality, low income and climate shocks. This is more challenging for poor households; IDPs; marginalized groups including women, disadvantaged minorities and clans and lineage groups; and vulnerable social classes such as women-headed households, children, the elderly and the disabled. Somalis rely on social capital, kinship networks and intra-clan support to meet their basic needs. Years of conflict have degraded natural capital, increasing

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<sup>17</sup> Ibid.

<sup>18</sup> Ibid.

<sup>19</sup> African Development Bank. 2018. *African Economic Outlook 2018*.

<sup>20</sup> Ibid.

<sup>21</sup> Ibid.

<sup>22</sup> United Nations Development Programme. 2016. *Gender in Somalia Brief 2*.

<sup>23</sup> For life expectancy, maternal mortality, the mortality of children aged under 5 and immunization coverage.

vulnerability and acute hunger. Drought has exacerbated existing vulnerabilities and the social, economic and political marginalization of women, who bear disproportionate responsibilities<sup>24</sup> that can hamper their ability to meet their own food needs and those of their dependants.

14. Food insecurity is more frequent and intense in regions in the north (Sool, Sanaag and Togdheer), centre (Galgaduud, Hiiraan and South Mudug) and south (Bakol, Gedo and among IDP populations concentrated around Baidoa and Kismayo districts).<sup>25</sup> Given the limited capacity to withstand shocks and stressors, food insecurity is likely to continue to rise in the absence of assistance.
15. Migration to the main urban centres is increasing, exacerbated by recurrent droughts. Food insecurity is increasingly linked to urban poverty, and IDPs (who have largely lost their livelihood opportunities and community support networks) regularly have the highest GAM and food-insecurity rates. Rising numbers of returnees and refugees from neighbouring countries face similar challenges and require help to protect their food security and nutrition status.
16. A nutrition causal analysis study in southern Somalia found that malnutrition is driven by food insecurity and socio-cultural factors that lead to suboptimal infant and young child feeding practices and care.<sup>26</sup> These factors include systemic gender inequalities evident in women's disproportionate workloads (domestic and casual labour), the prevalence of girl marriage and early motherhood, low formal education rates for girls, restrictions on mobility, lack of sexual and reproductive health services, and discriminatory socio-cultural beliefs about childcare and health-seeking practices.

## 1.4 Country priorities

### **Government**

17. The NDP is the overarching framework for development priorities in Somalia.<sup>27</sup> It has a strong focus on poverty reduction and is built on six pillars: consolidating peace, security and the rule of law; institution building; inclusive and sustainable economic growth (targeting the private sector and agriculture, livestock and fisheries); social and human development (targeting health, nutrition and education); infrastructure rehabilitation; and building national resilience. The cross-cutting themes of the plan are gender, youth, capacity development, human rights, and the environment. The priorities for establishing a social protection framework and safety-net system to reach the most vulnerable are outlined in the resilience-building chapter of the plan.

### **United Nations and other partners**

18. The 2018 humanitarian response plan for Somalia has four objectives: to provide life-saving assistance, to reduce emergency levels of malnutrition, to promote protection, and to restore livelihoods.<sup>28</sup> A drought impact needs assessment launched by the Federal Government of Somalia, the European Union, the United Nations and the World Bank outlines a drought recovery strategy, complementing the humanitarian response plan and the NDP. It feeds into a recovery and resilience framework for preventing the recurrence of

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<sup>24</sup> Federal Government of Somalia, World Bank, the European Union and the United Nations. 2018. *Drought Impact Needs Assessment*.

<sup>25</sup> Somalia Integrated Context Analysis 2007–2017.

<sup>26</sup> Strengthening Nutrition Security in South Somalia Consortium. 2015. *Nutrition Causal Analysis Study: South and Central Somalia*.

<sup>27</sup> There are also regional development plans developed by each of the regional administrations, which set out similar priorities and which were also considered during the development of this ICSP.

<sup>28</sup> Gender was integrated into the humanitarian response plan.

famine. The Government and humanitarian and development stakeholders seek to reduce the humanitarian caseload by building resilience to shocks through improved food security, economic development, gender equality, increased employment, social protection, climate change mitigation, stronger early warning and disaster management, and durable solutions for displaced populations.

19. The United Nations strategic framework for the period 2017–2020 outlines the United Nations support for peace and state building in Somalia. The framework sets out five priorities, with WFP contributing to resilience strengthening and socio-economic opportunities.
20. The interim country strategic plan (ICSP) stakeholder consultations held across Somalia in February 2018<sup>29</sup> revealed a strong desire to scale up recovery and resilience-building initiatives to achieve SDG 2. In line with the humanitarian response plan, the drought impact needs assessment, the recovery and resilience framework and the NDP, stakeholders cited the following priorities:
  - provision of relief assistance accompanied by the scaling up of recovery and resilience initiatives that address the root causes of vulnerability;
  - local production, supported by local procurement, connecting farmers and consumers to markets, strengthening food quality controls and providing technical support for food fortification;
  - rehabilitation of infrastructure related to food production and access;
  - collaboration with the Government on programme implementation and on strengthening its capacity to develop and implement policy (food security, nutrition, social protection/social safety nets, and early warning/disaster management);
  - school meals;
  - employment opportunities for young people;
  - nutrition education and messaging across programming;
  - taking into account the needs of vulnerable groups, including the elderly, people living with disabilities, the displaced, as well as the particular needs of women, men, boys and girls;
  - sustainable solutions to prevent further displacement of IDPs and restore their productivity; and
  - gender equality programming.

## **2. Strategic implications for WFP**

### **2.1 WFP's experience and lessons learned**

21. A country portfolio evaluation conducted at the end of 2017 noted that WFP's main comparative advantage in Somalia was leading emergency responses at scale. The study found potential for expanding resilience initiatives in collaboration with strategic partners and deepening engagement with the Government in the development of policy and in strengthening the Government's capacity to develop future policies. The preliminary recommendations<sup>30</sup> of the report include the following:
  - exercise leadership in developing and piloting a national social safety net;

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<sup>29</sup> Involving representatives from federal government ministries, federal member states, United Nations agencies, NGOs, civil society, the private sector and donors.

<sup>30</sup> The full country portfolio evaluation report will be presented to the Executive Board in November 2018.

- develop a long-term strategy for IDP assistance;
  - shift the focus of food assistance for assets and food assistance for training activities from transfers to beneficiaries to the quality of the assets and livelihoods created through the activities;
  - improve targeting;
  - integrate gender and protection in programming;
  - develop a capacity-building strategy;
  - refine nutrition and health programming; and
  - align school meals activities within an inter-agency education strategy.
22. In drafting this ICSP, WFP Somalia has also drawn upon findings and recommendations from other studies:
- *A mid-term operation evaluation of PRRO 200844 (2015)* recommended streamlining nutrition and health programming, focusing more on other transfer modalities in addition to in-kind assistance, continuing to apply community resilience approaches with the United Nations Children’s Fund (UNICEF) and the Food and Agriculture Organization of the United Nations (FAO) and collaborating with UNICEF to ensure that school meals contribute to educational outcomes.
  - *A strategic review of the school meals programme (2017)* found that school meals were effective in encouraging children to stay in school and supported attendance and positive education outcomes.
  - *Consolidated lessons learned from the pilot phase of the joint resilience strategy (2017)* confirmed the added value of joint programming but underscored the need for WFP, UNICEF and FAO to improve their joint implementation of programmes by establishing a common beneficiary database, following a common theory of change, and conducting joint monitoring and reporting of results.
23. In households where cash and e-vouchers were used as a transfer modality, a 2017 internal review found that more men than women were the major decision makers regarding the use of food assistance. Women were mainly involved in managing in-kind assistance. This is consistent with discriminatory cultural practices, which disproportionately assign control of productive resources such as household income to men.

## 2.2 Opportunities for WFP

24. In Somalia, WFP has the opportunity to adopt an integrated approach, recognizing the interconnected nature of its efforts to improve food security and nutrition, and to contribute to long-term stability. Addressing hunger helps create a positive cycle that has long-term benefits for peace and development. A transition to resilience-focused safety nets, food systems and capacity building strengthens the humanitarian-development-peace nexus and supports the peace agenda. In this context, WFP’s main opportunities are as follows.

### **Leverage coverage**

- To build on its comparative advantage in emergency response, leveraging experience and coverage to reach those most vulnerable. WFP should look for opportunities in the aftermath of emergencies to move towards safety nets as part of a continuous approach to recovery and resilience following crises, with a particular focus on IDPs.
- To capitalize on the expansion of cash-based transfers and biometric registration to foster equitable markets, support economic development and lay the foundations for a single national registry for use with future social protection programmes.



### ***Strengthen systems***

- To support the Government during the design and initial implementation of a scalable urban social safety net; this could inform the deployment of a future government-led social protection system.
- To integrate the delivery of health and nutrition care and include gender-transformative behaviour change components across programming.
- To strengthen food systems by providing technical support for improved food supply chains.

### ***Support high-quality programming***

- To build the policymaking and implementation capacity of national institutions.
- To strengthen the analysis and targeting of vulnerable groups such as IDPs, women, the elderly and the disabled.
- To increase nutrition-sensitive analysis and programming; identify nutrition objectives and assess the impact of safety net and resilience activities on nutrition outcomes.
- To expand innovative and inclusive partnerships, especially in the area of resilience.
- To increase gender analysis and gender-transformative programming; include progress towards the empowerment of women as a key indicator of success.
- To promote the protection of the most vulnerable people and those disadvantaged by inequalities during the targeting of beneficiaries and the provision of assistance.

## **2.3 Strategic changes**

25. WFP will leverage its expertise and reach to move towards greater safety-net assistance and to build the resilience of shock-prone populations. Resilience-building efforts will be consolidated by addressing livelihoods, education, nutrition, food systems, and the capacity strengthening of national institutions to promote self-reliance and stability.
26. The school meals programme will place greater emphasis on educational outcomes. Food systems activities will focus on promoting local purchases by linking producers to markets and on the strengthening of food fortification, storage, quality and safety standards in a comprehensive approach to improving food supply chains that takes into account the role of women in the food system. Capacity-strengthening activities as part of a consolidated approach will foster greater national capacity to address food security and nutrition needs and facilitate the future handover of programmes. WFP will work to promote long-term improvements in nutritional outcomes by integrating nutrition messaging across all activities and making assistance more gender transformative.
27. WFP will continue to scale up market-based approaches, using the growing networks of retailers and banks where feasible, by expanding the use of cash-based transfers. The use of biometric registration and the distribution of assistance through WFP's SCOPE beneficiary management platform will improve both market access and monitoring and accountability.

## **3. WFP strategic orientation**

### **3.1 Direction, focus and intended impacts**

28. The overarching aim of this ICSP is to continue to meet critical needs while leveraging opportunities to support national systems in areas of WFP expertise, including the implementation of a targeted, reliable and equitable social safety-net programme that is responsive to shocks. This means providing a minimum package of services to the most vulnerable people, with enough flexibility to expand assistance during periods of crisis,

supporting recovery and working across the humanitarian-development-peace nexus. Better targeting that reflects vulnerabilities, protection and equity considerations will help address inequalities and foster stability. Gender equality, protection and accountability to affected populations are mainstreamed across the portfolio.

29. This ICSP has six interrelated outcomes addressing SDGs 2 and 17 in the following areas:
- emergency response during crises (strategic outcome 1);
  - safety nets for building resilience (strategic outcome 2);
  - nutrition prevention and treatment in areas with persistently high malnutrition rates (strategic outcome 3);
  - rehabilitation of infrastructure and strengthening of food systems (strategic outcome 4);
  - capacity building for national institutions (strategic outcome 5); and
  - support for actors in reaching and responding to crises (strategic outcome 6).
30. The strategic outcomes are interconnected and mutually reinforcing. WFP will create linkages and referral pathways for crisis-affected populations (strategic outcome 1) to enable them to participate in resilience activities (strategic outcome 2), which will also be linked to production support (strategic outcome 4).<sup>31</sup> Safety-net assistance (strategic outcome 2) will feature scale-up mechanisms for responding to early warnings of crises and preventing deterioration of food security (strategic outcome 1). Increased use of cash-based transfers (strategic outcomes 1 and 2) will increase opportunities to work through the banking system and foster local markets and purchases, strengthening food systems (strategic outcome 4). Transfer management and biometric registration through SCOPE will pave the way for a pilot national social safety net as part of the Government's social protection efforts (strategic outcomes 2 and 5). Nutrition messaging – integrated across strategic outcomes 1 and 2 – will contribute to achieving nutritional goals (strategic outcome 3). Life-saving (strategic outcome 1) and resilience-building (strategic outcome 3) nutrition activities will be implemented through health facilities, strengthening national systems (strategic outcome 5). A food systems approach (strategic outcome 4) will enhance people's ability to meet their needs (strategic outcome 1), build the resilience of producers (strategic outcome 2) and strengthen national supply chains (strategic outcome 5). Investing in national systems (strategic outcome 5) will strengthen the Government's capacity to analyse, target and support vulnerable groups during crises (strategic outcome 1); foster resilience (strategic outcome 2); improve nutritional status (strategic outcome 3); and strengthen food systems (strategic outcome 4). Air transportation services (strategic outcome 6) will enable partners to reach and respond to crises (strategic outcome 1) and implement recovery, resilience and development initiatives to contribute to long-term stability.

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

#### ***Strategic outcome 1: Food-insecure and nutrition-insecure people in areas affected by natural or human-caused disasters have access to adequate and nutritious food and specialized nutritious foods that meet their basic food and nutrition needs during and in the aftermath of shocks***

31. Every year, many Somalis face hardship during lean seasons and after food and nutrition crises triggered by drought, flooding, market shocks, and political and resource-based conflict. This outcome focuses on providing immediate relief and nutrition support to vulnerable food-insecure populations during crises to address needs and prevent famine.

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<sup>31</sup> The referral mechanisms are described under the activities for strategic outcomes 1 and 2.

The outcome is aligned with WFP Strategic Result 1 and contributes to the achievement of SDG Target 2.1. It is also closely aligned with humanitarian response plan objectives 1 and 2 and NDP chapters 7 and 9 (on social and human development and building resilience).

### **Focus area**

32. This strategic outcome focuses on crisis response.

### **Expected outputs**

33. This outcome will be achieved through four outputs:

- Crisis-affected people receive unconditional nutritious food or cash-based transfers that meet their basic food and nutrition needs during times of crisis and support stability.
- Crisis-affected children aged 6–59 months, pregnant and lactating women and girls (PLWG), and anti-retroviral therapy (ART) and directly observed treatment for tuberculosis (TB-DOT) clients in areas where GAM rates are high during crises receive targeted specialized nutritious foods that ameliorate malnutrition and improve their nutrition status and gender-informed social and behaviour change communication (SBCC) that stimulates positive behaviour change.
- Crisis-affected children aged 6–23 months and PLWG in areas with high GAM rates during crises receive targeted specialized nutritious food or cash-based transfers that prevent malnutrition and improve their nutritional status and gender-informed SBCC that stimulates positive behaviour change.
- Crisis-affected populations benefit from a well-coordinated food security and logistics humanitarian response and service platforms that deliver life-saving assistance in a timely and accountable manner.

### **Key activities**

*Activity 1: Provision of unconditional food and/or cash-based food assistance, specialized nutritious foods and gender-transformative nutrition messaging and counselling to crisis-affected people through well-coordinated food security and logistics during humanitarian responses*

34. WFP will assist vulnerable food-insecure people, including the newly displaced, returnees and refugees affected by shocks, with unconditional food or cash-based assistance. Beneficiaries will be targeted geographically through gender-analysis-informed food security and nutrition needs assessments, including assessments based on the Integrated Food Security Phase Classification (IPC) system and targeted at the household level using vulnerability criteria that reflect the particular needs of men, women, boys and girls. WFP expects the number of people receiving unconditional assistance to fall gradually as beneficiaries move to long-term resilience assistance when conditions allow. Assistance will be monitored through the SCOPE platform. In locations where programmes and resilience partner projects converge, greater efforts will be made to establish linkages and referral mechanisms between those who receive unconditional assistance during crises and resilience initiatives that are launched once crises have abated and food security and nutrition levels have improved. Referrals will be made in close collaboration with resilience-focused partners.
35. WFP will also support children aged 6–59 months, PLWG and ART/TB-DOT clients affected by shocks. This will include blanket supplementary feeding, targeted supplementary feeding, mother and child health and nutrition programmes, and gender-informed SBCC as part of an integrated nutrition package. Targeting will be done geographically, based on high GAM rates and IPC levels during crises, and individually, based on nutrition status using anthropometric measurements taken during nutrition screening and referrals. Men, boys

and other family members in beneficiary households will be reached across programming, particularly with SBCC, to engage them and highlight their responsibilities with regard to improving nutrition. Referral pathways to connect beneficiaries with safety nets will be established: families who receive targeted supplementary feeding will, following treatment, be referred to livelihoods projects operated by WFP's resilience partners.

36. WFP will improve the integration of nutrition activities, including SBCC, to improve infant and young child feeding practices, household food choices, water, sanitation and hygiene (WASH) practices, gender-equitable roles and responsibilities, and health-seeking behaviour through a multisectoral approach. In addition to working with UNICEF, WFP will work with the United Nations Population Fund (UNFPA) to integrate nutrition messaging into activities in order to reach adolescent girls and boys; with the health and WASH clusters for hygiene and sanitation facilities and messaging; and with the food security and nutrition cluster to disseminate messages.
37. WFP will align programming with national systems, working closely with national and regional authorities to build capacity and improve access to food-insecure populations. These authorities include the Ministry of Humanitarian Affairs and Disaster Management and the Ministry of Health.
38. Contributing to the tripartite agreement among Kenya, Somalia and the Office of the United Nations High Commissioner for Refugees (UNHCR), WFP will support the voluntary return of refugees and will seek to include them in food security and nutrition relief programmes in their areas of return. WFP will also assist IDPs who return to their areas of origin, based on assessed needs.

***Strategic outcome 2: Food-insecure people in targeted areas are better able to withstand shocks and stresses throughout the year***

39. Many vulnerable Somalis, particularly IDPs, struggle to meet their food and nutrition needs even after crises have abated. Others face chronic food insecurity as a result of poverty and exposure to shocks over many years. Activities under this outcome will build the resilience of targeted beneficiaries, helping them to withstand shocks and stresses throughout the year. It is aligned with WFP Strategic Result 1 and contributes to the achievement of SDG Target 2.1. This outcome is also aligned with objective 4 of the humanitarian response plan; chapters 7 and 9 of the NDP; and the livelihoods, employment, education, displacement, and safety nets recovery needs identified in the drought impact needs assessment.

***Focus area***

40. This strategic outcome focuses on resilience building.

***Expected outputs***

41. This outcome will be achieved through three outputs:
  - Food-insecure urban households receive safety-net assistance in the form of conditional or unconditional cash-based transfers and gender-informed SBCC that improve their food security and nutrition status and enhance self-reliance.
  - Food-insecure people receive safety-net assistance in the form of conditional in-kind or cash-based transfers for vocational training and the rehabilitation of community assets and gender-informed SBCC that reduce vulnerability to climate-related shocks and protect access to food.
  - School-aged children in targeted areas receive safety-net assistance in the form of a nutritious meal every day they attend school. They also benefit from gender-informed

SBCC and from the improved capacity of related ministries to meet their basic food and nutrition needs and increase school attendance and retention.

### **Key activities**

*Activity 2: Provision of conditional and unconditional food and/or cash-based food assistance and nutritional messaging to food-insecure people through reliable safety nets, including school meals*

42. WFP will assist vulnerable people who face chronic or transitory food insecurity by providing reliable and nutrition-sensitive safety-net assistance in the form of food and/or cash-based transfers. Beneficiaries will be targeted geographically, using a food security and nutrition trend analysis to identify areas and communities exposed to more frequent and severe shocks and urban centres that host long-term IDPs, and at the household level using vulnerability and participation criteria. Both approaches will be informed by participatory gender analyses.
43. Conditional transfers will be given to those able to undertake productive activities, building resilience to shocks and counteracting the drivers of displacement. These activities will include vocational training for future employment (particularly for young people in urban and peri-urban areas<sup>32</sup>) and nutrition-sensitive projects that create assets (predominantly in rural areas, taking into account seasonality and the needs of women and men equitably). WFP will seek to strengthen the linkages between asset creation and other livelihood programmes (including those supported under strategic outcome 4), and to support vocational training and employment opportunities based on assessed market needs and gaps. In selecting conditional transfer recipients, special consideration will be given to certain households, such as those headed by women or children or characterized by intra-household inequalities that prejudice women, to prevent the reinforcement of discriminatory gender norms. WFP will pursue partnerships with the Ministry of Planning, Investment and Economic Development; the Ministry of Labour and Social Affairs; the Ministry of Education; and the Ministry of Agriculture and Irrigation; as well as with UNICEF and FAO under the Joint Resilience Action<sup>33</sup> and with consortia of resilience-focused non-governmental organizations (NGOs).
44. Unconditional transfers will be provided as part of an urban safety net implemented with the Government and strategic partners for the most vulnerable people in urban areas who have limited or no livelihood opportunities (particularly long-term IDPs). Transfers will be year round, shock responsive and scalable according to changing needs and seasonality to prevent people from falling deeper into food insecurity. Where possible, soft conditions such as financial literacy, health clinic attendance and SBCC will be imposed. Where feasible, employment opportunities will be fostered through skills training based on assessed market needs, taking into consideration the participation of women and addressing gender norms to promote gender equality. This approach will enable beneficiaries to move away from assistance once they obtain employment and sufficient income to meet their own needs, and it will build durable solutions by improving human capital. The urban safety net will inform the development of a future scalable national social safety net under the Government's social protection framework and the resilience umbrella of the NDP.
45. Nutritious school meals, including fortified blended food, will be provided to school-aged children, targeted in alignment with the education sector strategic plan for 2017–2021, to foster greater educational attainment and retention. All students from grades 1 to 8 in selected schools will receive meals. Alongside UNICEF and other stakeholders, WFP will work closely with national and regional education authorities throughout the implementation and monitoring of the school meals programme to strengthen their capacity to implement

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<sup>32</sup> Including men and women and IDPs and non-IDPs.

<sup>33</sup> Formerly known as the Joint Resilience Strategy for Somalia.

nutrition-sensitive school meals and to ensure that school meals are embedded within the national education policy agenda to foster future scalability and handover of the programme and measures to address gender inequalities.

46. An integrated focus on nutrition through SBCC will raise nutritional awareness. Referral systems will be enhanced to facilitate the targeting of nutritionally vulnerable households to be assisted with safety nets. For school meals, the inclusion of nutrition-sensitive programming will ensure that schools provide food and nutrition education to schoolchildren, with particular attention to adolescent girls and boys and parents and teachers, focusing on diet diversification. WFP will support government efforts to include nutrition education for adolescents in the primary level curriculum.

***Strategic outcome 3: Malnourished and food-insecure children, adolescent girls, PLWG and ART/TB-DOT clients in areas with persistently high rates of acute malnutrition have improved nutritional status throughout the year***

47. Nutrition insecurity that extends beyond periods of crisis is a major challenge in some parts of Somalia. WFP will provide integrated nutrition support in the form of gender-informed SBCC alongside curative and preventive assistance to malnourished and food-insecure children, PLWG and ART/TB-DOT clients in areas with persistently high rates of malnutrition. The initiative will build resilience to nutrition-related shocks and support an improvement in nutrition status year round. It is aligned with WFP Strategic Result 2 and contributes to the achievement of SDG Target 2.2. It is also aligned with objectives 2 and 4 of the humanitarian response plan, chapters 7 and 9 of the NDP, and the nutrition recovery needs identified in the drought impact needs assessment.

***Focus area***

48. This strategic outcome focuses on resilience building.

***Expected outputs***

49. This outcome will be achieved through three outputs:
- Targeted children aged 6–59 months, PLWG and ART/TB-DOT clients in areas with persistently high malnutrition rates receive specialized nutritious foods to treat malnutrition throughout the year and benefit from gender-informed SBCC that stimulates positive behaviour change leading to improved food security and nutrition.
  - Targeted children aged 6–23 months and PLWG in areas with persistently high malnutrition rates receive specialized nutritious foods or cash-based transfers that prevent malnutrition throughout the year and benefit from gender-informed SBCC that stimulates positive behaviour change leading to improved food security and nutrition.
  - Targeted children aged 6–59 months, PLWG and ART/TB-DOT clients in areas with persistently high malnutrition rates benefit from the enhanced nutrition-related capacity of community nutrition workers to improve their resilience and protect their nutritional status.

***Key activities***

*Activity 3: Provision of specialized nutritious foods and nutrition messaging to children, adolescent girls, PLWG and ART/TB-DOT clients to systematically treat and prevent malnutrition and to stimulate positive behaviour change*

50. WFP will assist children aged 6–23 months or 6–59 months, adolescent girls, PLWG and ART/TB-DOT clients in areas with persistently high GAM rates through an integrated

nutrition prevention and treatment package.<sup>34</sup> Beneficiaries will be targeted geographically, based on districts with persistently high GAM rates and IPC levels, and individually, based on nutritional status using anthropometric measurements captured through nutrition screening and referrals. Men and boys will be reached across programming, particularly through SBCC, to ensure their engagement and clarify their responsibilities in improving nutrition.

51. The activity introduces community-based interventions using an SBCC strategy that targets women, men and adolescent girls and boys in the communities, along with ART/TB-DOT clients. To benefit ART/TB-DOT clients, capacity-strengthening activities in communities will be enhanced to include training for community workers and leaders on nutritional assessment and education and support to improve referrals and linkages between nutrition, resilience and health programmes.
52. WFP will work with national and regional health authorities, aligning its nutrition activities with national systems and strengthening the capacity of ministry workers to implement activities. The digital registration of nutrition beneficiaries on SCOPE will be expanded, facilitating better monitoring of nutrition assistance, strengthening the capacity and accountability of national health systems and improving referral pathways. WFP will continue its partnership with UNICEF to integrate guidelines on severe and moderate acute malnutrition and implement nutrition programmes. The organization will also collaborate with UNFPA to integrate nutrition messaging in their activities in order to reach out to adolescent girls and boys. Greater partnerships with the health, WASH, food security and nutrition clusters will be key to improving hygiene and sanitation facilities and messaging. Referral pathways will be established with resilience-focused safety-net activities. In particular, beneficiaries who receive targeted supplementary feeding will, following treatment, be referred to livelihood projects in consultation with resilience partners.

***Strategic outcome 4: National institutions, private sector actors, smallholder farmers and food-insecure and nutritionally vulnerable populations benefit from more resilient, inclusive and nutritious food systems by 2021***

53. Food systems in Somalia have great potential, but currently lack sufficient investment and support to ensure that nutritious food is available and attainable. WFP is adopting a comprehensive approach to address this gap, focusing on improving local production, storage, fortification, food quality and safety standards, and market access, as well as rehabilitating major infrastructure to support the availability of nutritious food in Somali markets and build an equitable food system that is resilient to shocks. This outcome is aligned with WFP Strategic Result 4 and contributes to the achievement of SDG Target 2.4. It is also aligned with the NDP sections on economic development (chapter 5), infrastructure (chapter 8) and building resilience (chapter 9), as well as the agricultural productivity and food security recovery needs identified in the drought impact needs assessment.

***Focus area***

54. This strategic outcome focuses on resilience building.

***Expected outputs***

55. This outcome will be achieved through five outputs:
  - Targeted smallholder farmers and farmers' cooperatives benefit from local purchases, training on post-harvest losses and linkages to retail networks that strengthen their productive capacity and food security.

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<sup>34</sup> Comprising blanket supplementary feeding, targeted supplementary feeding, mother and child health and nutrition, and SBCC.

- Nutritionally vulnerable populations benefit from improved government and private sector capacity to improve nutrition through support for standards on food fortification, food quality and safety.
- Food-insecure populations benefit from improved government capacity to establish and maintain public food reserves and thus improve the availability of food.
- Private sector producers benefit from shared knowledge of market information systems and retail and wholesale supply chain management and thus improve food supply chains.
- Smallholder farmers, farmer cooperatives and private sector producers benefit from the rehabilitation of major infrastructure that improves food supply chains and the availability of food.

### **Key activities**

#### *Activity 4: Provision of services, skills, assets and infrastructure for the rehabilitation and strengthening of food supply chains*

56. WFP will assist smallholder farmers and farmer cooperatives in stimulating production through the local purchase of cereals and pulses and through training on post-harvest loss reduction, with efforts to empower existing and potential women smallholder farmers, harvesters and processors. Those producing vegetables and cereals will be linked to retail networks, and the food procured will be distributed to WFP beneficiaries as part of relief and safety-net transfers.
57. WFP will support private sector producers through its technical expertise in the processing of fortified blended foods and flours for commercial markets and will engage with national institutions to develop policies on food quality, storage and safety standards as part of a comprehensive approach. Linked to this, national institutions will be supported in the establishment of functioning public food reserves. Technical support, integrating gender considerations, will be provided on market information systems and retail and wholesale supply chain management to strengthen food supply chains and improve the ability of national authorities to assist food-insecure populations.
58. WFP will focus on rehabilitating feeder roads to link production areas in the four primary agricultural zones to the main markets. It will also rehabilitate major ports and airstrips to enable smallholder producers, farmer cooperatives and private sector actors to sell their produce in local and international markets.
59. Across programming, WFP will expand its innovative partnerships with the private sector<sup>35</sup> and international institutions, in addition to engaging with FAO and the International Fund for Agricultural Development (IFAD) as strategic actors with regard to food systems.

### **Strategic outcome 5: National institutions have strengthened policies, capacities and systems for supporting food-insecure and nutritionally vulnerable populations by 2021**

60. While Somali institutions have gone from strength to strength since the establishment of formal political structures in 2012, their capacity to undertake large-scale endeavours to improve and protect the food security of vulnerable populations remains nascent. WFP will work with the Government on strengthening the policies, capacities and systems of national institutions to improve government accountability to the Somali people and meet their food and nutrition needs. This outcome is aligned with WFP Strategic Result 5, and contributes to the achievement of SDG Target 17.9. It is also consistent with the resilience and institutions chapters of the NDP and the food security, nutrition, social protection and safety nets,

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<sup>35</sup> Such as through joint investment ventures in milling and e-commerce with retailers.



disaster risk reduction, and infrastructure recovery needs identified in the drought impact needs assessment.

### **Focus area**

61. This strategic outcome focuses on resilience building.

### **Expected outputs**

62. This outcome will be achieved through four outputs:

- Populations benefit from the establishment of a food security and nutrition policy and the strengthened capacities of related ministries to improve food security and nutrition and support stability.
- Vulnerable populations benefit from the establishment and implementation of a social protection policy framework that improves food security and nutrition and supports stability.
- Populations benefit from the strengthened capacity of national authorities to implement disaster management and early warning systems in order to protect food security and nutrition and support stability.
- Populations benefit from strengthened capacity and policies of national authorities to support port infrastructure rehabilitation in order to improve access to nutritious food.

### **Key activities**

*Activity 5: Provision of technical support for the strengthening of national policies, capacities and systems*

63. In line with WFP's mandate and comparative advantage, the following institutions will be supported on policymaking, technical planning, systems development, monitoring and evaluation, and statistics expertise, training, equipment and secondment of staff: the Ministry of Health and other nutrition-related entities (e.g. the Scaling Up Nutrition secretariat in the Office of the Prime Minister) with regard to nutrition; the Ministry of Agriculture and Irrigation and the Ministry of Livestock and Pasture with regard to food security; the Ministry of Humanitarian Affairs and Disaster Management with regard to disaster management and early warning; the Ministry of Humanitarian Affairs and Disaster Management and the Ministry of Labour and Social Affairs with regard to social protection; the Ministry of Ports and Marine Transport with regard to infrastructure; and the Ministry of Planning, Investment and Economic Development at the federal and regional levels. Through this support, WFP aims to ensure that by 2021 the Government has improved its ability to support the population in the areas of food security and nutrition, social protection and food-related infrastructure and in adapting to climate change, including through disaster management and early warning.

64. Better monitoring, implementation and policies will have a positive impact on all Somalis, and particularly marginalized groups such as IDPs, households led by women, the elderly and people with disabilities, thus contributing to state building and peace. Gender will be mainstreamed in all capacity-strengthening work to help reduce inequality and ensure that policies are gender responsive. WFP will collaborate with other United Nations agencies and institutions, in particular FAO and UNICEF, to draw on their comparative expertise, and with the Food Security and Nutrition Analysis Unit (FSNAU) and the Famine Early Warning Systems Network (FEWS NET) to coordinate efforts to improve early warning data collection capacity.

***Strategic outcome 6: The humanitarian community is better able to reach vulnerable people and respond to needs throughout the year***

65. Somalia has significant infrastructure gaps and there are no countrywide safe and reliable air services. The United Nations Humanitarian Air Service (UNHAS) is one of the few safe travel options for humanitarian personnel needing to reach beneficiaries. This strategic outcome is in line with WFP Strategic Result 8 and contributes to the achievement of SDG Target 17.16. It also supports the attainment of all objectives under the humanitarian response plan and the NDP.

***Focus area***

66. This strategic outcome focuses on crisis response.

***Expected outputs***

67. This outcome will be achieved through one output:

- Vulnerable populations benefit from safe and reliable air services provided by UNHAS to partners as a result of which they receive timely and efficient assistance.

***Key activities***

*Activity 6: Provision of air services for the humanitarian community*

68. To address the limited availability of safe commercial air services across Somalia, WFP will continue to run UNHAS to enable humanitarian workers to reach vulnerable people and respond to needs. Operating on a partial cost-recovery basis, UNHAS will provide safe, efficient and cost-effective inter-agency transport to United Nations agencies, NGOs and other stakeholders; transport cargo (including medical supplies and high-value equipment); and provide timely medical and security evacuations for the humanitarian community.<sup>36</sup> If commercial services are proven to meet United Nations aviation standards, UNHAS will stop or reduce its schedule accordingly.

**3.3 Transition and exit strategies**

69. This ICSP is an important step towards helping Somalia achieve zero hunger and towards fostering further development and stability by 2030. Stronger links between relief and resilience activities will improve the Somali people's ability to adapt to and mitigate shocks, reducing the need for protracted humanitarian interventions. By building the capacity of national institutions, WFP will lay the foundations for a future handover of activities to the Somali Government. In particular, as the capacity of national and regional health and education authorities develops, WFP aims to hand over nutrition and education activities to the Government.

70. WFP plans to move to a full CSP after the 2020–2021 election period, guided by United Nations planning to be undertaken in 2020. In preparation, WFP will engage with national authorities to localize SDG 2 through a zero hunger strategic review, drawing on the successes and lessons learned from this ICSP.

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<sup>36</sup> UNHAS standard operating procedures for medical evacuations refer to the evacuation of an individual on medical grounds (United Nations or NGO staff members). UNHAS aircraft are not equipped with any medical equipment to facilitate medical evacuation. A security relocation or evacuation is for the safety and well-being of United Nations and agency staff.

## 4. Implementation arrangements

### 4.1 Beneficiary analysis

71. Over its three-year duration, the ICSP targets almost 3.4 million people, including 1.2 million targeted under crisis response. Fifty-four percent of beneficiaries targeted are women and girls, reflecting the importance of addressing inequalities to foster recovery, resilience and sustained gains in food and nutrition security.
72. WFP will undertake community-based participatory planning, an inclusive community-driven process that ensures that women and men are equitably involved in the planning, selection and implementation of programmes. WFP will provide household food and cash-based transfers to women and/or men, depending on information gathered through gender analysis informed assessments, and will promote safe access to and engagement in markets for women and men. Procedures for identifying and mitigating protection issues include flexible transfer modalities, safe and accessible complaint and feedback mechanisms, consultations with diverse stakeholders and safe distribution principles. The identification and targeting of vulnerable groups such as IDPs, women, the elderly and people with disabilities will be improved through data collection through the SCOPE platform and monitoring and evaluation mechanisms.
73. WFP will continue to register all its beneficiaries biometrically on SCOPE, storing basic data on the ages, names and sexes of household members and household location. Based on this information and community consultations, WFP will prioritize the most vulnerable households, such as those with children under 5, those led by women, those with members living with disabilities and those with members over 60.

<b>Strategic outcome</b>	<b>Activity</b>	<b>Women/girls</b>	<b>Men/boys</b>	<b>Total*</b>
1	1: Provision of unconditional food and/or cash-based food assistance, specialized nutritious foods and gender-transformative nutrition messaging and counselling to crisis-affected people through well-coordinated food security and logistics during humanitarian responses.	726 314	543 021	<b>1 269 335</b>
2	2: Provision of conditional and unconditional food and/or cash-based food assistance and nutritional messaging to food-insecure people through reliable safety nets, including school meals.	780 082	824 901	<b>1 604 983</b>

<b>TABLE 1: FOOD AND CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY</b>				
<b>Strategic outcome</b>	<b>Activity</b>	<b>Women/girls</b>	<b>Men/boys</b>	<b>Total*</b>
3	3: Provision of specialized nutritious foods and nutrition messaging to children, adolescent girls, PLWG and ART/TB-DOT clients to systematically treat and prevent malnutrition and to stimulate positive behaviour change.	558 207	299 343	<b>857 550</b>
4	4: Provision of services, skills, assets and infrastructure for the rehabilitation and strengthening of food supply chains.	N/A	N/A	<b>N/A</b>
5	5: Provision of technical support for the strengthening of national policies, capacities and systems.	N/A	N/A	<b>N/A</b>
6	6: Provision of air services for the humanitarian community.	N/A	N/A	<b>N/A</b>
<b>Total*</b>		<b>1 844 595</b>	<b>1 550 937</b>	<b>3 395 532</b>

\* Totals exclude overlap in beneficiaries.

## 4.2 Transfers

74. Transfer modalities will be chosen by analysing food security and nutrition needs, assessing supply chain capacity, and comparing the efficiency and cost-effectiveness of modalities across various population groups, activities and locations. Decisions will reflect nutritional needs and the capacity of financial institutions, traders and retailers.
75. For unconditional relief rations provided as part of crisis response, in areas with functional markets WFP will distribute either e-vouchers or unrestricted cash-based transfers through licensed retailers and banks. Cash-based transfer rates will reflect the level of vulnerability and the cost of local nutritious food in line with guidance from the cash working group on the minimum expenditure basket.<sup>37</sup> For both types of cash-based transfers, as well as for in-kind food transfers, SCOPE and fingerprint authentication will be used to ensure that support is provided only to targeted people. Beneficiaries of e-vouchers will be able to choose from a range of food items. While vouchers will constitute the bulk of cash-based transfers, WFP will continue to scale up multipurpose cash where appropriate. In areas without functioning markets and WFP-contracted retailers, WFP will provide beneficiaries with in-kind food assistance, including SuperCereal to address micronutrient deficiencies in women of reproductive age, elderly people, adolescents and older children.

<sup>37</sup> The minimum expenditure basket is based on the market price of basic food commodities. Values vary between regions depending on local markets conditions.

76. Conditional in-kind or cash-based transfers for beneficiaries of asset creation and vocational training projects will provide 100 percent of household calorie requirements, given the lack of other income opportunities and the higher calorie needs associated with labour. Unconditional cash-based transfers distributed as part of the scalable urban safety net will be calculated to provide beneficiaries with two meals a day, six days a week.
77. School meals safety nets will provide nutritious food to children who attend school, covering 64 percent of their caloric requirement.
78. For nutrition rations, WFP will provide ready-to-use supplementary food for children and SuperCereal and vegetable oil for PLWG and ART/TB-DOT clients. A supplementary cash-based incentive, called "e-vegetables", will be provided to PLWG who attend mother and child health and nutrition centres to help meet their nutrient needs for improved health and nutrition outcomes. Available foods include fresh vegetables, fruit, meat and eggs, with the choice of foods linked to health and nutrition education sessions.

### Food and cash-based transfers

**TABLE 2: FOOD RATIONS (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY**

Beneficiary type	Strategic outcome 1											Strategic outcome 2			Strategic outcome 3								
	Activity 1											Activity 2			Activity 3								
	Crisis-affected households	Children aged 6-59 months (MAM treatment)	PLWG (MAM treatment)	Children aged 6-23 months (MAM prevention)	PLWG (MAM prevention)	Children aged 6-23 months (MCHN)	PLWG (MCHN)	PLWG (MCHN delivery incentive)	PLWG (MCHN e-vegetables)	ART/TB-DOT clients	Food-insecure urban households	Food-insecure people	School-aged children	Children aged 6-59 months (MAM treatment)	PLWG (MAM treatment)	Children aged 6-23 months (MAM prevention)	PLWG (MAM prevention)	Children aged 6-23 months (MCHN)	PLWG (MCHN)	PLWG (MCHN delivery incentive)	PLWG (MCHN e-vegetables)	ART/TB-DOT	
Modality	Food	Cash-based transfers	Food	Food	Food	Food	Food	Cash-based transfers	Food	Cash-based transfers	Food	Cash	Food	Food	Food	Food	Food	Food	Food	Cash-based transfers	Food		
Cereals	417							139			417		150							139			
Pulses	56							56			56		30							56			
Oil	29			25		25		25	29		29		25		25		25		25	29		25	
SuperCereal	56			250		250		250	56		56		80		250		250		250	56		250	
PlumpySup			100												100								
PlumpyDoz					50		50									50		50					
Total kcal/day	2 119		540	1 161	272	1 161	272	1 161	1 167		1 161		2 119		1 133	540	1 161	272	1 161	272	1 161	1 167	1 161
% kcal from protein	12		10.5	13	10	13	10	13	12		13		12		13	10.5	13	10	13	10	13	12	13
Cash (USD/person/day)		0.44									0.17		0.44								0.60		
Number of feeding days per year	30	30	30	30	30	30	30	30	30	30	30	30	26	30	30	30	30	30	30	30	30	30	

Note: MCHN = mother-and-child health and nutrition; PLWG = pregnant and lactating women and girls.

<b>TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	77 722	20 996 706
Pulses	12 719	9 351 262
Oils and fats	14 375	15 191 049
Mixed and blended foods	132 180	174 390 336
Other	0	0
<b>Total (food)</b>	<b>236 997</b>	<b>219 929 353</b>
Cash-based transfers		238 176 673
<b>Total (food and cash-based transfer value)</b>		<b>458 106 026</b>

### **Capacity strengthening**

79. WFP will collaborate with national and regional authorities at every stage of programme implementation through its consolidated capacity-strengthening strategy under strategic outcome 5. WFP has a wide network of partnership agreements with national NGOs and will continue to strengthen partner capacity to implement and monitor food security and nutrition programmes. Special emphasis will be placed on improving partner capacity for mainstreaming gender and protection into programme design, implementation and monitoring.

### **4.3 Supply chain**

80. WFP's supply chain is designed to ensure use of the transfer modality that best serves beneficiaries, is most cost effective and most benefits the local economy. The optimal transfer modality in many instances<sup>38</sup> is cash-based transfers using commercial supply chains. With this in mind, WFP has expanded its retailer base significantly since 2016. In locations where markets do not function well, WFP will deliver in-kind food by coastal transport, land transport or airlift, singly or in combination.
81. WFP's logistics assets include an extensive network of warehouse hubs, with mobile storage units, gastight/watertight outdoor storage units and refrigerated containers for the efficient pre-positioning of temperature-sensitive nutritious foods. Food is transported into Somalia through the ports of Berbera, Bossaso, Mogadishu and Kismayo. A time charter vessel is used to supply by sea various regions where roads are closed or inaccessible, and *ad hoc* aircraft charters are used for airlifts as required. WFP's inland transport strategy will focus on keeping corridor routes open so that it can easily shift to a new route if a planned route is blocked.
82. WFP's long-term target is to switch to cash-based transfers and maximize the engagement of commercial supply chains and local commerce, stimulating national trade and as a consequence the economy and food systems. To this end, WFP will improve communication with importers regarding the expected number of beneficiaries and thus demand; conduct assessments to identify existing commercial supply chain infrastructure, including any equipment and technology limitations; and run investment (rehabilitation) projects in collaboration with the private sector that will facilitate an expansion of local supply in the

<sup>38</sup> In some locations and seasons, in-kind food delivery is more cost-efficient and effective than cash-based transfers. Also, for the treatment of malnutrition, specialized food items are vital.

long term. WFP will procure food through the Global Commodity Management Facility through Berbera and Mombasa, reducing lead times and optimizing the use of resources.

#### **4.4 Country office capacity and profile**

83. WFP will expand its operations in Somalia, increasing the number of staff in the country office in Mogadishu as well as in the four area offices and five sub-offices. In locations where security constraints prevent staff from taking up residence, the liaison office in Nairobi, Kenya, will support operations by housing technical programme support, logistics, procurement, administration, finance, and information and communication technology staff, who will travel regularly to the field.
84. The organizational structure of WFP in Somalia will maintain the flexibility and ability needed to scale up operations as required. Dedicated technical teams will manage the implementation of the strategic outcomes and the country office will develop staff skills through training. Particular efforts will be made to strengthen the capacity of national staff to support long-term operational and institutional continuity.

#### **4.5 Partnerships**

85. WFP will work throughout the implementation of the ICSP with national and regional government institutions, including the Ministry of Agriculture and Irrigation; the Ministry of Education; the Ministry of Health; the Ministry of Humanitarian Affairs and Disaster Management; the Ministry of Labour and Social Affairs; the Ministry of Livestock and Pasture; the Ministry of Planning, Investment and Economic Development; the Ministry of Ports and Marine Transport; and the Scaling Up Nutrition secretariat.
86. Close engagement with United Nations and international organizations will continue, particularly with FAO and IFAD on food systems, as well as extensive collaboration on resilience initiatives with FAO and UNICEF as part of the Joint Resilience Action. Partnerships will be strengthened by working alongside UNFPA on gender-responsive nutrition activities; UNHCR and the International Organization for Migration on lasting solutions for refugees, returnees and IDPs; the United Nations Development Programme on national capacity strengthening; the United Nations country team's gender theme group<sup>39</sup> on gender issues; and with FSNAU, FEWS NET and Somalia Water and Land Information Management on food security monitoring. On resilience-building activities, WFP will seek to increase its collaboration with the World Bank and the African Development Bank.
87. WFP has over 100 partnership agreements with national and international NGOs in Somalia and will continue close engagement and capacity strengthening, drawing on partners' comparative advantages and expertise to inform programming. WFP will expand SCOPE as a common service platform to United Nations agencies and other partners as a tool for registering beneficiaries, distributing assistance, monitoring programmes and avoiding overlap. WFP will also strengthen partnerships with nutrition and resilience-focused consortia, such as Strengthening Nutrition Security in South Central Somalia, Building Resilient Communities in Somalia and the Somalia Resilience Programme to improve linkages, and build pathways for moving from relief to resilience and development. Civil society organizations, especially those fostering gender equality and the empowerment of women, will be engaged in community consultations and programme development to raise awareness of activities and ensure programmes are aligned with local priorities.
88. WFP will expand partnerships with the retail and banking network (promoting information sharing and market analysis) and engage with private sector producers to improve food

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<sup>39</sup> With the participation of the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), and others.



supply chains. Possible innovations include joint investment ventures in milling, enhanced by WFP's expertise in food quality and safety standards.

89. Partnerships will be fostered through WFP's co-leadership of the food security cluster and leadership of the logistics cluster, supporting the effective delivery of assistance. Through co-leadership of the cash working group and bilateral exchanges, WFP will coordinate its cash-based interventions with other actors to avoid overlaps and conflicting actions and improve the delivery and management of cash-based transfers.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

90. WFP's gender-responsive monitoring and evaluation system in Somalia will be aligned with its Corporate Results Framework. A monitoring, review and evaluation plan has been developed to ensure that all process, output and outcome indicators (with data disaggregated by age and sex) are monitored within specified timeframes. Evaluations and reviews will be conducted and the necessary resources will be allocated to measure WFP's progress towards achieving the strategic objectives. Programme implementation will be adjusted using findings from independent monitoring and monitoring undertaken jointly with other United Nations agencies, NGOs, cooperating partners, donors and national authorities. Particular emphasis will be placed on strengthening the monitoring framework for livelihoods, nutrition and capacity-strengthening activities. WFP will carry out two decentralized evaluations to evaluate the impact of nutrition and safety-net activities. Lessons from impact evaluations in other contexts will be drawn upon to guide evaluation design and programming.
91. On-site outcome, output and process data collection will be regularly conducted by WFP field monitors in accessible locations and by third-party monitors wherever access by WFP staff is limited. To complement on-site monitoring, the WFP call centre in Galkayo will conduct frequent remote monitoring using various mobile vulnerability analysis and mapping technologies,<sup>40</sup> especially where physical access is limited. This innovative technology is supported by data analysis software for fast and efficient feedback. The call centre will be scaled up to allow data collection throughout the year to monitor the general food security and nutrition situation in selected hotspots across the country. To strengthen WFP's accountability mechanisms, the call centre will continue to operate a hotline to offer beneficiaries direct access to information and the ability to give feedback that is addressed in a timely manner.

### **5.2 Risk management**

#### ***Contextual risks***

92. Conflict and political instability reduce humanitarian access to beneficiaries. The establishment of Al-Shabaab in parts of southern and central Somalia has posed a constant threat since 2006. While military offensives by the Somali Government and African Union forces continue to expand the area under government administration, the Government still has limited control over parts of southern and central Somalia. To mitigate the risk of being unable to reach people in need, WFP engages with national and regional actors to underscore the neutrality and impartiality of its assistance. In areas where WFP has no direct access, WFP conducts remote monitoring and deploys innovative transfer measures such as establishing catchment areas in accessible locations. All programmes are implemented in a conflict-sensitive manner accounting for local dynamics, including those of various clans,

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<sup>40</sup> Including mKormeer technology for digital data collection.

through community consultations and partnerships that seek to increase access and ensure that WFP activities do not exacerbate tensions in the country.

93. Somalia is one of the most dangerous countries in the world for humanitarians, with persistent threats of kidnapping and terrorist attacks. To mitigate this threat, WFP staff maintain a low profile in risky locations and all WFP facilities are compliant with United Nations minimum operating security standards. In high-risk areas, WFP uses escorts for any movement of international staff and provides extensive security training. These arrangements contribute to the high cost of ensuring staff security in Somalia.
94. Somalia is prone to drought, floods, disease outbreaks and socio-economic shocks, resulting in displacement and increased food security and nutrition needs. WFP mitigates the associated risks through contingency planning for a rapid scale-up of assistance and by closely monitoring developments to facilitate early action.
95. Poor infrastructure and road closures pose challenges to the delivery of in-kind assistance. To mitigate this, WFP uses alternative routes where feasible and adopts cash-based transfers where markets are functional.

### ***Programmatic risks***

96. Programmatic risks include targeting challenges, the limited capacity and presence of cooperating partners, market failures eroding the efficiency of cash-based transfers, and the misappropriation of food through corruption and fraud. Beneficiary resistance to targeting criteria (particularly when addressing gender inequalities and protection) also poses a threat to WFP's protection and gender-equality objectives.
97. Risk mitigation builds on WFP's extensive experience in inclusive and transparent programme planning. Beneficiary targeting will be strengthened through greater community consultation and sensitization, drawing on the targeting strategy developed by the food security cluster and addressing gender inequalities in the targeting criteria. To address national partner capacity and presence, WFP will provide training to strengthen their ability to deliver efficient and effective assistance in all locations.
98. To mitigate the potential risk of market failure, WFP will monitor the performance of markets every month and correlate its data with FSNAU and FEWS NET. If market failures are detected, WFP will consider in-kind transfers, where possible, until markets are restored.
99. Addressing the risk of the diversion of food, WFP has in place a comprehensive risk management strategy that includes the triangulation of monitoring activities through on-site visits by WFP staff and third-party monitors, as well as through the call centre; innovative technology to track the movement of commodities and spot checks of commodities en route; rigorous vetting and selection processes for cooperating partners and transporters; and the use of biometric registration and the SCOPE platform to track the delivery of assistance.

### ***Institutional risks***

100. Funding shortfalls and pipeline breaks could force WFP to reduce its activities, affecting its reputation and relationships with communities and authorities. To mitigate this risk, WFP has scaled up its advocacy with traditional and non-traditional donors.

## 6. Resources for results

### 6.1 Country portfolio budget

101. The budget required to implement this ICSP for three years is USD 961 million, with 43 percent allocated to crisis response and the rest to resilience building as part of the shift in WFP's approach. The budget for 2019 is higher than for other years because the contingency for relief is placed in the first year; relief operations could be scaled up at any time during the ICSP, however, as required by events.
102. Strategic outcomes 1, 2 and 3 have the largest budgets, as they include substantial food and cash-based transfers, while the budgets for strategic outcomes 4, 5 and 6 focus on providing technical expertise and common services. WFP will endeavour to ensure that 15 percent of funds are allocated to gender-equality activities.

<b>Strategic outcome</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Total</b>
1	157 146 316	100 725 353	78 253 807	<b>336 125 476</b>
2	96 515 267	87 609 451	95 916 531	<b>280 041 249</b>
3	62 408 860	68 155 933	80 385 708	<b>210 950 501</b>
4	11 768 476	11 801 278	11 932 320	<b>35 502 074</b>
5	6 957 398	6 702 273	6 982 802	<b>20 642 473</b>
6	25 553 583	25 881 601	25 929 368	<b>77 364 552</b>
<b>Total</b>	<b>360 349 900</b>	<b>300 875 889</b>	<b>299 400 536</b>	<b>960 626 325</b>

### 6.2 Resourcing outlook

103. Resourcing for WFP's operations in Somalia has been largely consistent, with an average of 65 percent of needs funded over the past five years. Donors have been responsive to emergency needs, with funding reaching over USD 400 million (82 percent of requirements) during the scale-up of famine prevention activities in 2017.
104. Based on discussions with donors on the ground, it appears unlikely that Somalia will attract the same scale of humanitarian resources in the coming years as it did during the 2016–2018 drought response, despite high needs. However, donors are interested in continuing the humanitarian response while building the capacity of the Government and the Somali population to prepare for and withstand shocks. Donors would like to see greater investment in resilience to prevent the emergence of large-scale needs. This ICSP strategy is therefore very timely.

### 6.3 Resource mobilization strategy

105. WFP's resource mobilization strategy is built on three pillars and involves close collaboration with donors to work towards zero hunger, as outlined in this ICSP. First, WFP will continue to engage its donor partners through regular consultations, communicating results, cost efficiencies and operational developments to foster increased confidence and support and to strengthen partnerships.
106. Second, WFP will engage the Government of Somalia in joint advocacy for institutional support to demonstrate government buy-in, strengthen appeals and further donor partnerships for collective results. Joint fundraising with agencies such as UNICEF and FAO will also be key to showing cost effectiveness and the best use of limited resources.

107. Third, to generate more donor partnerships and support for resilience building, WFP, in close collaboration with the Government, will explore opportunities to collaborate with new donor partners, namely, development-focused donors, international financial institutions, the private sector and foundations. Multi-year funding will be sought to ensure the sustained implementation of activities and achieve the goals of this ICSP.

**ANNEX I****LOGICAL FRAMEWORK FOR SOMALIA INTERIM COUNTRY STRATEGIC PLAN (2019–2021)****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: Food-insecure and nutrition-insecure people in areas affected by natural or human-caused disasters have access to adequate and nutritious food and specialized nutritious foods that meet their basic food and nutrition needs during and in the aftermath of shocks**

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

Focus area: Crisis response

**Assumptions**

Conflict or natural disasters do not disrupt food production, food consumption, and internal market mechanisms

Donor funding received

**Outcome indicators**

ART default rate

ART nutritional recovery rate

Consumption-based coping strategy index (average)

Food consumption score

Food expenditure share

Livelihood-based coping strategy index (percentage of households using coping strategies)

Moderate acute malnutrition (MAM) treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

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

Proportion of eligible population that participates in programme (coverage)

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

TB default rate

TB nutritional recovery rate

User satisfaction rate

### **Activities and outputs**

#### **Provision of unconditional food and/or cash-based food assistance, specialized nutritious foods and gender-transformative nutrition messaging and counselling to crisis-affected people through well-coordinated food security and logistics during humanitarian responses (URT: Unconditional resource transfers to support access to food)**

Crisis-affected children aged 6–23 months and PLWG in areas with high GAM rates during crises receive targeted specialized nutritious food or cash-based transfers that prevent malnutrition and improve their nutritional status and gender-informed SBCC that stimulates positive behaviour change (A: Resources transferred)

Crisis-affected children aged 6–23 months and PLWG in areas with high GAM rates during crises receive targeted specialized nutritious food or cash-based transfers that prevent malnutrition and improve their nutritional status and gender-informed SBCC that stimulates positive behaviour change (B: Nutritious foods provided)

Crisis-affected children aged 6–23 months and PLWG in areas with high GAM rates during crises receive targeted specialized nutritious food or cash-based transfers that prevent malnutrition and improve their nutritional status and gender-informed SBCC that stimulates positive behaviour change (E: Advocacy and education provided)

Crisis-affected children aged 6–59 months, PLWG and ART/TB-DOT clients in areas where GAM rates are high during crises receive targeted specialized nutritious foods that ameliorate malnutrition and improve their nutrition status and gender-informed SBCC that stimulates positive behaviour change (A: Resources transferred)

Crisis-affected children aged 6–59 months, PLWG and ART/TB-DOT clients in areas where GAM rates are high during crises receive targeted specialized nutritious foods that ameliorate malnutrition and improve their nutrition status and gender-informed SBCC that stimulates positive behaviour change (B: Nutritious foods provided)

Crisis-affected children aged 6–59 months, PLWG and ART/TB-DOT clients in areas where GAM rates are high during crises receive targeted specialized nutritious foods that ameliorate malnutrition and improve their nutrition status and gender-informed SBCC that stimulates positive behaviour change (E: Advocacy and education provided)

Crisis-affected people receive unconditional nutritious food or cash-based transfers that meet their basic food and nutrition needs during times of crisis and support stability  
(A: Resources transferred)

Crisis-affected populations benefit from a well-coordinated food security and logistics humanitarian response and service platforms that deliver life-saving assistance in a timely and accountable manner (C: Capacity development and technical support provided)

Crisis-affected populations benefit from a well-coordinated food security and logistics humanitarian response and service platforms that deliver life-saving assistance in a timely and accountable manner (H: Shared services and platforms provided)

**Strategic outcome 2: Food-insecure people in targeted areas are better able to withstand shocks and stresses throughout the year**

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

Nutrition- sensitive

Focus area: Resilience building

**Assumptions**

Conflict or natural disasters do not disrupt food production, food consumption, and internal market mechanisms as well as training activities

Donor funding received

**Outcome indicators**

Consumption-based coping strategy index (average)

Enrolment rate

Food consumption score

Food consumption score – nutrition

Food expenditure share

Gender ratio

Livelihood-based coping strategy index (percentage of households using coping strategies)

National capacity index (school meals)

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

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

Retention rate

### **Activities and outputs**

#### **Provision of conditional and unconditional food and/or cash-based food assistance and nutritional messaging to food-insecure people through reliable safety nets, including school meals (ACL: Asset creation and livelihood support activities)**

Food-insecure people receive safety-net assistance in the form of conditional in-kind or cash-based transfers for vocational training and the rehabilitation of community assets and gender-informed SBCC that reduce vulnerability to climate-related shocks and protect access to food (A: Resources transferred)

Food-insecure people receive safety-net assistance in the form of conditional in-kind or cash-based transfers for vocational training and the rehabilitation of community assets and gender-informed SBCC that reduce vulnerability to climate-related shocks and protect access to food (C: Capacity development and technical support provided)

Food-insecure people receive safety-net assistance in the form of conditional in-kind or cash-based transfers for vocational training and the rehabilitation of community assets and gender-informed SBCC that reduce vulnerability to climate-related shocks and protect access to food (D: Assets created)

Food-insecure people receive safety-net assistance in the form of conditional in-kind or cash-based transfers for vocational training and the rehabilitation of community assets and gender-informed SBCC that reduce vulnerability to climate-related shocks and protect access to food (E: Advocacy and education provided)

Food-insecure urban households receive safety-net assistance in the form of conditional or unconditional cash-based transfers and gender-informed SBCC that improve their food security and nutrition status and enhance self-reliance (A: Resources transferred)



Food-insecure urban households receive safety-net assistance in the form of conditional or unconditional cash-based transfers and gender-informed SBCC that improve their food security and nutrition status and enhance self-reliance (E: Advocacy and education provided)

School-aged children in targeted areas receive safety-net assistance in the form of a nutritious meal every day they attend school. They also benefit from gender-informed SBCC and from the improved capacity of related ministries to meet their basic food and nutrition needs and increase school attendance and retention (A: Resources transferred)

School-aged children in targeted areas receive safety-net assistance in the form of a nutritious meal every day they attend school. They also benefit from gender-informed SBCC and from the improved capacity of related ministries to meet their basic food and nutrition needs and increase school attendance and retention (C: Capacity development and technical support provided)

School-aged children in targeted areas receive safety-net assistance in the form of a nutritious meal every day they attend school. They also benefit from gender-informed SBCC and from the improved capacity of related ministries to meet their basic food and nutrition needs and increase school attendance and retention (E: Advocacy and education provided)

## **Strategic Objective 2: Improve nutrition**

### **Strategic Result 2: No one suffers from malnutrition**

**Strategic outcome 3: Malnourished and food-insecure children, adolescent girls, PLWG and ART/TB-DOT clients in areas with persistently high rates of acute malnutrition have improved nutritional status throughout the year**

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

Focus area: Resilience building

### **Assumptions**

Conflict or natural disasters do not disrupt food production and consumption.  
 No outbreaks of measles, cholera or avian influenza occur.  
 Partners provide complementary non-food inputs such as water and sanitation.  
 Adequate numbers of qualified nutrition and health workers are available.  
 Basic nutritional and health services are accessible to all targeted beneficiaries.

**Outcome indicators**

ART default rate

ART nutritional recovery rate

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

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

Proportion of eligible population that participates in programme (coverage)

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

TB default rate

TB nutritional recovery rate

**Activities and outputs:****Provision of specialized nutritious foods and nutrition messaging to children, adolescent girls, PLWG and ART/TB-DOT clients to systematically treat and prevent malnutrition and to stimulate positive behaviour change (NTA: Nutrition treatment activities)**

Targeted children aged 6–59 months, PLWG and ART/TB-DOT clients in areas with persistently high malnutrition rates benefit from the enhanced nutrition-related capacity of community nutrition workers to improve their resilience and protect their nutritional status (C: Capacity development and technical support provided)

Targeted children aged 6–23 months and PLWG in areas with persistently high malnutrition rates receive specialized nutritious foods or cash-based transfers that prevent malnutrition throughout the year and benefit from gender-informed SBCC that stimulates positive behaviour change leading to improved food security and nutrition (A: Resources transferred)

Targeted children aged 6–23 months and PLWG in areas with persistently high malnutrition rates receive specialized nutritious foods or cash-based transfers that prevent malnutrition throughout the year and benefit from gender-informed SBCC that stimulates positive behaviour change leading to improved food security and nutrition (B: Nutritious foods provided)

Targeted children aged 6–23 months and PLWG in areas with persistently high malnutrition rates receive specialized nutritious foods or cash-based transfers that prevent malnutrition throughout the year and benefit from gender-informed SBCC that stimulates positive behaviour change leading to improved food security and nutrition (E: Advocacy and education provided)

Targeted children aged 6–59 months, PLWG and ART/TB-DOT clients in areas with persistently high malnutrition rates receive specialized nutritious foods to treat malnutrition throughout the year and benefit from gender-informed SBCC that stimulates positive behaviour change leading to improved food security and nutrition (A: Resources transferred)

Targeted children aged 6–59 months, PLWG and ART/TB-DOT clients in areas with persistently high malnutrition rates receive specialized nutritious foods to treat malnutrition throughout the year and benefit from gender-informed SBCC that stimulates positive behaviour change leading to improved food security and nutrition (B: Nutritious foods provided)

Targeted children aged 6–59 months, PLWG and ART/TB-DOT clients in areas with persistently high malnutrition rates receive specialized nutritious foods to treat malnutrition throughout the year and benefit from gender-informed SBCC that stimulates positive behaviour change leading to improved food security and nutrition (E: Advocacy and education provided)

### **Strategic Objective 3: Achieve food security**

#### **Strategic Result 4: Food systems are sustainable**

**Strategic outcome 4: National institutions, private sector actors, smallholder farmers and food-insecure and nutritionally vulnerable populations benefit from more resilient, inclusive and nutritious food systems by 2021**

Outcome category: Improved availability of food system-strengthening public goods and services

Focus area: Resilience building

#### **Outcome indicators**

Percentage of WFP food procured from smallholder farmer aggregations system

Zero hunger capacity scorecard

## Activities and outputs

### Provision of services, skills, assets and infrastructure for the rehabilitation and strengthening of food supply chains (CSI: Institutional capacity-strengthening activities)

Food-insecure populations benefit from improved government capacity to establish and maintain public food reserves and thus improve the availability of food (C: Capacity development and technical support provided)

Nutritionally vulnerable populations benefit from improved government and private sector capacity to improve nutrition through support for standards on food fortification, food quality and safety (C: Capacity development and technical support provided)

Private sector producers benefit from shared knowledge of market information systems and retail and wholesale supply chain management and thus improve food supply chains (C: Capacity development and technical support provided)

Smallholder farmers, farmer cooperatives and private sector producers benefit from the rehabilitation of major infrastructure that improves food supply chains and the availability of food (L: Infrastructure and equipment investments supported)

Targeted smallholder farmers and farmers' cooperatives benefit from local purchases, training on post-harvest losses and linkages to retail networks that strengthen their productive capacity and food security (F: Purchases from smallholders completed)

## 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 5: National institutions have strengthened policies, capacities and systems for supporting food-insecure and nutritionally vulnerable populations by 2021

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

## Outcome indicators

Zero hunger capacity scorecard

## Activities and outputs

### Provision of technical support for the strengthening of national policies, capacities and systems (CSI: Institutional capacity-strengthening activities)

Populations benefit from the establishment of a food security and nutrition policy and the strengthened capacities of related ministries to improve food security and nutrition and support stability (C: Capacity development and technical support provided)

Populations benefit from the establishment of a food security and nutrition policy and the strengthened capacities of related ministries to improve food security and nutrition and support stability (I: Policy engagement strategies developed/implemented)

Populations benefit from strengthened capacity and policies of national authorities to support port infrastructure rehabilitation in order to improve access to nutritious food  
(C: Capacity development and technical support provided)

Populations benefit from strengthened capacity and policies of national authorities to support port infrastructure rehabilitation in order to improve access to nutritious food  
(I: Policy engagement strategies developed/implemented)

Populations benefit from the strengthened capacity of national authorities to implement disaster management and early warning systems in order to protect food security and nutrition and support stability (C: Capacity development and technical support provided)

Vulnerable populations benefit from the establishment and implementation of a social protection policy framework that improves food security and nutrition and supports stability (C: Capacity development and technical support provided)

Vulnerable populations benefit from the establishment and implementation of a social protection policy framework that improves food security and nutrition and supports stability (I: Policy engagement strategies developed/implemented)

**Strategic Objective 5: Partner for SDG results****Strategic Result 8: Sharing of knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs**

**Strategic outcome 6: The humanitarian community is better able to reach vulnerable people and respond to needs throughout the year** Outcome category: Enhanced common coordination platforms

Focus area: Crisis response

**Outcome indicators**

User satisfaction rate

**Activities and outputs****Provision of air services for the humanitarian community (CPA: Service provision and platforms activities)**

Vulnerable populations benefit from safe and reliable air services provided by UNHAS to partners as a result of which they receive timely and efficient assistance (H: Shared services and platforms provided)

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

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

C.2.1: 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 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 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Resilience building	Crisis response	
Transfer	268 117 596	221 884 955	167 418 040	30 098 821	17 681 681	63 691 215	<b>768 892 308</b>
Implementation	25 184 558	22 102 833	16 262 418	827 960	301 661	3 702 169	<b>68 381 599</b>
Adjusted direct support costs (%)	22 308 622	18 961 742	14 395 130	2 408 500	1 399 262	5 249 388	<b>64 722 644</b>
Subtotal	315 610 776	262 949 530	198 075 588	33 335 281	19 382 604	72 642 772	<b>901 996 551</b>
Indirect support costs (6.5%)	20 514 700	17 091 719	12 874 913	2 166 793	1 259 869	4 721 780	<b>58 629 774</b>
<b>Total</b>	<b>336 125 476</b>	<b>280 041 249</b>	<b>210 950 501</b>	<b>35 502 074</b>	<b>20 642 473</b>	<b>77 364 552</b>	<b>960 626 325</b>



## Acronyms used in the document

ART	anti-retroviral therapy
FAO	Food and Agriculture Organization of the United Nations
FEWS NET	Famine Early Warning Systems Network
FSNAU	Food Security and Nutrition Analysis Unit
GAM	global acute malnutrition
GDP	gross domestic product
ICSP	interim country strategic plan
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
MAM	moderate acute malnutrition
MCHN	mother-and-child health and nutrition
NDP	National Development Plan
NGO	non-governmental organization
PLWG	pregnant and lactating women and girls
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
TB-DOT	directly observed treatment for tuberculosis
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WASH	water, sanitation and hygiene