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## **Draft Ethiopia country strategic plan (2020–2025)**

Duration	July 2020–June 2025
Total cost to WFP	USD 2,586,549,456
Gender and age marker*	3

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

### **Executive summary**

Ethiopia has registered strong social and economic development in recent years, leading to important progress towards Sustainable Development Goal 2 (zero hunger). Rates of wasting, stunting and underweight have fallen significantly. Cereal yields have surged. The food system is undergoing a rapid transformation. Major challenges remain, however, and are exacerbated by an infestation of desert locust and the pandemic of coronavirus disease 2019. Rates of food insecurity and malnutrition are still high, especially in rural areas. Agricultural productivity growth is insufficient and is hampered by post-harvest losses and poor food safety. Capacity for logistics and supply chains is limited, leading to high storage, marketing and processing costs. Pursuit of Sustainable Development Goal 17 (partnerships for the goals) has led to expanding public sector capacity in the humanitarian and development spheres, with strong government leadership and ownership in both. Significant gaps remain, however, especially at the regional and subregional levels. The more prominent role in Ethiopia's development envisioned for the private sector will require key policy and institutional reforms that create a more conducive environment for resource mobilization and investment.

While Ethiopia's goal of achieving middle-income status by 2025 continues to shape policies, institutional arrangements and investment strategies, some macrolevel economic, environmental and political perspectives have shifted or been intensified, opening new areas for attention and

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action. Several political, social and economic challenges and risks arise as Ethiopia makes the transition to a more open, inclusive, equitable and democratic society. Some of these risks will challenge food and nutrition security and must be carefully managed by the Government and its partners. Humanitarian needs are high and expected to remain so over the medium term owing to chronic hunger and food insecurity, vulnerability to climate shocks, pest and disease outbreaks, potential conflict, persistent inequalities and the presence of large numbers of refugees. Ethiopia's impressive development gains are at risk if these substantial humanitarian challenges are not adequately addressed, along with the underlying drivers of vulnerability. The Government continues to cover a large proportion of humanitarian and social protection needs but requires partners that will share the burden.

The national policy priorities set out in a new ten-year perspective plan and the three-year Homegrown Economic Reform provide guidance and direction for design and implementation of the United Nations sustainable development cooperation framework and for WFP. Recommendations from recent reviews, assessments and evaluations include solidifying WFP's work at the humanitarian-development-peace nexus, leveraging social protection as an entry point for innovations in resilience building and nutrition improvement, and expanding investments in livelihoods, emphasizing equitable access to water and markets for food-insecure people. Implementation of the interim country strategic plan has revealed new challenges and opportunities for WFP such as those in enhancing partnerships for school feeding and nutrition, expanding capacity strengthening efforts at the regional level, and strengthening monitoring and accountability in relief and nutrition activities. Also evident is WFP's capacity to boost the efficiency and equity of Ethiopia's food assistance system and broader food industry through partnerships in the analysis and operation of logistics and supply chain management.

The five-year country strategic plan is based on WFP's recognized strengths and on strong strategic and operational partnerships with the Government, private sector entities, non-governmental organizations and other United Nations agencies. While the bulk of operations will continue to address the immediate short-term needs of refugees, internally displaced persons and other food-insecure and undernourished people, there will be a gradual expansion and intensification of resilience and livelihood diversification initiatives at the humanitarian-development-peace nexus. WFP will focus on the prevention of malnutrition, the building of resilience and the integration of nutrition concerns and gender equality throughout the portfolio.

The country strategic plan has five strategic outcomes, which are aligned with WFP Strategic Results 1, 2, 5 and 8 and with the people, peace, prosperity and planet outcomes of the United Nations Sustainable Development Cooperation Framework (2020–2025) for Ethiopia, which, in turn, is aligned with the Government's Ten-Year Perspective Plan (2020–2030) and the Homegrown Economic Reform agenda. The outcomes are also linked to the humanitarian response plan, the Productive Safety Net Programme and the National Comprehensive Refugee Response Strategy (2018–2027). WFP's five strategic outcomes are as follows:

- Strategic outcome 1: Shock-affected populations in targeted areas and refugees in camps are able to meet their basic food and nutrition needs.
- Strategic outcome 2: Vulnerable and food-insecure populations in targeted areas have increased resilience to shocks.
- Strategic outcome 3: Nutritionally vulnerable populations in targeted areas have improved consumption of high-quality, nutrient-dense foods that prevent all forms of malnutrition.
- Strategic outcome 4: Federal and regional government institutions, the private sector and local non-governmental organizations benefit from capacity strengthening in the areas of early warning and emergency preparedness systems, safety nets programme design and implementation and supply chain management.

- Strategic outcome 5: Government, humanitarian and development partners in Ethiopia have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains.

### **Draft decision\***

The Board approves the Ethiopia country strategic plan (2020–2025) (WFP/EB.A/2020/8-A/1) at a total cost to WFP of USD 2,586,549,456.

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

## 1. Country analysis

### 1.1 Country context

1. Ethiopia has a highly diverse population of 102 million people: 49.82 percent are women and girls and 50.18 percent men and boys. Annual population growth is 2.6 percent.<sup>1</sup> About 42 percent of Ethiopians are under 15 years of age. Eighty-three percent live in rural areas<sup>2</sup> and depend on rainfed agriculture for their livelihoods.
2. Ethiopia has invested heavily in infrastructure, agriculture, education, health, disaster risk management and safety nets. These investments have led to significant progress in economic and social development including increased life expectancy, reductions in income poverty and malnutrition, increased school enrolments and expanded access to health services, fresh water and improved sanitation.<sup>3</sup>
3. Despite these gains, however, major challenges remain.<sup>4</sup> Eighty-seven percent of the population is “multidimensionally poor”, suffering from some combination of food insecurity, insufficient access to adequate education and health services and inadequate employment opportunities. These challenges are experienced differently among different population groups owing to gender and other systemic inequalities. In particular, pastoral and lowland areas, mainly in the regions of Afar, Oromia and Somali, lag behind on nearly all social indicators.<sup>5</sup>
4. Gender inequalities resulting from harmful cultural practices and structural and social discrimination contribute to poor health, nutrition, education and livelihood opportunities for women and girls. Compared with men and boys, women and girls are strongly disadvantaged in all sectors.<sup>6</sup>
5. Historic reforms in the political sphere, security institutions and the economy have met with broad popular support. However, long-suppressed ethnic differences are being expressed, often violently, leading to rising tensions, mass population displacements and serious humanitarian crises that are stretching the resources and capacities of the Government and its partners. Long-standing and widespread vulnerability to a range of shocks is high. In 2020, 1.8 million Ethiopians (50.1 percent of whom are women and girls and 49.9 percent men and boys) are internally displaced as a result of conflict, drought and flooding, and 1 million returning internally displaced persons require humanitarian assistance.<sup>7</sup> National elections scheduled for late 2020 or early 2021 will be decisive to the country’s political destiny and will require careful management.

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<sup>1</sup> Central Statistical Agency. 2013. *Population projections for Ethiopia, 2007–2037*. <http://www.csa.gov.et/census-report/population-projections>.

<sup>2</sup> Central Statistical Agency and Minnesota Population Center. 2007. *Ethiopia – Population and Housing Census – Integrated Public Use Microdata Series (IPUMS) Subset*. <http://microdata.worldbank.org/index.php/catalog/2747>.

<sup>3</sup> Central Statistical Agency. Demographic and health surveys for 2000, 2005, 2011, 2014 and 2016. <https://dhsprogram.com/pubs/pdf/FR118/FR118.pdf>; <https://www.dhsprogram.com/pubs/pdf/fr179/fr179%5B23june2011%5D.pdf>; <https://dhsprogram.com/pubs/pdf/FR255/FR255.pdf>; [https://phe-ethiopia.org/admin/uploads/attachment-1939-Ethiopia\\_Mini\\_Demographic\\_and\\_Health\\_Survey\\_2014-2.pdf](https://phe-ethiopia.org/admin/uploads/attachment-1939-Ethiopia_Mini_Demographic_and_Health_Survey_2014-2.pdf); and <https://dhsprogram.com/pubs/pdf/FR328/FR328.pdf>.

<sup>4</sup> Centre for Dialogue, Research and Cooperation. 2019. Ethiopia zero poverty and hunger strategic review. (Not available online).

<sup>5</sup> United Nations Development Programme. *Human Development Reports: Ethiopia Human Development Indicators* (country profile). <http://hdr.undp.org/en/countries/profiles/ETH>.

<sup>6</sup> United Nations Ethiopia. 2019. Ethiopia common country analysis 2019. Addis Ababa. (Not available online).

<sup>7</sup> National Disaster Risk Management Commission, Humanitarian Country Team and partners. 2019. *Humanitarian Response Plan, Mid-year review: Ethiopia*. [https://reliefweb.int/sites/reliefweb.int/files/resources/2019\\_myf.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/2019_myf.pdf).

6. As this document was nearing completion, the regional desert locust invasion and the global coronavirus disease (COVID-19) pandemic were unfolding, including in Ethiopia. Like all affected countries, Ethiopia faces significant humanitarian and development risks linked to these unprecedented phenomena, with major implications for vulnerable people throughout the country.
7. Ethiopia maintains open borders for people fleeing conflict in neighbouring countries and, with support from the international community, hosts 735,000 refugees in 26 camps.<sup>8</sup> The refugees originate from Eritrea, Somalia, South Sudan, the Sudan and elsewhere; 50.1 percent of them are women and girls and 59 percent children.<sup>9</sup> Ethiopia launched a National Comprehensive Refugee Response Strategy for 2018–2027, which includes the provision of work permits, the right to live outside camps, civil registration and improved access to education for refugees.
8. As a landlocked country Ethiopia lacks direct access to seaports. Road and storage infrastructure have expanded significantly but remain inadequate. Seasonal congestion and slow bureaucratic processes persist. These challenges increase risks and costs for the Government and other public and private stakeholders.<sup>10</sup>

## 1.2 Progress towards the 2030 Agenda

9. In 2015, the Government ratified the 2030 Agenda for Sustainable Development. Having incorporated the Sustainable Development Goals (SDGs) into its development planning, in 2017 Ethiopia undertook a voluntary national review of progress towards six selected SDGs.<sup>11</sup> A baseline assessment carried out in 2018 showed that the country is generally performing well on specific aspects of each SDG, but that there has not been progress in all indicators.<sup>12</sup>
10. A comprehensive assessment of Ethiopia's progress towards all 17 SDGs (and their 169 targets) has not yet been undertaken. The voluntary national review and an SDG needs assessment carried out by the United Nations in 2018 indicate that achievement of the SDG targets by 2030 will require 110 key interventions and USD 608 billion of financing.<sup>13</sup>

## 1.3 Progress towards SDGs 2 and 17

### Targets

11. *Access to adequate food for all people all year round.* Addressing food insecurity remains a major challenge. Thirty-one percent of households (more than 30 million people) have inadequate energy intake (<2,550 kcal per adult-equivalent per day), with figures of 24 percent in urban areas and 33 percent in rural areas.<sup>14</sup> Since 2005, an average of 14 million people have required food assistance every year under the government-led

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<sup>8</sup> Office of the United Nations High Commissioner for Refugees. (UNHCR). Operational portal: Refugee situations: Ethiopia. <https://data2.unhcr.org/en/country/eth>.

<sup>9</sup> Of these people, 6 percent are under 2 years of age; 53 percent are 2–18 years old; 29 percent are 18–59 years old; and 2 percent are over 60.

<sup>10</sup> World Bank. *International Logistics Performance Index from 2007 to 2018*. Available from <https://lpi.worldbank.org>.

<sup>11</sup> National Planning Commission. 2017. *Ethiopia 2017 Voluntary National Review on SDGs*. Ethiopia 2017 Voluntary National Review of SDG.

<sup>12</sup> United Nations Ethiopia. 2019. *Ethiopia common country analysis 2019*, Addis Ababa. (Not available online).

<sup>13</sup> *Ibid.*

<sup>14</sup> WFP and Central Statistical Agency. 2019. *Comprehensive Food Security and Vulnerability Analysis (CFSVA)*. [https://reliefweb.int/sites/reliefweb.int/files/resources/wfp\\_ethiopia\\_cfsva\\_report\\_june\\_2019.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/wfp_ethiopia_cfsva_report_june_2019.pdf).

Productive Safety Net Programme (PSNP)<sup>15</sup> and the Government/United Nations humanitarian response plan (HRP).<sup>16</sup> The PSNP currently targets 8 million chronically food-insecure people (49.5 percent of whom are women and girls).<sup>17</sup> In 2020, at least 7 million people will be targeted for relief food assistance, including people affected by climate-related shocks and forced displacement.<sup>18</sup> About 600,000 schoolchildren – mainly internally displaced and returning internally displaced persons and with equal numbers of boys and girls – will be targeted for humanitarian assistance through emergency school feeding. Refugees face persistent challenges in obtaining sufficient food, with levels of vulnerability and risk exposure varying according to gender, age, disability status and other factors.

12. *End all forms of malnutrition.* In Ethiopia, between 2000 and 2016, the prevalence of stunting fell from 51.5 percent to 38.4 percent, wasting from 10.5 percent to 9.9 percent, and underweight from 47.2 percent to 23.6 percent.<sup>19</sup> Malnutrition rates are falling but remain high overall, and severely high in some regions: for example, wasting rates are 23 percent in Somali and 18 percent in Afar, the stunting rate in Amhara is 46 percent) and anaemia affects 83 percent of children in the Somali Region.<sup>20</sup> Twenty-four percent of women and girls of reproductive age are anaemic, compared with 15 percent of men and boys in the same age group.<sup>21</sup>
13. *Double the agricultural productivity and incomes of small-scale food producers.* Ethiopia's cultivated area has increased by 27 percent since 2004 but production growth has not matched burgeoning demand. Cereal yields grew impressively from 1 mt per hectare in 1995 to 2.5 mt in 2015, but the population grew by 77 percent over the same period. Production is highly susceptible to climate shocks, especially increasingly frequent droughts, mainly in pastoral lowlands. Investments in small-scale irrigation systems and mechanization, and access to finance and credit in rural areas are increasing but remain limited, especially for women.<sup>22</sup> Unpaid care and domestic work, carried out primarily by women and girls, limit engagement in productive activities.
14. *Sustainable food systems.* Ethiopia's food system is changing rapidly as a result of urbanization, income growth and shifting diets. Communication, transport and storage capacities have expanded, but logistics and supply chain management remain inadequate, constraining the adoption of quality and safety standards that could reduce the costs of and

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<sup>15</sup> The PNSP is supported by several donors. The donor working group in 2019 comprised the United Kingdom Department of International Development, the European Union, the Government of Ireland, UNICEF, the United States Agency for International Development, the World Bank and WFP.

<sup>16</sup> Of these 14 million people, 8 percent are under 2 years of age; 47 percent are between 2 and 18 years; 40 percent between 18 and 59 years; and 5 percent over 60 years.

<sup>17</sup> Ibid. The breakdown of PNSP beneficiaries by age is as presented in the preceding footnote.

<sup>18</sup> National Disaster Risk Management Commission, Humanitarian Country Team and partners. 2020. *Ethiopia Humanitarian Response Plan: Ethiopia*. [https://reliefweb.int/sites/reliefweb.int/files/resources/ethiopia\\_2020\\_hrp.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/ethiopia_2020_hrp.pdf).

<sup>19</sup> Central Statistical Agency. Demographic and health surveys for 2000, 2005, 2011, 2014 and 2016. <https://dhsprogram.com/pubs/pdf/FR118/FR118.pdf>; <https://www.dhsprogram.com/pubs/pdf/fr179/fr179%5B23june2011%5D.pdf>; <https://dhsprogram.com/pubs/pdf/FR255/FR255.pdf>; [https://phe-ethiopia.org/admin/uploads/attachment-1939-Ethiopia\\_Mini\\_Demographic\\_and\\_Health\\_Survey\\_2014-2.pdf](https://phe-ethiopia.org/admin/uploads/attachment-1939-Ethiopia_Mini_Demographic_and_Health_Survey_2014-2.pdf); and <https://dhsprogram.com/pubs/pdf/FR328/FR328.pdf>.

<sup>20</sup> Central Statistical Agency and ICF. 2017. *Ethiopian Demographic and Health Survey (EDHS) 2016*. Central Statistical Agency and ICF. 2017. *Ethiopia Demographic and Health Survey 2016*. <https://dhsprogram.com/pubs/pdf/FR328/FR328.pdf>.

<sup>21</sup> Ibid.

<sup>22</sup> In the highlands, woman-headed households produce 35 percent less per hectare than man-headed households, in value terms, predominantly owing to constraints on access to inputs and services. FAO. 2006. *Leaving two thirds out of development: Female headed households and common property resources in the highlands of Tigray, Ethiopia*. [www.fao.org/3/a-ah624e.pdf](http://www.fao.org/3/a-ah624e.pdf).

enhance the availability of, and access to, nutritious foods. Post-harvest losses of grain are a persistent challenge and amount to 2.04 million mt per year, while import requirements are 1.16 million mt per year.<sup>23</sup> Consumers have limited purchasing power and some basic food items are heavily subsidized. Tax-free food imports lower local food prices for consumers but suppress local market growth. Ethiopia's dependence on Djibouti for imports arriving by sea leads to periodic congestion that drives up costs. This situation may improve through enhanced access to alternative ports and corridors in Eritrea, Somalia and the Sudan.

### **Progress on SDG 17 targets**

15. *Capacity strengthening.* Government leadership and ownership of Ethiopia's development and humanitarian agenda is strong. But execution and implementation of policy directives are limited by capacity constraints. Major gaps are in monitoring and evaluation, collection and analysis of disaggregated data, and accountability mechanisms.<sup>24</sup> There are also gaps in the consideration of gender issues and deficiencies in motivation for and ownership and delivery of efficient services.<sup>25</sup>
16. *Policy coherence.* All policies, strategies and investments must be aligned with successive five-year growth and transformation plans. Regional states and city administrations prepare and implement plans and programmes aligned with national growth and transformation plans and reflecting local realities. The cycle of the current growth and transformation plan ends in 2020. The next plan will be based on the Ten-Year Perspective Plan (2020–2030) and the Homegrown Economic Reform (HGER) agenda, which together signal clear policy priorities to which partners must adhere.<sup>26</sup>
17. *Diversified resourcing.* Ethiopia is a major recipient of humanitarian and development assistance. Following adoption of the Addis Ababa Action Agenda of 2015, the Government has been working to increase national capacities in the mobilization and effective utilization of domestic resources. However, tax revenue as a proportion of gross domestic product fell from 12.7 percent in 2014/15 to 10.7 percent in 2017/18, while the budget deficit as a proportion of gross domestic product increased from 1.9 percent to 3 percent over the same period. Revenue collection remains low compared with the revenue generating potential of the economy and the total demand for government expenditure. Reforms foreseen in the Ten-Year Perspective Plan (2020–2030) and the HGER aim to redress this imbalance.
18. *Enhancing global partnerships.* Ethiopia is home to the African Union Commission, the United Nations Economic Commission for Africa and several other regional and continental partnership platforms. The country also operates as a vital regional hub for travellers and commercial and humanitarian cargo. These attributes make Ethiopia a strong partner in global partnerships for both humanitarian action and implementation of the SDGs.

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<sup>23</sup> Ministry of Agriculture and Natural Resources. 2018. *Postharvest Management Strategy in Grains in Ethiopia*. [http://www.fao.org/fileadmin/user\\_upload/food-loss-reduction/img/Ethiopia/PHM\\_strategy\\_Federal\\_Democratic\\_Republic\\_Ethiopia\\_.pdf](http://www.fao.org/fileadmin/user_upload/food-loss-reduction/img/Ethiopia/PHM_strategy_Federal_Democratic_Republic_Ethiopia_.pdf).

<sup>24</sup> United Nations Ethiopia. 2019. Ethiopia common country analysis 2019. Addis Ababa. (Not available online).

<sup>25</sup> National Planning Commission. 2017. *Ethiopia 2017 Voluntary National Review on SDGs*. [https://www.undp.org/content/dam/ethiopia/docs/2017/The%202017%20VNRs%20on%20SDGs\\_Ethiopia%20\(Eng\)%20Web%20version%20.pdf](https://www.undp.org/content/dam/ethiopia/docs/2017/The%202017%20VNRs%20on%20SDGs_Ethiopia%20(Eng)%20Web%20version%20.pdf).

<sup>26</sup> Details on the ten-year perspective plan and the HGER are provided in section 2.2.

#### 1.4 Hunger gaps and challenges

19. Several interrelated factors drive food insecurity and undernutrition in Ethiopia, suggesting that progress towards SDG 2 is dependent on advances towards other SDGs.
20. *Chronic poverty (SDG 1)*. Poverty rates are falling but remain high and poverty is widespread, limiting the scope for market-based approaches to tackling hunger. One in four households fall below the poverty line, making them vulnerable to seasonal climate shocks and food insecurity.<sup>27</sup> Poverty rates are highest in the pastoral lowlands.
21. *Low level and quality of education (SDG 4)*. Net primary school enrolment is increasing, but 2.5 million children do not attend school. Primary education dropout rates are high and rising, while progression through and graduation from the primary education cycle remain low, with only 58 percent of children completing a full eight years of schooling.<sup>28,29</sup>
22. *Gender inequality (SDG 5)*. Ethiopia is a predominantly patriarchal society, especially in rural areas where barriers to gender equality and women's empowerment are deep-rooted. Gender inequalities limit access to education, employment and health services for women and girls. Poor women who lack resources and assets are more vulnerable to the impact of shocks.
23. *Availability and sustainable management of water (SDG 6)*. More than 40 million Ethiopians lack access to a safe and adequate water supply, limiting their production possibilities and lowering their quality of life, with implications for the unpaid care and domestic work carried out by women and girls, especially in drought-prone areas.<sup>30</sup>
24. *Rapid population growth and urbanization (SDGs 11 and 8)*. Ethiopia's population is projected to be 126 million people by 2030, 45 percent of whom will be between 15 and 29 years of age and 27 percent of whom will live in urban settings.<sup>31</sup>
25. *Climate change and climate shocks (SDG 13)*. A moderate drought in Ethiopia reduces growth in agricultural incomes by 15 percent and increases the prevalence of poverty by 13.5 percent, damaging pastoralist livelihoods in particular, disproportionately affecting women and often resulting in conflict.<sup>32</sup>
26. *Conflict and insecurity (SDG 16)*. Insecurity and food insecurity are closely intertwined in Ethiopia. In 2018, more than 2 million people were displaced by conflict and required life-saving food assistance.

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<sup>27</sup> WFP and Central Statistical Agency. 2019. *Comprehensive Food Security and Vulnerability Analysis (CFSVA)*. [https://reliefweb.int/sites/reliefweb.int/files/resources/wfp\\_ethiopia\\_cfsva\\_report\\_june\\_2019.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/wfp_ethiopia_cfsva_report_june_2019.pdf).

<sup>28</sup> Ministry of Education. 2019. Education Sector Development Programme V, Midterm Review. (Not available online.)

<sup>29</sup> Between grades 1 and 8 dropout rates are 17.3 percent for girls and 17.7 percent for boys, with the highest rate, of 25 percent for both boys and girls, occurring after grade 1. Completion rates for grades 1–8 are 59 percent for girls and 62 percent for boys.

<sup>30</sup> Ministry of Water, Irrigation and Electricity. 2018. *Development of Sustainable Water Supply, Sanitation and Hygiene Program in Drought Prone Areas of Ethiopia*.

<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&ved=2ahUKEwjQmfqMhtnoAhUt2aYKHVRCCAUIQFjABegQIBBAB&url=https%3A%2F%2Fwww.cmpethiopia.org%2Fcontent%2Fdownload%2F3091%2F12659%2Ffile%2FDrought%2520Areas%2520WS%2520Program%2520Doc%2C%2520May%25204%2C%25202018.pdf&usg=AOVaw29SgpDcUjLFZ-qk8FJ5IV6>.

<sup>31</sup> Central Statistical Agency. 2013. *Population projections for Ethiopia 2007–2037*. <http://www.csa.gov.et/census-report/population-projections>. Gender- disaggregated data are not available.

<sup>32</sup> Hill, R. and E. Tsehaye. 2014. *Growth, Safety Nets and Poverty: Assessing Progress in Ethiopia from 1996 to 2011*. Background paper prepared for the Ethiopia Poverty Assessment. <http://documents.worldbank.org/curated/en/644821522154723489/pdf/WPS8380.pdf>.



27. *Capacity gaps in national systems for delivering services (SDG 17).* Government institutions at the federal and regional levels face major challenges in the identification and retention of qualified and diverse staff, planning systems for operations and supply chains, information management and efficient resource allocation.

## 2. Strategic implications for WFP

### 2.1 Achievements, lessons learned and strategic changes for WFP

28. The Ethiopia country portfolio evaluation for the period 2012–2017, the Ethiopia zero poverty and hunger strategic review, a review of relevant policies and strategies, feedback from Member States, consultations with the Government and other stakeholders, and lessons from implementation of the interim CSP (ICSP) yielded the following recommendations, which are to be addressed under the CSP:<sup>33</sup>
- Focus on a comprehensive approach to building resilience that utilizes social protection as a platform and framework for innovative activities and addresses the limited resilience of national institutions.
  - In drought-prone Somali Region, leverage humanitarian food assistance to improve access to and control of water resources for pastoral and agropastoral communities.
  - Increase the use of cash-based transfers (CBTs) where possible.
  - Work more closely with the Government and other stakeholders on strengthening integration between the PSNP and humanitarian food assistance.
  - Continue to support the Government in developing capacities relevant to early warning, timely responses, early recovery and food assistance and supply chain management.
  - Enhance accountability to affected populations and the mainstreaming of protection considerations.
  - Promote gender equality in the design and implementation of activities.
29. The CSP affirms and enhances the shift in WFP's operational model set out in the ICSP and is focused on providing support for national priorities by using both strategic and operational entry points and leveraging WFP's position as both a humanitarian and a development partner. This shift includes:
- continued leadership and innovation in preparing for and responding to emergencies through high-quality and principled actions that include the provision of support at the local level;
  - strengthened gender-responsive monitoring, evaluation, learning and accountability in emergency operations;
  - strengthened efforts to enhance and diversify livelihoods in order to increase resilience, especially to climate-related shocks;
  - increased contributions to social protection and shock-responsive and scalable safety nets;
  - expanded nutrition-sensitive programming;
  - increased accountability to affected populations;

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<sup>33</sup> Under the ICSP, WFP made significant progress in addressing recommendations from the country portfolio evaluation, including by ensuring staffing continuity at senior levels; developing a monitoring, evaluation and learning system; advocating for more funding for refugee services; developing a nutrition plan; and promoting gender equality.

- enhanced alignment with the objectives of the WFP Gender Policy (2015–2020);
  - enhanced focus on vulnerability in the pastoral lowlands, leveraging humanitarian food assistance in order to improve community-level management and control of water resources;
  - strengthened support for government efforts to scale up school feeding;
  - strategic leveraging of WFP's role in providing food assistance at the humanitarian–development–peace nexus;
  - leveraging of WFP's identity as a public agency operating at a significant scale in a range of private commercial markets;
  - leveraging of WFP's expertise in logistics and supply chain management and its support for strengthening food systems in the country; and
  - support for the Government in strengthening the early warning system so that it triggers timely responses and reduces risks.
30. WFP will maintain its investments in humanitarian efforts to ensure access to food and nutrition for targeted people, boosting the capacities of national systems and actors to provide relief assistance. Unless the COVID-19 pandemic or other major new crisis results in a significant humanitarian response during the CSP period, WFP expects a gradual reduction in the share of relief activities in its portfolio, alongside increased investments in social protection, safety nets and nutrition-sensitive resilience and livelihood programming.
31. Working with other actors, WFP will leverage the PSNP as the platform from which to integrate the suite of asset creation, climate risk mitigation, resilience building and education activities that operationalize its work at the humanitarian–development–peace nexus. Capacity strengthening efforts will be expanded and greater attention given to regional and local capacities. In Somali Region, better integration of the hubs and spokes mechanism<sup>34</sup> and PSNP transfer systems will be explored.
32. WFP will continue to develop and expand the projects piloted as “proofs of concept” under the ICSP, such as satellite index insurance for pastoralists in Ethiopia and fresh food vouchers. WFP will strengthen the resilience and diversification of the livelihoods of people vulnerable to food insecurity through activities that foster more systematic prevention of malnutrition, greater inclusion of pastoralists in gender-responsive social protection and safety nets (including school feeding and natural resource management interventions) and increased efficiency of national disaster risk management and response.
33. WFP will incorporate climate- and environment-sensitive investments throughout its portfolio in order to strengthen beneficiaries' abilities to adapt to recurrent climate events and in accordance with WFP's corporate guidelines for environmental protection, the United Nations sustainable development cooperation framework (UNSDCF) and Ethiopia's Climate-Resilient Green Economy strategy and HGER.
- 2.2 Alignment with national development plans, the United Nations sustainable development and cooperation framework and other frameworks**
34. The CSP has been developed alongside the Government's Ten-Year Perspective Plan (2020–2030) and HGER, the next phase of the PSNP (Phase V) and the new UNSDCF for Ethiopia.

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<sup>34</sup> WFP and the Government of Ethiopia developed the hubs and spokes mechanism to facilitate the delivery of food assistance in hard-to-reach areas via convoys of trucks.

35. The ten-year perspective plan (for July 2020–June 2030) represents the Government's long-term vision for development as Ethiopia moves towards middle-income status. Eight broad priority areas have been identified: macroeconomic reform, structural transformation, industry, infrastructure, energy, human development, urban development and housing, and population.
36. The plan details six thematic pillars guiding investment: quality growth, productivity and competitiveness, sustainable macroeconomic growth, green growth and climate change, institutional transformation, and private sector development and engagement.
37. Nine priority sectors have been identified: agriculture, manufacturing, tourism, minerals, urban development, innovation and technology, infrastructure, energy, and logistics.
38. The HGER is an essential element of the Government's long-term vision and has the aim of providing an enabling environment for establishing the private sector as the engine of economic growth for a middle-income economy that is inclusive and pro-poor. The HGER builds on the significant socioeconomic progress that Ethiopia has registered in the past while also addressing the persistent gaps in development outcomes and access to social services in comparison with benchmarks from other lower-middle-income countries.
39. Five objectives have been identified for addressing structural issues and sustaining rapid and inclusive economic growth, thereby setting the country on a path to prosperity: build a resilient and diversified middle-income economy; eradicate extreme poverty and hunger; build human capacities; build a modern policy and institutional framework that an emerging economy requires; and build an efficient, resilient and well-functioning financial market.
40. In early 2020, while PSNP V was in the design phase, the Government identified the following key design principles and priorities:
  - *Scale and scope.* Use evidence of poverty and food insecurity, and early warning systems to inform the geographic coverage of and resource allocation within the PSNP, prioritizing extremely poor people in areas where there is a need for and the ability to scale up safety net interventions in response to drought-related shocks.
  - *Effectively functioning system for improved delivery.* Such a system includes accurate targeting, a secure payment system, adequate and appropriate transfers, timely and predictable transfers, plans for the transition and progression of beneficiaries from safety net programmes, gender mainstreaming, an effective and functioning system for information management, and links to the broader social protection strategy.
  - *Scalability.* The safety net system should be government-led and managed by a single institution using a budget that is increasingly financed from national sources. It should also harness technology that improves the efficiency and timeliness of early warning information that enhances the effectiveness of the system's response to shocks.
  - *Resilience building.* Resilience-building activities should be used to support PSNP households as they exit from the safety net programme.
41. Several policies and strategies will be relevant to WFP during CSP implementation, including:
  - the National Social Protection Strategy (2016);
  - the Disaster Risk Management Policy (2013);
  - National Nutrition Strategy II and the related strategic action plan (2016–2020);
  - the National Food and Nutrition Policy (2019–2024);
  - the national nutrition-sensitive agriculture strategy (2016–2020);
  - national guidelines for management of acute malnutrition (2019);

- the National Comprehensive Refugee Response Strategy (2018–2027);
  - the One Water Sanitation and Hygiene National Programme phase II (2018);
  - the Development of Sustainable Water Supply in Drought Prone Areas of Ethiopia programme (2018–2025);
  - the draft national pastoral development policy and strategy (2018);
  - the Ethiopian Education Development road map (2018–2030);
  - the Post-harvest Management Strategy in Grains in Ethiopia (2018);
  - National Plan of Action of Persons with Disabilities (2012–2021);
  - the Climate-Resilient Green Economy strategy (2011);
  - the National Logistics Strategy (2018–2028);
  - the Ethiopian Civil Society Proclamation (2019);
  - the national youth policy (2004);
  - the National Policy on Women and the associated national action plan (1993); and
  - the National Child Policy (2018).
42. The core elements of the UNSDCF have been endorsed by the Government. United Nations agencies will focus on the four structural transitions that are under way in Ethiopia in the economic, demographic, governance and environmental spheres. Collective outcomes will be generated under four strategic outcomes drawn from the SDGs:
- *People-centred development.* All people in Ethiopia enjoy the rights and capabilities to realize their potential in conditions of equality and dignity.
  - *Peaceful and inclusive society.* All people in Ethiopia live in a cohesive, just, inclusive and democratic society.
  - *Prosperous and sustainable society.* All people in Ethiopia benefit from an inclusive, resilient and sustainable economy.
  - *Climate-resilient society.* All people in Ethiopia live in a society that is resilient to environmental risks and adapted to climate change.
43. The United Nations also proposes to change its ways of working and aims to bring about transformational change and impact by addressing root causes, capitalizing on its normative role, pursuing inclusion and greater engagement with an emerging civil society and private sector, strengthening capacity at all levels, mobilizing to tackle cross-sectoral issues such as those at the humanitarian–development–peace nexus, broadening partnerships, addressing transboundary issues, facilitating progress towards gender equality, and generating and managing data and knowledge.
44. The CSP will contribute to three HGER objectives related to resilience, poverty and hunger and human capacity, and to all four strategic outcomes of the UNSDCF. It is fully aligned with the principles of and approach to engagement and investment of the humanitarian community.

### **2.3 Engagement with key stakeholders**

45. To inform the development of the CSP, WFP held consultations to which it invited all of its government, donor, United Nations, non-governmental organization (NGO) and other partners at the federal level. Consultations were also held with regional governments and other regional partners and stakeholders in Amhara, Gambella and Tigray regions. These consultations were widely attended by men and women representatives from all key stakeholders and partners in WFP's operations. They provided WFP with the opportunity to

present key concepts highlighted in the CSP and to gain feedback from each stakeholder group. Consultations were held at every stage of CSP development, from drafting of the concept note through to preparation of the full plan. Feedback from each consultation was considered and incorporated into various drafts of the document. WFP also took into account inputs from beneficiaries of different sexes and ages by reviewing feedback received through complaints and feedback mechanisms, beneficiary contact monitoring and discussions with food committee members and with beneficiary representatives attending lessons learned workshops on WFP's activities.

### **3. WFP strategic orientation**

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

46. The overarching aims of this CSP are twofold: continuity and strengthened focus in meeting the emergency, nutrition and resilience needs of targeted populations; and support for government policies, institutions and operational systems that deliver towards hunger reduction goals and targets. WFP will continue to focus its activities in the regions that are most vulnerable to food insecurity and undernutrition and that have the most constrained access to basic social services, leveraging the PSNP and other social protection measures and facilitating the alignment of humanitarian and PSNP interventions with a scalable shock-responsive safety net.
47. Support for safety nets and the National Comprehensive Refugee Response Strategy will underpin WFP's contributions at the humanitarian–development–peace nexus. Working closely with partners, WFP will emphasize policy development and capacity strengthening for institutions and systems at the national, regional and subregional levels, wherever needs are greatest. Intensifying existing partnerships and forging new ones with the Government, the private sector, donors, United Nations agencies and NGOs will be critical.
48. Gender equality and women's empowerment, protection, compliance with WFP's standards for accountability to affected populations and the safeguarding of beneficiaries will be cross-cutting themes throughout implementation of the CSP, especially with respect to assessment, activity design, targeting, implementation, community-based complaint and feedback mechanisms and outcome monitoring. WFP will continue to implement its gender action plan for 2017–2020 and will complete the design of a new plan based on findings from a participatory and inclusive gender analysis conducted during the ICSP period. Actions will be aimed at promoting women's empowerment and gender equality and reducing harmful norms and practices that undermine food security and nutrition.
49. WFP will foster enhanced attention to and investment in disaster mitigation and preparedness activities. As both a humanitarian and development actor, WFP will remain a strong advocate for more coherence between the two spheres. WFP will contribute to the design and implementation of phase V of the PSNP (2020–2025), seeking to “layer” interventions to complement the PSNP and promote graduation to self-reliance.
50. The CSP will focus on five interrelated and interconnected strategic outcomes that contribute towards SDG 2 and SDG 17 targets:
  - Strategic outcome 1 is related to emergency preparedness and response (SDG Target 2.1).
  - Strategic outcome 2 is related to social protection, safety nets and livelihood support (SDG Target 2.1).
  - Strategic outcome 3 is related to addressing chronic malnutrition and preventing stunting (SDG Target 2.2).

- Strategic outcome 4 is related to capacity strengthening of government systems (SDG Target 17.9).
- Strategic outcome 5 is related to enhancing global partnerships (SDG Target 17.16).

51. The underlying logic and vision of success of the CSP is that by making progress towards strategic outcomes 2, 3 and 4, WFP will help the Government and partners address the root causes and drivers of food crises and build national capacity in early warning and emergency preparedness and response. Together with the actions of other development partners, this can be expected to reduce progressively the demand for WFP action under strategic outcome 1, as reflected in the budget, which shows gradual reductions in relief investments coupled with increased funding for resilience building, livelihood diversification, nutrition improvement and capacity strengthening activities.

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

#### ***Strategic outcome 1: Shock-affected populations in targeted areas and refugees in camps are able to meet their basic food and nutrition needs throughout the year***

52. Under this strategic outcome – which constitutes WFP’s mechanism for responding to sudden changes in political, economic or climate conditions – WFP will ensure that the short-term food and nutrition needs of three broad target groups are met:
- Ethiopians affected by crises – droughts, floods, pests (such as desert locusts), pandemic diseases (such as COVID-19) or conflict-induced displacement;
  - Ethiopian children aged 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition; and
  - refugees living in camps.

#### ***Focus area***

53. Strategic outcome 1 is focused on crisis response.

#### ***Alignment with national priorities***

54. This strategic outcome contributes to two UNSDCF outcomes:
- people-centred development; and
  - peaceful and inclusive society.
55. The outcome is also aligned to the HRP food security and nutrition clusters, the Disaster Risk Management Policy (2013), the National Food and Nutrition Policy (2019–2014), the PSNP, the second National Nutrition Programme (2016–2020) and the Seqota Declaration,<sup>35</sup> the national nutrition-sensitive agriculture strategy (2016–2020), the One Water, Sanitation and Hygiene National Programme phase II (2018), the Development of Sustainable Water Supply in Drought Prone Areas of Ethiopia programme (2018–2025), the National Comprehensive Refugee Response Strategy and the Ethiopia Country Refugee Response Strategy (2020–2021) of the Office of the United Nations High Commissioner for Refugees (UNHCR).<sup>36</sup>

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<sup>35</sup> The Seqota Declaration enshrines the Government’s commitment to ending child undernutrition in Ethiopia by 2030. The key goals are: zero stunting in children under 2; 100 percent access to adequate food all year round; transformed smallholder productivity and incomes; zero post-harvest food loss through reduced post-harvest losses; innovation that facilitates sustainable food systems (climate-smart); improved water, sanitation and hygiene; enhanced education; and strengthened social protection.

<sup>36</sup> Available at: <https://data2.unhcr.org/en/documents/download/73572>.

### **Expected outputs**

56. This outcome will be achieved through seven outputs:
- Crisis-affected, vulnerable, food and nutrition-insecure people receive unconditional food or cash assistance to meet their basic food and nutrition needs.
  - Transitory clients<sup>37</sup> of the PSNP receive unconditional food assistance to meet their basic food and nutrition needs.
  - Moderate acute malnutrition (MAM) children aged 6–59 months and pregnant and lactating women and girls (PLWG) receive specialized nutritious foods to prevent malnutrition and/or support nutritional recovery, and caregivers receive social and behaviour change communications (SBCC) (linked to SDG 3).
  - Refugees receive unconditional, nutrition-sensitive and/or specific cash-based and in-kind food assistance that meet their basic food and nutrition needs (linked to SDG 3).
  - MAM children aged 6–59 months and PLWG among refugee populations receive specialized nutritious foods, nutrition counselling and SBCC, provided to all caregivers and relevant community actors to support nutritional recovery and prevent malnutrition (linked to SDG 3).
  - All refugee children aged 6–59 months and PLWG in all camps receive nutritious food to prevent and rehabilitate malnutrition (linked to SDG 3).
  - Refugee primary schoolchildren receive a fortified daily meal at school to contribute to their basic nutrition needs, contribute to stunting reduction in future adolescent girls, and improve attendance (linked to SDG 4).

### **Key activities**

*Activity 1: Provide unconditional, nutrition-sensitive, in-kind and cash-based food assistance to crisis-affected populations and transitory clients of the PSNP.*

57. The targeting of in-kind and cash-based relief assistance for crisis-affected people will be informed by food security and nutrition assessments, gender analysis and protection assessments. WFP will work with regional governments to tailor targeting methods to conditions in lowland pastoral areas, address gender inequalities, enhance accountability to affected populations, and contribute to integration with emergency nutrition interventions. Where possible, WFP will facilitate pathways enabling crisis-affected people, particularly women, to shift to gender-responsive resilience building or social protection interventions (strategic outcome 2) and to obtain referrals to reproductive health services for women and to HIV/tuberculosis treatment. The number of WFP beneficiaries for this activity is expected to decrease by 600,000 during CSP implementation as investments in resilience increase and stronger linkages are made to livelihood interventions.

*Activity 2: Support treatment and prevention of acute malnutrition for crisis-affected children aged 6-59 months and PLWG.*

58. WFP will support the full implementation of integrated management of acute malnutrition interventions, working with the Ministry of Health, the United Nations Children's Fund (UNICEF) and NGOs to increase the number of *woredas* (districts) where integrated management of acute malnutrition is available from 205 to 350 by the end of 2024. Where integrated management of acute malnutrition has been incorporated into the Government's

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<sup>37</sup> Transitory clients of the PSNP are PSNP core beneficiaries who are unable to meet their food needs because of a shock (usually drought). The Government and partners agree that these clients are also supported by relief food or cash-based transfers under the HRP.

health system, targeted supplementary feeding will support routine monthly nutrition screening to identify children under 5 and PLWG with MAM for enrolment on treatment courses, complemented by community mobilization, SBCC tailored to the diverse needs of diverse audiences, and capacity strengthening for the Ministry of Health and its partners. The number of WFP beneficiaries for this activity is expected to fall during CSP implementation as increased investments are made in nutrition-sensitive programming.

*Activity 3: Provide unconditional, nutrition-sensitive cash-based and in-kind food assistance, school feeding and nutrition support to refugees.*

59. WFP will support refugees in partnership with the Administration for Refugee and Returnee Affairs (ARRA), UNHCR, UNICEF and NGOs. WFP will provide general food assistance through food transfers, CBTs or both, supported by market assessments and market development activities. WFP will support the provision of school meals in primary schools and interventions for the prevention and treatment of MAM among children aged 6–59 months, PLWG and other nutritionally vulnerable refugees with special nutrition needs, such as the clients of anti-retroviral therapy and directly observed treatment for tuberculosis. SBCC will be tailored to the diverse needs of different age groups and genders. WFP expects a gradual reduction in the number of refugees requiring humanitarian assistance as development partners make more investments in building resilient livelihoods for refugees and host populations (see activity 5).

### **Partnerships**

60. Activity 1 (relief) will be carried out through the National Disaster Relief Management Committee (NDRMC), the Ministry of Finance and regional bureaux of disaster risk management and finance and economic cooperation. Additional partners will include the Food and Agriculture Organization of the United Nations (FAO), UNICEF, the United Nations Population Fund (UNFPA), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the Joint Emergency Operation Program and NGOs with commitments to and competencies in the promotion of gender equality.
61. Activity 2 (treatment of MAM) will be carried out through the NDRMC, regional disaster risk management bureaux, the national Emergency Nutrition Coordination Unit and the Ministry of Health. In Somali Region, WFP provides support for nutrition interventions delivered by government authorities working jointly with international NGOs that provide capacity strengthening for the Government, for example through the new national guidelines for the management of acute malnutrition. Other partners for this activity include the nutrition cluster (the Emergency Nutrition Coordination Unit), OCHA, UNFPA, UNICEF, UN-Women and the World Health Organization.
62. For activity 3 (refugee services), UNHCR and ARRA are WFP's core partners. International NGOs will continue to implement nutrition components of this activity.

### **Assumptions**

63. Assumptions include uninterrupted access to targeted locations and people; a conducive and stable macroeconomic, political and security environment in the country that allows access for the delivery of food and CBTs; and increased investments in the livelihoods of refugee and host populations.

### **Transition and handover strategy**

64. Under activity 1 (relief), WFP will expand its long-term support for strengthening the capacity and systems of NDRMC at the federal, regional and local levels. Capacity strengthening efforts will help the Government to continue increasing its share of the HRP and enhance



the efficiency of relief interventions. The activity will be part of the shock-responsive PSNP V. WFP's role will increasingly centre on strengthening the Government's human capital and systems.

65. Under activity 2 (treatment of MAM), WFP and partners are supporting the transition of responsibility for the treatment of MAM from NDRMC to the Ministry of Health by 2024. WFP is strengthening the capacity of the ministry through the provision of training on new guidelines, assessment and expansion of storage infrastructure at health centres and reinforcement of the ministry's information management system.
66. For activity 3 (refugee services), the Government's new Refugee Proclamation has provisions for integrating into local communities' refugees who have lived in Ethiopia for protracted periods: 13,000 refugees who have lived in Ethiopia for more than 20 years have been identified. WFP and partners are contributing to implementation of the National Comprehensive Refugee Response Strategy, which has the potential to increase refugees' self-reliance.

***Strategic outcome 2: Vulnerable and food-insecure populations in targeted areas have increased resilience to shocks by 2025***

67. WFP will focus on supporting national gender-responsive social protection and safety nets, aiming to increase food and nutrition security and build households' resilience to shocks while providing technical support to the Government for the development of a shock-responsive mechanism. Target beneficiaries under this outcome will be primary school children, smallholder farmers and pastoralists who are vulnerable to climate change, chronically food-insecure people in rural and urban areas, and refugee and host community households.

***Focus area***

68. Strategic outcome 2 is focused on resilience building.

***Alignment with national priorities***

69. This outcome contributes to three UNSDCF outcomes:
  - people-centred development;
  - prosperous and sustainable society; and
  - climate-resilient society.
70. The outcome is aligned with the Ethiopian Education Development Road Map (2018–2030) and the HRP (education cluster);<sup>38</sup> the PSNP, the National Social Protection Strategy, the National Comprehensive Refugee Response Strategy, the draft national pastoral development policy and the national youth policy.

***Expected outputs***

71. This outcome will be achieved through six outputs:
  - Targeted schoolchildren benefit from nutrition-sensitive school feeding programmes (traditional and home grown) – including take-home rations to meet their basic food and nutritional needs and to increase school enrolment and attendance (linked to SDG 4).
  - Crisis-affected primary schoolchildren receive a daily nutritious meal at school to support their school attendance and learning outcomes (linked to SDG 4).

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<sup>38</sup> The school feeding component of the roadmap was developed in close collaboration with WFP, which provided support aimed at facilitating a transition to a Government-led programme.

- Nutritionally vulnerable people benefit from increased capacity of Government institutions for the scale up of nutrition-sensitive school feeding programmes (linked to SDG 4).
- Targeted households (PSNP core clients) receive conditional and unconditional food and nutrition assistance to meet food and nutrition gaps and make long-term contributions to the reduction of disaster risk and to climate change adaptation.
- Targeted smallholder farmers and pastoralists receive nutrition-sensitive climate risk management services and livelihood support to enhance their resilience to shocks.
- Targeted households (smallholder farmers, pastoralists and refugees) receive tools and services such as post-harvest management techniques, marketing support, financial services, livestock and sustainable land management practices and technologies that increase their productivity and income, build their resilience, and reduce disaster risks.

### **Key activities**

*Activity 4: Provide safe, nutritious and reliable daily meals to primary schoolchildren and support to the ministries and bureaux of education and agriculture in scaling up nutrition-sensitive and gender-equitable school feeding programmes.*

72. WFP will support in-kind food assistance and cash transfers to schools so that they can purchase food for home-grown school feeding (HGSF). The Ministry of Education, regional authorities and community actors will be supported in implementing these activities in the regions of Afar, Oromia, the Southern Nations, Nationalities, and Peoples' Region (SNNPR) and Somali, where education and food security outcomes are among the worst in the country. Support will include efforts to link school feeding to PSNP and nutrition interventions; measures for promoting gender-transformative practices that encourage and enable equal engagement of women and men in a range of roles, including in school management and HGSF committees; market engagement and food safety interventions for smallholder farmers and cooperatives; and, where feasible, improvements in infrastructure for school feeding in order to enhance hygiene and reduce environmental impacts.
73. Capacity strengthening for the Ministry of Education will include support for the establishment and operationalization of a school feeding steering committee; coordination of other relevant ministries to deliver a comprehensive package of interventions for school health and nutrition, taking into consideration age, gender and disability-related dimensions; monitoring and evaluation at the national and decentralized levels; development of a standardized nutrition-sensitive menu for school feeding, along with nutrition education and school garden activities; and market assessments and supply chain solutions. Within the education cluster, WFP will support the Ministry of Education in implementing the multiyear resilience programme for education in emergencies as a way of providing youth-focused, shock- and gender-responsive social protection.

*Activity 5: Provide nutrition-sensitive social protection, climate risk management services and capacity strengthening support for smallholder farmers, pastoralists, refugees and returnees most vulnerable to climate shocks.*

74. WFP will support the provision of conditional in-kind food or CBTs to PSNP core clients in selected *woredas* in Somali Region. Participants in public works projects will receive assistance.<sup>39</sup> The scalable nature of the PSNP will be leveraged to operationalize the

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<sup>39</sup> PSNP "public works clients" are entitled to six months of transfers each year. In PSNP *woredas*, families without able-bodied members are considered "permanent direct support clients" and are entitled to 12 months of transfers each year. The PSNP promotes the provision of equal benefits among all programme beneficiaries and contributes to the broader socioeconomic empowerment of women and girls. Households headed by women are prioritized during targeting.

opportunities afforded by work at the humanitarian–development–peace nexus, targeting the pastoral and agropastoral communities that are traditionally served through humanitarian relief or social protection systems in Afar, Amhara, Gambella, Oromia, Somali and Tigray regions. These investments in the PSNP will contribute to reductions in intercommunal conflict and strengthen peace-building efforts.

75. WFP will support efforts to complement the PSNP with other resilience-building interventions, including improving the quality of public works, especially soil and water management, building on WFP's approach to resilience building; and facilitating weather-indexed livestock and crop insurance, financial services and livelihood diversification for smallholder farmers and pastoralists. Capacity strengthening will support government and private sector partners in enhancing climate risk management tools and systems.
76. WFP will support resilience and livelihood interventions for refugees and host communities, contributing to the National Comprehensive Refugee Response Strategy and addressing root causes of migration. Formulation of this activity will follow a conflict-sensitive approach and will feature crop and livestock production, job creation, strengthening of market systems, financial inclusion, capacity strengthening of local institutions and systems, and natural resources management, including safe access to fuel and energy.
77. Gender analysis will facilitate the mainstreaming of gender equality and women's empowerment into the design and implementation of all activities, with equitable targeting of women and men. For example, women will be targeted for resilience activities, and women-headed households with adult members with disabilities will have reduced work requirements in insurance-for-assets projects. WFP will foster linkages to nutrition and women's empowerment activities under the PSNP by increasing women's leadership and role in decision making.

### ***Partnerships***

78. Activity 4 (school feeding) will be implemented through the federal Ministry of Education and regional bureaux of education, finance and agriculture. WFP's partners for HGSP are FAO and the International Fund for Agricultural Development (IFAD). Other partners include UNICEF, UNFPA, individual smallholder farmers and farmer cooperatives.
79. Activity 5 (social protection and livelihood support) will be implemented in cooperation with the Ministry of Agriculture and regional bureaux of agriculture, the Ministry of Finance, NDRMC, ARRA, the Ministry of Women, Children and Youth and the Ministry of Water, Irrigation and Electricity. WFP will also work with FAO, IFAD, the Joint United Nations Programme on HIV/AIDS, UNHCR, UN-Women and private sector entities, such as insurance companies, banks, financial service providers and mobile money transfer operators.

### ***Assumptions***

80. Assumptions include support for WFP's efforts from the Government and donors, local organizations and women and men in targeted communities; a conducive and stable macroeconomic, political and security environment in the country that allows access for the delivery of food and CBTs; commitment of the Government; and availability of microinsurance and microcredit.

### ***Transition and handover strategy***

81. Under activity 4, WFP will focus on providing capacity strengthening and long-term support to the Government. The phased transition has clear milestones for marking progress in strengthening government capacities in preparation for the handover of school feeding and HGSP activities. WFP will build capacities within national institutions with a view to ensuring the sustainability of resilience-building activities, nutrition activities, progress in addressing

gender inequalities and WFP's market-driven support for smallholder farmers and food value chain actors.

82. Under activity 5, the Government will increase its contributions to PSNP V, relying less on development partners over the next five years. From 2025, the PSNP is expected to be fully financed by the Government. For crop and livestock insurance, WFP has developed a strategy for targeting, savings and credit interventions and graduation from food assistance; and is building the capacities of the National Meteorological Agency, insurance companies, universities and the Ministry of Agriculture, focusing on index design, the development of insurance products, marketing, policy distribution, claim settlement and pay-out mechanisms. Gender analysis will be conducted to facilitate programming for gender equality and women's empowerment.

***Strategic outcome 3: Nutritionally vulnerable populations in targeted areas have improved consumption of high-quality, nutrient-dense foods to prevent all forms of malnutrition through June 2025***

83. This strategic outcome complements the treatment of malnutrition with interventions aimed at preventing all forms of malnutrition. WFP and partners will focus on the "1,000-day window of opportunity" by promoting a healthy and diversified diet to prevent malnutrition among children aged 2–23 months and PLWG, using the PSNP as the platform for delivery.

***Focus area***

84. Strategic outcome 3 is focused on root causes.

***Alignment with national priorities***

85. This outcome contributes to the UNSDCF outcome on people-centred development. It is aligned with National Nutrition Programme II (2016–2020), the National Food and Nutrition Policy (2019–2024), national guidelines for management of acute malnutrition (2019) and the Seqota Declaration (2015).

***Expected outputs***

86. The outcome will be achieved through three outputs (all linked to SDG 3):
- Nutritionally vulnerable populations benefit from enhanced government capacity to design and implement national nutrition programmes and policies at federal and regional levels to prevent all forms of malnutrition, including the integration of MAM treatment in the Ministry of Health.
  - Food and nutrition-insecure populations benefit from improved private sector capacities to support the implementation of the national food and nutrition policy and strategies, including local production of nutritious foods, and food fortification (including biofortification) and food safety.
  - Children aged 6–23 months and PLWG receive restricted cash assistance, nutrient-dense foods and/or SBCC provided to all care givers and relevant community actors to contribute to the reduction of stunting rates in targeted areas.

***Key activity***

*Activity 6: Provide cash-based food transfers to PLWG and children aged 6–23 months, SBCC to communities, training to outreach workers and capacity strengthening to the private sector and Government to contribute to national and regional efforts to reduce stunting and prevent all forms of malnutrition.*

87. The use of fresh food vouchers, which was successfully piloted during implementation of the ICSP, will be scaled up. Enhanced and innovative SBCC, differentially targeting and engaging women, men, girls and boys, will be integrated throughout the portfolio of

WFP-supported activities and will include messages on nutrition, child feeding and care, gender equality and HIV. WFP will support the provision of technical assistance for local production and marketing of specialized nutritious foods by the private sector, focusing on small- and medium-sized enterprises, particularly those owned by women. Pregnant women and girls and their partners will be encouraged to test for HIV, and male relatives and community leaders will be engaged in these initiatives. Where feasible, stunting prevention and targeted supplementary feeding interventions will be integrated. Consideration of the gender dimensions of nutrition will be integrated into HGSP and PSNP interventions, reproductive health services (with UNFPA) and community development (with UNICEF, UN-Women and local organizations). Fill-the-nutrient gap and systematic gender and age analyses will form the basis for evidence-based decision making on the design and scale up of interventions to the national level.

### **Partnerships**

88. The activity will be implemented through the federal Ministry of Health and regional bureaux of health and the Ministry of Women, Children and Youth, in close partnership with UNICEF, UN-Women and UNFPA, particularly with respect to SBCC and enhanced coordination with the Global Alliance for Improved Nutrition, the Scaling Up Nutrition (SUN) initiative and the SUN Business Network.

### **Assumptions**

89. Assumptions include uninterrupted access for the delivery of nutritious food to health centres; progress on gender equality and women's empowerment; and a conducive and stable macroeconomic, political and security environment in the country that allows access for the delivery of specialized food and CBTs.

### **Transition and handover strategy**

90. The fresh food voucher initiative has generated clear evidence of how to leverage remote rural markets for nutrient-dense foods to increase dietary diversity for young children and PLWG. Services such as fresh food vouchers support the financial inclusion of both beneficiaries and retailers. Training and assistance in business development, particularly to women retailers, will generate economic resilience while increasing the availability of and access to nutrient-dense foods. WFP is strengthening the capacity of SUN focal points to make informed decisions on prioritizing nutrition interventions when resources are limited. The SUN Business Network provides opportunities to develop sustainable markets for new suppliers of nutrient-dense foods.

### ***Strategic outcome 4: Federal and regional government institutions, the private sector and local NGOs benefit from capacity strengthening in the areas of early warning and emergency preparedness systems, safety nets programme design and implementation and supply chain management through June 2025***

91. Enhanced government capacity is crucial for increasing the quality and integration of food assistance, particularly with respect to nutrition-sensitive and gender-responsive safety nets and the empowerment of young people and women. Reliable, efficient and equitable coverage of assistance for food-insecure people depends on having significantly improved capacities for and management of supply chains. The Ten-Year Perspective Plan (2020–2030) and HGER assign a greater role for the private sector in Ethiopia's development; major capacity gaps facing private firms in the food system must be addressed.

### **Focus area**

92. Strategic outcome 4 is focused on crisis response.

**Alignment with national priorities**

93. This outcome contributes to three UNSDCF outcomes:
- peaceful and inclusive society;
  - prosperous and sustainable society; and
  - climate-resilient society.
94. It is aligned with the Disaster Risk Management Policy (2013), the National Logistics Strategy (2018–2028) and the Climate-Resilient Green Economy strategy (2011).

**Expected outputs**

95. The outcome will be achieved through three outputs:
- Chronically food and nutrition-insecure populations receive adequate assistance and services as a result of enhanced federal and regional government capacity to implement safety nets, including PSNP, climate risk management, livelihoods strengthening and for people living with HIV in emergency settings.
  - Vulnerable populations receive more effective and efficient delivery of food assistance as a result of enhanced and sustainable supply chain capacity of the Government at both federal and regional levels and increased private sector and local NGO engagement.
  - Crisis-affected populations receive timely and effective humanitarian action as a result of strengthened national food and nutrition early warning and emergency preparedness systems at federal and regional levels.

**Key activity**

*Activity 7: Provide or enable advisory and technical services to federal and regional government and the private sector for strengthening food assistance delivery platforms and national and regional systems, including social safety nets programme management, early warning and emergency preparedness systems, and supply chain solutions and management.*

96. In collaboration with FAO, IFAD, the World Bank and other actors, WFP will strengthen national, regional and local capacities in the areas of early warning, emergency preparedness and response, contingency planning and forecast-based financing, shock-responsive and inclusive safety net programmes, and supply chain management. Clear milestones and benchmarks will be established. Gender considerations will be integrated into all activities. Results from WFP's PSNP-HRP pilot in Somali Region indicate that enhanced capacities will help the Government to use the PSNP to deliver in-kind food and cash-based relief assistance, leveraging the hubs and spokes mechanism. WFP will support the ministries of finance and agriculture in scaling up mobile money transfer modalities in the PSNP. WFP will work with national NGOs and networks to implement capacity strengthening in the provision of support for people living with HIV/AIDS in emergency settings and to HIV/AIDS-sensitive social protection, in collaboration with the Joint United Nations Programme on HIV/AIDS. Throughout the programme cycle, WFP will facilitate the equitable and inclusive participation of diverse groups of beneficiaries and stakeholders with a view to enhancing the design and delivery of programmes and supply chains.
97. WFP will support implementation of the National Logistics Strategy (2018–2028), focusing on the physical assets, organizational routines and technical skills and knowledge of government and private sector entities. These interventions will be executed in all relevant WFP activities, with the aim of enhancing implementation towards planned outcomes. Investments in humanitarian food and nutrition supply chains will focus on increasing reliability and timeliness in the provision of assistance and on reducing costs through

systematic development of skills in government and private sector entities, augmentation of storage capacity, maintenance of food safety and quality, early procurement and positioning of food and non-food items, and transport management. The capacities of local retailers and distributors to support cash-based programming will also be enhanced through a retail engagement strategy.

### **Partnerships**

98. This activity will involve partnerships with the NDRMC, disaster risk management bureaux at the regional, zonal and *woreda* levels, the ministries health, transport and finance, regional bureaux of health, finance and economic cooperation, FAO, OCHA, UNHCR, the International Labour Organization, the International Organization for Migration, the Joint United Nations Programme on HIV/AIDS and its Unified Budget Results and Accountability Framework, the World Bank, Network of Network of HIV Positive in Ethiopia, the Joint Emergency Operation Program, the Ethiopian Maritime Affairs Authority, the Ethiopian Food and Drug Administration, the Ethiopian Shipping and Logistics Services Enterprise, the Ethiopian Railway Corporation, the Road Transport Authority, NGOs and private sector entities.

### **Transition and handover strategy**

99. WFP's capacity strengthening work is focused on facilitating the transition and handover of operations to government entities. Workplans for capacity strengthening actions will be agreed with government partners and have clear milestones and timelines for measuring progress towards planned outcomes.

### **Strategic outcome 5: Government, humanitarian and development partners in Ethiopia have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains through June 2025**

100. Ethiopia requires significant humanitarian and development support from partners. WFP's logistics and supply chain services help to ensure that such support can be provided effectively and efficiently.

### **Focus area**

101. Strategic outcome 5 is focused on crisis response.

### **Alignment with national priorities**

102. This outcome contributes to the UNSDCF outcome on a prosperous and inclusive society.
103. It is aligned with the Disaster Risk Management Policy (2013), the National Logistics Strategy (2018–2028) and the Climate-Resilient Green Economy strategy (2011).

### **Expected outputs**

104. This outcome will be delivered through four outputs:
- Vulnerable populations benefit from humanitarian assistance facilitated by the provision of safe and timely WFP air services (including passenger and light cargo) to humanitarian actors.
  - Vulnerable populations and the humanitarian community benefit from medical and security evacuation services.
  - Vulnerable populations benefit from enhanced food security, early warning, emergency preparedness and climate risk management services through the use of light drones and new technologies for assessment and mapping.
  - Vulnerable populations benefit from common services provided to the humanitarian community in order to receive humanitarian assistance.

**Key activities**

*Activity 8: Provide aviation and air operation services to the humanitarian community of Ethiopia.*

105. The United Nations Humanitarian Air Service (UNHAS) will provide aviation services to the humanitarian community and make use of innovations in humanitarian aviation, including new technologies such as the use of drones for digital terrain mapping, strengthening the evidence base for informing climate risk management under activity 5. The services provided will include light cargo transport, airlifts, airstrip rehabilitation and responses to specific requests related to humanitarian aviation. UNHAS will also continue to provide medical and security evacuation services to the humanitarian community, enabling humanitarian actors in Ethiopia to provide timely and high-quality assistance to vulnerable people in hard-to-reach areas.

*Activity 9: Provide supply chain services to government and humanitarian partners.*

106. WFP will continue to support the provision of on-demand services for humanitarian partners, including United Nations agencies, NGOs and the Government, in support of their efforts in humanitarian assistance. To facilitate this, WFP will establish a digital platform for service provision that serves as a user-friendly tool for partners' selection from the range of services available.

**Partnerships**

107. Partners for activity 8 (aviation services) include the Ethiopian Civil Aviation Authority, the UNHAS user group, the United Nations Department of Safety and Security, Ethiopian Airlines and 70 national and international NGOs.

108. Partners for activity 9 (supply chain services) include the ministries of finance, transport and foreign affairs, FAO, the International Organization for Migration, UNHCR, UNFPA, UNICEF, the World Health Organization and NGOs.

**Transition and handover strategy**

109. UNHAS operations would cease or be reduced if commercial services were established for the locations currently served only by UNHAS. WFP provides supply chain services only on demand, and supply chain actions are time-bound.



## 4. Implementation arrangements

### 4.1 Beneficiary analysis

Strategic outcome	Activity	Beneficiaries	2020	2021	2022	2023	2024	2025	Total
1	1 – relief	Girls	882 640	833 680	789 616	749 904	714 272	321 232	<b>882 640</b>
		Boys	921 580	870 460	824 452	782 988	745 784	335 404	<b>921 580</b>
		Women	726 880	686 560	650 272	617 568	588 224	264 544	<b>726 580</b>
		Men	713 900	674 300	638 660	606 540	577 720	259 820	<b>713 900</b>
		<b>Total</b>	<b>3 245 000</b>	3 065 000	2 903 000	2 757 000	2 626 000	1 181 000	<b>3 245 000</b>
	2 – treatment of moderate acute malnutrition	Girls	644 954	1 128 738	967 568	806 398	644 954	322 887	<b>4 515 499</b>
		Boys	644 954	1 128 738	967 568	806 398	644 954	322 887	<b>4 515 499</b>
		Women	1 071 091	1 874 523	1 606 864	1 339 204	1 071 091	536 226	<b>7 498 999</b>
		Men	0	0-	0	0	0	0	<b>0</b>
		<b>Total</b>	<b>2 361 000</b>	4 132 000	3 542 000	2 952 000	2 361 000	1 182 000	<b>16 529 997</b>
	3 –refugee services	Girls	172 264	178 120	169 580	161 040	151 280	151 280	<b>178 120</b>
		Boys	183 560	189 800	180 700	171 600	161 200	161 200	<b>189 800</b>
		Women	181 442	187 610	178 615	169 620	159 340	159 340	<b>187 610</b>

<b>TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY, 2020–2025</b>									
<b>Strategic outcome</b>	<b>Activity</b>	<b>Beneficiaries</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
		Men	168 734	174 470	166 105	157 740	148 180	148 180	<b>174 470</b>
		<b>Total</b>	<b>706 000</b>	<b>730 000</b>	<b>695 000</b>	<b>660 000</b>	<b>620 000</b>	<b>620 000</b>	<b>730 000</b>
2	4 – school feeding	Girls	282 270	271 689	215 251	174 793	142 717	113 677	<b>328 705</b>
		Boys	331 360	318 938	252 685	205 192	167 537	133 446	<b>385 871</b>
		Women	0	0	0	0	0	0	<b>0</b>
		Men	0	0	0	0	0	0	<b>0</b>
		<b>Total</b>	<b>613 630</b>	<b>590 627</b>	<b>467 936</b>	<b>379 985</b>	<b>310 253</b>	<b>247 123</b>	<b>714 576</b>
	5 – social protection and livelihood support	Girls	153 825	247 770	336 170	336 170	336 170	336 170	<b>336 170</b>
		Boys	161 255	258 701	351 001	351 001	351 001	351 001	<b>351 001</b>
		Women	127 166	202 224	274 374	274 374	274 374	274 374	<b>274 374</b>
		Men	124 954	202 224	274 374	274 374	274 374	274 374	<b>274 374</b>
		<b>Total</b>	<b>567 200</b>	<b>910 919</b>	<b>1 235 919</b>	<b>1 235 919</b>	<b>1 235 919</b>	<b>1 235 919</b>	<b>1 235 919</b>

<b>Strategic outcome</b>	<b>Activity</b>	<b>Beneficiaries</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
3	6 – prevention of malnutrition	Girls	27 120	29 832	32 544	37 968	40 680	43 392	<b>211 536</b>
		Boys	28 430	31 273	34 116	39 802	42 645	45 488	<b>221 754</b>
		Women	22 420	24 662	26 904	31 388	33 630	35 872	<b>174 876</b>
		Men	22 030	24 233	26 436	30 842	33 045	35 248	<b>171 834</b>
		<b>Total</b>	<b>100 000</b>	<b>110 000</b>	<b>120 000</b>	<b>140 000</b>	<b>150 000</b>	<b>160 000</b>	<b>780 000</b>
<b>Total</b>			<b>6 370 444</b>	<b>8 598 420</b>	<b>8 171 907</b>	<b>7 463 505</b>	<b>6 768 736</b>	<b>4 340 287</b>	<b>20 915 195</b>

## Notes

The breakdown of beneficiaries by gender and age was calculated using data from the 2007 national census. The totals for activities in each year (vertical) are without overlaps. Geographical overlaps between activities 1, 2 and 4 in the Somali Region have been removed.

Total overlaps between years (horizontal) are as follows: activity 1 – the total is the same as the highest number for any single year, which is that for 2020, as HRP beneficiaries are likely to remain the same over the years; activity 2 – totals for each year are added, as new young children and PLWG are assisted; activity 3 – the total is the same as the highest number for any single year, which is that for 2021, as refugee numbers are unlikely to change over the years; activity 4 – the total is the same as the highest number for any single year, which is that for 2020, plus 5 percent to account for new school entries to grade one each year; activity 5 – the total is the highest for any single year, which is that for 2022 (and 2023), as PSNP beneficiaries continue to be targeted for five years; and activity 6 – totals for each year are added, as new children and PLWG are assisted.

Total overlaps among years and activities (both vertical and horizontal) were calculated by applying the average of the total beneficiaries without overlaps per year – 90 percent – to the total for the CSP period.

110. Targeting criteria for each activity are as follows:

- *Activity 1 (relief)*. Food-insecure people affected by natural shocks or conflict-induced displacement and PSNP transitory clients are targeted based on an analysis of inter-sectoral severity of needs in the HRP.<sup>40</sup> From 2020, assessments will be based on Integrated Food Security Phase Classification (IPC) and the Livelihoods, Early Assessment and Protection<sup>41</sup> software. PSNP targeting criteria will also be used. WFP will work within the framework of the HRP and in response to government requests. Relief food and cash distributions generally follow a “one-woreda, one-operator” principle, with responsibility for the country’s geographic areas shared among NDRMC, WFP and the Joint Emergency Operation Program. WFP’s projected geographic coverage is Somali Region, and the Government may request it to cover parts of other regions in emergencies. WFP’s Ethiopia country office has standard operating procedures for the targeting and registration of households for relief distributions.<sup>42</sup> The procedures are based on national guidelines on targeting relief food assistance issued by the Government and operational guidelines for the hubs and spokes joint operation in the Somali Region issued by the Government and WFP.
- *Activity 2 (treatment of MAM)*. The target *woredas* are identified during twice-yearly Government-led prioritization exercises. WFP’s projected geographic coverage is Amhara, Afar, Oromia, Somali, SNNPR and Tigray regions. The Government may request WFP to cover parts of other regions in emergencies. Malnourished people are identified by health extension workers.
- *Activity 3 (refugee services)*. Refugees in all the 26 camps in Ethiopia will be supported according to their food and nutrition needs. WFP’s projected geographic coverage is country-wide for all refugee camps, which are currently in Afar, Benishangul-Gumuz, Gambella, SNNPR, Somali and Tigray regions. A system for comprehensive level 3 registration<sup>43</sup> is in place, and refugees are identified through UNHCR’s biometric identity management system.
- *Activity 4 (school feeding)*. Targeting of geographic areas and populations will be informed by an index of hotspots with low school enrolment rates, high gender inequalities and chronic food insecurity as established by the NDRMC.<sup>44</sup> WFP’s projected geographic coverage is Afar, Somali, SNNPR and Oromia regions. Bureaux of education in other regions and the federal Ministry of Education will also be targeted for capacity development interventions.
- *Activity 5 (social protection and livelihoods support)*. PSNP beneficiaries are chronically food-insecure households selected using national targeting criteria. Households with no member who can participate in community works, such as those headed by persons with disabilities, receive unconditional transfers. WFP’s complementary interventions target people of all gender and age groups who live in PSNP beneficiary households and have the potential to improve their resilience and livelihoods during

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<sup>40</sup> The intersectoral severity of needs combines the severity of needs analysis of the well-being and living standards consequences, which include specific protection risks for each sector.

<sup>41</sup> The software uses crop and weather information to estimate future crop yields, converting these estimates into the number of people likely to be in need of food assistance.

<sup>42</sup> During pandemics, such as that of COVID-19, standard operating procedures for the food security cluster are adjusted based on WFP’s corporate guidance.

<sup>43</sup> Level 3 registration data allows refugees to record information on educational and professional skills and details of family members in other countries. This facilitates access to a greater range of complimentary services and opportunities for refugees.

<sup>44</sup> Though it appears that WFP targets more boys than girls through this activity, that is not the case. There are more boy beneficiaries simply because there are more boys than girls enrolled in primary schools in Ethiopia and WFP aims to reach all boys and girls in the regions where the programme is implemented.

the CSP implementation period. For livelihood support for refugees and host populations, households will be targeted based on their capacity to enhance their livelihoods. WFP's projected geographic coverage is Afar, Amhara, Gambella, Somali and Tigray regions.

- *Activity 6 (prevention of malnutrition)*. The targeting of children aged 6–23 months and PLWG will be by geographic area and based on nutritional vulnerability according to an inter-sectoral prioritization exercise and IPC and PSNP targeting criteria. WFP's projected geographic coverage is Amhara Region and other regions where nutritional vulnerability is high.
- *Activity 7 (capacity strengthening)*. Government institutions at the federal and regional levels engaged in food security, agricultural development, early warning and emergency preparedness systems and national supply chains will be targeted. Private sector partners will encompass supply chain actors and producers of food, including fortified food. WFP's projected geographic coverage is country-wide for government institutions at the federal, regional and *woreda* levels.

111. Beneficiaries of some activities are registered using WFP's corporate digital beneficiary and transfer management system, SCOPE, the use of which may be scaled up in Somali Region, subject to the agreement of the Government and partners.

## 4.2 Transfers

### Food and cash-based transfers

TABLE 2: FOOD RATIONS (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY														
Strategic outcome 1														
Activity 1: Relief			Activity 2: Treatment of MAM		Activity 3: Refugee services									
Modality	GFD		Children aged 6-59 months	PLWG	GFD			GFD - new arrivals	MAM treatment - children aged 6-59 months	MAM treatment - PLWG	MAM prevention - children	MAM prevention - PLWG	School feeding -primary schoolchildren	School feeding -pre-primary schoolchildren
	HRP	PSNP - transitory clients			Food	Food and CBTs	Food and CBTs							
Cereals	500	500	-	-	533	-	313	-	-	-	-	-	-	-
Pulses	50	50	-	-	50	50	50	-	-	-	-	-	-	-
Oil	15	15	-	-	30	30	30	-	-	-	-	25	-	-
Salt	-	-	-	-	5	5	5	-	-	-	-	-	-	-
Sugar	-	-	-	-	15	15	15	-	-	-	-	20	-	-
SuperCereal	-	-	-	-	50	50	50	-	-	-	-	100	-	-
SuperCereal Plus	-	-	-	250	-	-	-	-	200	200	200	-	-	100
Blended food (PlumpySup)	-	-	100	-	-	-	-	100	-	-	-	-	-	-
High-energy biscuits	-	-	-	-	-	-	-	10	-	-	-	-	-	-
Total kcal/day	1 976	1 976	535	984	2 485	678	1 739	450	535	787	787	787	674	394

TABLE 2: FOOD RATIONS (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY														
Strategic outcome 1														
Activity 1: Relief			Activity 2: Treatment of MAM		Activity 3: Refugee services									
Modality	GFD		Children aged 6-59 months	PLWG	GFD			GFD - new arrivals	MAM treatment - children aged 6-59 months	MAM treatment - PLWG	MAM prevention - children	MAM prevention - PLWG	School feeding -primary schoolchildren	School feeding -pre-primary schoolchildren
	HRP	PSNP - transitory clients			Food	Food and CBTs	Food and CBTs							
% kcal from protein	15	15	10.5	17	12.8	11.5	12.6	11	10.5\$	17	17	17	9	17
Cash (USD/person/day)	0.4	0.4	-	-	-	0.331	0.125	-	-	-	-	-	-	-
Number of feeding days per year	180	90	90	120	360	360	360	90	360	360	360	360	220	220

TABLE 2: FOOD RATIONS ( <i>g/person/day</i> ) AND CASH-BASED TRANSFER VALUES ( <i>USD/person/day</i> ) BY STRATEGIC OUTCOME AND ACTIVITY							
	Strategic outcome 2						Strategic outcome 3
	Activity 4: School feeding			Activity 5: Social protection and livelihood support			Activity 6: Prevention of malnutrition
	Schoolchildren - emergency	Schoolchildren - regular	Take-home rations	PSNP - core clients	Climate risk management - satellite index insurance for pastoralists in Ethiopia	Climate risk management - R4	Fresh food vouchers
	Food	Food	Food	Food	-	-	CBTs
Cereals	-	120	13	500	-	-	-
Pulses	-	35	-	-	-	-	-
Oil	13	13	-	-	-	-	-
Salt	3	3	-	-	-	-	-
Sugar	-	-	-	-	-	-	-
SuperCereal	120	120	-	-	-	-	-
SuperCereal Plus	-	-	-	-	-	-	-
Blended food (Plumpy/Sup)	-	-	-	-	-	-	-
High-energy biscuits	-	-	-	-	-	-	-
Total kcal/day	716	816	432	1685	-	-	-
% kcal from protein	34	30	15	81	-	-	-
Cash ( <i>USD/person/day</i> )	-	-	-	-	0.0467	0.0161	0.1128
Number of feeding days per year	180	180	-	180	-	-	360

Abbreviations: GFD = general food distribution; R4 = Rural Resilience Initiative



<b>TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES</b>		
<b>Food type/Cash-based transfers</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	1 103 358	279 404 086
Pulses	107 936	41 843 129
Vegetable oil	55 288	47 271 804
Mixed and blended food	451 543	528 687 466
Salt and sugar	26 164	11 298 607
<b>Total (food)</b>	1 744 289	908 505 093
Cash-based transfers		523 090 753
<b>Total (food and CBT value)</b>	1 744 289	1 431 595 846

112. WFP will increasingly support CBTs or a mixture of in-kind and cash-based transfers in order to increase the efficiency, effectiveness and flexibility of distributions and the food diversity of beneficiaries and to protect the dignity of beneficiaries. The choice of in-kind food or CBTs will be informed by implementation of the national integrated food–cash response plan, by assessments and reviews of the feasibility of using CBTs, taking into account recommendations from protection, gender and age analyses, and by resource availability. CBTs may offer advantages where access for in-kind assistance is constrained.
113. The use of CBTs is expected to expand, but most resource transfers are likely to continue to be in-kind food. WFP will purchase food on national and international markets and transport it to warehouses at national logistics hubs. Secondary transport and distribution will generally be managed by partners, mainly regional governments. Storage at food distribution points and the capacity of relief food committees will be enhanced through technical assistance provided to partners in order to improve delivery (details on specific investments are provided in section 5.2 on risk management).

#### **4.3 Country office capacity and profile**

114. WFP has a country office in Addis Ababa, an area office in Jijiga and 11 sub-offices and four field offices in the regions of Amhara, Benishangul-Gumuz, Gambella, Oromia, SNNPR, Somali and Tigray. Together these offices have a total of 800 staff members. To ensure that the required structure and capabilities are in place to implement the CSP, an organizational readiness exercise and all required actions and investments will be carried out. For the design and implementation of new climate risk management services under activity 5, the country office has qualified staff who are specialized in risk financing and financial inclusion. WFP headquarters, selected universities and research institutes currently involved in the design and implementation of similar activities under the ICSP will provide technical support to help the country office address any skill gaps.

#### **4.4 Partnerships<sup>45</sup>**

115. The Government is WFP's primary partner, with most activities implemented by or through government agencies, often in close partnership with international partners such as NGOs, FAO, IFAD, UNFPA, UNHCR, UNICEF, UN-Women and other United Nations organizations. WFP also partners with private sector entities active in food systems and supply chains: farmers, suppliers, processing industries, wholesalers and retailers. These partnerships will enable WFP to leverage and capitalize on its strengths and capacity for CSP implementation.

<sup>45</sup> Information on WFP's partnerships for each strategic outcome is provided in section 3.2.

Ethiopia is a pilot country for enhanced joint programming between WFP and UNICEF, focusing on nutrition, school feeding and social protection work.

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

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

116. The Government faces challenges in the institutionalization and coordination of monitoring, evaluation, accountability and learning systems, including in defining and clarifying roles and leadership, aligning and coordinating among sectors and actors, and building internal staff capacity. Data collection challenges include inadequate staffing, high staff turnover, infrequent and sometimes poor training in data collection and analysis skills, duplication of efforts, delays in data collection and reporting, and limited data verification and validation. WFP will support the Government by providing technical support, contributing to better coordination among key stakeholders, and facilitating the utilization of monitoring, evaluation, accountability and learning data and information in reporting and decision making. The aim is to boost accountability, transparency, learning and risk management.
117. Jointly with the Government, WFP will implement a comprehensive gender-responsive monitoring system and will monitor its operations from its country, area, sub- and field offices. WFP will maintain its physical presence in each *woreda* in priority regions (Somali, and parts of Afar and Oromia at the request of the Government) through *woreda* level field monitors and staff seconded to ministries (see the subsection on fiduciary risks in section 5.2). WFP will support the Government in embracing innovative approaches and tools for performance monitoring and evaluation by leveraging the recent rapid growth in new information and communications technology, including the rise of “big data”.
118. To ensure accountability to affected populations, WFP will provide space for targeted and general populations to express their concerns through safe and accessible complaints and feedback mechanisms and through the provision of information and consultations aimed at ensuring adherence to “do no harm” principles. WFP will hand over its complaints and feedback mechanisms to government counterparts after enhancing the Government’s capacity to manage such mechanisms sustainably.
119. WFP will commission independent assessments of its portfolio of operations during the CSP period, including through a mid-term review and a country strategic plan evaluation to assess the alignment and strategic positioning of the CSP and identify any gaps and challenges in implementation. In consultation with the regional bureau for East Africa (in Nairobi) and the Office of Evaluation at headquarters, the country office has identified decentralized evaluation and review exercises that will ensure accountability and inform evidence-based learning in several activity areas, including refugee services, school feeding, social protection and livelihood support and prevention of malnutrition (see table 4).

**TABLE 4: EVALUATIONS AND REVIEWS 2020–2025**

<b>CSP activity</b>	<b>Type of evaluation or review</b>	<b>Years</b>
All activities	CSP mid-term review	2022
All activities	CSP evaluation	2024
Activity 4 (food for education and child nutrition support in Afar and Oromia regions)	Baseline, mid-term and end of project evaluations	2020, 2022 and 2024
Activity 5 (resilience and livelihood component)	Thematic evaluation (final project evaluation)	2022
Activity 5 (climate risk management, Rural Resilience Initiative)	Mid-term review and end of project evaluation	2021 and 2022
Activity 5 (satellite index insurance for pastoralists in Ethiopia)	Impact evaluation (end of project evaluation)	2021
Activity 5 (analysis of cost-efficiency and effectiveness in the selection of transfer modalities for the various interventions)	Thematic evaluations	2021 and 2023
Activity 6 (prevention of malnutrition)	Impact evaluation (end of project evaluation)	2020
Activity 2 (implementation of national guidelines for integrated management of acute malnutrition)	Baseline and end of project evaluations	2020 and 2023
Activity 3 (refugee services)	Joint evaluations	2020 and 2024

120. Baselines and targets for facilitating the measurement of results will be established for all CSP activities. For most activities – support for crisis-affected people, transitory clients of the PSNP and refugees, and livelihood support – post-distribution monitoring during the second quarter of 2020 will contribute to the establishment of baselines for measuring the outcomes of CSP implementation. For activity 4 (school feeding), a baseline study will be conducted during the second quarter of 2020. As activity 5 (social protection and livelihoods support) is a new intervention, focused on the humanitarian–development–peace nexus, a thematic evaluation is planned with the aim of drawing critical lessons for programme improvement and future programming from the resilience and livelihood component. Monitoring and evaluation findings will be made accessible to all stakeholders in order to facilitate information sharing and learning.

## **5.2 Risk management**

### ***Strategic risks***

121. The primary strategic risks relate to natural hazards (large-scale drought or flooding), conflict and insecurity, pandemic diseases and sudden large-scale arrivals of refugees from neighbouring countries (especially Eritrea, Somalia and South Sudan). In Ethiopia's complex and evolving situation, WFP will maintain its emergency preparedness and response capacity and will contribute to the strengthening of associated capacities among government counterparts, particularly in Somali Region where WFP is responsible for supporting relief operations. WFP will contribute to contingency planning efforts by the humanitarian community, based on system-wide priorities and its own operational requirements under alternative scenarios of climate, disease-related and economic and political shocks, including risks associated with the 2020 elections. For WFP, major risks to be managed arise from the wide geographic span of its operations, requiring careful planning and risk management for transport, storage, asset protection, access and staff safety.

122. WFP may not receive sufficient and timely donor funding to implement its plan of work under the CSP. WFP engaged closely with donors during development of the CSP, aiming to ensure alignment with their perspectives and priorities. WFP will continue to diversify its donor base and seek flexible and multi-year funding. It will also seek opportunities for joint advocacy, outreach and communication with core partners, including donors. In the event of funding shortfalls, prioritization among and within strategic outcomes will be undertaken in consultation with the Government, donors and other partners, as was the case during the ICSP period. WFP will develop a prioritization plan that includes an explanation of how strategic outcomes and activities will be prioritized if funding targets are not met.
123. To address risks associated with the timeliness of contributions, WFP will use its corporate advance financing mechanism to commit funds for CSP implementation as soon as possible, and the Global Commodity Management Facility for the pre-positioning of food for rapid response. WFP will remain agile in supporting the Government's food assistance responses, including through the provision of services in procurement and logistics when requested.

### **Operational risks**

124. Many of the food-insecure people supported by WFP and government partners reside in areas that are remote and insecure, with structural and governance gaps that can undermine accountability for and the transparency of food assistance operations. There are also gaps in the Government's capacity to ensure service delivery in such areas. The CSP is based on the assumption that the Government's capacities and financing will continue to grow in the sectors that facilitate nutrition and food security and in cross-cutting areas such as gender equality and women's empowerment. WFP will continue to focus on strengthening government capacities at all levels (federal, regional, zonal and *woreda*) in programme management, performance monitoring and reporting. Major gaps relate to the capacities of regional and *woreda* authorities to manage food distributions after the food leaves WFP-managed warehouses, the capacities of relief food committees and the adequacy of storage capacity. WFP will advocate that the Government and development partners provide more resources for human capacity development while also identifying and managing risks to progress towards gender equality.
125. To reduce the risks of inclusion and exclusion errors related to beneficiary targeting, Government-led food security assessments now use more evidence-based tools, such as the household economy approach, IPC and Livelihoods, Early Assessment and Protection. WFP's 2020 targeting study will complement quarterly food security monitoring and vulnerability assessment exercises, coverage of which is being expanded in order to collect information from the *woreda* level. Efforts to include people from all gender and age groups, and persons with disabilities will be strengthened to facilitate inclusive targeting. Beneficiary contact monitoring and complaints and feedback mechanisms will capture the views of affected populations and enhance accountability in food assistance operations.
126. Interventions for building supply chain capacities in the Government include facilitation of the management of food commodities through the handover of tools for information sharing and other instruments that improve the visibility of commodity movements such as commodity tracking and allocation systems, WFP's manual on commodity management procedures, investments in enhanced food quality and safety and consultations with food agencies, ministries and authorities at the national level. The secondment of WFP staff members to boost the capacity of core government institutions will continue.
127. The hubs and spokes joint operation in Somali Region has been revitalized and will be further strengthened during the CSP period, taking into consideration the dynamic conditions in the region. The aim is to meet in the most effective way possible the logistics challenges related to receipt, storage and dispatch of food to distribution points.

128. Insecurity may impede access to beneficiaries and create protection risks related to gender, such as gender-based violence. WFP will continue to work closely with the Government, other United Nations agencies and NGOs with a view to engaging partners at the national, regional and local levels in the promotion of humanitarian access and the protection of staff and assets. WFP will participate in the access and civilian–military working groups led by OCHA in order to ensure that a principled humanitarian approach is taken to maintaining access to food-insecure people and safeguarding humanitarian space.

#### ***Fiduciary risks***

129. Fiduciary risks centre on potential fraud or corruption and threats to staff. Mitigation measures are in place.
130. WFP has substantially increased the numbers of field monitors and field monitoring assistants. There is now more frequent monitoring of targeted “high-risk” food distribution points and the coverage of food distributions overall has been expanded. A “last mile” geographic positioning system and mobile telephone application have been introduced to improve the timeliness and verification of food deliveries to cooperating partners. Customized marking of bags and cartons facilitates commodity tracking and acts as a deterrent to theft. These major investments will be sustained and strengthened during the CSP period.
131. Digital tools and increased use of mobile telephone-based applications complement reports from distributions and post-distribution monitoring. A digital tool for the collection and categorization of complaints and feedback from beneficiaries allows WFP to triangulate reports from regular monitoring, identify geographic areas with issues, categorize them according to risk and design and implement tailored follow-up actions. Implementation weaknesses are addressed quickly and systematically, including through corrective actions by the appropriate authorities. The provision to beneficiaries of information on entitlements mitigates the risk of diversion and dilution of assistance. Helpdesks, telephone hotlines and text message services allow WFP to maintain a closer relationship with beneficiaries and to respond to queries systematically.
132. WFP has introduced more frequent and comprehensive compliance missions for all its logistics hubs. The missions include participation in physical inventories at WFP warehouses in the field, examination of storage conditions (for compliance with health and hygiene standards), assessment of adherence to standard operating procedures, fire safety and accounting standards, and assessment and enhancement of staff capacity through training.
133. Alleged incidents of fraud or corruption are recorded, appropriately investigated and documented. A compliance committee reviews each incident, agrees on appropriate actions, learns lessons and closes cases.

#### ***Financial risks***

134. The main financial risk in Ethiopia is related to currency and exchange rate fluctuations, making it difficult to predict costs. WFP will continue to advocate for adequate funding streams to benefit from corporate systems for financial risk management.

### **5.3 Social and environmental safeguards**

135. WFP follows corporate environmental and social standards. PSNP actions contribute to sustainable resource management, facilitating conservation practices to promote sustainable natural resource management. WFP supports smallholder farmers in the prevention and reduction of soil erosion and depletion.
136. WFP actively minimizes the generation of waste by-products by treating and disposing of unrecoverable waste in an environmentally sound manner, and avoids the generation of

hazardous waste. Pollution prevention and control practices are tailored to specific hazards and consistent with internationally recognized approaches and standards.

137. WFP upholds the human rights principles of accountability to and rule of law, participation and inclusion, and equality and non-discrimination for all people. Activities are implemented in ways that respect people's needs, rights and capacities. WFP will safeguard the personal data of beneficiaries, make all efforts to prevent the use of child labour and forced labour in WFP activities, and promote inclusion and participation of the people who are most marginalized and vulnerable to food insecurity, such as persons with disabilities. WFP uses the Washington Group Short Set of Disability Questions<sup>46</sup> to facilitate the identification of persons with disabilities within target populations and the integration of disability inclusion into protection risk assessments. WFP integrates attention to gender equality and women's empowerment into all of its activities and provides targeted beneficiaries with accurate, timely and accessible information. WFP will ensure that affected people have safe access to effective complaints and feedback mechanisms. There is zero tolerance for sexual exploitation and abuse committed by and against WFP employees.

## 6. Resources for results

### 6.1 Country portfolio budget

Strategic outcome	Activity	Year 1 (6 months)	Year 2	Year 3	Year 4	Year 5	Year 6 (6 months)	Total
1	1	106 943 822	164 881 773	155 133 020	146 602 806	138 979 586	50 047 478	<b>762 588 484</b>
	2	94 498 308	168 869 473	148 063 116	127 492 804	105 229 375	53 406 049	<b>697 559 125</b>
	3	70 408 611	142 068 705	137 090 914	132 509 088	127 202 681	64 183 537	<b>673 463 537</b>
2	4	10 585 592	19 887 898	16 478 996	13 823 527	12 153 059	5 142 095	<b>78 071 167</b>
	5	9 071 052	46 323 788	56 280 229	56 355 008	56 966 669	38 377 786	<b>263 374 532</b>
3	6	3 516 541	6 641 278	7 171 636	8 192 825	8 762 997	4 804 877	<b>39 090 154</b>
4	7	4 772 378	8 664 599	7 979 597	7 552 539	7 417 636	3 429 120	<b>39 815 870</b>
5	8	2 323 786	4 689 302	4 730 257	4 775 909	4 831 805	2 437 502	<b>23 788 561</b>
	9	803 463	1 734 227	1 749 281	1 766 069	1 786 641	958 344	<b>8 798 025</b>
<b>Total</b>		<b>302 923 553</b>	<b>563 761 043</b>	<b>534 677 046</b>	<b>499 070 575</b>	<b>463 330 449</b>	<b>222 786 788</b>	<b>2 586 549 456</b>

138. The bulk of CSP resources will be directed to strategic outcome 1. However, WFP expects requirements under this outcome to fall over the CSP period, as development partners make increasing investments in resilience for drought-affected people, durable solutions for returning internally displaced persons, livelihood diversification and the strengthening of systems and supporting policies.

### 6.2 Resourcing outlook and strategy

139. WFP maintains a diverse donor base of 18 traditional, emerging and private sector partners, which has ensured resourcing levels for continuous implementation of the most critical operations. Over the past five years, WFP received an average of USD 378 million per year in contributions, peaking at USD 416 million in 2016 because of the response to

<sup>46</sup> For more information, please see: <http://www.washingtongroup-disability.com/washington-group-question-sets/short-set-of-disability-questions/>.

El Niño-induced drought. In 2019, contributions were USD 402 million. Donors have indicated that they will contribute a total of between 55 and 60 percent of the CSP budget needed, which is consistent with average funding levels in recent years. WFP is committed to allocating 15 percent of CSP funds to activities that foster gender equality, in accordance with the WFP Gender Policy (2015).

140. WFP aims to secure flexible multi-year funding to achieve the outcomes efficiently. Funding for relief, treatment and prevention of MAM, refugee services, school feeding and resilience is expected to be allocated at the activity level. For capacity strengthening, funding will be sought at the outcome level as the full range of capacity strengthening outputs will be needed to deliver the strategic outcomes.
141. WFP's partnership and resource mobilization strategy is informed by evidence-based reporting and communication of the tangible results of WFP's support through increased monitoring and the collection and presentation of age- and sex-disaggregated data; a broader approach to resource mobilization that includes non-traditional donors such as private sector entities, foundations, other philanthropic organizations and the governments of countries with emerging economics; and innovative approaches to fundraising, including from individuals, through South-South cooperation and from host governments. Options for thematic funding will also be explored. WFP will communicate regularly with donors and facilitate field visits to demonstrate results and impacts.

**ANNEX I****LOGICAL FRAMEWORK FOR ETHIOPIA COUNTRY STRATEGIC PLAN (2020–2025)**

**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: Shock-affected populations in targeted areas and refugees in camps are able to meet their basic food and nutrition needs throughout the year**

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

**Assumptions**

Uninterrupted access to targeted locations and populations

Conducive and stable macroeconomic, political and security environment in the country to allow for access and delivery of food and CBTs

**Outcome indicators**

Attendance rate

Consumption-based coping strategy index (average)

Food consumption score

Food consumption score – nutrition

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

MAM treatment performance rate: default

MAM treatment performance rate: mortality



MAM treatment performance rate: non-response

MAM treatment performance rate: recovery

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 unconditional, nutrition-sensitive, in-kind and cash-based food assistance to crisis-affected populations and transitory clients of the PSNP (URT: Unconditional resource transfers to support access to food)**

Crisis-affected vulnerable, food and nutrition insecure people (Tier 1 beneficiaries) receive unconditional food or cash assistance to meet their basic food and nutrition needs (A: Resources transferred)

Transitory clients of the PSNP (Tier 1 beneficiaries) receive unconditional food assistance to meet their basic food and nutrition needs (A: Resources transferred)

#### **2. Support treatment and prevention of acute malnutrition for crisis-affected children aged 6–59 months and PLWG (NTA: Nutrition treatment activities)**

MAM children aged 6–59 months and PLWG (Tier 1 beneficiaries) receive specialized nutritious foods to prevent malnutrition and/or support nutritional recovery, and caregivers receive SBCC (linked to SDG 3)

(A: Resources transferred; B: Nutritious foods provided; E\*: Social and behaviour change communication delivered)

#### **3. Provide unconditional, nutrition-sensitive cash-based and in-kind food assistance, school feeding and nutrition support to refugees (URT: Unconditional resource transfers to support access to food)**

All refugee children aged 6–59 months and PLWG (Tier 1 beneficiaries) in all camps receive nutritious food to prevent and rehabilitate malnutrition (linked to SDG 3) (A: Resources transferred; B: Nutritious foods provided)

MAM children aged 6–59 months and PLWG among refugee populations (Tier 1 beneficiaries) receive specialized nutritious foods, nutritional counselling and SBCC, provided to all caregivers and relevant community actors, to support nutritional recovery and prevent malnutrition (linked to SDG 3)

(A: Resources transferred; B: Nutritious foods provided)

Refugee primary school children (Tier 1 beneficiaries) receive a fortified daily meal at school to contribute to their basic nutrition needs, contribute to stunting reduction in future adolescent girls, and improve attendance (linked to SDG 4)

(A: Resources transferred; B: Nutritious foods provided; N\*: School feeding provided)

Refugees (Tier 1 beneficiaries) receive unconditional, nutrition-sensitive and/or specific cash-based and in-kind food assistance that meets their basic food and nutrition needs (linked to SDG 3) (A: Resources transferred)

**Strategic outcome 2: Vulnerable and food-insecure populations in targeted areas have increased resilience to shocks by 2025**

Outcome category: Enhanced nutrition sensitive social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity  
Focus area: resilience building

**Assumptions**

Efforts under the strategic outcome will be supported by the government and donors

Conducive and stable macroeconomic, political and security environment in the country to allow for access and delivery of food and CBTs

**Outcome indicators**

Attendance rate

Consumption-based coping strategy index (average)

Enrolment rate

Food consumption score

Food expenditure share

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

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

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

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

Retention rate/drop-out rate

SABER school feeding national capacity

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

## Activities and outputs

### **4. Provide safe, nutritious and reliable daily meals to primary school children and support to the ministries and bureaux of education and agriculture in scaling up nutrition-sensitive and gender equitable school feeding programmes. (SMP: School meal activities)**

Crisis-affected primary schoolchildren (Tier 1 beneficiaries) receive a daily nutritious meal at school to support their attendance and learning outcomes (linked to SDG 4)  
(A: Resources transferred)

Nutritionally vulnerable people (Tier 3 beneficiaries) benefit from increased capacity of Government institutions for the scale-up nutrition-sensitive school feeding programmes (linked to SDG 4)

(C: Capacity development and technical support provided; I: Policy engagement strategies developed/implemented; K: Partnerships supported; M: National coordination mechanisms supported)

Targeted schoolchildren (Tier 1 beneficiaries) benefit from nutrition-sensitive school feeding programmes (traditional and homegrown), including take-home rations to meet their basic food and nutritional needs and to increase school enrolment and attendance (linked to SDG 4)

(A: Resources transferred; B: Nutritious foods provided; F: Purchases from smallholders completed; N\*: School feeding provided)

### **5. Provide nutrition-sensitive social protection, climate risk management services and capacity strengthening support for smallholder farmers, pastoralists, refugees and returnees most vulnerable to climate shocks (CSI: Institutional capacity strengthening activities)**

Targeted households (PSNP core clients) (Tier 1 beneficiaries) receive conditional and unconditional food and nutrition assistance to meet food and nutrition gaps and make long-term contributions to the reductions of disaster risk and climate change adaptation

(A: Resources transferred)

Targeted households (smallholder farmers, pastoralists and refugees) (Tier 1 beneficiaries) receive tools and services such as post-harvest management techniques, marketing support, financial services, livestock and sustainable land management practices and technologies that increase their productivity and income, build their resilience, and reduce disaster risks

(C: Capacity development and technical support provided; D: Assets created)

Targeted smallholder farmers and pastoralists (Tier 1 beneficiaries) receive nutrition-sensitive climate risk management services and livelihood support to enhance their resilience to shocks

(D: Assets created; G: Linkages to financial resources and insurance services facilitated)

**Strategic Objective 2: Improve nutrition****Strategic Result 2: No one suffers from malnutrition****Strategic outcome 3: Nutritionally vulnerable populations in targeted areas have improved consumption of high-quality, nutrient-dense foods that prevent all forms of malnutrition through June 2025**

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

Focus area: root causes

**Assumptions**

Access to and delivery of nutritious food to health centres uninterrupted

Conducive and stable macroeconomic, political and security environment in the country to allow for access and delivery of specialized food and CBTs

Potential synergies with other partners

**Outcome indicators**

Food consumption score – nutrition

Minimum dietary diversity for 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 target population that participates in an adequate number of distributions (adherence)

## Activities and outputs

### **6. Provide cash-based food transfers to PLWG and children aged 6–23 months, SBCC to communities, training to outreach workers and capacity strengthening to the private sector and Government to contribute to national and regional efforts to reduce stunting and prevent all forms of malnutrition (NPA: Malnutrition prevention activities)**

Children aged 6–23 months and PLWG (Tier 1 beneficiaries) receive restricted cash assistance, nutrient-dense foods and/or SBCC, provided to all caregivers and relevant community actors, to contribute to the reduction of stunting in targeted areas

(A: Resources transferred; E\*: Social and behaviour change communication delivered)

Food and nutrition insecure populations (Tier 3 beneficiaries) benefit from improved private sector capacities to support the implementation of the national food and nutrition policy and strategies, including local production of nutritious foods, food fortification (including biofortification) and food safety

(C: Capacity development and technical support provided; I: Policy engagement strategies developed/implemented; K: Partnerships supported; M: National coordination mechanisms supported)

Nutritionally vulnerable populations (Tier 3 beneficiaries) benefit from enhanced government capacity to design and implement national nutrition programmes and policies at federal and regional levels to prevent all forms of malnutrition, including the integration of MAM treatment in the Ministry of Health

(C: Capacity development and technical support provided; I: Policy engagement strategies developed/implemented; K: Partnerships supported; M: National coordination mechanisms supported)

**Strategic Goal 2: Partner to support implementation of the SDGs****Strategic Objective 4: Support SDG implementation****Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs****Strategic outcome 4: Federal and regional government institutions, the private sector and local NGOs benefit from capacity strengthening in the areas of early warning and emergency preparedness systems, safety net programme design and implementation and supply chain management through June 2025**

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

Focus area: crisis response

**Assumptions**

Enabling environment for capacity building socio-political conditions are adequate

**Outcome indicators**

Emergency preparedness capacity index

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

## Activities and outputs

### **7. Provide or enable advisory and technical services to federal and regional government and the private sector for strengthening food assistance delivery platforms and national and regional systems, including social safety nets programme management, early warning and emergency preparedness systems, and supply chain solutions and management (CSI: Institutional capacity strengthening activities)**

Chronically food and nutrition-insecure populations (Tier 3 beneficiaries) receive adequate assistance and services as a result of enhanced federal and regional government capacity to implement safety nets, including PSNP, climate risk management, livelihoods strengthening and for people living with HIV in emergency settings  
(C: Capacity development and technical support provided; I: Policy engagement strategies developed/implemented; K: Partnerships supported; M: National coordination mechanisms supported)

Crisis-affected populations (Tier 3 beneficiaries) receive timely and effective humanitarian action as a result of strengthened national food and nutrition early warning and emergency preparedness systems at federal and regional levels  
(C: Capacity development and technical support provided; G: Linkages to financial resources and insurance services facilitated; I: Policy engagement strategies developed/implemented; K: Partnerships supported; L: Infrastructure and equipment investments supported; M: National coordination mechanisms supported)

Vulnerable populations (Tier 3 beneficiaries) receive more effective and efficient delivery of food assistance as a result of enhanced and sustainable supply chain management capacity of the Government at both federal and regional levels and increased private sector and local NGO engagement  
(C: Capacity development and technical support provided; I: Policy engagement strategies developed/implemented; K: Partnerships supported; L: Infrastructure and equipment investments supported; M: National coordination mechanisms supported)

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

**Strategic outcome 5: Government, humanitarian and development partners in Ethiopia have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains through June 2025**

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

Focus area: crisis response

**Assumption**

Socio-political conditions are adequate

**Outcome indicators**

User satisfaction rate

**Activities and outputs****8. Provide aviation and air operation services to humanitarian community of Ethiopia (CPA: Service provision and platforms activities)**

Vulnerable populations (Tier 3 beneficiaries) and the humanitarian community benefit from medical and security evacuation services (H: Shared services and platforms provided)

Vulnerable populations (Tier 3 beneficiaries) benefit from enhanced food security, early warning, emergency preparedness and climate risk management services through the use of light drones and new technologies for assessment and mapping (H: Shared services and platforms provided)

Vulnerable populations (Tier 3 beneficiaries) benefit from humanitarian assistance facilitated by the provision of safe and timely WFP air services (including passenger and light cargo) to humanitarian actors (H: Shared services and platforms provided)

**9. Provide supply chain services to government and humanitarian partners (CPA: Service provision and platforms activities)**

Vulnerable populations (Tier 3 beneficiaries) benefit from common services provided to humanitarian community in order to receive humanitarian assistance (H: Shared services and platforms provided)



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

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

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

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

C.2.1: Proportion of targeted people receiving assistance without safety challenges

C.2.2: Proportion of targeted people who report that WFP programmes are dignified

C.2.3: 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/ SDG Target 2.1	Strategic Result 1/ SDG Target 2.1	Strategic Result 2/ SDG Target 2.2	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Crisis response	Resilience building	Root causes	Crisis response	Crisis response	
Transfers	1 768 150 136	283 345 061	30 627 480	33 669 395	26 670 213	<b>2 142 462 285</b>
Implementation	110 879 975	16 624 325	3 713 718	1 380 235	1 984 952	<b>134 583 204</b>
Adjusted direct support costs	124 360 637	20 636 905	2 363 172	2 336 163	1 942 570	<b>151 639 447</b>
<b>Subtotal</b>	<b>2 003 390 747</b>	<b>320 606 291</b>	<b>36 704 370</b>	<b>37 385 794</b>	<b>30 597 734</b>	<b>2 428 684 935</b>
Indirect support costs (6.5 percent)	130 220 399	20 839 409	2 385 784	2 430 077	1 998 853	<b>157 864 521</b>
<b>Total</b>	<b>2 133 611 146</b>	<b>341 445 699</b>	<b>39 090 154</b>	<b>39 815 870</b>	<b>32 586 587</b>	<b>2 586 549 456</b>

**Acronyms**

ARRA	Administration for Refugee and Returnee Affairs
CBT	cash-based transfer
COVID	coronavirus disease
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
HGER	Homegrown Economic Reform
HGSF	homegrown school feeding
HRP	Humanitarian Response Plan
ICSP	interim country strategic plan
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
MAM	moderate acute malnutrition
NDRMC	National Disaster Risk Management Commission
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PLWG	pregnant and lactating women and girls
PSNP	Productive Safety Net Programme
SBCC	social and behaviour change communications
SDG	Sustainable Development Goal
SNNPR	Southern Nations, Nationalities, and People's Region
SUN	Scaling up Nutrition
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women