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Draft Mozambique country strategic plan (2022–2026)

Duration	July 2022–December 2026
Total cost to WFP	USD 819,286,358
Gender and age marker*	3

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

Executive summary

Since 2015, Mozambique has endured crippling fiscal downturns and a devastating increase in poverty. The nation enters the United Nations Decade of Action on delivering the Sustainable Development Goals facing recurring climate shocks, continued violence and insecurity and amplified persistent acute and chronic food and nutrition insecurity.

WFP proposes a country strategic plan that covers four and a half years, is aligned with national and United Nations priorities and anchored in adaptation to climate change and aims to assist the country in arresting and reversing the deteriorating food security and nutrition situation of recent years. WFP will apply appropriate, risk-informed resilience-building approaches across the triple (humanitarian–development–peace) nexus, saving lives in emergencies while changing lives by assisting populations to adapt and improve their livelihoods and better withstand recurring shocks.

With a time horizon of 2030, the country strategic plan prioritizes sustainable, scalable and replicable approaches: strengthening systems and institutions and enabling collective efforts to achieve Sustainable Development Goal 2. It positions WFP as an expert technical partner of choice in the effort to make tangible progress towards zero hunger as it moves into the next country strategic planning period, which reaches the Sustainable Development Goal target year of 2030.

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Leveraging its comparative advantages in Mozambique, WFP will follow five corporate programmatic pathways aimed at delivering six strategic outcomes:

- Under strategic outcome 1, that people are better able to meet their food and essential needs, WFP will support crisis-affected populations by fostering safe and equitable access to adequate and nutritious food.
- Under strategic outcome 2, that people have better nutrition and health outcomes, WFP will support national and local actors in delivering a gender-transformative integrated package of nutrition-sensitive and nutrition-specific interventions.
- Under strategic outcome 3, that people have improved livelihoods and are better able to prepare for and withstand the impacts of shocks and stressors, WFP will assist the most vulnerable people and communities by fostering enhanced and diversified income opportunities, climate-adaptive skills and economic capital.
- Under strategic outcome 4, that institutional capacities and systems are strengthened, WFP will work with the Government and partners to improve disaster risk management, enhance shock-sensitive social protection and support the national school feeding programme.
- Under strategic outcomes 5 and 6, that humanitarian and development actors are more efficient and effective, WFP will provide services that assist partners in reaching vulnerable populations throughout the year and in responding to emergencies.

The plan is informed by experience and evidence and responds to the humanitarian imperative without compromising commitments to humanitarian principles. It employs a human rights-based approach and the “do no harm” principle and will ensure the integration of cross-cutting concerns with regard to gender, disability, nutrition, HIV/AIDS, protection and accountability to affected populations.

Draft decision*

The Board approves the Mozambique country strategic plan (2022–2026) (WFP/EB.A/2022/8-A/3) at a total cost to WFP of USD 819,286,358.

* 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 Mozambique is a low-income, food-deficit country¹ and one of the poorest countries in the world, ranked 181st of 189 in the 2020 Human Development Index² and 103rd of 107 in the 2020 Global Hunger Index.³ Sixty percent of the population, estimated at 31.3 million⁴ people, lives in extreme poverty with a per capita gross national income of USD 420.⁵
- 2 Eighty percent of the population is engaged in informal labour, mostly in agriculture and informal self-employment for which only 12 percent receive a wage; women account for 59 percent of the informal labour sector, but only 20 percent⁶ of them receive salaries.
- 3 Mozambique is classified as the country in the world most affected by extreme weather events in 2019⁷ and as the African country that is third most prone to hydrometeorological disasters. Climate change amplifies Mozambique's exposure to periodic shocks – droughts, floods and storms – and exacerbates existing vulnerabilities.⁸
- 4 Since 2015 the country has faced an economic downturn, with a steep decline in foreign direct investment. The economic fallout of the 2016 hidden-debt crisis saw a significant reduction in external financing, a withdrawal of donor support, devaluation of the currency and austerity measures that compromised the delivery of social services to an already vulnerable population. In 2020, the cascading impacts of coronavirus disease 2019 (COVID-19) caused the economy to contract by a further 1.3 percent, resulting in an estimated 2 million people entering poverty in less than a year.⁹
- 5 Since 2017, armed conflict in Cabo Delgado – Mozambique's poorest province in terms of multidimensional poverty – has escalated rapidly, compounding existing vulnerabilities and affecting more than 1.3 million people.¹⁰
- 6 Mozambique ranked 127th of 162 countries in the 2019 Gender Inequality Index.¹¹ Women and girls face restrictive gender norms and widespread gender-based violence. With the world's fifth highest child marriage rate, just under 50 percent of girls are married and 40 percent bear their first child before the age of 18.¹²
- 7 Globally, Mozambique has the second highest number of people living with HIV and of new HIV infections: AIDS is the leading cause of death and disability in the country.¹³ Women and girls are disproportionately affected by HIV, particularly those age 15–24, among whom the prevalence rate is 7.1 percent compared with 2.8 percent for their male peers. Food insecurity is a risk factor for HIV infection and a critical barrier to adherence to antiretroviral treatment and retention in care. People with disabilities are at increased risk for every

¹ Food and Agriculture Organization of the United Nations (FAO). [Low-Income Food-Deficit Countries](#).

² United Nations Development Programme. [Human Development Index and its components](#).

³ [Global Hunger Index. Mozambique](#).

⁴ United Nations Population Fund. [World Population Dashboard: Mozambique](#).

⁵ World Bank. [GNI per capita, Atlas method \(current USD\) – Mozambique](#).

⁶ United Nations. 2021. [Mozambique Common Country Analysis](#).

⁷ Eckstein, D., Künzel, V. and Schäfer, L. 2021. [Global Climate Risk Index 2021: Who Suffers Most from Extreme Weather Events? Weather-Related Loss Events in 2019 and 2000–2019](#).

⁸ United Nations. 2021. [Mozambique Common Country Analysis](#).

⁹ Barletta, G., Castigo, F., Egger, E.M., Keller, M., Salvucci, V. and Tarp, F. 2021. [The impact of COVID-19 on consumption poverty in Mozambique](#).

¹⁰ United Nations. 2021. [Mozambique Common Country Analysis](#).

¹¹ United Nations Development Programme. [Human Development Reports: Gender Inequality Index](#).

¹² United Nations. 2021. [Mozambique Common Country Analysis](#).

¹³ *Ibid.*

known risk factor for HIV/AIDS.¹⁴ Mozambique continues to have a high burden of tuberculosis, with incidence and mortality rates stagnating over the last decade.¹⁵

- 8 Despite increases in access to education, challenges remain in the retention of students and the quality of learning. The education sector is curtailed by limited human and administrative capacity coupled with an institutional setup that is highly dependent on external support, reflecting a deficit in community participation at the school level. Mozambique has one of the world's lowest school attendance rates (particularly for girls) and has among the lowest mean years of schooling (three years and six months),¹⁶ with only 42 percent of children completing primary school.
- 9 Prevalent discriminatory cultural norms, limited public resources, policy gaps and a shortage of data impede the effective inclusion of people with disabilities and the safeguarding of their human rights. Children with disabilities are often denied education, healthcare and regular social interaction.¹⁷

1.2 Progress towards the 2030 Agenda for Sustainable Development

- 10 Mozambique has achieved important gains towards the Sustainable Development Goals (SDGs) in the past decade, such as reduced maternal and child mortality rates, and increased access to basic education services for girls, boys and adults. However, in 2021 Mozambique fell 12 positions to rank 152nd of 165 countries in the Sustainable Development Goal (SDG) Index; it is "on track or maintaining SDG achievement" for only SDG 13 on climate action and SDG 8 on decent work and economic growth.¹⁸ The limited availability of disaggregated data affects Mozambique's capacity to report progress towards the SDGs.

1.3 Progress towards SDGs 2 and 17

Progress on SDG 2 targets

- 11 *Access to food.* Access to food remains a key concern in Mozambique; just over half of all households cannot afford a nutritious diet, and an average of 25 percent of households suffer from shock-affected acute food insecurity at least once a year, compounded by longer lean seasons caused by climate change.¹⁹ Focusing on the crisis in the north of Mozambique only, the humanitarian response plan for 2022 estimates that more than 1 million people are in need and sets the target for humanitarian food assistance at 941,000 individuals, consisting of internally displaced persons and approximately 20 percent of host families in affected provinces.
- 12 *End malnutrition.* Mozambique is suffering increasingly from various forms of malnutrition including wasting, stunting, overweight, underweight and micronutrient deficiencies, which coexist to varying degrees in urban and rural settings. Malnutrition is the main underlying cause of mortality in children under 5 and is associated with one third of all deaths in that age group.²⁰ High prevalence of stunting (chronic malnutrition) remains largely unchanged since 2011, affecting 43 percent of children under 5 and 28 percent of children under 6 months and indicating suboptimal breastfeeding practices and poor maternal health and

¹⁴ United Nations. 2021. [Mozambique Common Country Analysis](#).

¹⁵ *Ibid.*

¹⁶ United Nations Children's Fund and United Nations Population Fund. Mozambique country profile. [UNFPA-UNICEF Global Programme to End Child Marriage](#).

¹⁷ United Nations. 2021. [Mozambique Common Country Analysis](#).

¹⁸ [Sustainable Development Report Dashboard: Mozambique](#).

¹⁹ United Nations. 2021. [Mozambique Common Country Analysis](#).

²⁰ Ministry of Health. 2019. *National Infant Feeding Strategy, 2019–2029* (available in Portuguese only).

nutrition. HIV and malnutrition are strongly related: undernutrition exacerbates immune deficiency and can contribute to the progression of HIV infection to AIDS.²¹

- 13 *Smallholder productivity and incomes* are low, undermined by a lack of appropriate technologies, use of traditional agricultural methods, high post-harvest losses (estimated at 30 percent), low-yield seed varieties, low levels of mechanization and limited access to extension services.²² Market access is extremely restricted and smallholder farmers have limited access to credit and market information, while low economies of scale suppress produce prices. Alternative sources of income outside agriculture are few, and in lean seasons subsistence farmers have insufficient buffers to shield them from food insecurity.
- 14 *Sustainable food systems*. Despite increases in the population, the availability of arable land²³ and the expansion of financial services, food production in Mozambique has not changed over the last decade²⁴ and the country is becoming increasingly dependent on food imports.²⁵ Subsistence farmers' production of foods that support optimal nutrient intake falls below the recommended thresholds.

Progress on SDG 17 targets

- 15 *Policy coherence*. Since adopting the 2030 Agenda for Sustainable Development in 2015, the Government has taken essential steps to integrate the SDGs into the national planning framework, policies and instruments and has introduced mechanisms and institutional arrangements for inclusive and coherent SDG implementation. However, despite alignment with "whole of government" and "whole of society" approaches, operationalization of the decentralization framework remains a challenge: the broad participation of ministries is hampered by lags in policy integration, lack of common interministerial objectives and lack of clarity on mandates.²⁶
- 16 *Diversified resourcing*. Mozambique has not yet estimated the cost of achieving the SDGs or adopted a comprehensive strategy for mobilizing funds;²⁷ the dramatic economic downturn experienced over the past six years has added significantly to the challenges facing the Government's fiscal space for the achievement of the 2030 Agenda.

1.4 Hunger gaps and challenges

- 17 The zero hunger target remains a major challenge in Mozambique owing to multiple factors:
- *Chronic poverty*. Most Mozambicans are poorer than they were a decade ago, with a 17 percent drop in household spending recorded between 2014/2015 and 2019/2020.²⁸ Seventy-five percent of the population experiences multidimensional poverty, spending less than USD 1 per day, and more than 90 percent is under the World Bank international poverty line of USD 1.90 per day.²⁹
 - *Climate change* compounds existing vulnerabilities and regularly disrupts food systems. Sixty percent of the population lives in coastal areas affected by rapid-onset

²¹ Duggal, S. Chugh, T. & Duggal, AK. 2012. HIV and malnutrition: Effects on immune system. *Clinical and Developmental Immunology*, 2012: 784740. doi: 10.1155/2012/784740.

²² International Fund for Agricultural Development. [Mozambique](#).

²³ Only 16 percent of suitable farming land is cultivated.

²⁴ The Global Economy. [Food production index – country rankings](#).

²⁵ United States Department of Agriculture. [Mozambique](#).

²⁶ United Nations. 2021. [Mozambique Common Country Analysis](#).

²⁷ *Ibid.*

²⁸ National Statistics Institute. 2021. [The 2019–20 Family Expenditure Survey](#). (Available in Portuguese only).

²⁹ United Nations Sustainable Development Group. 2021. [United Nations Sustainable Development Cooperation Framework for Mozambique 2022 to 2026 – Result Matrix](#).

disasters, and two thirds of Mozambicans live in rural areas, with 90 percent of rural people being dependent on rainfed, small-scale agricultural production for survival.

- *Impact of conflict.* The conflict in Cabo Delgado has led to the displacement of approximately 750,000 people³⁰ and the disruption of livelihoods and access to basic services. Of the 1.7 million people facing high levels of food insecurity in Mozambique, 950,000 are in the northern provinces of Cabo Delgado, Niassa, Nampula and Zambezia.
- *Pervasive gender inequalities* directly related to a system of power and privileges place women at greater risk of hunger and exposure to vulnerability in all dimensions of food security and shape and limit women's ability to cope with, and recover from, shocks and stressors. Rural women face additional structural and economic disempowerment, including discriminatory land and inheritance rights and barriers to their access to productive resources.
- *Social protection capacity gaps.* The Government's establishment of a legal and regulatory framework for social protection has contributed to remarkable progress in the expansion and increased coverage of national safety nets. However, national programmes are not yet sufficiently comprehensive or efficient to protect an already impoverished population from recurrent shocks, conflict or – more recently – the economic fallout from COVID-19.³¹
- *Human capital and education.* High levels of malnutrition negatively affect children's cognitive achievements, education and productivity, further compounding household poverty and overall economic performance. COVID-19 forced the closure of schools for most of 2020, affecting 8.5 million students and the food security and nutrition of nearly 300,000 children owing to the interruption of school feeding programmes.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

- 18 In the “saving lives” agenda, WFP's Mozambique country office is acknowledged by the Government and other partners as the lead agency in emergency response. Demonstrating its ability to respond according to need at scale and with agility, WFP expanded life-saving food assistance in northern Mozambique from 30,000 internally displaced persons to 936,000 by September 2021.³² A CSP evaluation covering 2017–2021 recognizes WFP's strategic shift in its “changing lives” portfolio, prioritizing support and capacity strengthening for government systems and institutions.
- 19 Over the course of implementation of the CSP for 2017–2021, the country office introduced climate change adaptation to augment national disaster risk reduction capacity building and strengthened synergies among disaster response, shock-responsive social protection, early warning, forecast-based financing and anticipatory actions. Based on lessons learned from previous evaluations, WFP successfully introduced integrated climate risk management programming with links to smallholder agricultural market support and home-grown school feeding initiatives, which build resilience at the household level.
- 20 WFP's support for the national school feeding programme as a way of operationalizing an integrated approach to education, health and nutrition, and its promotion of home-grown school feeding, are consistent with lessons from a 2021 strategic evaluation of the

³⁰ International Organization for Migration. 2021. [Mozambique: Baseline Assessment Round 13: Cabo Delgado, Nampula, Niassa, Sofala, Zambezia and Inhambane Provinces - September 2021](#).

³¹ United Nations. 2021. [Mozambique Common Country Analysis](#).

³² WFP Mozambique monthly monitoring reports 2020–2021.

contribution of school feeding activities to the achievement of the SDGs. WFP will continue to strengthen synergies with the United Nations Children's Fund and the United Nations Population Fund on an integrated approach to school-based programmes and with the other Rome-based agencies on strengthening local food systems and enhancing the sustainability of the home-grown school feeding approach.

- 21 The CSP evaluation also recognized WFP's significant contribution to government efforts to enhance social protection in preparation for and response to emergencies, including through the development of a social protection recovery strategy to ensure a smooth transition from humanitarian assistance to long-term government-led social assistance programmes. WFP successfully scaled up the delivery of cash-based transfers (CBTs) through national social protection programmes, including unconditional cash transfers to vulnerable households affected by COVID-19.

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

- 22 The CSP is strategically aligned with the Government's national development strategy for 2015–2035 and five-year programme for 2020–2024, the humanitarian response plan for 2022, the United Nations sustainable development cooperation framework (UNSDCF) for 2022–2026 and the WFP strategic plan for 2022–2025. It is informed by experience and evidence, especially from the WFP integrated climate analysis of 2017 and the 2021 Mozambique common country analysis.

- 23 The CSP is built on thematic theories of change that inform its strategic direction and is aligned with the theory of change of the UNSDCF, with WFP reporting specifically under the following UNSDCF outcomes:

- *Outcome 1 (Human development)*. By 2026, more people, particularly the most vulnerable and marginalized, have a more equitable access to and utilization of quality, inclusive, resilient, gender- and shock-responsive social protection and essential social services.
- *Outcome 2 (Economic diversification and sustainable livelihoods)*. By 2026, more people, particularly women and youths, participate in and benefit from a more diversified, inclusive, and sustainable economic growth based on increased production, productivity, and greater value-added chains.
- *Outcome 3 (Climate resilience and sustainable use of natural resources)*. By 2026, more people, especially the most vulnerable, are resilient to climate change and disasters, and benefit from more sustainable management of environment and natural resources and resilient infrastructures and human settlements, with positive effects on national gross domestic product.

2.3 Engagement with key stakeholders

- 24 In developing the CSP, WFP engaged with stakeholders through bilateral meetings, consultations and workshops, including with government institutions at the national and provincial levels, donors, cooperating partners and other United Nations entities. WFP shared the proposed CSP strategic orientation, priorities and rationale, receiving and incorporating valuable feedback and identifying opportunities for joint and complementary programmes in support of the UNSDCF and national priorities.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

- 25 This second-generation CSP consolidates WFP's role as a technical advisor and positions WFP as an expert technical partner of choice in supporting national priorities and programmes in pursuit of the 2030 Agenda, delivering and enabling results through

- government programmes when possible and augmenting those programmes only when needs exceed the Government's institutional and financial response capacities.
- 26 Noting the recommendations of the CSP evaluation and informed by the 2017 integrated climate analysis and additional evidence generated by the country office,³³ the CSP proposes an integrated package of climate-smart, nutrition-sensitive interventions delivered throughout the cycle of disaster management and supporting adaptation to climate change while addressing the underlying causes of food and nutrition insecurity. The plan aims to build resilience and address vulnerability at the individual, household, community, institutional and systems levels through risk-informed, multisectoral programming.
- 27 WFP will maintain life-saving interventions and will advocate and contribute to broader United Nations and government efforts to strengthen the coherence and complementarity of humanitarian, development and peace work while advancing food security and nutrition priorities. With a focus on resilience building, WFP will operationalize the triple nexus through various entry points:
- *Crisis prevention.* WFP will continue to invest in preparedness, early warning and anticipatory action aimed at reducing the need for humanitarian assistance and preventing shocks from becoming disasters.
 - *The shift from humanitarian to development work.* With the flexibility to follow a context-specific and conflict-sensitive approach, WFP will continue to provide humanitarian assistance while investing in the self-reliance of crisis-affected people and communities, linking emergency assistance to early recovery and livelihood support and thereby contributing to social cohesion and peace while strengthening the resilience of communities to shocks and stressors.
 - *The building of national and local capacities.* WFP will continue to leverage humanitarian CBT assistance to further build adaptive national social protection programmes, with enhanced responsiveness to shocks through the anticipation and mitigation of their impacts, and the delivery of assistance before, during and after crises.
- 28 Leveraging its supply chain expertise, WFP will continue to prioritize local procurement and the scale-up of CBT interventions thereby injecting cash into local economies, supporting market solutions and strengthening the capacity of value chain actors while increasing financial inclusion and gender equality and empowering people to meet their own essential needs.
- 29 This CSP aims to tackle the basic, immediate and underlying drivers of malnutrition. WFP's nutrition and resilience programmes are complementary and follow mutually reinforcing programmatic approaches, calling for multisectoral, multi-level and integrated programming that involves multiple partners across various systems, such as health, education, social protection, agriculture and food systems, and that focuses on the most vulnerable people and communities.
- 30 As a critical element of resilience programming, and applying a "whole of society" approach, WFP systematically engages with national and local stakeholders (including rights groups, the protection cluster, platforms for the prevention of gender-based violence and the protection of children, and the disability working group) in support of social inclusion and gender equity. Gender inequalities and age-related vulnerabilities are addressed throughout the CSP to ensure that interventions have a lasting effect at the household and community levels.

³³ WFP and the International Fund for Agricultural Development. 2018. *Mozambique climate analysis*; WFP and United Kingdom Meteorological Office. 2021. *Climate projections*.

- 31 Comprehensive context-specific social and behaviour change communication activities will be implemented under all strategic outcomes to promote key messages on nutrition, food access, sexual and reproductive health, protection and positive gender relationships. The social and behaviour change communication strategy for nutrition focuses on the main drivers of stunting: family feeding and gender dynamics, maternal health and nutrition, infant and young child feeding, and sanitation and hygiene.
- 32 WFP will continue to make its supply chain capacity and expertise available and will expand its corporate service model by providing additional on-demand services and facilitating the provision of, and access to, mandated services. It will also make use of corporate technologies, expand digitalization and explore and expand the use of remote monitoring technologies, mobile and geospatial data (satellite and drone imagery) and other innovative digital solutions for the collection of more timely and relevant data to guide its operational planning, implementation and reporting, thereby improving data collection and analysis to strengthen data-driven decision making and evidence generation.

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

Strategic outcome 1: Crisis-affected populations in targeted areas can meet their essential food and nutrition needs immediately prior to, during and in the aftermath of shocks

- 33 Strategic outcome 1 aims to save lives and protect the food security and nutrition status of vulnerable people and communities affected by shocks and strengthen essential health and nutrition service delivery while leveraging opportunities to initiate resilience building and self-reliance activities.

Focus area

- 34 Strategic outcome 1 focuses on crisis response.

Alignment with national priorities

- 35 Under strategic outcome 1 WFP will ensure access to food (SDG target 2.1). The outcome is in line with objectives 1 and 2 of the national master plan for the prevention and mitigation of natural disasters and with the master plan for disaster risk reduction for 2017–2030. It contributes to the three strategic objectives of the 2022 humanitarian response plan: life-saving, life-sustaining and protection.

Expected outputs

- 36 Strategic outcome 1 will be achieved through four outputs:
- 1.1 Crisis-affected populations receive food and/or cash assistance (including specialized nutritious foods when necessary) (tier 1) to meet their food requirements.
 - 1.2 Crisis-affected populations (tier 1) participate in food assistance for assets and income-generating activities to improve livelihoods, strengthen self-reliance and support early recovery.
 - 1.3 Children younger than 5, pregnant and lactating women and people living with HIV or tuberculosis and special needs (tier 1) benefit from life-saving prevention and management of acute malnutrition and micronutrient deficiencies.
 - 1.4 Children younger than 5, pregnant and lactating women and people living with HIV or tuberculosis in targeted communities (tier 2) benefit from enhanced local healthcare service delivery for the prevention, early detection and treatment of acute malnutrition.

Key activity

Activity 1: Provide integrated food and nutrition assistance to conflict- and disaster-affected people

- 37 In the immediate aftermath of shocks, when needs exceed the Government's institutional and financial response capacities WFP will provide food-insecure people with unconditional in-kind food or cash-based assistance.
- 38 To prevent acute malnutrition WFP will support appropriate dietary intake and an adequate health status of vulnerable groups by implementing context-specific approaches; in emergency situations, where ~~there are~~ high rates of stunting, wasting, micronutrient deficiency and food insecurity pre-exist, WFP will implement blanket ~~or targeted~~ supplementary feeding programmes for high-risk groups, along with general food assistance.
- 39 WFP will support the Ministry of Health in scaling up an integrated package of essential health and nutrition services and will build the capacity of health facility staff and community health workers in the management of acute malnutrition (with particular focus on the treatment of moderate acute malnutrition) and the maintenance of HIV and tuberculosis testing, treatment and counselling services. WFP will leverage its supply chain capacity to procure specialized nutritious foods and related supplies and ensure their availability.
- 40 To support early recovery and build the self-reliance of affected households, depending on context and informed by market and conflict analysis, WFP will – when possible – shift beneficiaries from general food assistance to asset creation and livelihood programmes, including in urban areas.³⁴ A participatory and inclusive approach will aim to foster community ownership and collaboration, contributing to the appropriateness, maintenance and sustainability of assets built, as well as the increased mutual benefits, social cohesion and peacebuilding objectives. WFP will seek to refer most of the vulnerable households that are unable to participate in asset creation activities to social protection services for continued assistance.

Partnerships

- 41 Essential emergency response partners include the National Institute of Disaster Management, the Ministry of Health and the Technical Secretariat of Nutrition and Food Security, local authorities, other United Nations entities, non-governmental organizations (NGOs), civil society and academia.

Assumptions

- 42 Food production will be disrupted only temporarily and will resume as soon as conditions, including access to land in cases of conflict and the condition of land after natural disasters, permit. Access to vulnerable people and communities will continue and donor funding is received.

Transition/handover strategy

- 43 WFP will continue to augment government capacity for emergency response while focusing on capacity and systems strengthening that promotes the resilience, long-term sustainability and scalability of national responses.

³⁴ Given the number of internally displaced persons in urban and peri-urban areas, food assistance for assets or training activities can mitigate the impact of unexpectedly increased populations on already fragile urban infrastructure and services, producing positive effects on social stability and public health.

Strategic outcome 2: By 2030, all forms of malnutrition are reduced, primarily among children, women and girls, through enhanced gender equity and improved access to and availability and uptake of healthy diets and health services

44 Strategic outcome 2 aims to strengthen human capital. In line with the Government's multisectoral approach to improving nutrition outcomes throughout the lifecycle, WFP follows an intergenerational approach to the prevention of all forms of malnutrition, focusing on the first 1,000 days of life to reduce high levels of stunting.

Focus area

45 Strategic outcome 2 focuses on root causes.

Alignment with national priorities

46 Under strategic outcome 2 WFP contributes to SDG target 2.2 (end all forms of malnutrition). The outcome is in line with the national food security and nutrition strategy for 2021–2030, ~~the agenda 2025the multisectoral action plan for the reduction of chronic malnutrition for 2011–2020, the Mozambique Technical Secretariat for Food Security and Nutrition's focus on stunting reduction~~ and the national health policy. It contributes to UNSDCF strategic priority 1 (human development).

Expected outputs

47 Strategic outcome 2 will be achieved through four outputs:

- 2.1 Infants and young children, pregnant and lactating women, school-age children, adolescents and other vulnerable groups (tier 1) benefit from essential nutrition-specific and nutrition-sensitive interventions that improve their nutrition status.
- 2.2 Women (tier 1) and adolescents are empowered through social and behaviour change communication on nutrition, optimal food access, gender equality and sexual and reproductive health, training on financial literacy and vocational skills, and livelihood opportunities.
- 2.3 Chronically vulnerable and shock-affected communities (tier 3) benefit from increased capacity of national and local governments and other stakeholders to design, implement and coordinate multisectoral programmes that prevent all forms of malnutrition.
- 2.4 Vulnerable communities (tier 3) are protected from all forms of malnutrition through robust research and data analysis that is used for effective targeting and programme design and through strengthened government capacity to generate and use evidence.

Key activity

Activity 2: Support national and local actors in the delivery of nutrition-specific and -sensitive multisectoral interventions that address malnutrition

48 WFP will work with the Government and other multisectoral stakeholders to implement multi-level, gender-transformative and nutrition-sensitive interventions and use them as entry points for the scale-up and strengthening of nutrition-specific actions.

49 Leveraging the scale and scope of its operations and building on the success of pilot programmes aimed at reducing stunting, WFP will integrate nutrition into all programme platforms to address the determinants of malnutrition from both a food system and a health system perspective, focusing on the role of women's empowerment and gender equity, particularly with regard to adolescent girls.

- 50 Social and behaviour change communication will accompany nutrition-specific interventions to change attitudes and encourage best practices for improved nutrition, such as increasing knowledge and awareness of acute malnutrition, HIV and tuberculosis and health-seeking behaviours, reducing stigma, and generating demand for and uptake of available services.
- 51 WFP will leverage its leading role in national forums and Scaling Up Nutrition networks to strengthen nutrition governance and will contribute to the generation of evidence by supporting the design and implementation of national surveys and studies that fill data gaps, inform programming, demonstrate process and impact and support advocacy efforts.

Partnerships

- 52 In its close partnership with the Mozambique Technical Secretariat for Food Security and Nutrition and with implementing government entities such as the Ministry of Health, WFP focuses on advancing dialogue and leveraging expertise and complementarities across multiple sectors with a wide range of stakeholders.
- 53 Leveraging its supply chain expertise and engagement in the Scaling Up Nutrition Business Network, WFP works with the Ministry of Industry and Commerce, private sector partners and other stakeholders to support food fortification initiatives and improved food safety and quality control.

Assumptions

- 54 Donors are willing to invest in medium-to-long-term, comprehensive community and district programmes. Partnerships and policy engagement are supported and foster a nutrition-sensitive enabling environment.

Transition/handover strategy

- 55 Through its multisectoral partnerships, WFP endeavours to ensure high-quality programming and long-term sustainability. WFP will prioritize the strengthening of national systems and local government capacities to coordinate, deliver at scale, monitor and manage a comprehensive package of interventions.

Strategic outcome 3: Vulnerable and shock-affected communities, households, women and young people in targeted areas have more equitable, resilient, sustainable and climate-smart livelihoods through enhanced adaptive and productive capacities that enable them to meet their food and nutrition needs by 2030

- 56 Through key entry points across the food system and linkages throughout the CSP, strategic outcome 3 will be achieved through an integrated package of climate risk management, livelihood support, adaptive agriculture and smallholder agricultural market support interventions that strengthen the resilience of households, communities and food systems to climate shocks and stressors and ensure sustainable access to income opportunities and adequate and nutritious food for poor and marginalized people and communities.

Focus area

- 57 Strategic outcome 3 focuses on resilience building.

Alignment with national priorities

- 58 Under strategic outcome 3, WFP will promote sustainable food systems (SDG target 2.4) The outcome is in line with the Government's five-year programme for 2020–2024, the strategic plan for the development of the agrarian sector for 2021–2030 and the national climate change adaptation and mitigation strategy for 2013–2025. It contributes to UNSDCF strategic priorities 2 (economic diversification and sustainable livelihoods) and 3 (climate resilience and sustainable use of natural resources).

Expected outputs

- 59 Strategic outcome 3 will be achieved through five outputs:
- 3.1 Targeted households, especially women and young smallholder farmers (tier 1), receive technical and skills development support (e.g. training in agricultural production, nutrition, adult/financial/digital literacy, and business management) for improved decision making capacity.
 - 3.2 Targeted households, especially vulnerable women and young smallholder farmers (tier 1) benefit from climate adaptation interventions (e.g. asset-based ecosystem rehabilitation and conservation agricultural training).
 - 3.3 Targeted farmer groups (tier 2) have access to goods and services – (e.g. extension services, agricultural inputs, weather information, financial services, market opportunities and micro-insurance) – for improved resilience and diversified sources of income.
 - 3.4 Targeted farmer groups (tier 2) benefit from improved and innovative agricultural market links and support for value chain development, including value addition, by improving their access to profitable markets and thus their ability to increase their incomes.
 - 3.5 Vulnerable communities (tier 3) benefit from national and local government and other actors' improved capacity to deliver strengthened and inclusive goods and services such as extension services, financial services, climate and market information and mechanized inputs for agriculture.

Key activity

Activity 3: Provide an integrated package of support to enhance the climate-adaptive, productive, aggregation, marketing and decision making capacities of communities, particularly women and young smallholder farmers

- 60 Employing community-based participatory approaches, WFP will work with vulnerable communities – moving households from early recovery assistance when feasible – supporting nutrition- and gender-sensitive asset-based ecosystem rehabilitation and nature-based solutions through food assistance for asset creation initiatives. Complementary food assistance for training, information services and gender- and nutrition-sensitive social and behaviour change communication will aim to empower women and young people, enhance technical and life skills, improve access to diversified sources of income and enable adaptive livelihood strategies.
- 61 In partnership with district level extension officers, WFP will provide services aimed at informing decision making and adaptation planning, strengthening disaster preparedness and building resilience to weather-related shocks, including through inclusive insurance and financial services for smallholder farmers, communities and national and local institutions. Livelihoods will be bolstered through the diversification of agricultural production, while productivity gains will be protected and postharvest losses mitigated, through the transfer of technologies.
- 62 WFP will capacitate smallholder farmers through an integrated package aimed at stimulating public and private procurement, targeting smallholder farmers; promote inclusiveness and boost the efficiency of community-based producer groups, cooperatives and aggregators; increase producers' capacity to produce marketable surpluses; stimulate smallholder farmers' production of more diversified and nutritious food; and facilitate producers' engagement in and access to diversified markets, using digital commerce, improved supply chain infrastructure and links to local markets with predictable demand through activities such as school feeding, WFP food assistance and CBT programmes.

Partnerships

- 63 WFP will collaborate with a wide variety of partners including the Government, notably the Ministry of Agriculture and Rural Development, other United Nations entities, particularly the other Rome-based agencies, NGOs, and civil society and private sector entities such as chambers of commerce, industry and farmer cooperatives.

Assumptions

- 64 Climate conditions are conducive to crop performance. The private sector seizes market opportunities. Value and supply chain actors share marketing information in a transparent and timely manner. Donor funds are received.

Transition/handover strategy

- 65 Strengthening the capacity of smallholder farmers and communities to absorb and adapt to a variable climate reduces the risk of food insecurity and deteriorating nutrition and facilitates the development of more stable and durable food systems. WFP will demonstrate that a sustainable and scalable approach to programme implementation with local ownership can be achieved through the engagement of stakeholders at all stages of the value chain, while collaboration with various government agencies will strengthen the systems-based approach to resilience-building initiatives.

Strategic outcome 4: By 2030, national and subnational actors have strengthened capacity and systems to protect and improve the human capital of at-risk and shock-affected populations

- 66 Strategic outcome 4 aims to strengthen national capacity to anticipate, mitigate, respond to and recover from shocks and to provide social protection safety nets that meet the food and nutrition needs of vulnerable populations and equip them with the knowledge, skills and health to make a living and achieve their potential.

Focus area

- 67 Strategic outcome 4 focuses on resilience building.

Alignment with national priorities

- 68 Under strategic outcome 4, WFP will provide capacity strengthening services (SDG target 17.9). The outcome is in line with objectives 1 and 2 of the national master plan for the prevention and mitigation of natural disasters, the master plan for disaster risk reduction for 2017–2030, the second national strategy for basic social security (2016–2024) and the education sector plan for 2020–2029. It contributes to UNSDCF strategic priority 1 (human development).

Expected outputs

- 69 Strategic outcome 4 will be achieved through three outputs linked to activity 4 and three outputs linked to activity 5:
- 4.1 Affected populations (tier 3) benefit from the Government's strengthened disaster risk management capacities and systems for increased resilience to shocks.
 - 4.2 At-risk populations (tier 3) benefit from strengthened government social protection capacity and systems that are sensitive to shocks, which enable them to meet their essential needs and manage risks.
 - 4.3 Targeted vulnerable and shock-affected populations (tier 1) receive social assistance transfers through national social protection programmes implemented jointly by the Government and WFP, which enable them to meet their essential food and nutrition needs and increase their resilience.

- 5.1 Schoolchildren targeted by the national home-grown school feeding programme (tier 3) benefit from improved design, finance, policy framework and implementation capacity of the Government, enhancing its ability to meet their basic food and nutrition needs and increase school enrolment and retention while contributing to more resilient national and local food systems.
- 5.2 Chronically vulnerable and shock-affected schoolchildren targeted by WFP (tier 1) receive nutritious meals that help meet their basic food and nutrition needs and increase school enrolment and retention.
- 5.3 Targeted schoolchildren (tier 2) benefit from education in nutrition and healthy diets, gender-transformative interventions and adequate water, sanitation and hygiene and school-level infrastructure that improve their nutrition status and positively change behaviours, leading to equitable access to education.

Key activities

Activity 4: Support national and government actors in preparing for, responding to and recovering from natural and man-made disasters

- 70 Through this activity WFP will offer policy advice, capacity building support, the facilitation of South-South and triangular cooperation, knowledge sharing, advocacy and evidence generation, and training and learning opportunities aimed at strengthening national and local emergency preparedness, response and recovery capacity. In recognition of the heightened vulnerability of women in emergency settings, capacity building support will include strong gender and social and behaviour change communication components.
- 71 The use of innovative approaches and support for coordination and alliance building among national stakeholders and across multiple levels will bolster activities relevant to early warning systems such as vulnerability analysis, monitoring and forecasting and improve the effectiveness of contingency and response planning, anticipatory action and emergency response. When faced with impending climate hazards, WFP will use pre-positioned contingency funding to enable the protection of vulnerable communities through forecast-based financing and climate risk insurance mechanisms. These interventions will be integrated into WFP's adaptive livelihood activities (under strategic outcome 3) through the establishment and dissemination of climate services and support for the implementation of anticipatory actions.
- 72 In support of the continued expansion and effectiveness of national safety nets for meeting the needs of the most vulnerable people and communities, WFP will provide technical assistance to facilitate the enhancement of shock-sensitive social protection and will augment national capacity to deliver more flexible and agile programmes in rural and urban settings. Support for the rapid inclusion of affected populations in new or existing social protection programmes will promote the sustainability of interventions beyond the delivery of humanitarian assistance and lay the foundations for the building of human capital and government systems. WFP encourages the registration of women as primary recipients of CBTs, accompanied by awareness raising on the benefits of and rationale for such a practice.

Activity 5: Support the Government in the development and operation of nationally owned home-grown school feeding programmes for chronically vulnerable or shock-affected primary school children

- 73 WFP will continue to ~~facilitate South-South and triangular cooperation and~~ provide technical assistance aimed at strengthening the capacity of the Government to manage and implement the national school feeding programme effectively and supporting an integrated package of gender-transformative and nutrition-sensitive interventions (such as services for education on sexuality, mitigation of teenage pregnancy, hygiene and HIV education) that contribute to the building of human capital and resilience to shocks while stimulating local

economies through employment creation and links to local agriculture and local procurement.

- 74 WFP's support for the Government includes policy dialogue during the creation of specific legislation and national budget lines, mid- and long-term strategy development, ~~and~~ the promotion of nutrition education, and multi-sectoral coordination at the School Feeding Technical Council, including through facilitating South-South and triangular cooperation. WFP supports supply chain management for the national school feeding programme, at times procuring on behalf of the Government or strengthening functions through, for example, the construction of warehouses, the establishment of food safety controls and the provision of commodity management training.
- 75 WFP will also augment the national school feeding programme through direct management of home-grown school feeding programmes for shock-affected or chronically vulnerable populations and will support the construction of infrastructure for school meal preparation, including water, sanitation and hygiene infrastructure and school gardens. Daily nutritious school meals will be sourced from local retailers and targeted smallholder farmers.

Partnerships

- 76 In partnership with the National Institute of Disaster Management, the Ministry of Gender, Child and Social Action and the National Institute for Social Action, WFP works with national and provincial directorates, donors, other United Nations entities and NGOs to strengthen national disaster risk management and enhance social protection programmes, including through engagement with the private sector and relevant global and regional networks such as the African Risk Capacity Group.
- 77 For school-based programming, WFP supports the Ministry of Education and Human Development and builds partnerships with NGOs and other United Nations entities to establish joint programmes and create opportunities for complementary interventions that ensure access to a holistic package of services for improved health and well-being for communities and children. With support from the WFP Centre of Excellence Against Hunger in Brazil, WFP will also facilitate South-South and triangular cooperation with Brazil.

Assumptions

- 78 There is government interest in and ownership of programmes. Donor funding is secured. Donors participate in disaster risk financing.

Transition/handover strategy

- 79 The building of disaster risk management capacities and links between relief and resilience activities will improve Mozambique's ability to anticipate, mitigate and withstand shocks and reduce the need for relief assistance.
- 80 WFP will seek to handover education activities to the Government progressively and will work with the Government to explore opportunities to promote the global school meals coalition.

Strategic outcome 5: Humanitarian and development actors benefit from a range of available services to help them implement their programmes and support their beneficiaries in an efficient, effective and reliable way throughout the year

- 81 Through the provision of its on-demand services, WFP will enhance and broaden its capacity to serve as a partner of choice by supporting others in their efforts to deliver on their mandates.

Focus area

- 82 Strategic outcome 5 focuses on resilience building.

Alignment with national priorities

- 83 Under strategic outcome 5 WFP will enhance partnerships (SDG target 17.16) and contribute to UNSDCF strategic priority 1 (human development).

Expected outputs

- 84 Strategic outcome 5 will be achieved through one output linked to activity 6, one output linked to activity 7 and one output linked to activity 8:
- 6.1 At-risk populations (tier 3) benefit from WFP cash transfer services for national and international humanitarian and development actors that help them to meet their essential basic needs and build resilience.
 - 7.1 Targeted populations (tier 3) benefit from WFP on-demand food-procurement services for food security actors by receiving timely assistance.
 - 8.1 Targeted populations (tier 3) benefit from efficient and effective on-demand WFP service provision for humanitarian and development actors by receiving accountable and timely assistance.

Key activities

Activity 6: Provide on-demand cash transfer services to government partners, other United Nations entities and national and international non-governmental organizations

- 85 On a cost-recovery basis, WFP will build capacities and provide common platforms for CBT programmes, including through the procurement of financial services, interoperable systems and coordinated programming, enabling beneficiary-centred, coordinated responses that cover people's essential needs.

Activity 7: Provide on-demand food procurement services to the Government and humanitarian and development partners

- 86 WFP will provide on-demand procurement services on a cost-recovery basis in accordance with relevant guidelines.

Activity 8: Provide on-demand services (e.g. administrative and supply chain services and common platforms) to the Government and humanitarian and development partners

- 87 On a cost-recovery basis, WFP will provide on-demand services for logistics, administration, information technology and common platforms, including by continuing to manage the inter-agency community feedback mechanism, *Linha Verde da Resposta à Emergência 1458 (Linha Verde)*, on behalf of the humanitarian country team.

Partnerships

- 88 In accordance with the reform process aimed at enhancing the efficiency and effectiveness of the United Nations development system, WFP will take an incremental role as a system-wide service provider to support better collaboration with governments and the humanitarian and development community.
- 89 For the *Linha Verde*, WFP will continue to engage strategically with the National Institute of Disaster Management and the National Center for Emergency Operations, particularly on early warning and responses to natural disasters; the Ministry of Gender, Child and Social Action and the National Institute for Social Action on gender-based violence prevention and social protection interventions; and the Ministry of Health on COVID-19 mitigation measures.

Assumptions

- 90 Demand for service provision is matched by sufficient funding from partners.

Transition/handover strategy

- 91 WFP's provision of services to the Government will be complemented by activities aimed at strengthening national systems and programmes and fostering further growth in national capacity through the creation of sustainable solutions.
- 92 WFP will continue to explore opportunities for joint management and a gradual transition of the *Linha Verde* to government ownership, with an increased focus on services for social protection and the prevention of gender-based violence.

Strategic outcome 6: National and subnational institutions and partners are able to implement their programmes and support affected populations in an efficient, effective and reliable way during times of crisis

- 93 Strategic outcome 6 facilitates more efficient, effective and coordinated interventions during emergencies through WFP's provision of mandated services.

Focus area

- 94 Strategic outcome 6 focuses on crisis response.

Alignment with national priorities

- 95 Under strategic outcome 6 WFP will enhance partnerships (SDG target 17.16) and contribute to the three strategic objectives of the 2022 humanitarian response plan: life-saving, life-sustaining and protection.

Expected outputs

- 96 Strategic outcome 6 will be achieved through one output linked to activity 9, one output linked to activity 10, one output linked to activity 11 and one output linked to activity 12:
- 9.1 Crisis-affected populations (tier 3) benefit from coordinated, coherent and timely food and nutrition assistance adequately integrated and complemented by other sectors to improve the assistance and optimization of resource use.
 - 10.1 Crisis-affected populations (tier 3) benefit from increased efficiency of the humanitarian logistics response to ensure timely delivery of life-saving assistance and optimization of resources.
 - 11.1 Crisis-affected populations (tier 3) benefit from emergency telecommunications services and technical assistance to the humanitarian community, for more efficient and timely delivery of assistance.
 - 12.1 Crisis-affected populations (tier 3) targeted by humanitarian partners benefit from timely and efficient United Nations Humanitarian Air Service services to receive life-saving assistance.

Key activities

Activity 9: Provide appropriate coordination, planning and information sharing with all humanitarian partners through the establishment of suitable coordination mechanisms for the food security sector

- 97 With the Food and Agriculture Organization of the United Nations, WFP will continue to co-lead the Mozambique food security cluster to coordinate effective emergency response across United Nations and other humanitarian organizations.

Activity 10: Provide an appropriate platform for logistics coordination and services for humanitarian actors

98 WFP will provide coordination and facilitation of, and information management for, common logistics services (sea, road and air transport and storage) in order to support partners' programme objectives. WFP will provide technical assistance to national stakeholders as part of the effort to strengthen emergency preparedness and build resilient supply chains and will explore opportunities to bolster grain reserves.

Activity 11: Provide preparedness and emergency communications services for humanitarian actors

99 WFP will provide timely, predictable and effective telecommunications services to humanitarian actors to support the delivery of aid and ensure that affected people have access to information, receive assistance, remain in contact and make informed decisions.

Activity 12: Provide United Nations Humanitarian Air Service services to the Government and humanitarian partners

100 The United Nations Humanitarian Air Service provides the humanitarian community with critical air services for locations within Mozambique, transporting passengers and light cargo (essential equipment and relief items) on behalf of partners and the Government and responding to security and medical evacuation requirements. WFP will leverage its strengths and capacity to provide services at competitive rates.

Partnerships

101 Through its provision of services mandated by the United Nations humanitarian system, WFP will continue to cement partnerships with key entities operating in Mozambique such as the Government, NGOs and other United Nations entities.

Assumptions

102 Donor funding is received. WFP's service provision to government institutions contributes to the strengthening of national systems, policies and programmes and supports the development of frameworks, procedures and best practices.

4. Implementation arrangements

4.1 Beneficiary analysis

103 Over its four and a half year duration, the CSP is framed to reach approximately 1.9 million beneficiaries, of whom just over 50 percent are women and girls.

104 Areas targeted under the CSP are defined through a geographic prioritization exercise tailored to each strategic outcome. The prioritization follows a similar approach to the integrated context analysis used to define exposure to hazards but also incorporates two new factors to pinpoint where WFP's interventions are most needed: the number of vulnerable people exposed, and aggravating factors such as food insecurity, low agricultural potential and productivity or limited institutional capacities.

105 In recognition of the chronic poverty level of the affected population in the north of Mozambique, in 2021 WFP shifted its conflict response interventions from status- to vulnerability-based targeting. By taking into consideration food security and demographic indicators, vulnerability-based targeting ensures that assistance reaches those that are most vulnerable, including in host communities. Beneficiaries in areas outside the north of Mozambique will be targeted based on the poverty rates in the latest multidimensional poverty index or the latest available Integrated Food Security Phase Classification.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME, OUTPUT AND ACTIVITY (2022-2026)

Strategic outcome	Outputs	Activity	Beneficiary group	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)	Total
1	1.1, 1.2, 1.3 and 1.4	1	Girls	190 883	197 478	184 703	120 067	68 301	761 432
			Boys	182 873	189 192	176 954	115 030	65 436	729 485
			Women	156 177	161 573	151 121	98 237	55 883	622 991
			Men	137 489	142 239	133 038	86 482	49 196	548 444
			Total	667 422	690 482	645 816	419 816	238 816	2 662 352
2	2.1	2	Girls	3 750	10 286	6 036	29 211	29 211	78 494
			Boys	3 750	10 000	5 750	29 200	29 200	77 900
			Women	-	14 014	14 014	549	549	29 126
			Men	-	-	-	-	-	-
			Total	7 500	34 300	25 800	58 960	58 960	185 520
3	3.1	3	Girls	35 793	36 937	36 894	35 750	35 750	181 124
			Boys	34 291	35 387	35 346	34 250	34 250	173 524
			Women	29 285	30 221	30 186	29 250	29 250	148 192
			Men	25 781	26 605	26 574	25 750	25 750	130 460
			Total	125 150	129 150	129 000	125 000	125 000	633 300
4	4.2 and 4.3	4	Girls	71 500	128 700	92 950	128 700	21 450	443 300
			Boys	68 500	123 300	89 050	123 300	20 550	424 700
			Women	58 500	105 300	76 050	105 300	17 550	362 700
			Men	51 500	92 700	66 950	92 700	15 450	319 300
			Total	250 000	450 000	325 000	450 000	75 000	1 550 000
	5.2	5	Girls	138 290	185 209	177 732	272 834	236 966	1 011 031
			Boys	155 945	208 853	200 422	307 664	267 217	1 140 101
			Women	3 384	4 532	4 349	6 676	5 798	24 739
			Men	3 383	4 531	4 348	6 676	5 798	24 736
			Total	301 002	403 125	386 851	593 850	515 779	2 200 607
Total				1 351 074	1 707 057	1 512 467	1 647 626	1 013 555	7 231 779

TABLE 2: FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY																	
	Strategic outcome 2							Strategic outcome 3			Strategic outcome 4			Strategic outcome 4			
	Activity 2							Activity 3			Activity 4			Activity 5			
Beneficiary type	Stunting prevention				MAM treatment		Nutrition-sensitive programming		Micro-insurance	Agricultural inputs	Climate-smart FFA	PASD-PE	PASD-PE drought	PASP	PRONAE	WFP home-grown school feeding	Take-home ration
Modality	Food	Food	Food	CBTs**	Food	Food	Food	CBTs**	CBTs**	CBTs**	CBTs**	CBTs*	CBTs*	CBTs*	CBTs**	CBTs**	CBTs**
Super Cereal	200				333												
Super Cereal Plus																	
Micronutrient powder			1				0.4										
RUSF						100											
LNS-LQ		20															
Total kcal/day	754	108	0	40%	1 251	543	77%	N/A	N/A	76%	26%	43%	18%	30%	30%	54%	
% kcal from protein	16	10	0		16	10											
Cash-based transfers (USD/person/day)				0.25			0.47	0.17	0.17	0.53	0.16	0.26	0.11	0.26	0.26	0.47	
Number of feeding days per year	360	360	360	360	360	360	180	360	N/A	N/A	240	180	180	180	180	180	

* For CBTs under activities 1 and 4, the percentage shown is the percentage of daily essential needs that a CBT is sufficient to meet.

** For CBTs under activities 2, 3 and 5, the percentage shown is the percentage of the minimum daily kilocalorie requirement that a CBT is sufficient to meet.

Abbreviations: FFA = food assistance for assets; LNS-LQ = lipid-based nutrient supplements – low-quantity; MAM = moderate acute malnutrition; PASP = national productive social action programme; PASD-PE = national post-emergency social protection programme; PRONAE = national school feeding programme; RUSF = ready-to-use supplementary food.

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	123 932	65 796 129
Pulses	32 622	28 100 846
Oil and fats	11 790	20 211 038
Mixed and blended foods	11 760	15 242 712
Other	8	90 397
Total (food)	180 112	129 441 122
Cash-based transfers		273 631 579
Total (food and cash-based transfer value)	180 112	403 072 701

106 The choice of transfer modalities is informed by assessments and feasibility studies and based on food security and nutrition needs and the efficiency and cost-effectiveness of modalities across population groups, activities and locations.

107 Wherever possible, CBTs will be prioritized. CBTs will be distributed through commodity vouchers in communities where financial infrastructure is poor but there is access to functional markets or where vouchers respond to programme objectives better than cash. Cash transfers, predominantly through digital payment systems, will be used in areas where financial services are readily available. CBT interventions will be combined with gender- and nutrition-sensitive social and behaviour change communication and financial literacy packages to foster financial inclusion and raise awareness about customer rights.

4.2 Country office capacity and profile

108 WFP will identify and recruit talent and work to build staff capacity to ensure that it has the skills needed to implement the CSP, including skills in relevant process areas and key controls. WFP will facilitate staff access to professional development and will maintain an organizational structure in the country office with the flexibility and capacity needed to enable the scale-up of operations as required.

4.3 Partnerships

109 In line with WFP's strategic plan and guided by the engagement strategy outlined in its partnership action plan, the country office will organize its partnerships in five partnership areas: resources, knowledge, policy and governance, advocacy and capability.

110 While WFP will continue to help fill gaps in national responses and capacity, the CSP seeks to shift WFP from a "delivering" to an "enabling" role. Through strong partnerships, multi-stakeholder coordination and support for the Government, WFP will prioritize its work with and through national programmes and systems, enhancing their resilience for more cost-efficient and effective responses with sustainable outcomes. To reach joint objectives, WFP will seize opportunities to consolidate funding streams, programmatic tools and approaches.

111 WFP will leverage partnerships with a wide range of actors in support of national food security, nutrition, social protection and disaster preparedness and response priorities. It will strive to expand and deepen its partnerships and collaboration with the Government, other United Nations entities, local and international civil society organizations, academia, private sector entities, international financial institutions and the donor community, working with partners to capitalize on complementary resources and skills and to foster a coherent programming approach. Complementarities and

synergies with the other Rome-based agencies and other United Nations entities will be reinforced on integrated and multisectoral programming, particularly in northern Mozambique, and on climate change adaptation throughout the country, with a focus on disaster-prone areas.

- 112 WFP will maintain its efforts to diversify the donor and partner base and to obtain the multi-year funding it needs to respond better to rapidly changing situations and to contribute to more sustainable programme outcomes. Partnerships with traditional donors will be strengthened through evidence-based advocacy appealing for sufficient funds to meet immediate humanitarian needs. Concurrently, WFP will seek to demonstrate compelling value propositions that attract non-traditional donors.
- 113 In partnership with private sector and other entities, WFP will enable the protection of at-risk communities through disaster risk financing and increased access to financial services and micro-insurance.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

- 114 The country office has developed guidance and strategies to ensure that gender-transformative monitoring is conducted throughout the CSP period to at least the minimum extent required to enable periodic process, output and outcome monitoring activities and the consideration of gender, age and protection concerns as they affect targeted population.
- *Process monitoring.* WFP will conduct regular distribution monitoring at food distribution points or shops, focusing on the quantity, value, use, acceptability and quality of the assistance provided. Data will be triangulated with information received through community feedback mechanisms in order to inform programme adjustments and mainstream protection and accountability to affected populations throughout interventions, with particular attention to the most vulnerable population groups such as women, young people, people with disabilities and elderly people.
 - *Output monitoring.* WFP cooperating partners will report output values such as the number of beneficiaries reached. Distribution data will be entered into the country office tool for managing effectively, COMET, in line with corporate data validation and reconciliation deadlines.
 - *Outcome monitoring.* Outcome indicators that measure the results achieved will be collected through twice-yearly outcome monitoring surveys carried out at the household level at the start (October) and end (May) of the lean season.
- 115 In line with WFP's policy on CSPs, a mid-term review will be conducted in 2024 and an independent CSP evaluation in 2025. Decentralized evaluations on pilot initiatives under strategic outcomes 2 and 3 are planned, with the aim of consolidating lessons learned and informing programme adjustments prior to expansion. Reviews, which include a focus on gender equality and protection, will be explored for priority thematic areas where there might be evidence gaps. WFP will make use of opportunities for joint evaluations with other United Nations entities and/or the Government in order to strengthen partnerships through collective learning and optimize resource use.

5.2 Risk management

Strategic risks

- 116 Under the CSP, WFP will focus on building resilience to climate change and strengthening disaster risk management capacities at the systems, institutional and household levels, which will help to mitigate the risk of competition between humanitarian crisis response and development in Mozambique.

- 117 WFP's capacity strengthening approach focuses on fostering an enabling environment for improving governance and facilitating organizational readiness, including by working with government partners on the development of funding strategies and joint proposals. Such efforts mitigate the risk of compromised sustainability and weak ownership of national programmes resulting from the Government having limited ability to mobilize resources (human, financial, technical and logistics) and/or a lack of sufficient systems integration coupled with challenges in existing regulatory frameworks and operating procedures.
- 118 A potential shift in the dynamics of the armed conflict in Cabo Delgado risks worsening the humanitarian crisis. In the medium to long term, a foreseeable withdrawal of foreign troops from Mozambique might result in a vacuum that non-state armed groups will seek to fill; that could stem further waves of displacement; and that could significantly impede WFP's operations in the province and limit humanitarian access. WFP ensures compliance with United Nations operational security standards and regularly adapts risk mitigation measures according to operational needs: it is augmenting its civil-military capacity in Mozambique and will reinforce the monitoring of security-related access constraints, including through increased dialogue with community leaders aimed at achieving better-coordinated security responses during programme delivery and improved access to beneficiaries.

Operational risks

- 119 WFP will continue to implement beneficiary protection measures to ensure site safety and protection from sexual exploitation and abuse, detect misappropriation of resources, and mitigate other risks that might exacerbate tensions within and between communities. Gender-transformative interventions are mainstreamed throughout the CSP with the aim of mitigating the risks that gender inequalities pose to successful implementation. All partners are assessed according to their operational capacities with regard to gender issues, protection, accountability to affected populations and protection from sexual exploitation and abuse, and improvement plans are put in place as required, in addition to the contractual obligations regarding human rights set out in field-level agreements. WFP is committed to integrating gender-based violence and protection from sexual exploitation and abuse awareness across all community engagement initiatives.

Fiduciary risks

- 120 Fraud and corruption risks are mitigated through strengthened internal controls and strategic human resource management. All staff, partners and vendors are vetted against the current United Nations sanctions list, and competitive reviews and due diligence with regard to new partners and vendors are conducted prior to contracting. WFP's field monitors and community feedback mechanisms also play an important role in dealing with allegations of fraud and corruption. Coordination and information sharing with the office of the resident coordinator and other United Nations partners provide additional assurance.

120121 WFP is committed to ensuring that all its workplaces are free from abuse, offensive behaviour, harassment, abuse of authority and discrimination and that employees who report misconduct in good faith have the right to be protected against retaliation for doing so.

5.3 Social and environmental safeguards

- 121122 WFP is committed to ensuring that targeted interventions are implemented in an equitable manner and will endeavour to reduce inclusion and exclusion errors at the community level by addressing differential risks, including those based on social discrimination, power structures, vulnerability, age and gender. This will be informed by gender analysis and community feedback mechanisms and achieved through engagement with the Government at all levels and with local leaders, communities, minority rights groups and organizations

for people with disabilities, women's rights and gender equality as well as through active participation in protection clusters and working groups.

[122123](#) With cooperating partners, WFP delivers community engagement and rights-based communications that define programme objectives, including through community-informed access to community feedback mechanisms. The *Linha Verde* processes all complaints, including those related to gender-based violence, sexual exploitation and abuse and any other harm that may be caused by humanitarian actors and contractors.

[123124](#) Guided by corporate standards, the country office screens development and emergency response operations to identify environmental impacts and social risks and inform mitigation actions. WFP integrates environmental sustainability into its procurement practices, facilities and operations and tracks and reports its environmental impact on the United Nations Environment Programme's Greening the Blue platform. Green initiatives include the installation and retrofitting of renewable power systems and energy-efficient equipment, the optimization of construction material and resources for engineering projects and the raising of staff awareness.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		2022	2023	2024	2025	2026	
1	1	77 205 435	136 571 181	96 304 295	59 117 106	36 504 602	405 702 619
2	2	1 128 563	7 276 012	9 082 185	12 157 505	12 444 051	42 088 315
3	3	17 657 702	20 611 924	20 481 940	27 670 520	25 104 915	111 527 001
4	4	13 341 744	25 361 843	16 617 080	21 269 799	10 653 768	87 244 234
4	5	10 666 614	28 033 549	26 935 695	37 809 191	33 218 100	136 663 150
5	6	624 626	1 090 592	893 069	396 220	140 869	3 145 376
5	7	892 646	922 168	933 102	941 545	963 258	4 652 718
5	8	1 032 750	1 381 839	1 409 763	1 434 483	1 480 138	6 738 973
6	9	134 310	240 137	246 955	265 543	263 477	1 150 422
6	10	776 246	997 350	1 647 531	1 665 900	1 707 957	6 794 983
6	11	491 315	546 261	555 254	562 888	578 611	2 734 329
6	12	2 019 074	2 161 939	2 189 180	2 210 656	2 263 389	10 844 238
Total		125 971 024	225 194 795	177 296 049	165 501 356	125 323 134	819 286 358

6.2 Resourcing outlook and strategy

[124125](#) Under the CSP for 2017–2021, WFP benefited from significant contributions in support of large-scale responses to sudden-onset disasters (cyclones Idai and Kenneth in 2019) and the escalation of the conflict in northern Mozambique, while also receiving support for the expansion of development programmes aimed at building resilience and addressing the root causes of food insecurity and malnutrition. However, increasing humanitarian needs, combined with the contracting global fiscal landscape have created resourcing challenges, particularly for crisis response operations.

~~125~~126To fund the CSP WFP will use innovation enablers and technology accelerators to seek new, long-term partnerships and attract funding from traditional and non-traditional donors, especially in the private sector. WFP will seek increased engagement with international financial institutions and will continue to develop and advocate the use of innovative financing mechanisms.

~~126~~127WFP allocates resources to gender equality activities, which are mainstreamed throughout the CSP, and will seek predictable multi-year funding that ensures the sustained implementation of activities aimed at achieving programme goals and maximizing impact.

REVISION MODE

ANNEX I

LOGICAL FRAMEWORK FOR MOZAMBIQUE COUNTRY STRATEGIC PLAN (2022–2026)

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: Crisis-affected populations in targeted areas can meet their essential food and nutrition needs immediately prior to, during and in the aftermath of shocks

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

Nutrition-sensitive

Focus area: crisis response

Assumptions:

WFP secures financial resources to be able to adequately respond during the crises

Outcome indicators

ART default rate

ART nutritional recovery rate

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

Food consumption score

Food consumption score – nutrition

Food expenditure share

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

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Proportion of eligible population that participates in programme (coverage)

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

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

TB nutritional recovery rate

TB treatment default rate

Activities and outputs

1. Provide integrated food and nutrition assistance to conflict- and disaster-affected people (URT: Unconditional resource transfers to support access to food)

1.3 Children younger than 5, pregnant and lactating women, and people living with HIV or tuberculosis and special needs, benefit from life-saving prevention and management of acute malnutrition and micronutrient deficiencies (A: Resources transferred)

1.3 Children younger than 5, pregnant and lactating women, and people living with HIV or tuberculosis and special needs, benefit from life-saving prevention and management of acute malnutrition and micronutrient deficiencies (B: Nutritious foods provided)

1.3 Children younger than 5, pregnant and lactating women, and people living with HIV or tuberculosis and special needs, benefit from life-saving prevention and management of acute malnutrition and micronutrient deficiencies (E: Social and behaviour change communication delivered)

1.3 Children younger than 5, pregnant and lactating women, and people living with HIV or tuberculosis and special needs, benefit from life-saving prevention and management of acute malnutrition and micronutrient deficiencies (G: Linkages to financial resources and insurance services facilitated)

1.4 Children younger than 5, pregnant and lactating women and people living with HIV or tuberculosis in targeted communities benefit from enhanced local healthcare service delivery to prevent, early detect and treat acute malnutrition (C: Capacity development and technical support provided)

1.2 Crisis-affected populations participate in food assistance for assets and income-generating activities to improve livelihoods, strengthen self-reliance and support early recovery (A: Resources transferred)

1.2 Crisis-affected populations participate in food assistance for assets and income-generating activities to improve livelihoods, strengthen self-reliance and support early recovery (D: Assets created)

1.2 Crisis-affected populations participate in food assistance for assets and income-generating activities to improve livelihoods, strengthen self-reliance and support early recovery (E: Social and behaviour change communication delivered)

1.2 Crisis-affected populations participate in food assistance for assets and income-generating activities to improve livelihoods, strengthen self-reliance and support early recovery (G: Linkages to financial resources and insurance services facilitated)

1.1 Crisis-affected populations receive food and/or cash assistance (including specialized nutritious foods, when necessary) to meet their food requirements (A: Resources transferred)

1.1 Crisis-affected populations receive food and/or cash assistance (including specialized nutritious foods, when necessary) to meet their food requirements (B: Nutritious foods provided)

1.1 Crisis-affected populations receive food and/or cash assistance (including specialized nutritious foods, when necessary) to meet their food requirements (E: Social and behaviour change communication delivered)

1.1 Crisis-affected populations receive food and/or cash assistance (including specialized nutritious foods, when necessary) to meet their food requirements (G: Linkages to financial resources and insurance services facilitated)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 2: By 2030 all forms of malnutrition are reduced, primarily among children, women and girls, through enhanced gender equity and improved access to and availability and uptake of healthy diets and health services

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

Nutrition-sensitive

Focus area: root causes

Assumptions:

Government translates the transferred knowledge to nutrition policies and programmes

Outcome indicators

Minimum dietary diversity – women

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

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

Activities and outputs

2. Support national and local actors in the delivery of nutrition-specific and -sensitive multisectoral interventions that address malnutrition (NPA: Malnutrition prevention activities)

2.3 Chronically vulnerable and shock-affected communities benefit from increased capacity of national and local governments and other stakeholders to design, implement and coordinate multisectoral programmes that prevent all forms of malnutrition (C: Capacity development and technical support provided)

2.1 Infants and young children, pregnant and lactating women, school-age children, adolescents and other vulnerable groups benefit from essential nutrition-specific and nutrition-sensitive interventions to improve their nutrition status (A: Resources transferred)

2.1 Infants and young children, pregnant and lactating women, school-age children, adolescents and other vulnerable groups benefit from essential nutrition-specific and nutrition-sensitive interventions to improve their nutrition status (B: Nutritious foods provided)

2.1 Infants and young children, pregnant and lactating women, school-age children, adolescents and other vulnerable groups benefit from essential nutrition-specific and nutrition-sensitive interventions to improve their nutrition status (E: Social and behaviour change communication delivered)

2.4 Vulnerable communities are protected from all forms of malnutrition through robust research and data analysis that is used for effective targeting and programme design and through strengthened government capacity to generate and use evidence (C: Capacity development and technical support provided)

2.4 Vulnerable communities are protected from all forms of malnutrition through robust research and data analysis that is used for effective targeting and programme design and through strengthened government capacity to generate and use evidence (M: National coordination mechanisms supported)

2.2 Women and adolescents are empowered through social and behaviour change communication on nutrition, optimal food access, gender equality and sexual reproductive health, training on financial literacy and vocational skills and livelihood opportunities (A: Resources transferred)

2.2 Women and adolescents are empowered through social and behaviour change communication on nutrition, optimal food access, gender equality and sexual reproductive health, training on financial literacy and vocational skills and livelihood opportunities (C: Capacity development and technical support provided)

2.2 Women and adolescents are empowered through social and behaviour change communication on nutrition, optimal food access, gender equality and sexual reproductive health, training on financial literacy and vocational skills and livelihood opportunities (E: Social and behaviour change communication delivered)

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

Strategic outcome 3: Vulnerable and shock-affected communities, households, women and young people in targeted areas have more equitable, resilient, sustainable and climate-smart livelihoods, through enhanced adaptive and productive capacities, in order to meet their food and nutrition needs, by 2030

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

Nutrition-sensitive

Focus area: resilience building

Assumptions:

Availability of funding to support programme implementation

Outcome indicators

Food consumption score

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

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

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

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

Rate of post-harvest losses (Zero Food Lost Initiative)

USD value of funds raised with a climate risk reduction objective

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

Activities and outputs

3. Provide an integrated package of support to enhance the adaptive, productive, aggregation, marketing and decision making capacities of communities, particularly women and young smallholder farmers (ACL: Asset creation and livelihood support activities)

3.4 Targeted farmer groups benefit from improved and innovative agricultural market links and support for value chain development, including value addition, which improve their access to profitable markets and thus their ability to increase their incomes (F: Purchases from smallholders completed)

3.3 Targeted farmer groups have access to goods and services (e.g. extension services, agricultural inputs, weather information, financial services, market opportunities and micro-insurance) for improved resilience and diversified sources of income (A: Resources transferred)

3.3 Targeted farmer groups have access to goods and services (e.g. extension services, agricultural inputs, weather information, financial services, market opportunities and micro-insurance) for improved resilience and diversified sources of income (F: Purchases from smallholders completed)

3.3 Targeted farmer groups have access to goods and services (e.g. extension services, agricultural inputs, weather information, financial services, market opportunities and micro-insurance) for improved resilience and diversified sources of income (G: Linkages to financial resources and insurance services facilitated)

3.2 Targeted households, especially vulnerable women and young smallholder farmers, benefit from climate adaptation interventions (asset-based ecosystem rehabilitation and conservation agricultural training) (A: Resources transferred)

3.2 Targeted households, especially vulnerable women and young smallholder farmers, benefit from climate adaptation interventions (asset-based ecosystem rehabilitation and conservation agricultural training) (G: Linkages to financial resources and insurance services facilitated)

3.2 Targeted households, especially vulnerable women and young smallholder farmers, benefit from climate adaptation interventions (assets-based ecosystem rehabilitation, conservation agricultural training) (D: Assets created)

3.1 Targeted households, especially women and young smallholder farmers, receive technical and skills development support (e.g. training in agricultural production, nutrition, adult/financial/digital literacy and business management) for improved decision making capacity (A: Resources transferred)

3.1 Targeted households, especially women and young smallholder farmers, receive technical and skills development support (e.g. training in agricultural production, nutrition, adult/financial/digital literacy and business management) for improved decision making capacity (C: Capacity development and technical support provided)

3.1 Targeted households, especially women and young smallholder farmers, receive technical and skills development support (e.g. training in agricultural production, nutrition, adult/financial/digital literacy and business management) for improved decision making capacity (F: Purchases from smallholders completed)

3.1 Targeted households, especially women and young smallholder farmers, receive technical and skills development support (e.g. training in agricultural production, nutrition, adult/financial/digital literacy and business management) for improved decision making capacity (G: Linkages to financial resources and insurance services facilitated)

3.5 Vulnerable communities benefit from national and local government and other actors' improved capacity to deliver strengthened and inclusive goods and services such as extension services, financial services, climate and market information and mechanized inputs for agriculture (C: Capacity development and technical support provided)

3.5 Vulnerable communities benefit from national and local government and other actors' improved capacity to deliver strengthened and inclusive goods and services such as extension services, financial services, climate and market information and mechanized inputs for agriculture (G: Linkages to financial resources and insurance services facilitated)

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: By 2030 national and subnational actors have strengthened capacity and systems to protect and improve the human capital of at-risk and shock-affected populations

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

Nutrition-sensitive

Focus area: resilience building

Assumptions:

Government translates the acquired knowledge into policy decision making in order to meet the basic needs of people during times of crisis

Activities and outputs

4. Support national and government actors in preparing for, responding to and recovering from natural and man-made disasters (CSI: Institutional capacity strengthening activities)

4.1 Affected populations benefit from the government's strengthened disaster risk management capacity and systems for increasing resilience to shocks (C: Capacity development and technical support provided)

4.1 Affected populations benefit from the government's strengthened disaster risk management capacity and systems for increasing resilience to shocks (G: Linkages to financial resources and insurance services facilitated)

4.1 Affected populations benefit from the government's strengthened disaster risk management capacity and systems for increasing resilience to shocks (J: Policy reform identified/advocated)

4.1 Affected populations benefit from the government's strengthened disaster risk management capacity and systems for increasing resilience to shocks (M: National coordination mechanisms supported)

4.2 At-risk populations benefit from strengthened government social protection capacity and systems that are sensitive to shocks, in order to meet their essential needs and manage risks (C: Capacity development and technical support provided)

4.2 At-risk populations benefit from strengthened government social protection capacity and systems that are sensitive to shocks, in order to meet their essential needs and manage risks (I: Policy engagement strategies developed/implemented)

4.2 At-risk populations benefit from strengthened government social protection capacity and systems that are sensitive to shocks, in order to meet their essential needs and manage risks (M: National coordination mechanisms supported)

4.3 Targeted vulnerable and shock-affected populations receive social assistance transfers through national social protection programmes implemented jointly by the government and WFP, to meet their essential food and nutrition needs and increase their resilience (A: Resources transferred)

4.3 Targeted vulnerable and shock-affected populations receive social assistance transfers through national social protection programmes implemented jointly by the government and WFP, to meet their essential food and nutrition needs and increase their resilience (C: Capacity development and technical support provided)

5. Support the Government in the development and operation of nationally owned home-grown school feeding programmes for chronically vulnerable or shock-affected primary school children (SMP: School meal activities)

5.2 Chronically vulnerable and shock-affected schoolchildren targeted by WFP receive nutritious meals to help meet their basic food and nutrition needs and increase school enrolment and retention (A: Resources transferred)

5.2 Chronically vulnerable and shock-affected schoolchildren targeted by WFP receive nutritious meals to help meet their basic food and nutrition needs and increase school enrolment and retention (C: Capacity development and technical support provided)

5.2 Chronically vulnerable and shock-affected schoolchildren targeted by WFP receive nutritious meals to help meet their basic food and nutrition needs and increase school enrolment and retention (N: School feeding provided)

5.1 School children targeted by the national home-grown school feeding programme benefit from improved design, finance, policy framework and implementation capacity of the Government, enhancing its ability to meet their basic food and nutrition needs and increase school enrolment and retention while contributing to more resilient national and local food systems (A: Resources transferred)

5.1 School children targeted by the national home-grown school feeding programme benefit from improved design, finance, policy framework and implementation capacity of the Government, enhancing its ability to meet their basic food and nutrition needs and increase school enrolment and retention while contributing to more resilient national and local food systems (C: Capacity development and technical support provided)

5.1 School children targeted by the national home-grown school feeding programme benefit from improved design, finance, policy framework and implementation capacity of the Government, enhancing its ability to meet their basic food and nutrition needs and increase school enrolment and retention while contributing to more resilient national and local food systems (I: Policy engagement strategies developed/implemented)

5.1 School children targeted by the national home-grown school feeding programme benefit from improved design, finance, policy framework and implementation capacity of the Government, enhancing its ability to meet their basic food and nutrition needs and increase school enrolment and retention while contributing to more resilient national and local food systems (N: School feeding provided)

5.3 Targeted schoolchildren benefit from education in nutrition and healthy diets; gender-transformative interventions; and adequate water, sanitation and hygiene and school-level infrastructure, in order to improve their nutrition status and positively change behaviours leading to equitable access to education (C: Capacity development and technical support provided)

5.3 Targeted schoolchildren benefit from: education in nutrition and healthy diets; gender-transformative interventions; and adequate water, sanitation and hygiene and school-level infrastructure, in order to improve their nutrition status and positively change behaviours leading to equitable access to education (E: Social and behaviour change communication delivered)

5.3 Targeted schoolchildren benefit from: education in nutrition and healthy diets; gender-transformative interventions; and adequate water, sanitation and hygiene and school-level infrastructure, in order to improve their nutrition status and positively change behaviours leading to equitable access to education (N: School feeding provided)

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: Humanitarian and development actors benefit from a range of available services to help them implement their programmes and support their beneficiaries in an efficient, effective and reliable way throughout the year

Outcome category: Enhanced common coordination platforms

Focus area: crisis response

Assumptions:

Availability of funding to support programme implementation

Outcome indicators

User satisfaction rate

Activities and outputs**6. Provide on-demand cash transfer services to government partners, other United Nations entities and national and international NGOs (CPA: Service provision and platforms activities)**

6.1 At-risk populations benefit from WFP cash transfer services for national and international humanitarian and development actors, in order to meet their essential basic needs and build resilience (H: Shared services and platforms provided)

7. Provide on-demand food procurement services to the Government and humanitarian and development partners (CPA: Service provision and platforms activities)

7.1 Targeted populations benefit from WFP on-demand food-procurement services for food-security actors by receiving timely assistance (H: Shared services and platforms provided)

8. Provide on-demand services (e.g. administrative and supply chain services and common platforms) to the Government and humanitarian and development partners (CPA: Service provision and platforms activities)

8.1 Targeted populations benefit from efficient and effective on-demand WFP service provision for humanitarian and development actors by receiving accountable and timely assistance (H: Shared services and platforms provided)

8.1 Targeted populations benefit from efficient and effective on-demand WFP service provision for humanitarian and development actors by receiving accountable and timely assistance (K: Partnerships supported)

Strategic outcome 6: National and subnational institutions and partners are able to implement their programmes and provide required support to affected populations in an efficient, effective and reliable way, during times of crisis

Outcome category: Enhanced common coordination platforms

Focus area: crisis response

Assumptions:

Funding to support cluster operations, including those of the food security, logistics and emergency telecommunication clusters, is available

Outcome indicators

User satisfaction rate

Activities and outputs

9. Provide appropriate coordination, planning and information sharing with all humanitarian partners through the establishment of suitable coordination mechanisms for the food security sector (CPA: Service provision and platforms activities)

9.1 Crisis-affected populations benefit from coordinated, coherent and timely food and nutrition assistance adequately integrated and complemented by other sectors to improve the assistance and optimization of resources (C: Capacity development and technical support provided)

9.1 Crisis-affected populations benefit from coordinated, coherent and timely food and nutrition assistance adequately integrated and complemented by other sectors to improve the assistance and optimization of resources (H: Shared services and platforms provided)

10. Provide an appropriate platform for logistics coordination and services for humanitarian actors (CPA: Service provision and platforms activities)

10.1 Crisis-affected populations benefit from increased efficiency of the humanitarian logistics response to ensure timely delivery of life-saving assistance and optimization of resources (C: Capacity development and technical support provided)

10.1 Crisis-affected populations benefit from increased efficiency of the humanitarian logistics response to ensure timely delivery of life-saving assistance and optimization of resources (H: Shared services and platforms provided)

**11. Provide preparedness and emergency communications services for humanitarian actors
(CPA: Service provision and platforms activities)**

11.1 Crisis-affected populations benefit from emergency telecommunications services and technical assistance to the humanitarian community, for more efficient and timely delivery of assistance (C: Capacity development and technical support provided)

11.1 Crisis-affected populations benefit from emergency telecommunications services and technical assistance to the humanitarian community, for more efficient and timely delivery of assistance (H: Shared services and platforms provided)

**12. Provide United Nations Humanitarian Air Service services to the Government and humanitarian partners
(CPA: Service provision and platforms activities)**

12.1 Crisis-affected populations targeted by humanitarian partners benefit from timely and efficient United Nations Humanitarian Air Service services in order to receive life-saving assistance (H: Shared services and platforms provided)

REVISION MODEL

Strategic Goal 1: Support countries to achieve zero hunger

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

Cross-cutting indicators

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

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

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

Cross-cutting indicators

C.2.2: Proportion of targeted people receiving assistance without safety challenges

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

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

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

Cross-cutting indicators

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

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

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

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment

Cross-cutting indicators

C.4.1. Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)							
	Strategic Result 1/ SDG target 2.1	Strategic Result 2/ SDG target 2.2	Strategic Result 4/ SDG target 2.4	Strategic Result 5/ SDG target 17.9	Strategic Result 8/ SDG target 17.16	Strategic Result 8/ SDG 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Focus area	Crisis response	Root causes	Resilience building	Resilience building	Resilience building	Crisis response	
Transfers	316 217 097	32 667 082	77 710 544	179 312 848	12 301 286	18 198 637	636 407 494
Implementation	43 279 670	4 242 117	20 462 864	17 942 012	1 361 064	753 131	88 040 858
Adjusted direct support costs	21 444 659	2 610 346	6 546 781	12 986 815	874 717	1 258 535	45 721 852
Subtotal	380 941 426	39 519 545	104 720 189	210 241 675	14 537 067	20 210 303	770 170 205
Indirect support costs (6.5 percent)	24 761 193	2 568 770	6 806 812	13 665 709		1 313 670	49 116 154
Total	405 702 619	42 088 315	111 527 001	223 907 384	14 537 067	21 523 973	819 286 358

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
<i>Linha Verde</i>	<i>Linha Verde da Resposta à Emergência 1458</i>
NGO	non-governmental organization
SDG	Sustainable Development Goal
UNSDCF	United Nations sustainable development cooperation framework

REVISION MODE