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Operational matters – Country strategic plans
For decision

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Draft Ethiopia country strategic plan (2026–2030)

Duration	1 January 2026–31 December 2030
Total cost to WFP	USD 3,318,815,888
Framework on accountability for results*	3

* The framework on accountability for results is a performance measurement approach that incorporates programme and financial tracking and delivers a results-based approach to people-centred programming.

Executive summary

Despite impressive annual economic growth and development progress, Ethiopia's ambition of becoming an "African beacon of prosperity" by 2030 – as outlined in the national ten-year development plan for 2021–2030 – is constrained by global and regional crises, internal conflict, economic and climate shocks, and rising poverty.[1] These challenges are compounded by structural issues that dampen the impact of economic growth, reduce the potential for transformative change and exacerbate food insecurity.

To help address these multidimensional issues, WFP will integrate, layer and sequence its interventions, focusing on areas that offer the greatest potential impact. Its multi-sectoral initiatives will seek to meet urgent needs by increasing access to and the availability of food while building self-reliance and tackling the root causes of vulnerability, including through support for resilient food systems. By identifying synergies among actors and across locations, sectors and systems, WFP will complement the Government's strategies and partners' efforts to deliver innovative, risk-informed programming that saves and changes lives.

[1] According to the World Bank, Ethiopia is one of the fastest growing economies in the region, with an estimated 8.1 percent growth in 2023/2024. However, it also remains one of the poorest, with a per capita gross national income of USD 1,020.

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Guided by analytical insights from the country strategic plan for 2020–2025, relevant evaluations, and the United Nations sustainable development cooperation framework for Ethiopia for 2025-2030, this five-year plan takes a systems approach to ending hunger. It builds on WFP's comparative advantages to deliver five integrated outcomes:

- The most food-insecure crisis-affected people, including refugees and internally displaced persons, in targeted areas of Ethiopia have immediate and equitable access to safe, adequate and nutritious food, in anticipation of, during and in the aftermath of shocks.
- By 2030, food-insecure and nutritionally vulnerable people in targeted areas have enhanced human capital, supported by healthier diets and stronger health and education systems, enabling them to reach their full potential.
- By 2030, food-insecure people in risk-prone areas have strengthened livelihoods supported by resilient food systems that enable them to withstand multiple shocks and stressors.
- By 2030, government institutions and stakeholders have strengthened capacities for disaster preparedness, risk management, social protection and food systems that promote effective response to shocks.
- Humanitarian and development actors in Ethiopia have access to services that enable them to better reach and respond to the needs of at-risk and crisis-affected communities throughout the year.

This country strategic plan integrates cross-cutting priorities, including nutrition, protection, accountability and environmental sustainability, while promoting equality, particularly for women and persons with disabilities, adhering to humanitarian principles, respecting human rights and applying the "do no harm" approach. It gives priority to marginalized and at-risk people, addressing compound shocks and vulnerabilities through high-quality programming with clear lines of accountability.

Draft decision*

The Board approves the Ethiopia country strategic plan (2026-2030) (WFP/EB.2/2025/7-A/3) at a total cost to WFP of USD 3,318,815,888.

* 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 and needs assessment

1. With a population of 129.7 million people,[2] Ethiopia is a low-income, food-deficit country[3] that ranks among the world's poorest, at 180th of 193 countries on the 2023 Human Development Index[4] and 102nd of 127 on the 2024 Global Hunger Index.[5] Despite remarkable growth in gross domestic product, averaging 10 percent per year from 2004 to 2019, an estimated 69 percent of the population were living in multidimensional poverty in 2021.[6] More than 58 percent of the population faces moderate or severe food insecurity and only one in four households have access to a nutritious diet. Women, children, rural communities and forcibly displaced people are disproportionately affected.[7]

2. Since 2018, overlapping shocks – droughts, floods, locust infestations, conflict and the coronavirus disease 2019 pandemic – have had severe impacts on Ethiopian households, slowing economic growth, increasing poverty and straining government services.[8] Inflation has averaged 25 percent a year, peaking at 34 percent in 2022,[9] driven by supply shortages, global price hikes, currency depreciation and ineffective monetary and fiscal policies. Ethiopia's shift to a floating exchange rate in mid-2024 led to the activation of an extended credit facility of USD 3.4 billion from the International Monetary Fund, with an initial disbursement of USD 1 billion, and a World Bank pledge of USD 16.6 billion over three years.

3. Polarization along ethnic lines and unresolved conflicts undermine politics, peace and stability in Ethiopia. Historical grievances – disputes over territory, socioeconomic disparities and political fragmentation – are exacerbated by fragile institutions, competition for resources and corruption.[10] The 2020–2022 conflict in northern Ethiopia, intensified hostilities in the Amhara region since mid-2023, ongoing hostilities in Oromia, and sporadic fighting in other regions have ruptured Ethiopia's socioeconomic fabric, destroyed infrastructure, increased food insecurity[11] and malnutrition, and wrought further economic disruption.

4. Conflict, climate shocks and economic strain caused protracted displacements between 2008 and 2023. In 2024, 21.4 million people required some form of humanitarian assistance, including 4.6 million internally displaced persons; this is a significant reduction from previous years.[12]

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[2] United Nations Population Fund (UNFPA). World Population Dashboard: Ethiopia.

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

[4] United Nations Development Programme (UNDP). Human Development Index: Ethiopia.

[5] Concern Worldwide, Welthungerhilfe and Institute for International Law of Peace and Armed Conflict. Global Hunger Index: Ethiopia.

[6] UNDP. 2024. *Quarterly Economic Profile: Ethiopia*.

[7] United States Agency for International Development. Ethiopia overview: nutrition (accessed 23 November 2024; website discontinued).

[8] Concern Worldwide, Welthungerhilfe, and the Institute for International Law of Peace and Armed Conflict. Global Hunger Index: Ethiopia.

[9] World Bank. Open data: Inflation, consumer prices (annual %) – Ethiopia.

[10] United Nations. 2024. Common country analysis: Ethiopia.

[11] Humanitarian needs related to food security have surged, with the number of acutely food-insecure people rising from 8 million in 2019 to a peak of 22.6 million in 2022 before declining to 15.8 million in 2024. The sharp increase, particularly between 2020 and 2022, was driven by conflict in the north and consecutive droughts in southern pastoral areas. See World Health Organization. 2024. *Public health situation analysis (PHSA) – Ethiopia.*

[12] The latest assessment of internally displaced persons, carried out by the International Organization for Migration and endorsed by the Ethiopian Disaster Risk Management Commission, shows that, as of May 2024, 69 percent of internally displaced persons were displaced by conflict, 16 percent by drought, and the remainder by other weather-related adversities such as floods.

5. Ethiopia hosts 1.1 million refugees, the second-largest refugee population in Africa.[13] While its open-door policy attracts new arrivals during periods of regional instability, challenges persist in integrating refugees into national systems.

6. Ethiopia faces significant challenges with regard to equality, with widely held sociocultural beliefs and traditions influencing the roles of women, men, girls and boys and often leading to discriminatory behaviour, resulting in increased rates of violence, illiteracy and economic disparity, particularly for women and girls. By the age of 18, 40 percent of girls are married, and 20 percent have given birth.[14]

7. In Ethiopia, persons with disabilities face severe barriers to education, employment and humanitarian support, particularly women and girls, who also contend with lower school attendance rates and a heavy burden of domestic duties. Limited access to education[15] restricts future job opportunities, with inaccessible workplaces, high transport costs, and social stigma compounding the situation. As a result, an estimated 95 percent of persons with disabilities are living below the poverty line.[16]

8. Between 80 and 85 percent of Ethiopia's population is dependent on rainfed agriculture and pastoralism for their livelihoods. Limited adaptive capacity and frequent droughts and floods continue to affect vulnerable people and communities, posing a threat to food security. Agriculture, livelihoods, biodiversity, health, infrastructure and water are highly vulnerable to changing weather patterns. The consecutive droughts from late 2020 until the end of 2022 in southern pastoral areas, and the drought in northern Ethiopia in early 2024, have severely affected the already arid pastoral areas, which cover two-thirds of the country's landmass.[17]

9. Children under 15 constitute 40 percent of the population, and only 58 percent of children complete primary school, leaving 8.8 million primary school-aged children out of school. Low school retention rates are exacerbated by conflict, weather-related shocks and worsening malnutrition, which is driven by poverty, food insecurity, poor dietary intake, socioeconomic inequality, poor sanitation and hygiene facilities, and a high disease burden. About 39 percent of children under 5 are stunted, 22 percent are underweight, and 11 percent are wasted.[18] According to the latest available national micronutrient survey, one in three people is deficient in at least one micronutrient.[19] The prevalence of anaemia exceeds World Health Organization (WHO) emergency thresholds. Despite efforts to improve health and education services, disparities in access between rural and urban areas and among income levels persist. Children born today will grow up to be only 38 percent as productive as they would have been with full access to such services.[20]

10. A lack of timely disaggregated data resulting from fragmented systems, limited digital infrastructure and inefficient data processing diminishes programme effectiveness in all sectors. Poor data quality, outdated systems and delayed national surveys undermine education and healthcare initiatives, hindering policy and budget planning. Limited data and inadequate disaster risk profiling impede the planning of local initiatives in resilience. Social protection programmes suffer from inaccurate targeting due to decentralized paper-based

[13] Office of the United Nations High Commissioner for Refugees (UNHCR). Operational data portal: Ethiopia.

[14] UNFPA. Adolescents and Youth Dashboard – Ethiopia.

[15] It is estimated that only 5 percent of school-aged children with disabilities are enrolled in school.

[16] Ministry of Labour and Social Affairs. 2012. *National Plan of Action of Persons with Disabilities (2012–2021)*.

[17] World Bank. 2024. *Ethiopia: Country Climate and Development Report*.

[18] Government of Ethiopia and United Nations Children's Fund. 2023. *National Food and Nutrition Strategy Baseline Survey: Key Findings Preliminary Report*.

[19] Hailu, Andinet. 2016. *Ethiopian National Micronutrient Survey Report*.

[20] World Bank. 2020. *Ethiopia: Human Capital Index 2020*.

processes, a limited national identity management system, the lack of a centralized social registry and inefficient digital payment systems.

2. National priorities and collective assistance

11. Ethiopia's Vision 2030 aims to help the country reach middle-income status and make progress toward sustainable development in line with Agenda 2030. It is guided by the ten-year development plan for 2021–2030, which emphasizes inclusive growth, poverty reduction, human capital development, and improved infrastructure and governance. Vision 2030 is supported by the 2019 home-grown economic reform agenda, which addresses macroeconomic imbalances, private sector growth and key sector reforms, including in agriculture.

12. Enhanced global and domestic partnerships are vital for Ethiopia's development. However, currency shortages and corruption hinder the creation of sustainable jobs and private sector growth, while civil society struggles with visibility and funding. International development partners call for better government-led coordination of donors and improved data sharing. Media and academia need stronger support to enhance transparency and promote innovation.

13. Social protection remains a critical element of Ethiopia's national development, with the objective of alleviating poverty, enhancing resilience and broadening coverage to a greater segment of the population. Nevertheless, Ethiopia's productive safety net programme (PSNP) – the second-largest social safety net in Africa addressing chronic food insecurity and shocks – has predominantly depended on donor funding for the past two decades. Limited resources have impacted the scope of the programme and the number and value of transfers, while inadequate integration with poverty alleviation strategies, fragmented interventions, and insufficient coordination persist, leaving numerous individuals susceptible to hunger. For the 2024/25 fiscal year, the Government allocated significant supplementary funds to the PSNP, mitigating previous concerns regarding underfunding and providing the potential for enhanced coordination and effectiveness during the subsequent phase of the programme, which coincides with the implementation period of this country strategic plan (CSP).

14. When urgent needs arise, the provision of a timely response is a crucial part of collective assistance. WFP and the Ethiopia Disaster Risk Management Commission co-lead the food security cluster, which manages the overall coordination and distribution of emergency food in the country. The cluster platform is responsible for assessing needs, identifying the geographic areas worst-affected by food insecurity, and developing the overall humanitarian response plan. WFP will continue to enhance its coordination efforts to ensure that food security actors have access to strong evidence and data. Key partners include the Ethiopian Disaster Risk Management Commission, the Refugees and Returnees Service, the Ministry of Agriculture, the Food Security Coordination Office, the Ministry of Health, the Ethiopian Joint Emergency Operation Programme, the Shock-Responsive Safety Net Technical Sub-Committee of the PSNP, the United Nations Office for the Coordination of Humanitarian Affairs, the United Nations Children's Fund (UNICEF), the Office of the United Nations High Commissioner for Refugees (UNHCR) and WHO, as well as local authorities, institutions, extension services, health centres, clusters, non-governmental organizations (NGOs), civil society and academic institutions.

15. Despite progressive policies, such as the Comprehensive Refugee Response Framework, most refugees still live in camps, rely on humanitarian assistance, and face obstacles to employment and education. Efforts to promote self-reliance and social participation continue to encounter significant challenges.[21]

16. The United Nations sustainable development cooperation framework (UNSDCF) for 2025–2030 aligns with Ethiopia's national plans, which identify five priority areas: peace and governance; economy and food systems; social development; environmental sustainability, resilience, preparedness and energy; and gender equality and the empowerment of women and young people. WFP's work corresponds with these five priorities, specifically focusing on the following UNSDCF outcomes:

- Outcome 2: All people in Ethiopia, more specifically the people who are left behind, benefit from inclusive, resilient, and sustainable economic development that prioritizes decent job opportunities, access to nutritious food and affordable green energy.
- Outcome 3: All people in Ethiopia, more specifically the people who are left behind, access equitable quality social services and protection.
- Outcome 4: All people in Ethiopia, more specifically the most vulnerable and those who are left behind, enjoy protection and benefit from enhanced resilience, increased access to climate financing, reduced risks of climate-induced disasters, and reduced impact of environmental crises.

17. In developing the CSP, WFP employed a "whole of society" approach, engaging a range of stakeholders – including women, men, young people and persons with disabilities from host, refugee and internally displaced person communities, government counterparts, civil society organizations, partners, other United Nations entities and donors – in consultations, workshops and bilateral meetings. By sharing its strategic priorities and gathering feedback, WFP identified opportunities for collaboration, ensuring alignment with the UNSDCF and national priorities so as to better respond to Ethiopia's food security and nutrition challenges.

3. WFP's comparative advantage, capacity and ability in Ethiopia

18. Under this CSP, WFP will implement key recommendations from the independent evaluation of the CSP for 2020–2025, which highlighted, among other things, the need to ensure that the strategic direction is relevant over time and the importance of safeguarding humanitarian principles, including operational independence. Accordingly, the CSP will incorporate risk-informed and scenario-based planning; align WFP's strategy with realistic and diversified funding forecasts; maintain a segregation of roles in crisis response programmes, while assisting the Government in upgrading national systems; improve reporting on results particularly under cross-cutting outcomes; integrate resilience and relief efforts; and strengthen cash-based programming based on feasibility and cost-effectiveness analyses.

19. The CSP evaluation noted that while WFP accurately identified risks during the crisis of 2021–2022 in northern Ethiopia, it underestimated the magnitude of the crisis and proposed insufficient mitigation measures. Nonetheless, WFP demonstrated its agility in emergency response and the scalability of its interventions, amending its strategy, tripling the coverage of its assistance to reach 6.3 million beneficiaries, and expanding relief efforts into new operational regions. The evaluation affirmed the importance of WFP support for capacity strengthening activities at the national and regional levels, which have served to support

[21] World Bank. 2024. *Expanding development approaches to refugees and their hosts in Ethiopia*.

rapid scale-up and the institutionalization of key programmes by the Government, paving the way for a transition of programmes to full national ownership and sustainability.

20. Highlighting the need to ensure a conducive environment for humanitarian action, the CSP evaluation flagged that WFP's mode of operating through government systems challenged efforts to adhere fully to humanitarian principles. This was addressed through the robust set of measures that WFP rolled out under the Ethiopia assurance project, following allegations of aid diversion that led WFP to temporarily suspend relief and refugee assistance. The measures included expanding partnerships with international and national NGOs, and transforming systems and processes for targeting, beneficiary identity management, monitoring, delivery and oversight, while redefining and clarifying the Government's role in the facilitation, coordination, mobilization and security of humanitarian assistance initiatives.

21. As a third-party implementer of the PSNP's shock-responsive component in Tigray, WFP also modernized delivery mechanisms, mitigated risks and ensured that assistance reached the intended recipients. New vulnerability-based targeting, and enhanced community feedback and response mechanisms helped to rebuild the international community's trust in WFP and showed potential for integration into national systems. Digital identity management enabled the near-real-time tracking of beneficiaries and resources from beneficiary registration to the distribution of WFP's assistance, in line with WFP's vision of integrated identity management under all CSP activities and facilitating the transition of beneficiaries from relief to resilience-building programmes, based on comprehensive household profiles.

22. The CSP evaluation found WFP's nutrition and school meal programmes to be highly relevant and evidence-based, particularly in conflict-affected areas where school meals provided a crucial safety net, transferring resources equivalent to 11 percent of the annual food expenditures of the vulnerable households served. A 2024 study found that school meals make students more than two and a half times more likely to stay in school, translating into up to 2.3 years of additional education and estimated returns averaging USD 4 for every dollar invested in school meal programmes, reaching USD 7 per dollar in some regions.[22]

23. The role of fresh food vouchers in preventing malnutrition, improving dietary diversity and advancing women's financial inclusion was also highlighted. This new CSP incorporates recommendations related to improved nutrition awareness among beneficiaries, and improved coordination and integration with national initiatives such as the PSNP.

24. Evidence demonstrates that when integrated into programming, local and regional food procurement addresses bottlenecks in value chains, enhances food systems and improves farmers' resilience; meanwhile, providing access to markets and the local purchase of food from smallholder farmers, including through WFP's local and regional procurement, also promotes market integration and economic opportunities for local communities.[23]

25. Regarding the evaluation recommendations to improve staff planning, the Ethiopia country office undertook an organizational alignment exercise in late 2024 to ensure that staff capacity matched the demands of programmes under the CSP for 2026–2030. The country office prioritizes staff well-being and is dedicated to strengthening in-country capacity in this area. Difficult security conditions across Ethiopia pose challenges in relation to humanitarian access and the delivery of assistance, and they heighten safety risks for beneficiaries, partners, offices and assets, while inflating operational costs. WFP employs a

[22] S.T. Memirie and others. 2024. "Value for money of school feeding programs in Ethiopia".

[23] WFP. 2024. *Evaluation of Local and Regional Food Procurement Pilot Programmes in Eastern Africa (2021–2023).*

robust security risk management strategy and dedicated capacity to secure and sustain humanitarian operations and mitigate risks.

4. Strategic positioning, programme priorities and partnerships

CSP direction and intended impacts

26. Building on its work in Ethiopia, lessons learned and strategic partnerships, WFP will provide life-saving humanitarian assistance while enhancing human capital through initiatives that support healthier diets and improved education and livelihoods, especially for women, young people, displaced people and refugees, while promoting a more efficient, inclusive, resilient and sustainable food system.

27. WFP will facilitate the shift from relief to resilience programmes by aligning its humanitarian action with national development priorities and strengthening capacity and systems for addressing the root causes of food insecurity and malnutrition. Resilient food systems and shock-responsive social safety nets will support the Government's efforts to reduce humanitarian needs, while improving access to safe, nutritious food, sustainable agriculture and adaptive livelihoods, and enhancing communities' resilience to shocks and stressors.

28. WFP will maintain a sharp focus on risks related to the diversion of humanitarian assistance and will ensure that assistance reaches the right beneficiaries, integrating robust assurance measures to ensure the transparency and high quality of, and accountability for, its interventions, guided by conflict sensitivity, humanitarian principles and a commitment to "doing no harm".

29. Leveraging its supply chain expertise, WFP will prioritize local procurement and expand its use of cash-based transfers (CBTs), advancing equitable financial inclusion, boosting local economies, supporting market-driven solutions and strengthening capacity along the value chain, while transforming the food system and empowering communities through self-reliance.

30. Over the five years of this CSP, WFP aims to reach 8.7 million beneficiaries, with women and girls making up just over 60 percent. The areas most affected by food insecurity, malnutrition and vulnerability to natural shocks will be prioritized, and vulnerable people will be targeted under each CSP activity.

31. WFP will put people, especially those at risk of being left behind, at the centre of programme design and operational responses, focusing on assessing and mitigating the risks they face and addressing the factors that underpin vulnerability. Interventions will be tailored to specific settings and needs and will be coordinated with the Government, partners and food security stakeholders in order to foster efficiency and the complementarity, coordination and impact of programmes.

32. Derived from the UNSDCF, this CSP is consistent with annual humanitarian and refugee response plans, Ethiopia's ten-year development plan and other national strategies, including Ethiopia's food system transformation road map.[24] It is also in line with the African Union's Malabo Declaration of 2014 and Ethiopia's Seqota Declaration of 2015.

Programme integration

33. WFP will use scenario- and risk-based planning to inform a dual approach in conflict and post-conflict settings affected by extreme weather events and economic shocks. In post-conflict settings, WFP will sequence, layer and integrate crisis response and resilience-building activities for sustainable impact, promoting social cohesion and

[24] Ethiopia's food system transformation road map prioritizes sustainable production, risk management, access to markets, nutritious diets and agricultural transformation through integrated policies, mechanization and digitalization.

contributing to peace. In conflict settings, WFP will maintain a high-quality integrated crisis response capacity, including rapid response capacity to address sudden shocks and reach isolated communities while preserving operational independence. Preparedness is embedded in both approaches so as to enhance resilience to shocks and reduce future needs.

34. WFP will use cohesive, multisectoral programming that applies a food systems approach in order to build sustainable livelihoods and resilience. This approach requires WFP to engage strategically along the value chain, integrating activities under CSP outcome 3 with those under other CSP outcomes by supporting pathways to self-reliance for beneficiaries under CSP outcome 1, on integrated crisis response; promoting locally sourced, nutrient-rich foods for nutrition and school meal activities under CSP outcome 2, on human capital; and aligning anticipatory action, productive safety nets and enhanced supply chains under CSP outcome 4, on national preparedness.

Strategic engagement with partners

35. WFP will continue to engage and partner with the Government at the federal, regional and local levels, tailoring its in-country capacity and approaches to support the Government's actions and promote more scalable, inclusive and sustainable outcomes. For coordinated and impactful programming, WFP will strengthen its partnerships with other United Nations entities, NGOs, academia, research and scientific institutes, the private sector, local civil society organizations and the donor community.

36. Through knowledge exchange, technical training and resources, provided under field-level agreements, WFP will support and strengthen local actors' food security and nutrition efforts in collaboration with government partners, enhancing community engagement to ensure that programmes are guided by the priorities and needs of communities, address the root causes of food insecurity and promote durable solutions.

37. Collaboration with the other Rome-based agencies will expand people's access to rural assets, infrastructure and financial services, leveraging value chains to build resilient food systems. WFP will support watershed management and adaptive initiatives, aligning its efforts with those of the United Nations Food and Agriculture Organization (FAO), the United Nations Development Programme and other stakeholders, while working with UNICEF on nutrition, education, and water, sanitation and hygiene activities. Partnerships with WHO will strengthen health responses, and collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women will advance women's empowerment.

38. Building on their joint programme excellence and targeting hub, and in collaboration with the Government, UNHCR and WFP will develop joint targeting and prioritization strategies for the delivery of needs-based assistance to refugees in the context of resource shortfalls, while facilitating the refugees' progress towards self-reliance.

39. Partnerships with the private sector will focus on optimizing supply chains, logistics, financial services, the local production of nutritious foods through food fortification, and risk-transfer mechanisms. These initiatives will promote innovation, empower local entrepreneurs and align with Ethiopia's food systems road map and resilience objectives. In addition, WFP will increase its advocacy with the private sector to broaden and generate new sources of CSP funding, taking into account changing global trends in resource mobilization.

40. To address urgent food and nutrition needs and gain insights into the issues affecting vulnerable population groups, WFP will work with key stakeholders to enhance the quality of evidence generation for informing programme design, identifying risks and establishing baselines for tracking progress, enabling impactful advocacy and demonstrating the value of assistance and partnerships.

Country strategic plan outcomes and activities

Country strategic plan outcome 1: The most food-insecure crisis-affected people, including refugees and internally displaced persons (IDPs), in targeted areas of Ethiopia have immediate and equitable access to safe, adequate and nutritious food, in anticipation of, during and in the aftermath of shocks

41. To achieve CSP outcome 1, in collaboration with partners, WFP will provide an integrated package of food and nutrition assistance for targeted vulnerable people – including IDPs, refugees and the members of host communities – integrating its activities into national systems and programmes, including social safety nets, wherever feasible. WFP will be guided by assessments and targeting criteria that support evidence-based decision-making as it focuses and scales its support. Activities will be linked and sequenced to facilitate a shift from relief assistance for selected households, connecting those households to activities that strengthen human capital and sustainable livelihoods under CSP outcomes 2 and 3, and national systems under CSP outcome 4.

42. Under activity 1, WFP will provide crisis-affected people who are acutely food insecure with unconditional in-kind food or CBTs, including through the vertical and horizontal expansion of the shock-responsive component of the PSNP, school meal programmes and anticipatory action. WFP will supplement households' food baskets with fortified and blended foods to prevent undernutrition among vulnerable children and pregnant and breastfeeding women and girls.

43. Guided by data, people-centred analysis and community feedback, WFP will employ a needs-based approach to prioritize districts and population groups for humanitarian assistance, ensuring that assistance reaches the households and people at greatest risk of food insecurity and malnutrition, such as women, children and other highly vulnerable population groups, including IDPs in camps. Evidence-based vulnerability targeting, digital biometric and biographic registration and verification systems will support the accurate profiling of beneficiaries, enabling the systematic reassessment of households' needs. This approach will facilitate the prioritization of assistance and the provision of the most suitable support, enabling WFP to connect vulnerable households to appropriate pathways to self-reliance.

44. WFP will also support Ethiopia's coordinated emergency response as outlined in annual humanitarian response plans,[25] which include the geographic delineation of operational areas between the Ethiopian Government and humanitarian actors so as to ensure appropriately targeted resource allocation, especially for lean season assistance. In addition, WFP will maintain rapid response capacity for addressing sudden-onset shocks and reaching isolated communities, potentially supported by anticipatory action aimed at ensuring the provision of flexible support to fill gaps in humanitarian response, while preserving WFP's operational independence. Logistics hubs will enable the pre-positioning of stocks for timely response to urgent needs.

45. Activity 2 will focus on the provision of life-saving nutrition assistance to crisis-affected people. WFP and UNICEF, in collaboration with Ethiopia's Ministry of Health, will intensify efforts to combat wasting by aligning the integrated management of acute malnutrition programme with WHO's 2023 guidelines on the prevention and management of wasting and nutritional oedema. WFP will focus on food-based interventions, and UNICEF on health and water, sanitation and hygiene solutions, delivering a cohesive, multisectoral care package under a multisystem approach.

[25] WFP co-leads the food cluster and supports national capacity for disaster risk management by providing coordination and information management services, needs assessments, resource mobilization, training and capacity strengthening in food security analysis and emergency response planning.

46. WFP will continue to support the management and prevention of wasting in children aged 6–59 months and pregnant and breastfeeding women and girls through nutrition- sensitive resource transfers, targeted social and behavioural change (SBC) initiatives, and the strengthening of local health systems and of the capacity of community extension service providers to implement the integrated management of acute malnutrition model.

47. Using data on acute food insecurity and mother-and-child undernutrition, WFP will provide specialized nutritious foods or fresh food vouchers, complemented by SBC[26] activities, to moderately malnourished individuals through health facilities in districts with high rates of malnutrition. This supplementation is aimed at preventing decline in nutrition status by promoting access to nutrient-dense diets.

48. Under activity 3, WFP will provide unconditional food assistance to camp-based refugees through a combination of in-kind food assistance and CBTs. Owing to likely funding constraints, in consultation with Ethiopia's refugees and returnees service and UNHCR, WFP will continue to tailor its assistance packages in accordance with vulnerability assessments and will gradually shift to needs-based targeting of refugees.

49. WFP will also support the management and prevention of moderate wasting among camp-based refugees; specialized nutritious foods will be provided in conjunction with SBC activities. Hot meals will be provided to children attending primary and pre-primary school to promote their school enrolment and attendance.

50. Working with partners, WFP will aim to move some refugee households from relief assistance to livelihood support (implemented under activity 6) by promoting multisectoral coordination, advocating the adoption of durable solutions and providing capacity strengthening for the Government at all levels. A refugee profiling exercise will guide the transition to differentiated assistance.

51. WFP will advocate the meaningful participation of women and persons with disabilities in refugee and food-management committees and will provide training and experience-sharing platforms that empower members to influence actions and decision making.

Alignment with national priorities

52. CSP outcome 1 will contribute to annual humanitarian response plans and country refugee response plans. It will support Ethiopia's national policy and strategy on disaster risk management of 2013, the draft early warning road map, Ethiopia's emergency food preparedness and response plan of 2024 and the national durable solutions strategy for IDPs of 2024.

Country strategic plan outcome 2: By 2030, food-insecure and nutritionally vulnerable people in targeted areas have enhanced human capital, supported by healthier diets and stronger health and education systems, enabling them to reach their full potential.

53. Under CSP outcome 2, WFP will apply a life-cycle approach to support human capital development, delivering integrated nutrition and school-based programmes that strengthen health and education systems, enhance learning, improve children's nutrition and health – with a focus on girls – and foster the transformation of food systems.

[26] SBC communication will be used to educate caregivers, including fathers and male community leaders, on mother-and-child nutrition and health-seeking behaviours. Where possible, retailers will receive training on the stocking of nutrient-dense, locally sourced foods.

54. Through geographic convergence and programmatic integration, this outcome underpins and enhances the whole of the CSP, ensuring a holistic focus on children's well-being and leveraging schools as catalysts for community transformation.[27] It is aligned with CSP outcomes 1, on relief interventions; 3, on livelihoods; and 4, on national systems strengthening and safety nets by addressing urgent needs while building resilience and contributing to social cohesion and stability.

55. Under activity 4, WFP will collaborate with the Government and multisectoral stakeholders to implement nutrition-sensitive interventions that serve as entry points for scaling and strengthening nutrition-specific actions, comprehensively addressing the underlying causes of malnutrition. CBTs and locally driven solutions for preventing stunting, wasting and micronutrient deficiencies will be delivered through a tailored package of targeted SBC activities, prioritizing maternal health and good infant feeding practices, encouraging the preparation of diverse, nutritious meals, and promoting healthy diets. SBC will be mainstreamed throughout WFP's programme portfolio to maximize its impact.

56. WFP will layer resilience-building interventions under this activity by targeting at-risk households based on geographic convergence with livelihood interventions under activity 6, particularly districts prioritized by the nutrition cluster. WFP will provide digital fresh food vouchers for vulnerable households with children aged 6–23 months and pregnant and breastfeeding women and girls.

57. Through national forums and Scaling Up Nutrition networks, WFP will strengthen the coordination and governance of nutrition initiatives, seeking to fill data gaps, inform programme design and management, demonstrate impact and bolster advocacy. Leveraging its strong public–private partnerships and coalitions, WFP will champion nutrition integration, focusing on synergies that promote the production of, access to, the affordability of, and demand for nutritious foods for the most vulnerable people.

58. Through activity 5, to support Ethiopia's ambition of achieving universal coverage of school meal programmes by 2030, WFP will partner with the Ministry of Education, regional government offices and communities to scale up home-grown school feeding.[28] WFP will provide in-kind food and CBTs that support local procurement, gradually increasing the use of locally sourced commodities, which will facilitate the full transition to home-grown school feeding by 2030. Linked to activity 6, smallholder farmers will be empowered to supply diverse, nutritious foods to schools through initiatives that establish stable markets for local agriculture and thereby enhance livelihoods, increase incomes and improve food security in rural communities.

59. WFP will continue to provide school meals directly as part of its rapid response in crisis- and shock-affected areas where local procurement from small-scale producers is challenging or unfeasible.

60. WFP will complement its school meal provision with school-based programmes that supply essential non-food items, support the construction and rehabilitation of infrastructure, and engage school-based clubs and other platforms in activities and life skills that enable women and girls to assume new roles and responsibilities, while working with men and boys to foster an understanding of the benefits derived from such changes. WFP will implement targeted actions such as the provision of take-home rations and the piloting of cash incentives to encourage the parents of children with disabilities to send them to school. In collaboration with UNICEF, other United Nations entities and government bodies, WFP will

[27] At its heart, the CSP promotes resilience, with CSP outcome 2 grounded in the understanding that a well-nourished child is better equipped to withstand shocks.

[28] This will include expanding the direct provision of school meals to chronically food-insecure children, and covering the Somali region, where education outcomes and girls' attendance are among the lowest nationally.

strive to improve the accessibility of schools and provide devices that assist students with disabilities.

61. WFP will strengthen institutional capacity and coordination across government levels and sectors to enhance the effective planning, resourcing and monitoring of the national school meal programme. In providing this support, WFP will emphasize the need to increase domestic financing, including through the "crowding in" of private sector engagement, and promote community-driven home-grown school feeding models.

Alignment with national priorities

62. CSP outcome 2 is derived from UNSDCF priority area 3, "Social development", and contributes to UNSDCF outcomes 3.1 and 3.2. It is aligned with the national nutrition strategy and programme for 2016–2020, the PSNP, the Seqota Declaration for 2016–2030, the Government's sixth education sector development plan for 2020-2025, the national school feeding policy framework and strategy of 2021 and the Ethiopian education transformation plan of 2023.

Country strategic plan outcome 3: By 2030, food-insecure people in risk-prone areas have strengthened livelihoods, supported by resilient food systems that enable them to withstand multiple shocks and stressors

63. Under CSP outcome 3, WFP will implement one integrated activity (activity 6) grounded in a food systems approach in order to foster sustainable livelihoods and strengthen the resilience of food-insecure people in risk-prone areas.

64. WFP will assist food-insecure households by providing training and support for regenerative agropastoral practices that enhance equitable access to, and management of, natural resources, such as rangeland and water, while investing in the community-based rehabilitation of ecosystems. WFP will also strengthen access to markets and risk management, expand financial inclusion, provide education and awareness on nutritionally diverse diets, and increase smallholder farmers' productivity, in close collaboration with FAO, leveraging UNSDCF and cluster coordination platforms to agree on complementary areas of work in line with the mandates and comparative advantages of the respective actors.[29]

65. Building on existing resilience programming, WFP will prioritize work in post-conflict settings. Geographic convergence and integration with malnutrition prevention and home-grown school feeding activities will enhance the impact of its operations. Through local and regional food procurement, the use of fresh food vouchers, and the expansion of school-based demand, WFP aims to establish reliable markets for smallholder farmers, and diversified food production and diets, supporting local economies and fostering employment, income stability, economic resilience and food sovereignty.

66. Where feasible, WFP will support beneficiaries, including refugees, as they move away from relying on general food assistance by providing livelihood support in collaboration with relevant partners, promoting self-sufficiency, social cohesion and durable solutions.

67. Integrating activity 6 with activity 7, on national preparedness and systems strengthening, WFP will expand access to extension services through digital platforms and will leverage local networks to support disaster risk reduction and services for sustainable livelihoods – including enhanced community-led early-warning systems, the use of anticipatory action to mitigate the effects of slow-onset shocks, the improved collection and dissemination of data

[29] Under FAO's leadership in providing policy support and capacity strengthening for the Ministry of Agriculture, WFP will focus on the provision of direct support to small-scale producers and value chain actors, leveraging its operational capacity and expertise in disaster risk management, financial inclusion and supply chains, including in post-harvest management, access to markets, and community-led "last-mile" storage solutions.

and "last-mile" information, and expanded nature-based solutions based on traditional knowledge – while facilitating access to microinsurance products.

68. WFP will address the structural barriers that women, young people and persons with disabilities face in obtaining access to, and benefiting from, livelihood interventions. Emphasis will be placed on promoting leadership and decision-making, access to training, and economic empowerment through new roles and opportunities in value chains.

Alignment with national priorities

69. CSP outcome 3 is aligned with UNSDCF priority area 2, "Economy and food systems", contributing to UNSDCF outcomes 2.2 and 2.3 and priority area 4, "Environmental sustainability, resilience and preparedness". It also supports Ethiopia's ten-year development plan, the nutrition-sensitive agrifood system strategy for 2024–2030 and the Ethiopian food systems road map for 2021–2030.[30]

Country strategic plan outcome 4: By 2030, government institutions and stakeholders have strengthened capacities for disaster preparedness, risk management, social protection and food systems that promote effective response to shocks

70. Under CSP outcome 4, following a coordinated approach, WFP will deliver capacity-strengthening support alongside complementary initiatives implemented under CSP outcomes 1, 2, 3 and 5 – which aim to strengthen national systems for food security, nutrition, safety nets and emergency preparedness – while advancing digitalization and building more resilient supply chain capacity.

71. Activity 7 will focus on enabling the Government to sustainably scale up its assistance programmes and capacity along five critical pathways: policies and legislation; institutional accountability; strategic planning and financing; stakeholders' participation in programme design and delivery; and the engagement of non-state actors.

72. Through analyses and evidence generation, including those derived from WFP's food security and nutrition monitoring system, WFP provides insights into the state of food security in Ethiopia, while also strengthening the capacity and systems of food security actors.[31]

73. WFP will enhance proactive disaster management by supporting Ethiopia's national food security and multi-hazard early warning systems, providing technical and capacity strengthening assistance for risk assessments and the digitalization of early-warning processes, including the use of artificial intelligence for forecasting.

74. To protect vulnerable communities from hazards, WFP will deploy pre-positioned contingency funding for anticipatory action and risk insurance, implemented with national actors and guided by district-level risk profiles and plans. Microinsurance will be used to strengthen small-scale producers' resilience to slow-onset shocks, delivered under CSP outcome 3, while for sudden-onset events, sovereign insurance and anticipatory action will support crisis response under CSP outcome 1.

75. WFP will strengthen national shock-responsive safety nets, using its expertise in vulnerability assessments, targeting, beneficiary management and delivery systems. It will support the digitalization of flagship programmes such as the PSNP, assist in the operationalization of

[30] The Ethiopian food systems road map for 2021–2030 envisions "an inclusive, equitable food system that increases agricultural production and productivity, provides food security, promotes health and nutrition, conserves Ethiopia's precious land and natural resources and protects the most vulnerable". See Government of Ethiopia. 2024. *A Pivotal Commitment: Transforming Ethiopian Food Systems*.

[31] These analyses examine factors such as household food consumption, livelihood strategies and coping mechanisms, providing critical information that informs WFP's programmes under all CSP outcomes and supports humanitarian and development actors in strategic planning and the targeting and implementation of programmes.

the national registry, and contribute to advancing the digital national identification project for enhancing targeting, registration and monitoring in assistance programmes. In times of conflict or political crisis, WFP can support the delivery of safety net programmes as a third-party implementer.

76. WFP will provide capacity-strengthening support to government, humanitarian and development partners for improved access to more efficient, cost-effective logistics services and commodity supply chains. WFP will assist the Government in establishing a strategic grain reserve and building the Government's capacity in procurement, grain management, infrastructure, storage, emergency response and distribution. In addition, WFP will provide technical assistance to improve inventory management, tracking and reporting systems for more effective and reliable national supply chain services with clear lines of accountability.

77. As part of the implementation of global assurance measures, WFP will support the Government in establishing and implementing commodity management measures that ensure end-to-end monitoring. These include the use of global positioning system (GPS) technology in trucks; use of the "last mile solution", which allows real-time data on the receipt of goods at final distribution points; and solutions for marking WFP bags with their destination and the contact number for the WFP helpline.

Alignment with national priorities

78. CSP outcome 4 is aligned with outcome 3.4 of UNSDCF priority area 3, "Social development" and with UNSDCF priority area 4, "Environmental sustainability, resilience and preparedness". It supports Ethiopia's ten-year development plan, particularly in promoting universal access to high-quality social services, and complements various sectoral strategies and policies.[32]

Country strategic plan outcome 5: Humanitarian and development actors in Ethiopia have access to services that enable them to better reach and respond to the needs of at-risk and crisis-affected communities, throughout the year

79. Under CSP outcome 5, WFP aims to enhance the effectiveness and efficiency of the collective response in Ethiopia through service provision to the humanitarian and development community.

80. Under activity 8, on a cost-recovery basis, WFP will provide a range of on-demand services – including supply chain, engineering and administrative services – and expertise to the humanitarian and development community. As a member of the United Nations country team, WFP will support the initiatives of the United Nations development system reform and promote and facilitate the establishment and use of shared common premises and services to increase efficiency and reduce transaction costs.

81. Activity 9 focuses on the provision of aviation services. The United Nations Humanitarian Air Service (UNHAS) is essential for a swift, safe and cost-effective humanitarian response in Ethiopia, particularly in inaccessible regions. Prioritizing medical and security evacuations, UNHAS complements rather than competes with the commercial sector. Where feasible, it bolsters the local economy by contracting Ethiopian airlines and crews. The Somali region remains a priority for UNHAS flights, particularly during the rainy season, owing to its limited infrastructure, large refugee population and acute access challenges.

[32] These include the national food systems transformation strategy and road map for 2021–2030, the national social protection policy of 2014, the national policy and strategy on disaster risk management of 2013, Ethiopia's national adaptation plan of 2019, the national comprehensive refugee response strategy of 2017 and the national logistics strategy for 2018–2028.

82. Under activity 10, as logistics cluster co-lead with the Ethiopian Disaster Risk Management Commission and linked to its contribution to food cluster coordination under activity 1, WFP will work closely with the humanitarian country team and inter-cluster coordination cell to establish a unified logistics approach that supports the Government in coordinating the implementation of the humanitarian response plan. WFP will provide operational information management and coordination services, training and technical expertise, and will facilitate common logistics services – for road and air transport and storage – to strengthen the resilience of local supply chains, empower national responders and enhance the impact of partners' response.

Alignment with national priorities

83. Under CSP outcome 5, WFP will enhance partnerships, thereby contributing to annual humanitarian response plans and country refugee response plans. CSP outcome 5 is also in line with Ethiopia's national logistics strategy for 2018–2028 and its national disaster risk management policy and strategy of 2013.

5. Prioritization and sustainability

Prioritization approach

84. During the CSP for 2020–2025, WFP's operations in Ethiopia were funded primarily from earmarked contributions for responding to crises due to consecutive droughts, the Tigray conflict and rising humanitarian needs. The alleged aid diversion in 2023 disrupted operations and advocacy, prompting efforts to rebuild partnerships and regain donors' trust, and focusing on accountability and transparency. These challenges, combined with reduced global humanitarian funding and shifting donor priorities, are expected to affect funding at the start of this new CSP.

85. To support the CSP's strategic direction and expanded focus on scalable development interventions, particularly in the areas of human capital, adaptive livelihoods and social protection, WFP will require flexible, multi-year funding. A resource mobilization strategy will help guide efforts to diversify funding through new and emerging donors, including international financial institutions, the Government of Ethiopia, BRICS Plus countries and private sector partners, while also exploring innovative financing modalities and joint resource mobilization with other United Nations entities and partners.

86. Drawing on nutrition and food security analyses, WFP will use vulnerability-based targeting and the planned refugee profiling exercise to prioritize assistance and inform vulnerability frameworks that align resources with the severity of need, moving away from broad interventions to more precise, targeted, layered and sequenced activities. Accordingly, the CSP prioritizes the quality of, and accountability for, assistance over the quantity.

87. Given the limited availability of funding, life-saving food and nutrition assistance will target the areas identified as being in phase 4 or 5 in the household economy analysis[33] and population groups with the highest levels of acute malnutrition. Findings from WFP-led food security and nutrition monitoring systems, including vulnerability indicators, complement the household economy analysis findings to inform geographic targeting. Nutrition prevention efforts will seek to strengthen institution- and community-level capacity for sustainable nutrition management. School-based programmes will focus on conflict-affected regions, serving as critical safety nets and fostering human capital development, while maintaining support in areas with ongoing donor commitments. Assistance for small-scale producers and value chain actors will concentrate on the regions most affected

[33] Save the Children and FEG Consulting. 2008. *The Household Economy Approach: A guide for programme planners and policy-makers*.

by shocks, such as Somali and Tigray, where interventions can have a substantial impact on resilience. Under activity 7, WFP will prioritize the strengthening of disaster management capacity at the institutional and community levels, with a focus on high-risk areas, early-warning systems, anticipatory action planning, and national frameworks that bridge the gap between relief and resilience interventions.

88. Measures for prioritizing life-saving assistance in the event of insufficient funding include reducing beneficiary numbers, prioritizing assistance geographically, narrowing targeting criteria, reducing assistance duration, and, as a last resort, discontinuing life-saving programmes.

Sustainability and transition strategies

89. To reinforce sustainability and national ownership, support will be delivered through sequenced WFP activities under the CSP outcomes, and collaborative initiatives with other organizations and national systems, facilitating the transition of beneficiaries from reliance on unconditional assistance to active participation in resilience-building activities. This strategy is in line with Government-led poverty reduction initiatives that promote a sustainable transition between different forms of support for vulnerable people and communities.

90. Accordingly, over the CSP period, the use of unconditional transfers will decrease, with a shift towards more sustainable engagement with beneficiaries aimed at building resilience, particularly in refugee communities. Guided by a refugee profiling exercise, the least vulnerable refugees will receive livelihood support through a phased approach, starting with targeted capacity-building and resource transfers to address immediate food security needs and lay the foundation for sustainable solutions. WFP's digital beneficiary identity management system facilitates pathways to self-reliance and tracks the delivery of assistance to the targeted households.

91. The strengthening of national systems and local capacities is central to WFP's approach to programme sustainability in Ethiopia. Through multisectoral partnerships, WFP aims to implement high-quality, sustainable programming that prioritizes the strengthening of national systems and local capacity for coordinating, scaling, monitoring and managing comprehensive interventions, and includes the fostering of adequate institutional capacity to operationalize national policies, frameworks and strategies.

92. Importantly, WFP aims to enable Ethiopian institutions to independently manage safety nets and disaster preparedness initiatives. Comprehensive risk management will be integrated into national systems, combining risk mitigation, absorption and transfer strategies to reduce the impact of shocks. This approach builds self-reliance by embedding resilience in food security and preparedness frameworks, thereby establishing sustainable models that equip communities to anticipate, withstand and recover from challenges.

93. While service provision will be based on operational needs, WFP's logistics coordination services aim to capacitate national organizations for an effective transition to a localized humanitarian response. UNHAS will transfer the routes it serves to commercial carriers once they can reliably meet scheduling demands and safety standards.

ANNEX I

SUMMARY LINE OF SIGHT FOR THE COUNTRY STRATEGIC PLAN FOR ETHIOPIA FOR 2026–2030					
Goal	**Ending hunger**	**Ending hunger**	**Ending hunger**	**Partnerships for goals**	**Partnerships for goals**
Target	**2.1 Access to food**	**2.4 Sustainable food systems**	**2.4 Sustainable food systems**	**17.9 Capacity strengthening**	**17.16 Enhance global partnerships**
Focus area	**CRISIS RESPONSE**	**RESILIENCE BUILDING**	**RESILIENCE BUILDING**	**RESILIENCE BUILDING**	**CRISIS RESPONSE**
CSP outcome	**CSP outcome 1:** The most food-insecure crisis-affected people, including refugees and internally displaced persons (IDPs), in targeted areas of Ethiopia have immediate and equitable access to safe, adequate and nutritious food, in anticipation of, during and in the aftermath of shocks.	**CSP outcome 2:** By 2030, food-insecure and nutritionally vulnerable people in targeted areas have enhanced human capital, supported by healthier diets and stronger health and education systems, enabling them to reach their full potential.	**CSP outcome 3:** By 2030, food-insecure people in risk-prone areas have strengthened livelihoods supported by resilient food systems that enable them to withstand multiple shocks and stressors.	**CSP outcome 4:** By 2030, government institutions and stakeholders have strengthened capacities for disaster preparedness, risk management, social protection and food systems that promote effective response to shocks.	**CSP outcome 5:** Humanitarian and development actors in Ethiopia have access to services that enable them to better reach and respond to the needs of at-risk and crisis-affected communities, throughout the year.
Activity	**Activity 1:** Provide safe and nutritionally adequate food assistance to food-insecure individuals affected by crisis, while fostering pathways to self-reliance.	**Activity 4:** Support the Government and national and local actors in delivering multi-sectoral approaches and a cohesive package of interventions that promote healthy diets and prevent and manage malnutrition.	**Activity 6:** Provide an integrated package of livelihood support, anticipatory action, and services for at-risk communities, particularly small-scale producers, other value chain actors, women, and young people.	**Activity 7:** Provide government institutions at the national and sub-national levels, private sector entities and other stakeholders with capacity strengthening, and technical assistance and support in anticipating, preparing for, responding to, and recovering from shocks.	**Activity 8:** Provide on-demand supply chain, engineering and administrative services for the Government and development and humanitarian actors.

SUMMARY LINE OF SIGHT FOR THE COUNTRY STRATEGIC PLAN FOR ETHIOPIA FOR 2026–2030					
Goal	**Ending hunger**	**Ending hunger**	**Ending hunger**	**Partnerships for goals**	**Partnerships for goals**
Target	**2.1 Access to food**	**2.4 Sustainable food systems**	**2.4 Sustainable food systems**	**17.9 Capacity strengthening**	**17.16 Enhance global partnerships**
Focus area	**CRISIS RESPONSE**	**RESILIENCE BUILDING**	**RESILIENCE BUILDING**	**RESILIENCE BUILDING**	**CRISIS RESPONSE**
	Activity 2: Provide life-saving nutrition assistance to crisis-affected people.	**Activity 5:** Support the Government and targeted communities in providing nutritious locally sourced foods for schoolchildren, including through the home-grown school feeding programme.			**Activity 9:** Provide aviation services for humanitarian and development partners.
	Activity 3: Provide life-saving food and nutrition assistance and school meals to camp-based refugees, while strengthening the capacity of local and national government institutions and actors.				**Activity 10:** Provide services for information management, coordination, capacity strengthening and logistics for humanitarian actors.

ANNEX II

Monitoring, evaluation, evidence and risk management

Monitoring, evaluation and evidence generation arrangements

1. WFP mainstreams the consideration of protection issues and accountability to affected people in all its interventions so that assistance is delivered safely, appropriately, effectively, and with dignity to the people and communities most affected by food insecurity. Community engagement and context-specific two-way communication channels include a robust community feedback and response mechanism, information provision, community consultation and communities' participation in decision-making. WFP's process and post-distribution monitoring, and food security surveys provide additional channels for monitoring of programme implementation, obtaining the perspectives of affected people regarding the efficiency and effectiveness of programmes, and for tracking programme results and informing WFP's operational decision-making throughout the CSP period.

2. In line with minimum monitoring requirements, WFP will continue to enhance its process and outcome monitoring arrangements, including the expansion of third-party monitoring when needed. WFP will continue to strengthen the link between community feedback mechanisms and process monitoring, which will contribute to enhanced and streamlined reporting systems. To enhance accountability and minimize inefficiencies, WFP will mobilize dedicated field monitors to collect feedback from beneficiaries on service delivery processes, including their quality. Clear pathways will be established for escalating reports of losses.

3. WFP will enhance the monitoring and evaluation capacity of cooperating partners and third-party monitors through targeted assessments of skills and capacity and technical training. Digital tools such as "Partner Connect" and the "Impact Hub" will help to capture monitoring and evaluation results, enabling timely action, enhancing programme quality and ensuring transparency and accountability. Data and services will be subject to quarterly quality-assurance exercises, and community-led monitoring will provide insights into the quality of programme data. WFP will explore opportunities for joint monitoring and evaluation, in particular for joint projects with United Nations partners, through its participation in UNSDCF results groups and other working groups and in the evaluation of the UNSDCF.

4. WFP will also commission independent evaluations, including six thematic decentralized evaluations, a mid-term review of the CSP in 2028, and a CSP evaluation in 2029. Decentralized evaluations will inform emergency preparedness and response, assistance for refugees, school feeding, resilience, nutrition and the cost-effectiveness of assistance modalities.

Risk management and mitigation measures

Strategic risks

5. *Insufficient resources:* Increasing needs and declining donor contributions may lead to gaps in implementation or reduced capacity to sustain interventions. WFP has developed an evidence-based CSP that targets the most vulnerable people while strengthening systems. It adapts WFP's needs-based planning approach to deliver a more realistic budget aligned with WFP's capacity and strengths, resource trends, forecasts and operational constraints. WFP will maximize resource mobilization, diversify funding to enhance operational independence, and engage with donors to encourage contributions that align with the CSP, while acknowledging that large-scale shocks may necessitate budget revisions.

6. *Volatile security conditions* within Ethiopia, compounded by instability in neighbouring countries, including South Sudan and the Sudan, may lead to increased refugee inflows, constrained humanitarian access, heightened safety risks and elevated operational costs. These pressures could strain WFP's capacity and affect social cohesion. WFP applies a robust security risk management strategy, aligned with United Nations standards, incorporating contingency planning, access mapping, risk assessments and stakeholder engagement to safeguard humanitarian operations and mitigate risks to beneficiaries.

Operational risks

7. *Supply chain disruption:* As part of the implementation of the global assurance measures, WFP has strengthened controls around efficient and effective food delivery through use of the "last mile solution", the marking of bags with their destination and the contact number for the WFP helpline, and the introduction of convoy leaders.

Fiduciary risks

8. *Ethical obligations:* Building on its assurance measures of 2023, WFP mitigates the risk of fraud, aid diversion and corruption through prevention, detection and response measures that strengthen transparency and accountability. To reduce exposure to fiduciary risks, WFP will implement oversight measures that reinforce internal controls and compliance. All cooperating partners will undergo a vetting process through the United Nations Partner Portal, annual performance evaluations and regular oversight. Incident management processes will be strengthened to ensure the timely review of lessons learned, improvements in the control environment and the timely escalation of issues. Community feedback and response mechanisms play a critical role in identifying risks and addressing community concerns.

9. *Protection from sexual exploitation and abuse (PSEA):* Under the CSP, WFP will continue its commitment to the effective implementation of measures that mitigate the risk of sexual exploitation and abuse and expand its PSEA-focused advocacy and awareness activities targeting WFP and partner employees and affected communities. WFP will continue to be an active member of the in-country PSEA network and co-chair the PSEA regional network in the Somali and Afar regions. WFP will appoint PSEA focal points and alternates in all WFP offices and strengthen related internal reporting and referral procedures. In addition, WFP will continue the rigorous application of the PSEA self-assessment exercise for cooperating partners in the UN Partner Portal, including the development and implementation of capacity-strengthening plans to bolster the institutional application of key PSEA measures among partners, when necessary. Finally, the implementation of the community engagement action plan, the key guiding document for country office engagement with affected people, will include dedicated sessions for communities on their rights and the reporting mechanisms for PSEA.

Financial risks

10. *Currency depreciation and inflation:* The depreciation of Ethiopia's currency against major currencies risks increasing programme costs and reducing beneficiaries' purchasing power. WFP will monitor these risks and apply financial strategies for mitigating the impacts.

Social and environmental safeguards

11. In line with WFP's environmental and social sustainability framework, all activities will be screened with a view to preventing or minimizing potential negative impacts on people and the environment. Where necessary, WFP will develop environmental and social management plans based on the results of the environment screening. WFP will continue initiatives that prevent land degradation and promote land restoration and sustainable natural resource management. Capacity strengthening of staff, partners and affected communities, along with strengthened reporting and referral systems, enhances the

mitigation of, and response to, risks; reinforces accountability; and improves programme quality.

12. WFP takes steps to strengthen the protection of beneficiaries, including mitigating risks that could contribute to community tension, ensuring site safety, detecting resource misappropriation, and protecting beneficiaries against sexual exploitation and abuse. Transparent, vulnerability-based targeting demonstrates WFP's commitment to considering power imbalances and reduce the risks that perpetuate exclusion.

13. WFP integrates environmental sustainability into its procurement activities, facilities and operations, including through efforts to promote resource efficiency and recycling, such as the Aviation Service's carbon reduction commitment, "We Reduce".

ANNEX III

Country portfolio needs budget and cost breakdown by CSP outcome *(USD)*

TABLE 1: COUNTRY PORTFOLIO NEEDS BUDGET *(USD)*							
CSP outcome	**Activity**	**2026**	**2027**	**2028**	**2029**	**2030**	**Total**
1	1	216 128 167	219 617 893	222 609 753	221 872 765	226 913 397	**1 107 141 975**
	2	135 269 166	134 242 821	126 377 414	118 030 795	110 723 001	**624 643 197**
	3	174 083 901	188 234 959	180 389 872	170 767 330	175 283 764	**888 759 825**
2	4	17 023 765	18 054 523	19 525 396	20 576 171	21 707 913	**96 887 768**
	5	48 089 115	55 563 528	57 119 026	51 666 769	46 434 516	**258 872 954**
3	6	22 058 982	26 384 251	31 356 440	32 968 685	29 583 364	**142 351 722**
4	7	4 041 989	4 315 158	2 935 446	2 333 222	3 837 976	**17 463 791**
5	8	30 625 019	30 614 706	30 691 111	30 790 847	30 850 117	**153 571 801**
	9	4 650 554	4 670 487	4 702 096	4 740 283	4 773 036	**23 536 457**
	10	3 034 373	1 458 996	749 147	169 256	174 625	**5 586 397**
Total		**655 005 030**	**683 157 323**	**676 455 702**	**653 916 124**	**650 281 710**	**3 318 815 888**

TABLE 2: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (*USD*)						
	WFP strategic outcome 1	**WFP strategic outcome 2**	**WFP strategic outcome 3**	**WFP strategic outcome 4**	**WFP strategic outcome 5**	**Total**
	CSP outcome 1	**CSP outcome 2**	**CSP outcome 3**	**CSP outcome 4**	**CSP outcome 5**	
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Resilience building**	**Crisis response**	
Transfers	2 124 719 042	275 606 775	109 011 989	12 579 247	166 254 096	**2 688 171 150**
Implementation	225 133 142	43 396 833	18 602 146	3 083 425	6 519 127	**296 734 673**
Direct support costs	110 753 448	15 044 019	6 049 453	735 253	8 143 981	**140 726 153**
Subtotal	**2 460 605 632**	**334 047 627**	**133 663 589**	**16 397 926**	**180 917 204**	**3 125 631 977**
Indirect support costs	159 939 366	21 713 096	8 688 133	1 065 865	1 777 451	**193 183 911**
Total	**2 620 544 998**	**355 760 722**	**142 351 722**	**17 463 791**	**182 694 655**	**3 318 815 888**

ANNEX IV

TABLE 3: BENEFICIARIES BY YEAR						
	2026	**2027**	**2028**	**2029**	**2030**	**Total**
Total beneficiaries (without overlap)	5 221 433	4 438 116	4 418 226	4 244 613	3 732 456	8 698 041

ANNEX V

FOOD RATION (*g/person/day*) OR CASH-BASED TRANSFER VALUE (*USD/person/day*) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY											
	CSP outcome 1										
	Activity 1		Activity 2		Activity 3						
Beneficiary type	**GFA**	**RRM**	**Children 6–59 months**	**PBWG**	**GFA**	**GFA new arrivals**	**MAM treatment children 6–59 months**	**MAM treatment PBWG**	**MAM Prevention children 6–59 months**	**MAM prevention PBWG**	**School meals**
Modality	**Food and CBTs**	**Food**	**Food and CBTs**	**Food and CBTs**	**Food and CBTs**	**Food**	**Food**	**Food**	**Food**	**Food**	**Food**
Cereals	500	500			167	283					
Pulses	50	50			33	50					
Oil	15	15			15	15					8
Salt					5	5					3
Sugar											
Super Cereal	200	200			33.3	33.5					120
Super Cereal Plus				250				200	200	200	
Ready-to-use supplementary food			100				100				
Micronutrient powder											
Total kcal/day	2 000	2 000	510	1 000	833	1 284	510	800	760	760	528
% kcal from protein	13.8	13.8	8.6	16.0	13.0	13.8	8.6	16	14.7	14.7	12.7
CBTs (*USD/person/day*)	0.8		0.9	1.1	0.2						
Number of feeding days per year	360	90	360	360	360	360	360	360	360	360	220

Abbreviations: GFA = general food assistance; MAM = moderate acute malnutrition; PBWG = pregnant and breastfeeding women and girls; RRM = rapid response mechanism.

FOOD RATION (*g/person/day*) OR CASH-BASED TRANSFER VALUE (*USD/person/day*) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY				
	CSP outcome 2	**CSP outcome 3**		
	Activity 4	**Activity 5**		**Activity 6**
Beneficiary type	**Fresh food vouchers**	**Emergency school feeding**	**Home-grown school feeding**	**Livelihoods**
Modality	**CBTs**	**Food and CBTs**	**Food and CBTs**	**CBTs**
Cereals			48	
Pulses			14	
Oil		8	10	
Salt		3	3	
Sugar				
Super Cereal		120	72	
Super Cereal Plus				
Ready-to-use supplementary food				
Micronutrient powder				
Total kcal/day		528	584	
% kcal from protein		12.7	11.4	
CBTs (*USD/person/day*)	0.4			22
Number of feeding days per year	360	176	176	3

ANNEX VI

Links to technical and related resources

1. More operational and budgetary information is available through the CSP data portal.[1]

2. Specific information will be provided for the full duration of the CSP and will be updated annually, including the following:

   a) the transfer modality for each CSP outcome and activity;

   b) an overview of beneficiaries, broken down by age group, sex and residence status, and data on beneficiaries disaggregated by beneficiary group, sex and transfer modality for each CSP outcome and activity;

   c) the distribution of food rations or transfers for each CSP outcome and activity;

   d) a breakdown of transfers by modality;

   e) quantitative information in US dollar value for each CSP outcome and activity and by tonnage where applicable; and

   f) a prioritization plan calibrating implementation plans to reflect the resource outlook.

[1] As mandated by the 2016 Policy on country strategic plans.

Acronyms

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IDP	internally displaced person
NGO	non-governmental organization
PSNP	productive social safety net programme
PSEA	protection from sexual exploitation and abuse
SBC	social and behavioural change
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
WHO	World Health Organization