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Djibouti country strategic plan (2020–2024)

Duration	1 January 2020–31 December 2024
Total cost to WFP	USD 74,120,295
Gender and age marker*	3

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

Executive summary

Ranking 172nd of 189 countries in the Human Development Index, Djibouti is susceptible to pervasive food insecurity, malnutrition and gender inequalities. Widespread poverty, food insecurity and malnutrition, poor access to public services, socio-political instability in the region, persistent gender inequalities and climatic crises affect both citizens and refugees.

Food security and nutrition are challenged by climate change, extremely low food production, lack of arable land and access to water, especially in rural areas, high food prices – 90 percent of all food is imported – and low resilience among households, especially those headed by women, and in communities.

There are well formulated national policies for promoting food security and nutrition, but their implementation is hampered by poor coordination and limited national capacity for the achievement of Sustainable Development Goals 2 and 17. Weak disaster preparedness and response capacities also erode the resilience of poor households. Malnutrition is driven by poverty, food insecurity, inadequate maternal, infant and young child feeding practices, diseases such as malaria, diarrhoea, HIV and tuberculosis, low coverage of nutrition-specific and nutrition-sensitive interventions, limited access to health services and gender inequalities.

Focal points:

Ms E. Joergensen
Regional Director
East Africa
email: erika.joergensen@wfp.org

Ms M. Chimuka
Country Director
email: mutinta.chimuka@wfp.org

This country strategic plan will support the Government's priorities for achieving food and nutrition security through activities that constitute a significant shift from previous WFP programmes: stronger partnerships to strengthen national capacity in school feeding, nutrition, social protection, emergency preparedness, agricultural production support for rural and urban women and men equitably, vocational training for peace and prosperity and supply chain management. It provides for a gradual transition from WFP's previous activities by focusing on support for nationally-led social protection programming.

WFP will partner with national and local authorities, United Nations agencies, civil society and the private sector to implement integrated programmes targeting the most vulnerable people, progressively shifting to the building of national capacity to formulate, manage and implement sustainable programmes for achieving zero hunger.

The country strategic plan is based on a national zero hunger strategic review and is aligned with the Government's Vision Djibouti 2035 and the United Nations development assistance framework for 2018–2022. It contributes to Sustainable Development Goals 2 and 17 and to WFP's Strategic Results 1, 2, 3, 5 and 8 through three strategic outcomes:

- *Strategic outcome 1:* Refugees, asylum seekers and shock-affected populations have access to adequate and nutritious food throughout the year.
- *Strategic outcome 2:* Food-insecure Djiboutians in targeted regions and refugees have improved access to food and improved nutrition status by 2025.
- *Strategic outcome 3:* Authorities and local partners have enhanced capacity to support the humanitarian community in the Horn of Africa throughout the year.

WFP will pursue its shift to providing technical assistance, services and coordination support for national food and nutrition security policies and programmes through gender-transformative approaches that enable progress on gender equality and the empowerment of women and girls. Nutrition-sensitive programming will guide the various interventions in the country strategic plan portfolio. Safe, accessible and responsive feedback and complaint mechanisms will be mainstreamed throughout the country strategic plan. The prominence of technical support and capacity strengthening reflects efforts to engage in evidence generation and a gradual transition to sustainable national ownership.

Draft decision*

The Board approves the Djibouti country strategic plan (2020–2024) (WFP/EB.2/2019/7-A/1) at a total cost to WFP of USD 74,120,295.

* 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. Djibouti is one of the smallest countries in Africa, with a total land area of 23,200 km², of which less than 1,000 km², or – 0.08 percent of the total, is arable.¹ Agricultural production meets only 10 percent of food needs, making Djibouti largely dependent on imports. Djibouti is subject to recurring climate shocks, including floods and droughts, and frequent influxes of refugees from neighbouring countries. Recently it has seen the arrival of increasing numbers of migrants and asylum seekers from the Horn of Africa and East Africa.
2. Djibouti is a low-middle-income country with a population of 957,000, of whom 80 percent live in urban areas, mainly the city of Djibouti. It ranks 172nd of 189 countries on the Human Development Index. Despite recent rapid growth, poverty and unemployment remain high: 20.8 percent of the population is classified as extremely poor and living below the international poverty line of USD 1.90 per day.² Growth has not been equitable: young people, women and children are particularly vulnerable to hunger and are being left behind.
3. The labour market is characterized by gender inequality. Unemployment is increasing and is currently 62.8 percent³ among young people, 68.6 percent among women and 54.6 percent among men.⁴ The gap between men and women reflects the lack of work opportunities for women and structural discrimination.⁵ Djibouti was included in a recent World Bank list of fragile situations because of its weak institutions and public policies.⁶
4. Economic gender inequality is high. Women's per capita income is less than half of men's and their participation in the labour force is 36 percent, compared with 68 percent for men.⁷ Decent work for women would be a major factor in their empowerment and would contribute to zero hunger. Microfinance schemes have been set up to encourage women's participation in the economy, but women often lack the collateral needed to obtain credit. Women have the right to equal treatment under national law but have fewer employment opportunities than men and are paid less for similar work.⁸

¹ Government of Djibouti and WFP. 2018. Djibouti Zero Hunger Strategic Review (in French). See: https://www.wfp.org/content/2018-djibouti-country-strategicreview?_ga=2.53914984.1348558566.1552726294317663891.1552208299. Data are not disaggregated by sex and age.

² *Ibid.*

³ Data are not disaggregated by sex and age.

⁴ Government of Djibouti. *National Gender Policy (Politique nationale genre) 2011–2021*. <http://extwprlegs1.fao.org/docs/pdf/dji166445.pdf>.

⁵ Government of Djibouti and WFP. 2018. Djibouti Zero Hunger Strategic Review (in French). https://www.wfp.org/content/2018-djibouti-country-strategic-review?_ga=2.53914984.1348558566.1552726294317663891.1552208299..

⁶ World Bank. 2018. *Harmonized List of Fragile Situations*.

<http://www.worldbank.org/en/topic/fragilityconflictviolence/brief/harmonized-list-of-fragile-situations>

⁷ UNDP. 2015. *Human Development Report 2015: Work for human development*.

<https://www.undp.org/content/undp/en/home/librarypage/hdr/2015-human-development-report.html>.

⁸ Organization for Cooperation and Development. *Social Institutions & Gender Index: Countries/Territories*. <https://www.genderindex.org/countries/>.

5. A 2018 gender report by the Food and Agriculture Organization of the United Nations (FAO) on agriculture in Djibouti⁹ showed landownership at 54 percent among men and 46 percent among women.¹⁰ Land is the subject of much contention, an issue for everyone in Djibouti due to its scarcity and the impact of climate change. The average area of land cultivated by 60 percent of farming households is less than 0.5 ha.
6. School enrolment increased from 80.5 percent in 2016/2017 to 90.2 percent in 2017/2018,¹¹ while attendance at primary schools rose from 89 percent to 92.95 percent. Nationally, 38.2 percent of girls attend school, compared with 64.5 percent of boys; the disparity is larger in regions outside Djibouti city.¹²
7. HIV infection constitutes a generalized epidemic,¹³ with prevalence estimated at 1.3 percent.¹⁴ Consistent with global trends, the HIV burden disproportionately affects women age 15–49, who have an infection rate of 1.5 percent, compared with 1.1 percent among men. Adults age 20–34 are most affected, with 27 percent of households affected by HIV and reporting low or limited food consumption.¹⁵ In 2017, 2,058 new cases of different forms of tuberculosis (TB) were detected, mostly affecting girls, boys, women and men aged 15–44. The high prevalence and incidence of tuberculosis is exacerbated by HIV/TB coinfection. The World Health Organization (WHO) reports a 5 percent HIV prevalence among TB patients,¹⁶ with a ratio of two co-infected men for every co-infected woman. The fight against co-infection has been intensified and decentralized since 2009.
8. Djibouti's strategic location in the Horn of Africa drives an economy that is almost entirely service based. Djibouti's port – the principal cargo transit point for Ethiopia, providing a key link for commercial transport routes to the Horn of Africa, including those that are part of the Belt and Road Initiative.¹⁷ Recent investments in ports and railways are intended to enhance Djibouti as a regional trade and logistics hub. The port also plays a critical logistics role in large-scale emergency responses, such as that for Yemen. While the recent rapprochement between Ethiopia and Eritrea might result in the creation of another outlet to the Red Sea for Ethiopia, it is unlikely that Ethiopia will cease using Djiboutian ports altogether. The development of infrastructure around the Doraleh Container Terminal should ensure that Djibouti's ports remain central to Ethiopia's maritime trade and retain their role as international trading hubs.

⁹ Food and Agriculture Organization of the United Nations. 2018. *National Gender Profile for the Agriculture and Rural Development Sectors* (Profil national genre des secteurs de l'agriculture et du développement rural). Not available on line.

¹⁰ Government of Djibouti. *National Gender Policy (Politique nationale genre) 2011–2021*. <http://extwprlegs1.fao.org/docs/pdf/dji166445.pdf>.

¹¹ Ministry of Education and Professional Training. 2018. *Annual Statistics, 2018–2019 (Annuaire statistique 2018-2019)*. Djibouti. <http://www.education.gov.dj/images/annuaire%20statistique/ANNUAIRE%202018-2019.pdf>.

¹² Government of Djibouti. *National Gender Policy (Politique nationale genre) 2011–2021*. <http://extwprlegs1.fao.org/docs/pdf/dji166445.pdf>.

¹³ According to WHO a generalized HIV epidemic exists when HIV is firmly established in the general population and HIV prevalence consistently exceeds 1 percent among pregnant women. In most generalized HIV epidemics certain populations groups are disproportionately affected.

¹⁴ Joint United Nations Programme on HIV/AIDS. 2018. *Country factsheet, Djibouti*. <https://www.unaids.org/en/regionscountries/countries/djibouti>

¹⁵ WFP and the Ministry of Health. 2011. *Évaluation of the nutrition and food security status of patients undergoing directly observed short-course anti-retroviral therapy (Evaluation du statut nutritionnel et de la sécurité alimentaire des patients sous traitement antirétroviral ou DOTS en République de Djibouti)*. Not available online.

¹⁶ WHO. 2018. *TB Country Profiles*. Geneva. https://extranet.who.int/sree/Reports?op=Replet&name=/WHO_HQ_Reports/G2/PROD/EXT/TBCountryProfile&ISO2=DJ&outputtype=html.

¹⁷ https://en.wikipedia.org/wiki/Belt_and_Road_Initiative.

9. Djibouti hosts 27,803 refugees and asylum seekers from Eritrea, Ethiopia, Somalia and, most recently, Yemen, who are unable to meet their basic food and nutrition needs without WFP assistance.
10. The growing number of Al-Shabab and Islamic State terrorists with sustained presence in neighbouring countries could exploit the porous borders to carry out body-borne improvised explosive device (and other attacks in Djibouti) or take hostages, which could compromise the safety and security of WFP operations. Political instability, civil unrest and conflict in neighbouring countries could have a similar impact.

1.2 Progress towards Sustainable Development Goal 2

Targets

11. A 2018 national zero hunger strategic review (ZHSR) highlighted a number of challenges to the achievement of Sustainable Development Goal (SDG) 2 targets. They are discussed below.
12. *Ensure access to adequate and nutritious food all year round (SDG target 2.1)*: Food insecurity affects 46.5 percent of the population, of which 3 percent is severely food-insecure. Fifty-one percent of households headed by women and 45.5 percent of households headed by men are food-insecure. Food-insecure households are typically poor and rural and have few livestock, little agricultural land and high dependency ratios.
13. *End all forms of malnutrition (SDG target 2.2)*: A recent standardized monitoring and assessment of relief and transitions survey showed improvement in nutrition indicators since 2013, but the situation remains worrying particularly in rural areas.¹⁸ Stunting prevalence decreased from 29.7 percent in 2013 to 20.9 percent in 2019 with the Obock region having the highest prevalence of 40.2 in 2019. At 10.3 percent, the prevalence of global acute malnutrition is below WHO's "high" threshold of 15 percent, a significant improvement from 17.8 percent in 2013. Tadjourah and Dikhil are the regions most affected by high global acute malnutrition rates.
14. *Double the agricultural productivity and incomes of small-scale food producers (SDG Target 2.3)*: The fewer than 2,000 farming households¹⁹ that practice agropastoralism work plots – referred to locally as "gardens" – that average 0.5 ha or less. Fruit and vegetable production amounts to 7,100 mt per year and meets only 10 percent of national needs. Djibouti will remain largely dependent on food imports, predominantly cereals and oil, for the foreseeable future. The introduction of urban agricultural techniques and innovations in rural agriculture should increase the proportion of fresh foods produced locally and help to reduce the price of fresh food on the local market.
15. *Ensure sustainable food production systems and implement resilient agricultural practices (SDG Target 2.4)*: Food systems are threatened by pressure on land and natural resources, poor irrigation techniques, population growth and increasingly frequent climate shocks. Gender inequality undermines livelihoods and productivity in rural and urban areas. Failure to consider women's unpaid care and domestic work in the analysis of food systems hinders development, especially with regard to paid work opportunities for women.

¹⁸ The available data have not been disaggregated by sex and age.

¹⁹ No precise data are available on the breakdown of these households by sex of household head, but anecdotal evidence suggests that land titles are predominantly in the names of male heads of household.

Livestock production, the main source of income for 90 percent of the rural population,²⁰ is curtailed by scarcity of water and pasture.

1.3 Hunger gaps and challenges

16. The 2018 ZHSR identified several gaps and challenges:²¹

- low agricultural capacity and heavy reliance on pastoralism, which is in decline, increasingly as a result of climate change;
- a logistics-hub-oriented economy that delivers uneven economic growth and fails to lift poor and food-insecure people out of poverty, partly because of a lack of specialized skilled labour, among other factors;
- unsustainable rural livelihoods and accelerating regional crises leading to migration and urbanization, complicating access to services and sustainable urban development;
- high food prices that result from high production and import costs and limit households' access to nutritious food, especially in isolated and poor rural areas where infrastructure is insufficient to guarantee food availability in local markets;
- weak national disaster preparedness and response capacity, forcing poor households to adopt negative coping strategies in the face of natural hazards and the escalating impacts of climate change;
- worrying malnutrition rates among nutritionally vulnerable populations;
- insufficient financial and institutional capacity to deliver services that ensure food security and adequate nutrition for vulnerable people, such as inclusive social protection programmes and affordable public health services;
- a limited number of non-governmental organizations (NGOs), which limits capacity for the sustainable implementation of activities; and
- structural and socio-cultural gender inequalities that constitute a fundamental obstacle to the elimination of hunger.

1.4 Key country priorities

Government

17. In August 2014 the Government launched Djibouti Vision 2035,²² a new model for economic development, aimed at reducing absolute poverty by one third by 2035. Its five pillars, each aligned with specific SDGs, are national peace and unity (SDG 16); good governance (SDG 16); a diversified economy (SDGs 8 and 15); consolidation of human capital (SDGs 3 and 4); and regional integration (SDGs 7, 8, 9 and 17). Vision 2035 is the Government's first attempt to implement a long-term strategy for poverty reduction and sustainable development.

²⁰ There are no data on the percentage of women and men who own livestock, but men usually manage and sell camels and cows, while women manage and sell goats and sheep, as well as milk from family herds. Government of Djibouti. *National Gender Policy (Politique nationale genre) 2011–2021*. <http://extwprlegs1.fao.org/docs/pdf/dji166445.pdf>.

²¹ For a comprehensive list of challenges identified please see the ZHSR (<https://www.urd.org/en/news/presentation-of-the-djibouti-zero-hunger-strategic-review-16-october-2018-paris/>).

²² <https://www.ccd.dj/w2017/wp-content/uploads/2016/01/Vision-Nationale.pdf>.

18. Vision 2035 is being implemented through a series of successive five-year strategies for accelerating growth and job creation (*stratégies pour la croissance accélérée et la promotion de l'emploi*), the first of which covers the period 2015–2019. These strategies are organized along four axes and have ten national development objectives aligned with the SDGs.
19. A national social protection strategy was approved by the Government in October 2017, followed by a national social protection policy in 2018. In 2015 the Government launched the national family solidarity programme (*Programme national de solidarité famille*, or PNSF), a safety-net programme that provides a basic income to households that are vulnerable to poverty, food insecurity and malnutrition through quarterly unconditional cash-based transfers. The Ministry of Social Affairs²³ is responsible for the implementation of all social protection projects.
20. Since 2017 the Government is increasingly committed to promoting women's entrepreneurship to advance their economic empowerment, but this commitment has not yet translated into related national-level policies or strategies.
21. The Government is a signatory of the comprehensive refugee response framework (CRRF) and has enacted laws and regulatory measures for meeting its commitments to assist refugees in Djibouti. In line with national government programmes, the CRRF supports refugees' empowerment by including them in national safety nets and facilitating their access to basic social services such as health and education and to livelihoods, in accordance with the ReHoPE refugee and host population empowerment strategic framework.²⁴

United Nations and other partners

22. The United Nations development assistance framework (UNDAF) for Djibouti for 2018–2022 is aligned with Vision 2035. Four strategic priorities have been identified as the main areas for cooperation between the United Nations system and the Government of Djibouti. UNDAF activities are aimed at developing and strengthening the capacities of national and regional institutions and enhancing capacities and skills among the general population, especially the most vulnerable, including refugees, with a view to poverty reduction and sustainable economic growth. This will be achieved by improving social services, providing vocational training in supply chain management and promoting human development through the institutions responsible for good governance and resilience, as well as by promoting equitable regional development.
23. Under the UNDAF, collaboration among United Nations agencies focuses on equitably enhancing the implementation of scaled-up nutrition activities, improving access to education and nutritious food and promoting livelihoods for women and men.

2. Strategic implications for WFP

24. The country strategic plan (CSP) is informed by lessons learned and the ZHSR. Addressing poverty is a major pathway to addressing food insecurity in Djibouti. Agricultural potential is limited, but the agricultural, pastoral and fisheries sectors offer opportunities for providing direct assistance for rural households susceptible to food insecurity and malnutrition.

²³ The Ministry for Social Affairs, previously the State Secretariat for Social Affairs, became a ministry in March 2019.

²⁴ Government of Uganda and the World Bank. 2017. *ReHoPE - Refugee and Host Population Empowerment Strategic Framework – Uganda*. <https://data2.unhcr.org/en/documents/download/64166>. Although the cited framework refers to Uganda in its title it is a regional framework, and Uganda piloted it.

25. The two pillars of the CSP are:
- to provide employment equitably for women and men in the most vulnerable households; and
 - to use safety nets to ensure access to assistance that meets basic needs, including for food security.
26. The ZHSR recommended the following:²⁵
- develop policy measures to improve coordination;
 - strengthen the national social protection system, promote nutrition-sensitive interventions and enhance resilience to shocks;
 - strengthen the agropastoral and fishing sectors;
 - ensure the continuity of the school feeding programme;
 - support employment and urban development both present and future;
 - strengthen the national natural disaster management system; and
 - continue to provide assistance to refugees.

2.1 WFP's experience and lessons learned

27. WFP has decades of experience in humanitarian assistance and livelihood interventions in Djibouti, and recent evaluations have generated valuable insights into successes and challenges.
28. A 2016 mid-term evaluation of protracted relief and recovery operation 200824 (May 2015–December 2017)²⁶ highlighted the importance of WFP's general food and seasonal assistance and its flexibility in the use of various transfer modalities to meet the particular needs of targeted beneficiaries. The evaluation showed that the protracted relief and recovery operation contributed to improved gender equality through increased enrolment of girls in schools in refugee settlements, and more decision-making power for women through their increased participation in school feeding and parents' committees. The evaluation noted, however, that there was a need to improve the analysis of the underlying causes of vulnerability, including those relating to gender and age inequalities, and to strengthen the monitoring and evaluation of activities. It recommended that WFP enhance its nutrition work and contribute to addressing protection risks and needs in all of its operations.
29. A synthesis of evaluations of operations in East and Central Africa carried out between 2013 and 2017²⁷ highlighted the need to improve technical approaches to addressing nutrition, food assistance for assets (FFA) and school feeding activities. It recommended maintaining or expanding activities, with a focus on nutrition and general food distribution; strengthening strategic partnerships and aligning activities with those of partners; and conducting assessments of vulnerability and the drivers of undernutrition among target populations, with systematic integration of gender and age analyses.

²⁵ See the ZHSR or a full list of all ZHSR recommendations: <https://www.urd.org/en/news/presentation-of-the-djibouti-zero-hunger-strategic-review-16-october-2018-paris/>.

²⁶ WFP. 2017. *Renforcer la résilience des populations rurales, urbaines et des réfugiés en situation de vulnérabilité chronique et, réduire la sous-nutrition à Djibouti (mai 2015 –janvier 2017)*. <https://docs.wfp.org/api/documents/72403381cf214e11925fb73b5b1968b9/download/>.

²⁷ WFP. 2017. *Operation Evaluations Series: Regional Synthesis 2013–2017: East and Central Africa Region*. <https://docs.wfp.org/api/documents/WFP-0000023759/download/>.

2.2 Opportunities for WFP

30. Based on the findings of the ZHSR, the strategy for accelerating growth and job creation for 2015–2019, the UNDAF for 2018-2022 and consultations with Government, WFP has identified key areas for intervention in Djibouti, taking into account its comparative advantage, lessons learned and experience working with the Government. They are discussed below.

Social protection

31. Consultations at the country level and with the Ministry of Social Affairs, the United Nations High Commissioner for Refugees (UNHCR), the World Bank and the European Union highlighted four specific areas in which WFP could increase its engagement in social protection beyond its current activities: the roll-out of gender, age and nutrition-responsive social protection;²⁸ the development of an adaptive social protection system that responds to climate shocks and improves resilience; the inclusion of refugees in social safety nets, in accordance with the CRRF; and making school feeding a core element of the national social protection system.

Capacity strengthening and technical support

32. During the CSP period WFP will gradually move from direct implementation to the provision of support to the Government in areas including social protection, emergency preparedness and response and gender equality, gender equity and women's empowerment. WFP is conducting comprehensive assessments of capacity needs incorporating gender and age analyses with the Ministry for Social Affairs and the Ministry of Education and Professional Training. The health, agriculture and transport sectors will also be assessed in view of the planned transition of programmes to the Government.
33. WFP will work with the Ministry of Education and Professional training on the progressive handover of a sustainable national school feeding programme, starting in the capitals of each region and taking into account the results of a Systems Approach for Better Educational Results (SABER) exercise, undertaken in April 2017, which informed the Government's updating of its comprehensive action plan and identified gaps, such as those in the policy and budgeting frameworks. A new SABER initiative will be organized to assess when and how the entire system can be handed over to the Government.²⁹
34. WFP will continue to provide technical expertise on nutrition and hygiene awareness to the ministries responsible for education and health. This will include the assessment of opportunities to link local production, including school gardens and hydroponics pilot projects, to school feeding. WFP will advocate universal school feeding that includes schools in urban areas and the integration of refugee schoolchildren into the national school system.

Nutrition

35. A recently signed memorandum of understanding between WFP and the Ministry of Health will support the resumption of malnutrition prevention and treatment, and food and nutrition support for anti-retroviral therapy (ART) patients and TB patients undergoing directly observed treatment short course (DOTS). WFP will collaborate with the World Bank, the United Nations Children's Fund (UNICEF) and WHO to support the Ministry of Health in preventing malnutrition, particularly in rural areas. WFP and UNICEF have a memorandum of understanding and an action plan for joint activities on nutrition, education, social protection and monitoring and evaluation involving the provision of nutritious school meals in targeted schools; installation of improved stoves and shelters in school canteens;

²⁸ Social protection that helps to combat malnutrition.

²⁹ The 2016 SABER initiative indicated that the Government's capacity to take over was weak.

distribution of nutrition and recipe books; training for inspectors and educational advisers on life skills, hygiene and nutrition; distribution of micronutrient and anti-parasitic tablets; and deworming for pupils in rural schools.

Advocacy

36. With 90 percent of food imported, food access is key to improving food security. WFP will advocate, using evidence-based approaches, policies and programmes that make nutritious food more affordable for households vulnerable to food insecurity and malnutrition. WFP will support government efforts to harmonize malnutrition prevention and treatment programmes; advocate increased food fortification; and provide training in agricultural and management techniques for local farmers, targeting equitable participation for women and men. Regular data collection and nutrition surveys that systematically integrate gender and age will be used to inform nutrition-sensitive and gender-equitable policies and activities.

Climate change

37. WFP will support policy development, capacity strengthening, national programme design and implementation. With the World Bank and FAO, WFP will identify areas of the country where asset creation could help communities to adapt to the effects of climate change, particularly in remote areas.
38. Given the extreme impact of climate change on Djibouti, the revision and implementation of the national disaster preparedness and response plan is essential. Through the executive secretariat for the management of risks and disasters (*S cretariat ex cutif de gestion des risques et des catastrophes* (SEGRC)), the Government has asked the United Nations system to build capacities in SEGRC and ensure its sustainability. SEGRC has been partnering with African Risk Capacity to support these initiatives. The aim is for the country to acquire financial tools and infrastructure to break the cycle of drought, low resilience and food insecurity. As it does in other countries, African Risk Capacity works with the Government of Djibouti, providing it with incentives and empowering it to improve its capacities, and those of the citizens of Djibouti, to plan and prepare for and respond to extreme weather events and natural disasters, thereby protecting the food security of vulnerable people while taking into account the Sendai Framework commitments for the empowerment of women, young people and persons with disabilities.³⁰
39. The Government has incorporated refugee needs into policies, strategic documents and budgets relating to education, social security and employment. Implementation will require time, however, because funding must be secured. The Ministry of Social Affairs, the Ministry of Education and Professional Training, the Ministry of Interior and others have already begun fundraising.

Logistics capacity

40. The Government and WFP have developed a regional humanitarian logistics base with a food storage capacity of 65,000 mt. A logistics training programme making use of the base will respond to increasing demand for skilled logistics personnel in the private sector and will support the Government's efforts to create jobs and youth employment drive in the face of 60 percent youth unemployment. WFP will continue to make its logistics expertise available to the Government and the private sector, including through capacity building.

³⁰ *La Nation*. 2018. *Le point avec...Ahmed Mohamed Madar Secr taire ex cutif en charge de la gestion des risques et des catastrophes*. https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=2ahUKewiP_aya3-HjAhUHNOWKHQz2D2MQFjAAegQIARAB&url=http%3A%2F%2Fwww.lanationdj.com%2Fle-point-avec-ahmed-mohamed-madar-secretaire-executif-en-charge-de-la-gestion-des-risques-et-des-catastrophes%2F&usg=AOvVaw1BMj4_vyZuMiDeRd-2xILM.

Gender equality and women's empowerment

41. WFP's gender policy needs to be implemented more strategically. WFP will accordingly work with the Ministry of Women and the Family and other organizations involved in gender mainstreaming and women's empowerment. WFP's vocational training will provide young Djiboutian and refugee women with transport and logistics skills and link them to employment opportunities through the promotion of gender equity measures in the private and public sector.

2.3 Strategic changes

42. This CSP incorporates WFP's shift to an enabling role. It sets the foundations for a technical support partnership with the Government that focuses on agreed priority areas requiring sustainable hunger solutions. The strategy is flexible, allowing for synergies with other frameworks and strategies for the region, including those of the African Union, the Intergovernmental Authority on Development (IGAD), the African Development Bank and the World Bank.
43. The first priority area identified by the ZHSR is to reduce poverty, focusing on two major areas: generating decent work for as many people as possible, with attention to gender inequality, so that people can meet their basic needs; and supporting social safety nets to ensure that the poorest and most vulnerable have adequate food security.
44. To build resilience, WFP and the Ministry of Social Affairs will expand WFP's retail marketing strategy to improve access to goods and markets, reduce costs, ensure access to good quality food and foster business opportunities for women, reliable services for vulnerable beneficiaries and efficient and resilient markets.
45. The CSP will ensure that WFP contributes strategically to Djibouti's food security, nutrition and education goals. It will consolidate activities in the humanitarian-development-peace nexus in collaboration with the Government and other actors and support the integration of gender equality nutrition, supply chain management, livelihoods, policy engagement and governance activities. New distribution modalities such as a multi-purpose cash initiative being piloted in the settlement of Markazi, designed to respond better to the needs of the most vulnerable people and their households will be implemented in partnership with UNHCR and NGOs operating in Djibouti.
46. The CSP focuses on good practices for emergency response, household and community resilience through livelihoods and access to education and measures to promote gender equity and women's empowerment. The aim is for these solutions to be gender-equitable, gender-transformative,³¹ nutrition-sensitive, cost-effective and achievable. The CSP enables WFP to support the Government in all areas of governance related to food security and nutrition with a view to a gradual and sustainable handover.
47. Accountability to affected populations, gender equality and protection are cross-cutting issues. WFP's zero-tolerance approach to sexual exploitation and abuse will be enforced and activities will integrate gender-responsive³² and nutrition-sensitive social behaviour change communication (SBCC) and environmental and social considerations.

³¹ Gender transformative initiatives (e.g. laws, policies, programmes and projects) change gender relations in favour of the equal sharing of power by women, men, girls and boys.

³² Gender-responsive activities are activities that respond to the different needs, opportunities and perceptions of targeted women and men of all ages.

48. WFP will seek to improve its food security assessment tools such as the essential needs assessment tool and to adopt a holistic approach to food security and zero hunger in order to improve coordination with partners.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

49. This CSP is aligned with Djibouti Vision 2035 and takes into account regional strategies of the African Union, in particular Agenda 2063 and the Malabo Declaration on Accelerated Agricultural Growth, and IGAD sub-regional strategies. It is also aligned with the UNDAF for 2018–2022 and builds on relevant recommendations of the ZHSR. It operationalizes the WFP Strategic Plan (2017–2021) and contributes to WFP's Strategic Results 1, 2, 3, 5 and 8. The budget for the five-year CSP is USD 74.1 million.
50. Capacity strengthening will lead to a gradual handover of school feeding, logistics, nutrition and livelihoods activities to the ministries concerned. Stronger links between relief and resilience activities will improve adaptation to and mitigation of shocks, reducing the need for humanitarian interventions. The percentage of households that will receive general distributions under strategic outcome 2 and be integrated into the PNSF each year during the CSP is being determined by the Ministry of Social Affairs. The CSP will contribute to national food security, nutritional and educational goals, consolidating the contributions of WFP, the Government and partners in the humanitarian–development–peace nexus. Activities under strategic outcome 3 will promote peace in the region by targeting young Djiboutian and refugee women for vocational training in transport and logistics, thereby increasing their social inclusion and sense of self-worth. WFP will advocate the establishment of an inter-ministerial committee³³ to monitor implementation of the ZHSR recommendations and encouraging ministries to work together on food and nutrition security while at the same time allowing WFP to tailor its support to each ministry.
51. Given the volatile situation in the region, WFP will continue to respond to emergencies while working with SEGRC and the Ministry of Social Affairs to build emergency preparedness and response capacity.
52. WFP will continue to support government implementation of the CRRF by providing food and cash-based assistance to Djiboutians and refugees. In partnership with UNHCR, WFP will seek sustainable livelihood opportunities to reduce refugee dependence on food assistance, addressing gender inequalities and using innovative technologies such as hydroponics for improved nutrition, livelihoods and water management.³⁴ WFP will introduce a pilot multipurpose cash initiative (informed by gender, age and protection analyses) for improved nutrition, complemented by gender-transformative SBCC and improved access to markets for refugees.
53. FAO is a major partner for technical assistance on resilience and partners with WFP and the Ministry of Agriculture on joint programming for capacity development and the formulation of equitable and inclusive policies on food and nutrition security; UNICEF will play an important role in the prevention of stunting and other forms of malnutrition. WFP will also work with the World Bank, whose project portfolio in Djibouti is closely aligned with WFP objectives, particularly in the fields of social protection, education and nutrition.

³³ WFP will lobby for the representation of women and men from all social sectors to ensure that their particular needs and capacities are taken into account.

³⁴ Hydroponics and drip irrigation are essential in a country like Djibouti because they use minimal water and prevent waste.

54. The national strategy for achieving development and zero hunger depends on Djibouti's integration into the global economy. WFP will therefore continue to provide common services for emergency-response agencies and support for the Government and relevant sectors in the development of a regional hub and a national logistics centre of excellence.
55. Because gender inequality is a driver of food insecurity and malnutrition that disproportionately affects women and girls, WFP will continue specifically to target women and other social groups, by age and vulnerability to food insecurity and malnutrition, for inclusion in its interventions.

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

Strategic outcome 1: Refugees, asylum seekers and shock-affected populations have access to adequate and nutritious food throughout the year

56. WFP will continue to assist refugees registered by UNHCR through unconditional food and cash-based transfers (CBTs) during a transitional phase. Based on a profiling exercise, most refugees will gradually be integrated into the national social protection system, moving from strategic outcome 1 to strategic outcome 2. At the same time, WFP will maintain its capacity to respond to new influxes of refugees.
57. WFP will work with central and decentralized authorities such as the Ministry of Interior through the SEGRC to strengthen their capacity for gender and age-responsive emergency preparedness and response and will continue its collaboration with the National office for Assistance to Refugees and Persons Affected by Disaster on food distribution and capacity building. On the basis of an assessment by the Ministry of Social Affairs of the response to Cyclone Sagar in May-2018, WFP will work with the ministry to strengthen its capacity to respond to natural disasters through the social protection system, particularly with a view to ensuring gender-responsiveness and the adequacy of the coverage and amount of transfers. Populations affected by natural disasters will be supported during emergency and early recovery phases.

Focus area

58. The focus area of this strategic outcome is crisis response.

Expected outputs

59. This strategic outcome will be achieved through five outputs:
 - During the transition period, registered refugees and asylum seekers (tier 1) living in settlements receive sufficient food and/or cash to protect their access to food throughout the year.
 - All refugee and asylum-seeker children age 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition (tier 1) and ART/TB DOTS clients (tier 1) have access to treatment services, including specialized nutrition counselling, that support nutrition recovery.
 - All refugee and asylum seeker children age 6–23 months and pregnant and lactating women and girls (tier 1) have access to preventive services, including specialized nutritious foods and nutrition education, that meet their basic needs.
 - Shock-affected populations (tier 3) benefit from enhanced national capacity to prepare for and respond to crises and meet their basic needs.
 - Shock-affected populations (tier 1) receive emergency food assistance that meets their basic needs during times of crisis and early recovery.

Key activities

Activity 1: Provide food assistance and nutrition services, including nutrient-rich food and nutrition education and counselling, to refugees and asylum seekers living in settlements

60. WFP will continue to assist the 19,500 refugees registered by UNHCR with unconditional gender-responsive food and CBTs. Specialized nutritious foods will be used to treat moderate acute malnutrition among children age 6–59 months and pregnant and lactating women and girls and to prevent chronic malnutrition among children age 6–23 months and pregnant and lactating women and girls. Family members, in particular men and boys in beneficiary households, will be engaged in all activities, particularly SBCC, to highlight their responsibilities with regard to improving nutrition.
61. WFP will support the testing of the hydroponics pilot during the initial months of the CSP to determine whether it should be scaled-up during the remainder of the CSP period to meet food needs and provide dietary diversity among women and men in refugees and host community households.

Activity 2: Strengthen government capacity and support national responses for shock-affected populations through a contingency plan

62. This activity aims at strengthening the capacities of central and decentralized authorities such as SEGRC and the Ministry of Social Affairs to enhance the management of natural hazards and anthropogenic disasters.
63. WFP will work with the Ministry of Social Affairs to strengthen its capacity for designing, consolidating and strengthening gender-responsive national social protection systems as part of emergency response.
64. Activities will include capacity strengthening relevant to meteorological data collection, analysis and use and community-based disaster preparedness.
65. WFP will use its humanitarian logistics base to organize simulations with the Government and other stakeholders with a view to enhancing gender and age responsive emergency preparedness and response.
66. WFP will put in place a contingency element that will enable it to respond effectively, equitably and efficiently to the needs of shock-affected populations through the provision of unconditional food and CBTs that specifically targets the inclusion of young females and males and women vulnerable to food insecurity and malnutrition.

Strategic outcome 2: Food-insecure Djiboutians in targeted regions and refugees have improved access to food and improved nutrition status by 2025

67. WFP and its partners will provide services to meet the needs of Djiboutians and refugees vulnerable to food insecurity and malnutrition. The services will promote sustainable livelihoods for food security and nutrition through seasonal general food assistance and CBT for asset programmes, school feeding, nutrition programming and capacity strengthening.

Focus area

68. The focus area of this strategic outcome is resilience building.

Expected outputs

69. This strategic outcome will be achieved through eight outputs:
 - Urban and rural food-insecure Djiboutians and vulnerable refugees (tier 1) receive monthly cash and/or food rations and increasingly have access to the national family

- solidarity programme and the health social assistance programme, which enhances their food security and nutrition.
- Food-insecure people in targeted communities (tier 1) benefit from improved assets, stronger farmer value chains, reduced post-harvest losses and skills that increase their resilience to climate-related shocks.
 - Pre-school children and schoolchildren in targeted areas (tier 1) receive a nutritious meal every day they attend school aimed at meeting their basic food and nutrition needs and increasing enrolment and attendance.
 - Pre-school and schoolchildren in targeted areas (tier 3) benefit from the Government's improved capacity to provide a nationally-owned nutrition-sensitive and gender-equitable school meals programme.
 - Targeted Djiboutian children age 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition (tier 1) have access to treatment, including specialized nutritious foods and nutrition counselling, that supports nutritional recovery.
 - Djiboutian children age 6–59 months and pregnant and lactating women and girls in areas with the highest rates of chronic and acute malnutrition (tier 1) receive specialized nutritious foods that prevent chronic and acute malnutrition.
 - Targeted moderately acutely malnourished antiretroviral therapy and tuberculosis (directly-observed treatment, short-course) clients and food-insecure households affected by HIV (tier 1) receive nutritious foods and cash-based transfers and are included in a mitigating safety net programme, which improve their nutrition status, productivity and food security.
 - Nutritionally vulnerable and food-insecure populations (tier 3) benefit from enhanced national capacity to increase the availability, affordability and consumption of fortified and highly nutritious foods that prevent malnutrition.

Key activities

Activity 3: Provide food, cash-based transfers and technical assistance to strengthen a national inclusive, gender-responsive, adaptive and nutrition-sensitive social protection system that contributes to enhanced economic integration

70. WFP will continue to provide general food assistance to rural households in areas of high food insecurity and in urban areas. In addition, WFP will help the Ministry of Social Affairs to deliver CBTs through SCOPE and will provide complementary SBCC and vocational training, informed by gender and age analysis, to extremely poor households identified and selected through the PNSF social registry. Ministry staff will be trained in the use of SCOPE since the current mechanism used by the ministry is not an integrated platform. WFP will advocate the use of SCOPE because it is better able to meet the ministry's data collection needs; it will also provide capacity strengthening for monitoring and evaluation that responds to the different needs, opportunities and perceptions of targeted women and men of all ages, as well as the implementation of safe and accessible complaint and feedback mechanisms. WFP will support the Ministry of Social Affairs in ensuring that the national system is able to provide for the inclusion of refugees, the registration of selected beneficiaries and the provision of assistance, thus allowing refugee households to be fully integrated into the PNSF by 2025, utilizing criteria for the targeting of female-headed households, among others.
71. WFP will provide conditional FFA for moderately food-insecure communities; 30 percent of such activities will shift from rural to urban areas in the third and fourth years of the CSP, allowing the country office to finalize its urban FFA guidelines, identify new partners and recruit two engineers to ensure compliance with WFP's FFA standards. Currently all

FFA activities are in rural areas as they are designed to combat food insecurity and malnutrition across a broad spectrum of the population. Asset benefit indicators, including those tracking equitable outcomes for women and men of all ages, especially young people, will be used for monitoring and evaluation purposes.

72. WFP will strengthen the capacities of smallholder farmers to access markets and integrate into value chains, addressing gender inequalities to support equitable and sustainable outcomes. In partnership with the Rome-based agencies, WFP will continue to work with fishers on mangrove rehabilitation and, with FAO, will support smallholder agropastoralists and urban food producers in scaling up the use of hydroponics and drip irrigation. WFP will work in this with local farmers cooperatives and will ensure that the Ministry of Agriculture gradually takes the lead. All community level activities undertaken with the ministry will have gender-equality goals and tackle the constraints faced by women in agriculture while also addressing the limited potential of the agriculture sector. Nutrition-sensitive messages, delivered through SBCC approaches, will also be mainstreamed into all WFP activities.
73. Nutritious school meals will be provided to rural pre-school and primary-school-aged children to meet their basic food and nutrition needs and increase enrolment and attendance. The Ministry of Education and Professional Training will provide complementary fresh foods to supplement WFP rations. The Government will integrate refugee children into the national school system as recommended by the CRRF. WFP will work with the Ministry of Education and Professional Training to strengthen its capacity to implement nutrition- and gender-equitable school meals as part of the handover and will support the development of a national school feeding action plan based on the national school feeding policy. WFP will elaborate a transition strategy defining which schools should be handed over and when. All targeted schools will be equipped with energy-efficient stoves. In line with the WFP and UNICEF joint workplan for assistance to schools, water, sanitation and hygiene (WASH) and SBCC activities will be integrated into the school feeding programme. SBCC activities will include messaging on health and hygiene, targeting both children and staff to stimulate positive behavioural change.
74. Capacity strengthening will target school management committees, teachers and school feeding stakeholders; the school canteen service (*Service des cantines scolaires*) will receive training in food safety, quality and local procurement practices. WFP, FAO and UNICEF will seek to link local production to school feeding, including in ways that support women's economic empowerment. School gardens and hydroponics pilot projects will be initiated.
75. WFP and the Ministry of Education and Professional Training will support the nationally owned school feeding programme in a manner that is consistent with SABER recommendations.

Activity 4: Provide malnutrition prevention and treatment, cash-based transfers, nutritious food, nutrition counselling and incentives for targeted populations while supporting national nutrition programmes

76. WFP will provide specialized nutritious foods to moderately acutely malnourished children age 6–59 months and pregnant and lactating women and girls to treat MAM (moderate acute malnutrition).
77. To prevent chronic malnutrition WFP will provide specialized nutritious foods and nutrition education to caregivers of children age 6–23 months and pregnant and lactating women and girls, with SBCC for other family members in beneficiary households to highlight their responsibilities regarding improving nutrition. In 2021 this activity will be handed over to the Government's Towards Zero Stunting Project, funded by the World Bank. During a second phase, WFP, in partnership with the Ministry of Health and the Ministry for Women,

- will complement the outcomes achieved and will undertake SBCC, tailored by gender, age and other relevant considerations, to promote good nutrition.
78. Moderate acutely malnourished ART patients receiving treatment in Ministry of Health facilities will receive a supplementary ration while their households will receive cash assistance for a period before being integrated into the PNSF cash assistance programme. TB hospital patients will receive an unconditional daily ration that will be cooked by the health centre. Once a patient is allowed to leave the hospital and continue treatment from home (outpatient), he or she will receive a family take-home supplementary ration for a 6-month period. Those targeted will receive nutrition assessment counselling and support through local health centres, particularly for men and women caregivers to redress discriminatory gender roles.
 79. Staff of the Ministry of Health, the Djiboutian social development agency (*Agence djiboutienne de développement social*), the Ministry of Commerce and other stakeholders will be trained in the implementation of the targeted supplementary feeding programme, promotion of gender-responsive SBCC to improve infant and young child feeding practices and to raise the awareness of men and boys of their roles and responsibilities in household nutrition; and the implementation of regulatory policies on food fortification.
 80. WFP and its partners will ensure that measures are in place in communities to promote regular nutrition screening so that children age 6–59 months and pregnant and lactating women and girls with MAM are referred to health centres as early as possible. In urban settings, WFP and the Djiboutian social development agency will enhance the delivery of malnutrition prevention services through social safety net programmes. In remote areas WFP will facilitate girls' and boys' equitable access to malnutrition prevention services.
 81. WFP will work with the Ministry of Health on capacity strengthening for the collection, analysis and use of sex- and age-disaggregated data and data on gender-specific indicators to identify the causes of malnutrition and to contribute to the updating of the national nutrition policy and multisectoral strategies. WFP will conduct a nutrition causal analysis to improve understanding of the causes of malnutrition in Djibouti.
 82. Support will include WFP technical inputs for the updating of the national guidelines on community management of acute malnutrition. WFP will assist the Government in updating the national HIV strategic plan for 2008–2012 to ensure that gender-responsive food and nutrition support for HIV and TB patients remains an integral component of treatment services provided.
 83. WFP will work with the national nutrition and food coordination authority that will be established through the World Bank-funded project "Towards Zero Stunting in Djibouti".
 84. WFP, UNICEF and WHO will advocate that Djibouti actively participate in the Scaling Up Nutrition initiative. WFP, the Ministry of Health, the Secretary of State for Decentralization, the Ministry of Social Affairs and the Djiboutian social development agency will contribute to the development of a nutrition-sensitive and gender-responsive safety net programme supported by the World Bank.

Strategic outcome 3: Authorities and local partners have enhanced capacity to support the humanitarian community in the Horn of Africa throughout the year

85. WFP will continue to use the humanitarian logistics base to support emergency operations in the region, expanding the range of services offered, including specialized training. This will consolidate Djibouti's role as a vital regional logistics hub, through which WFP will contribute to operationalizing key features of the Government's development and poverty reduction strategy. WFP will partner with the Ministry of Education and Professional Training, the

Ministry of Transport and the private sector, on training initiatives that promote young people's and women's training and employment opportunities. This and other research and innovations work will help optimize the function of the hub and deliver on the national vision.

Focus area

86. The focus area of this strategic outcome is crisis response.

Expected outputs

87. This strategic outcome will be achieved through three outputs:

- Crisis-affected populations (tier 3) benefit from the creation of a service provision platform in support of the humanitarian community that enables them to receive timely life-saving food, as well as relief and medical supplies.
- Refugees, young people and underemployed populations (tier 1) benefit from skills training in logistics and transport-related areas that enables them to access the labour market.
- Djiboutian institutions (tier 3) benefit from joint technical assistance and skills transfer from humanitarian and development partners that consolidate Djibouti as a logistics and supply chain hub in the Horn of Africa.

Key activities

Activity 5: Provide supply-chain services to the humanitarian community (on a full-cost-recovery basis)

88. WFP will use the humanitarian logistics base to support humanitarian response, utilizing its transit capacity. WFP will work with partners to establish itself as a warehouse for the pre-positioning of food and create a logistics centre of excellence that will provide training for regional emergency preparedness for the country and the region and strengthen technical skills for Djiboutian women and men.

89. The services provided will be:

- a) WFP overland transport services for land-locked countries and pre-positioning of food through the Global Commodity Management Facility for transshipment, shipping and forwarding in the region and beyond;
- b) silo storage and bulk grain supply chain solutions for WFP and governmental and development agencies (Ethiopia, Chamber of Commerce);
- c) bilateral logistics services for the humanitarian community; and
- d) contribution to research and supply innovation in partnership with the University of Djibouti, the Chamber of Commerce and the World Bank to position Djibouti as a centre of excellence in supply chain management.

Activity 6: Provide vocational training and capacity strengthening in the transport and commodity-handling sectors for partners, refugees and the local population

90. WFP will partner with service providers to provide training in logistics and transport. As part of the United Nations and donor education and professional training working group, WFP is collaborating with the United Nations Development Programme (UNDP) to identify work opportunities that require vocational training. The training will include gender considerations and will take place in Ministry of Education and Professional Training facilities in Djibouti, as well as in the WFP humanitarian logistics base and will be coordinated with the Ministry of Education and Professional Development and the Ministry of Transport at the port, the airport and the humanitarian logistics base. WFP will maximize synergies among its partners in this initiative.

91. WFP and its partners will develop a gender-responsive action plan for training in transport and logistics to ensure that food-insecure people have skills that make them competitive in the job market and to make it possible for them to integrate into their socio-economic environment. WFP will also work with training stakeholders as part of the employability programmes of the United States Agency for International Development and UNICEF's life-skills programmes to include gender-responsive soft skills training.
92. The target group for these activities comprises the Ministry of Education, students in food-insecure areas and young people in the host and refugee populations age 16–25 years who are out of school. Women will be targeted for training in driving and warehouse management with a view to closing the gender gap in access to decent work and wages.
93. WFP and the French development cooperation agency will advocate the establishment of a coordination mechanism linking the public and the private sectors. WFP will strengthen capacity with the Ministry of National Education and Professional Training to ensure successful management of the intersectoral public private committee. WFP will also ensure that the Ministry and the private sector have access to its training material and humanitarian logistics hub training platform and are thus in a position to provide training in transport and logistics, depending on the need, to participants in the Transform project.
94. Research, integrating gender analyses, will be undertaken in partnership with the University of Djibouti, the World Bank and the Chamber of Commerce to evaluate the success of supply chain innovations and their contribution to local economies and zero hunger. This activity will contribute to logistics activities and capacity building for the Government and the shipping and transport industry.

3.3 Transition and exit strategies

95. The design of the CSP ensures that WFP's services strengthen capacities in alignment with government strategies and plans. WFP will prepare a strategy based on a capacity-strengthening mapping exercise that will establish milestones for the gradual handover of activities to the Government, taking into account its commitment to enhancing institutional capacities and national coordination for school feeding, nutrition, social protection, resilience, gender mainstreaming and emergency preparedness and response.
96. WFP expects to hand over 20 percent of schools in the school feeding programme to the Ministry of Education and Professional Training each year during the CSP period.
97. WFP will phase out general food assistance as beneficiaries are mainstreamed into the PNSF. Urban cash distributions will be taken over by the Ministry of Social Affairs.
98. Vocational training for people age 16–25 and support for smallholder agriculture markets and value chains constitute important components of the transition strategy because they are aimed at increasing employment rates and incomes for sustainable livelihoods, for women and men equitably.
99. WFP will contribute to building national gender-responsive humanitarian response capacities and resilient communities to reduce the need for humanitarian assistance.
100. Evidence derived from data-collection, disaggregation and analysis will inform policy-making, programme design and the management of gender-equitable and nutrition-sensitive services provided by the Government.

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activity	Boys	Girls	Men	Women	Total
1	1	7 020	5 265	3 705	3 510	19 500
	2	4 682	3 511	2 471	2 341	13 005
2	3	25 837	19 908	10 235	11 770	67 750
	4	3 585	3 507	2 106	6 377	15 575
3	6	100	200	250	250	800
Total (without overlap)*		41 224	32 391	18 767	24 248	116 630

* This includes 800 vocational training participants who will not receive in-kind transfers or CBTs.

101. Registered refugees and asylum seekers in settlements are entitled to food assistance. The projected refugee population is based on current numbers in settlements plus anticipated new arrivals, births and deaths. About 10,000 refugees are expected to be integrated into the national social protection system by 2025. Refugee children age 6–59 months with MAM and pregnant and lactating women and girls will benefit from nutrition support; prevention activities will target at-risk children age 6–23 months and pregnant and lactating women and girls for malnutrition management.
102. The contingency plan under activity 2 will target populations affected by shocks; capacity building will mainly be provided for the Ministry of Interior and the Ministry of Social Affairs.
103. Beneficiaries receiving seasonal general food assistance will be phased out and migrated to the PSNF. FFA will be implemented in areas identified by the Ministry of Agriculture as likely to yield the best results, particularly in terms of gender inequality. In urban areas households will be selected by the Ministry of Social Affairs.
104. WFP will continue to assist schools in rural areas but will progressively hand over management of the school feeding programme to the Government, starting with schools in regional administrative centres, where enrolment and food security are higher than in more remote areas.
105. Selection of intervention areas for nutrition support will depend on the results of the standardized monitoring and assessment of relief and transitions survey, which will be used to complement a project funded by the World Bank aimed at preventing malnutrition in children age 6–23 months and treatment of moderately malnourished children age 6–59 months.
106. Activity 5 under strategic outcome 3 has no direct beneficiaries but will indirectly support the food security and nutrition of millions of people in the region and beyond and is expected to contribute to the Djiboutian economy, including through job creation.
107. Activity 6 will provide vocational training and other capacity strengthening in the transport and commodity-handling sector, targeting food-insecure people age 16–25 years among refugees and the host population.

4.2 Transfers

Food and cash-based transfers

TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY																							
	Strategic outcome 1									Strategic outcome 2													
	Activity 1							Act 2	Activity 3						Activity 4								
Beneficiary type	Standard	Children (6-59 months)	Children (6-23 months)	PLWG (treatment MAM)	PLWG (prevention)	ART	MPC	EPA	Standard (pre- and primary schoolchildren)	Standard (cook ration)	Standard (GD)	Standard (GD)	FFA	FFA	Children (6-59 months) TSFP treatment	Children (6-23 months) BSFP prevention	PLWG (treatment MAM)	PLWG (Prevention MAM)	Standard (TB ambulatorv)	ART/TB-DOTS clients hospitalized	TSFP PLHIV treatment	Standard mitigating safety net)	
Modality	Food/CBTs	Food	Food	Food	Food	Food	CBTs	CBTs	Food	Food	Food	CBTs	Food	CBTs	Food	Food	Food	Food	Food	Food	Food	CBTs	
Cereals	300	-	-	-	-	-	-	-	150	400	400	-	400	-	-	-	-	-	-	400	-		
Pulses	60	-	-	-	-	-	-	-	30	80	60	-	80	-	-	-	-	-	-	80	-		
Oil	30	-	-	-	-	-	-	-	15	40	30	-	40	-	-	-	-	-	50	35	-		
Salt	5	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	5	-		
Sugar	20	-	-	-	-	-	-	-	15	20	20	-	20	-	-	-	-	-	15	20	-		
SuperCereal		-	-	-	-	-	-	-	0	-	-	-	-	-	-	-	-	-	150	50	-		
SuperCereal Plus		200	200	200	200	200	-	-	-	-	-	-	-	-	200	200	200	200	-	-	200	-	
Total kcal/day	1 645	820	820	820	820	820	-	-	1 063	2 163	2 100	-	2 163	-	820	820	820	820	1 170	2 006	1 170		

TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY																							
	Strategic outcome 1									Strategic outcome 2													
	Activity 1							Act 2	Activity 3						Activity 4								
Beneficiary type	Standard	Children (6-59 months)	Children (6-23 months)	PLWG (treatment MAM)	PLWG (prevention)	ART	MPC	EPA	Standard (pre- and primary schoolchildren)	Standard (cook ration)	Standard (GD)	Standard (GD)	FFA	FFA	Children (6-59 months) TSFP treatment	Children (6-23 months) BSFP prevention	PLWG (treatment MAM)	PLWG (Prevention MAM)	Standard (TB ambulatorv)	ART/TB-DOTS clients hospitalized	TSFP PLHIV treatment	Standard mitigating safety net)	
Modality	Food/CBTs	Food	Food	Food	Food	Food	CBTs	CBTs	Food	Food	Food	CBTs	Food	CBTs	Food	Food	Food	Food	Food	Food	Food	CBTs	
% kcal from protein	11.10	16	16	16	16	16			12.20	11.30			16		13.6	16	16	13.6	14.5	13.60	11.20		
CBTs (USD/person/day)	0.19						1.83	0.3				0.3		1.5								1.5	
Number of feeding days per year ¹	360	90	180	180	180	180	180	90	161	161	150	360	360	360	90	180	180	180	180	270	180	360	

ART - anti-retroviral therapy

CBT - cash-based transfer

EPA - emergency preparedness activities

FFA - food for assets

MAM - moderate acute malnutrition

MPC - multi-purpose cash

PLHIV - people living with HIV

PLWG - pregnant and lactating women and girls

TB - tuberculosis

TSFP - targeted supplementary feeding programme

¹ The figures reflect the period of beneficiary entry and exit from the programme, which is in line with national protocols.

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Wheat flour	13 446	5 175 325
Sorghum	3 499	837 185
Rice	768	245 038
Sugar	1 209	485 469
Iodized salt	186	16 714
SuperCereal Plus (WSB++)	3 895	2 921 687
SuperCereal (WSB)	1 567	1 175 505
Vegetable oil	2 053	2 177 620
Yellow split peas	3 437	1 452 486
Total (food)	30 059 845	14 487 032
Cash-based transfers		18 689 535
Total (food and CBT value)		33 176 567

108. Strategic outcome 1 provides for in-kind assistance and a small cash component for the purchase of fresh food. Refugees will be integrated into the social protection programme using CBTs. Under strategic outcome 2, FFA will be exclusively food-based during the first years but will evolve to CBTs where markets are functional, as indicated by gender, age and protection analyses.

Capacity strengthening, including South-South cooperation

109. This CSP focuses on capacity strengthening for the achievement of agreed zero hunger priority areas. WFP will help to enhance national response systems through knowledge generation and technical capacity strengthening – particularly through the Ministry of Education and Professional Training – for school feeding, nutrition and vocational training. WFP will work with the African Union, IGAD and other regional bodies, its centres of excellence and country offices in the region to exchange good practices and innovations in agriculture and school feeding in the context of Djibouti with a view to identifying innovative and gender-equitable hunger solutions from other developing countries.

4.3 Supply chain

110. The port of Djibouti is located at the southern entrance of the Red Sea, where major international shipping lines connecting Asia, Africa and Europe intersect. The port is a secure regional hub for the transshipment and relay of goods, and currently meets 95 percent of neighbouring countries' maritime transport needs and plays a crucial role in providing a humanitarian hub for regional crisis response for WFP and its humanitarian partners. At the moment it is being used in the response to the crisis in Yemen.
111. The WFP humanitarian logistics base is part of the national and regional logistics infrastructure: it can handle food and non-food items, including for pre-positioning, and can host the sort of meetings, workshops and training sessions contemplated under activities 5 and 6 as part of WFP's contribution to the achievement of SDGs 2 and 17 through activities aimed at improving livelihoods for food security.

112. The composition and quantities of transfers will be based on needs, market assessments and gender analyses. WFP will use its supply chain expertise in its work with local authorities, transporters and traders to expedite deliveries and hence improve the diversity, availability and affordability of goods. WFP will use its role in providing services for users of the humanitarian logistics base to work with national and local authorities on strengthening their capacities. The base is uniquely able to provide bulk grain handling services because it is the only facility in the region equipped with a grain silo.

4.4 Country office capacity and profile

113. To ensure organizational readiness for the changes linked to the CSP, the country office will:
- a) carry out an organizational alignment exercise and skills audit to ensure that the relevant structures are in place, that regular and temporary staff have the right skills and that gender parity goals are achieved;
 - b) employ short-term technical experts to provide support in areas such as social protection, vocational training, gender parity, young people, diversity and inclusion, and will aim to ensure that the technical competencies of the experts are transferred to national employees as part of the learning and development strategy through mentoring and coaching; and
 - c) professional development will remain a priority for the strengthening of country office staff capacity for long-term operational and institutional continuity.

4.5 Partnerships

114. The Government is WFP's main partner. WFP will strengthen its partnerships with the Ministry of Education and Professional Training, the Ministry of Social Affairs, the Ministry for Women, the Chamber of Commerce, the National Institute of Statistics and regional authorities, who will lead the formulation and implementation of activities with the aim of transferring expertise and the management of equitable and inclusive national food security and nutrition programmes, thus achieving national ownership.
115. Partnerships with UNICEF and UNHCR are essential in improving nutrition, safety nets and self-reliance among refugees. WFP, the Government, the International Organization for Migration and UNHCR will work together to integrate refugees and migrants into social safety net programmes in alignment with the CRRF.
116. Synergies will be reinforced with the other Rome-based agencies, for example in addressing the effects of climate change on fishing, pastoralist and farming groups. Synergies with UNICEF, UNDP, the United Nations Population Fund, WHO, the World Bank and the Ministry of Agriculture are being identified to ensure that stakeholders can contribute their technical support to optimum effect.
117. Partnership with the African Development Bank will be strengthened in terms of innovative agriculture techniques and urban social safety nets. WFP will collaborate with IGAD to align emergency preparedness measures with regional strategies.
118. WFP will provide logistics expertise, offering infrastructure, technical assistance and gender-transformative training in cooperation with the Ministry of Education and Professional Training.

119. WFP will develop partnerships with academic and research institutions, the Ministry of Education and Professional Training, civil society and the Chamber of Commerce to generate evidence for the development of innovative and gender-transformative hunger solutions. Partnerships with organizations for young people, women's rights and people living with HIV and disabilities will be explored to promote inclusive, equitable and empowering responses to the specific needs of these groups across WFP's activities and national programmes.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

120. WFP will use corporate and local tools adapted to local realities for the design, implementation and monitoring of its activities to ensure the alignment of all monitoring and evaluation activities with WFP corporate minimum monitoring requirements. A gender and age responsive monitoring, review and evaluation plan will be prepared. The plan will align with the Corporate Results Framework (2017–2021) and ensure attention to accountability to affected populations, protection from sexual exploitation and abuse, gender equality, women's empowerment and age. Through this approach, WFP plans to work jointly with cooperating and government partners to implement gender-equitable and, as applicable, gender-transformative and protection-sensitive programming with a focus on capacity strengthening.
121. All monitoring activities will have contributions from cooperating and government partners as part of capacity-strengthening initiatives, and sex- and age-disaggregated data will be collected regularly through individual and household interviews. Monitoring and evaluation activities under the interim CSP suffered from a lack of capacity with regard to data collection from the national statistics department enumerators and from the country office not having enough staff to handle the workload. The country office plans to expand its surveying capacity through the use of mobile devices and electronic systems to measure process, output and outcome indicators in targeted communities, with data disaggregated by sex and age and the inclusion of gender and age specific indicators, for analysis and use. The Asset Impact Monitoring System (AIMS) will be piloted in 2020 in the monitoring of FFA initiatives and, depending on how well it works, may be rolled out in the following years.³⁶ For the CSP, WFP will design a more context-sensitive, agile and gender and age responsive monitoring and evaluation system. Partners will be involved in data analysis from the design phase in order to ensure that data collection and analysis are pertinent and adapted to the specific situation of Djibouti and to promote joint evidence-based decision making informed by the sex and age of those targeted.
122. One of WFP's main objectives is to enhance data quality and the reliability of findings. It will therefore work with the National Statistical Institute to strengthen capacity and coordinate with other agencies to promote joint assessments of food security, nutrition, poverty and health, as well as the joint monitoring of activities.
123. WFP will reinforce learning from and accountability for its activities under the CSP. To that end it will conduct a decentralized evaluation of the PNSF urban programme in 2021, a CSP mid-term review and a CSP evaluation in the penultimate year.

³⁶ The system uses satellite imagery to measure positive changes resulting from FFA projects.

124. WFP will establish safe and accessible complaint and feedback mechanisms designed to receive all project-related feedback and complaints from beneficiaries; particular efforts will be made to receive complaints of gender-based violence and sexual exploitation and abuse. WFP will monitor and track complaints and, in the interest of accountability to affected populations, ensure that plans for enhanced, inclusive and equitable decision making are in place.

5.2 Risk management

125. The regularly updated risk register will continue to guide the management of risks.

Strategic risks

126. Worsening insecurity in neighbouring countries could cause major inflows of refugees and migrants and increase the risk of terrorism, which could have a significant impact of WFP staff, assets and programmes. To manage this risk WFP, UNHCR and the International Organization for Migration will improve their coordination to monitor population movements and the potential for terrorist acts. WFP will also develop the contingency plan contemplated in the CSP and continue its active participation in the United Nations security cell and security management team, maintaining regular contact with security focal points of embassies.
127. Djibouti is prone to droughts, flash floods, cyclones and earthquakes that displace people and increase food insecurity and nutrition needs. WFP mitigates the associated risks through contingency planning and monitoring to facilitate early action.
128. WFP needs a committed and skilled workforce to implement the CSP effectively. It will invest in training, contract employees with suitable skills and develop mechanisms for transferring knowledge and expertise from international staff and consultants to national staff.
129. Another risk is that limited success in tackling gender inequality, owing to limited capacity and lack of prioritization on the part of partners, will undermine zero hunger goals. WFP will accordingly ensure that SBCC, capacity-strengthening and joint-activities with the Government and partners have clear, measurable and achievable gender equality outputs.
130. Severe funding shortfalls would negatively affect the implementation of the activities contemplated by the CSP. To mitigate this risk, WFP will continue to mobilize resources, exploring new funding opportunities with traditional and non-traditional donors, including the Government.

Operational risks

131. Failure to comply with internal policies and guidance could cause operational disruptions and delay corporate change initiatives. Internal control and learning processes will be strengthened through regular risk reviews and agreed mitigation measures.
132. Internal risks include fraud and corruption resulting in financial and reputational losses. Mitigation measures include strengthened internal controls and keeping staff and partners informed of WFP fraud policies.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Total
1	6 664 212	5 618 951	5 142 629	4 882 612	4 767 654	27 076 058
2	8 186 615	7 966 277	7 615 070	7 541 826	7 275 481	38 585 269
3	1 807 664	1 786 221	1 614 539	1 652 127	1 598 416	8 458 967
Total	16 658 491	15 371 448	14 372 239	14 076 565	13 641 552	74 120 295

133. The budget includes adequate annual allocations for activities that contribute to gender equality in line with WFP commitments.

6.2 Resourcing outlook

134. The CSP budget for 2020–2024 is USD 74.1 million. The areas identified for WFP action are in line with donor interests and should enable WFP to successfully mobilize the resources required to implement CSP activities.

6.3 Resource mobilization strategy

135. A resource mobilization strategy has been developed to support implementation of the CSP. WFP will work to diversify its donor base by engaging traditional donors and non-traditional donors such as private-sector and international financial institutions such as the World Bank. Joint fundraising with other United Nations agencies in Djibouti will be key to making the most of limited resources.

136. WFP will work with the Government to jointly advocate for institutional support and the mobilization of resources, including from the national budget, to facilitate the handover process and sustainability of WFP-supported programmes.

ANNEX I**LOGICAL FRAMEWORK FOR DJIBOUTI COUNTRY STRATEGIC PLAN (2020–2024)**

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: Refugees, asylum seekers and shock-affected populations have access to adequate and nutritious food throughout the year

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

nutrition sensitive

Focus area: crisis response

Assumption

Country office and partners have the capacity, funding and time to undertake sound monitoring data collection.

Outcome indicators

Consumption-based coping strategy index (percentage of households with reduced CSI)

Economic capacity to meet essential needs

Food consumption score

Food expenditure share

Livelihood-based coping strategies (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

Minimum dietary diversity – women

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

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

Proportion of eligible population that participates in programme (coverage)

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

Activities and outputs

1. Provide food assistance and nutrition services, including nutrient-rich food and nutrition education and counselling to refugees and asylum seekers living in settlements (URT: Unconditional resource transfers to support access to food)

All refugee and asylum-seeker children age 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition (tier 1) and ART/TB DOTs clients (tier 1) have access to treatment services, including specialized nutrition counselling, that support nutritional recovery (A: Resources transferred)

All refugee and asylum-seeker children age 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition (tier 1) and ART/TB DOTs clients (tier 1) have access to treatment services, including specialized nutrition counselling, that support nutritional recovery (B: Nutritious foods provided)

All refugee and asylum-seeker children 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition (tier 1) and ART/TB DOTs clients (tier 1) have access to treatment services, including specialized nutrition counselling, that support nutritional recovery (E: Social and behaviour change communication (SBCC) delivered)

All refugees and asylum-seeker children 6–23 months and pregnant and lactating women and girls (tier 1) have access to preventive services, including specialized nutritious foods and nutrition education, that meet their basic nutrition needs (A: Resources transferred)

All refugees and asylum-seeker children 6–23 months and pregnant and lactating women and girls (tier 1) have access to preventive services including specialized nutritious foods and nutrition education, that meet their basic nutrition needs (B: Nutritious foods provided)

All refugees and asylum-seeker children 6–23 months and pregnant and lactating women and girls (tier 1) have access to preventive services including specialized nutritious foods and nutrition education, that meet their basic nutrition needs (E: Social and behaviour change communication (SBCC) delivered)

During the transition period, registered refugees and asylum seekers (tier 1) living in settlements receive sufficient food and/or cash to protect their access to food throughout the year (A: Resources transferred)

During the transition period, registered refugees and asylum seekers (tier 1) living in settlements receive sufficient food and/or cash to protect their access to food throughout the year (F: Purchases from smallholders completed)

2. Strengthen government capacity and support national responses for shock-affected populations through a contingency plan (CSI: Institutional capacity strengthening activities)

Shock-affected populations (tier 3) benefit from enhanced national capacity to prepare for and respond to crises and meet their basic needs (C: Capacity development and technical support provided)

Shock-affected populations (tier 1) receive emergency food assistance that meets their basic needs during times of crisis and early recovery (A: Resources transferred)

Strategic outcome 2: Food insecure Djiboutians in targeted regions and refugees have improved access to food and improved nutrition status by 2025

Outcome category:
Maintained/enhanced individual and household access to adequate food nutrition sensitive
Focus area: resilience building

Assumptions

Adequate and timely funding to maintain healthy pipeline.

Implementation partners are available; capable of providing effective training and inputs; managing facilities as per WFP agreements; and engaged in transparent business practices.

Outcome indicators

ART default rate

ART nutritional recovery rate

Attendance rate

Consumption-based coping strategy index (percentage of households with reduced CSI)

Economic capacity to meet essential needs

Enrolment rate

Food consumption score

Food expenditure share

Livelihood-based coping strategies (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

Minimum diet diversity for women

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

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

Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support

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)

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

Proportion of the population in targeted communities reporting environmental benefits

Retention rate/drop-out rate

SABER school feeding national capacity

TB nutritional recovery rate

TB treatment default rate

Activities and outputs

3. Provide food, cash-based transfers and technical assistance to strengthen a national inclusive, gender-responsive, adaptive and nutrition-sensitive social protection system that contributes to enhanced economic integration (CSI: Institutional capacity strengthening activities)

Food-insecure people in targeted communities (tier 1) benefit from improved assets, stronger farmer value chains, reduced post-harvest losses and skills that increase their resilience to climate-related shocks (A: Resources transferred)

Food-insecure people in targeted communities (tier 1) benefit from improved assets, stronger farmer value chains, reduced post-harvest losses and skills that increase their resilience to climate-related shocks (D: Assets created)

Food-insecure people in targeted communities (tier 1) benefit from improved assets, stronger farmer value chains, reduced post-harvest losses and skills to increase their resilience to climate-related shocks (F: Purchases from smallholders completed)

Pre-school and schoolchildren in targeted areas (tier 3) benefit from the Government's improved capacity to provide a nationally-owned nutrition-sensitive and gender-equitable school meals programme (C: Capacity development and technical support provided)

Pre-school and schoolchildren in targeted areas (tier 1) receive a nutritious meal every day they attend school aimed at meeting their basic food and nutrition needs and increasing enrolment and attendance (A: Resources transferred)

Pre-school and schoolchildren in targeted areas (tier 1) receive a nutritious meal every day they attend school, aimed at meeting their basic food and nutrition needs and increase enrolment and attendance (N: School feeding provided)

Urban and rural food-insecure Djiboutians and vulnerable refugees (tier 1) receive monthly cash and/or food rations and increasingly have access to the national family solidarity programme and the health social assistance programme, which enhances their food security and nutrition (A: Resources transferred)

4. Provide malnutrition prevention and treatment, cash-based transfers, nutritious food, nutritional counselling and incentives for targeted populations while supporting national nutrition programmes (NTA: Nutrition treatment activities)

Djiboutian children 6–59 months and pregnant and lactating women and girls in areas with the highest rates of chronic and acute malnutrition (tier 1) receive specialized nutritious foods that prevent chronic and acute malnutrition (A: Resources transferred)

Djiboutian children 6–59 months and pregnant and lactating women and girls in areas with the highest rates of chronic and acute malnutrition (tier 1) receive specialized nutritious foods that prevent chronic and acute malnutrition (B: Nutritious foods provided)

Djiboutian children 6–59 months and pregnant and lactating women and girls in areas with the highest rates of chronic and acute malnutrition (tier 1) receive specialized nutritious foods that prevent chronic and acute malnutrition (E: Social and behaviour change communication (SBCC) delivered)

Nutritionally vulnerable and food-insecure populations (tier 3) benefit from enhanced national capacity to increase the availability, affordability and consumption of fortified and highly nutritious foods that prevent malnutrition (C: Capacity development and technical support provided)

Djiboutian children age 6–59 months and pregnant and lactating women and girls in areas with the highest rates of chronic and acute malnutrition (tier 1) receive specialized nutrition foods that prevent chronic and acute malnutrition (A: Resources transferred)

Targeted Djiboutian children age 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition (tier 1) have access to treatment, including specialized nutritious foods and nutrition counselling that supports nutritional recovery (B: Nutritious foods provided)

Targeted Djiboutian children age 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition (tier 1) have access to treatment, including specialized nutritious foods and nutrition counselling, that supports nutritional recovery (E: Social and behaviour change communication (SBCC) delivered)

Targeted moderately acutely malnourished anti-retroviral therapy and tuberculosis (directly-observed treatment, short-course) clients and food-insecure households affected by HIV (tier 1) receive nutritious foods and cash-based transfers and are included in a mitigating safety net programme, which improve their nutrition status, productivity and food security (A: Resources transferred)

Targeted moderately acutely malnourished anti-retroviral therapy and tuberculosis (directly-observed treatment, short-course) clients and food-insecure households affected by HIV (tier 1) receive nutritious foods and cash-based transfers and are included in a mitigating safety net programme, which improve their nutrition status, productivity and food security (B: Nutritious foods provided)

Targeted moderately acutely malnourished and anti-retroviral therapy and tuberculosis (directly-observed treatment, short-course) clients and food-insecure households affected by HIV (tier 1) receive nutritious foods and cash-based transfers and are included in a mitigating safety net programme, which improve their nutrition status, productivity and food security (E: Social and behaviour change communication (SBCC) delivered)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 5: Partner for SDG results

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

Strategic outcome 3: Authorities and local partners have enhanced capacity to support the humanitarian community in the Horn of Africa throughout the year

Outcome category: Enhanced strategic partnerships with the public and private sectors, Rome-based agencies and other operational partners

Focus area: crisis response

Assumptions

Country office and partners have the capacity, funding and time to undertake and benefit from the services.

Adequate and timely funding to maintain healthy services.

Outcome indicators

Partnerships index

User satisfaction rate

Activities and outputs**5. Provide supply-chain services to the humanitarian community (on a full-cost-recovery basis) (CPA: Service provision and platforms activities)**

Crisis-affected populations (tier 3) benefit from the creation of a service provision platform in support of the humanitarian community that enables them to receive timely life-saving food, as well as relief and medical supplies (H: Shared services and platforms provided)

6. Provide vocational training and capacity strengthening in the transport and commodity-handling sectors for partners, refugees and local population (CSI: Institutional capacity strengthening activities)

Djiboutian institutions (tier 3) benefit from joint technical assistance and skills transfer from humanitarian and development partners that consolidate Djibouti as a logistics and supply chain hub in the Horn of Africa (C: Capacity development and technical support provided)

Djiboutian institutions (tier 3) benefit from joint technical assistance and skills transfer from humanitarian and development partner that consolidate Djibouti as a logistics and supply chain hub in the Horn of Africa (K: Partnerships supported)

Refugees, young people and underemployed populations (tier 1) benefit from skills training in logistics and transport-related areas that enables them to access the labour market (C: Capacity development and technical support 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.2.2: Proportion of targeted people receiving assistance without safety challenges

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

C.2.4: Proportion of targeted people having unhindered access to WFP programmes

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

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

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

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

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

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)				
	Strategic Result 1	Strategic Result 1	Strategic Result 8	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	
Focus area	Crisis response	Resilience building	Crisis response	
Transfer	19 378 658	27 948 621	6 519 872	53 847 151
Implementation	2 595 339	3 395 490	350 195	6 341 024
Adjusted direct support costs	3 449 531	4 886 189	1 072 625	9 408 345
Subtotal	25 423 529	36 230 300	7 942 692	69 596 521
Indirect support costs (6.5 percent)	1 652 529	2 354 969	516 275	4 523 774
Total	27 076 058	38 585 269	8 458 967	74 120 295

Acronyms used in the document

ART	anti-retroviral therapy
CBT	cash-based transfer
CRRF	comprehensive refugee response framework
CSP	country strategic plan
DOTS	directly observed treatment short course
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
IGAD	Inter-Governmental Authority on Development
MAM	moderate acute malnutrition
NGO	non-governmental organization
PNSF	national family solidarity programme (<i>Programme national de solidarité famille</i>)
SABER	Systems Approach for Better Education Results
SBCC	social behaviour change communication
SDG	Sustainable Development Goal
SEGRC	Executive Secretariat for the Management of Risks and Disasters (<i>Secrétariat exécutif de gestion des risques et des catastrophes</i>)
TB	tuberculosis
UNDAF	United Nations development assistance framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
WHO	World Health Organization
ZHSR	zero hunger strategic review