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Operational matters – Country strategic plans

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Draft Kenya country strategic plan (2018–2023)

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Total cost to WFP	USD 994,863,075 951,171
Gender and age marker*	3

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

Executive summary

Kenya's economy has developed rapidly during the past decade, and the country achieved lower–middle-income status in 2014. Social and economic inequalities persist, with significant challenges to food and nutrition security driven by rapid population growth, climate change, stagnating agricultural production, gender inequalities and underperforming food systems. Opportunities to address these challenges and make transformational progress towards the achievement of zero–hunger include increased government investments and capacities in agricultural and social sectors, the devolution of service delivery to counties, new technologies in agribusiness and a strong, inclusive and equitable policy base.

In December 2017, the President of Kenya set out the “Big Four” priorities for the current term of government to 2023: increasing manufacturing, achieving universal healthcare, expanding affordable housing and achieving 100 percent food and nutrition security. This country strategic plan **contributes to that priority.** It is based on the national zero hunger strategic review and is **also** aligned with the Government of Kenya's Vision 2030 and Third Medium-Term Plan and with the United Nations development assistance framework. It contributes to Sustainable Development Goals 2 and 17 and to WFP Strategic Results 1, 4, 5 and 8 through four strategic outcomes:

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- Refugees and asylum seekers living in camps and settlements and populations affected by natural and human-caused disasters have access to food adequate to meet their food and nutrition needs throughout the year.
- Targeted smallholder producers and food-insecure and vulnerable populations benefit from sustainable, inclusive food systems and increased resilience to climate shocks, enabling them to meet their food and nutrition needs by 2023.
- National and county institutions in Kenya have strengthened capacity and systems for assisting food-insecure and nutritionally vulnerable populations by 2023.
- Government, humanitarian and development partners in Kenya have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains.

~~WFP will~~ **The overarching aim of WFP's strategy in Kenya is to** accelerate its shift from the direct provision of transfers and services to the strengthening of national systems and capacities to deliver food and nutrition security. In particular WFP will:

- seek greater efficiency in refugee interventions, including support for the integration and self-reliance of refugees and host communities;
- build national capacities and systems for social protection, emergency preparedness and response and government-led food assistance programmes and nutrition services;
- provide direct relief assistance only where requirements exceed Kenya's national capacities; and
- increase resilience by focusing on food systems through the development and modelling of integrated solutions along the food production, transformation and consumption chain that can be scaled up by the Government and the private sector.

WFP will work in close partnership with national and county governments, other United Nations agencies, regional and international financial institutions, civil society and non-governmental organizations, academic institutions and the private sector.

Draft decision*

The Board approves Kenya's country strategic plan (2018–2023) (WFP/EB.A/2018/8-A/3) at a total cost to WFP of USD 994,863,075**951,171**.

* 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. Kenya is transforming rapidly. A decade of stability and consistent economic growth resulted in the achievement of lower-middle-income status in 2014. Social, economic and gender inequalities persist, however; 39 percent of working-age Kenyans are unemployed, for example, and most of the unemployed are under 35.¹ ~~Almost half~~ **Over one third (35.6 percent)** of the population of 48.5 million lives ~~in~~ **below the international poverty line.**² Lack of access to adequate food remains a major challenge, resulting in significant undernutrition and food insecurity, particularly in arid and semi-arid lands, which are underdeveloped and drought-prone and often suffer from conflicts between communities over limited natural-resources.
2. Agriculture remains the main economic driver, although 80 percent of the land is either arid or semi-arid. Kenya's fast-growing population – increasing by 2.9 percent per year – and increasingly frequent climate shocks are contributing to natural resource scarcity and land degradation. Inefficient value chains do not respond to the needs of smallholder farmers and poorer consumers.
3. Kenya hosts a large population of refugees, mainly in camps in remote, food-insecure counties. Unable to work or move freely, refugees are highly dependent on international assistance.
4. Devolution is a major thrust in the country's 2010 Constitution and has led to the establishment of 47 elected county governments. The counties are enhancing accountability and improving public service delivery at subnational levels but many still lack capacity and resources for planning, budgeting and implementing programmes, including for nutrition and food security. Kenya has not yet achieved the two thirds gender rule, which is a constitutional requirement that no more than two thirds of the members of elective public bodies be of the same gender.

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

5. Kenya prepared its first voluntary national report on the implementation of the 2030 Agenda for Sustainable Development in 2017 and is committed to reviewing its national statistics system in order to enhance its ability to measure progress against the targets and indicators of the Sustainable Development Goals (SDGs).
6. *Access to food.* Despite substantial investments by the Government and donors, 12 percent of Kenyans have inadequate food consumption. Households headed by women are more likely to be food-insecure than those headed by men, at 16 percent versus 10 percent.³ Food-insecure households are typically poor, rural and dependent on daily agricultural labour; they have fewer livestock, less agricultural land and higher dependency ratios. Trends show that large-scale droughts occur approximately every five years, increasing the number of acutely food-insecure people to up to 3.6 million in the arid and semi-arid lands, most recently in 2017.

¹ United Nations Development Programme. 2017. *Human Development Report 2017*.

² World Bank. **April 2018** Kenya data. <https://data.worldbank.org/country/kenya>.

³ WFP. 2016. *Kenya – Comprehensive Food Security and Vulnerability Analysis (CFSVA), June 2016*. <https://www.wfp.org/content/kenya-comprehensive-food-security-and-vulnerability-analysis-cfsva-june-2016>.

7. *End malnutrition.* Over the last decade, the prevalence of stunting among children under 5 has decreased significantly, although the absolute number has increased as a result of population growth. Stunting is more prevalent in rural areas, at 29 percent, than in urban ones, at 20 percent, and among boys, at 30 percent, than among girls, at 22 percent. Nine counties have stunting levels of more than 30 percent, which is of serious significance for public health.⁴ In arid counties, global acute malnutrition among children 6–59 months often exceeds the World Health Organization’s “critical” threshold of 15 percent. Micronutrient deficiencies remain high among children aged 6–59 months and pregnant and lactating women and girls. Anaemia prevalence is higher among boys, at 28 percent, than among girls, at 25 percent, while an anaemia prevalence of 42 percent among pregnant women and girls aged 15–49 denotes a severe public health problem.⁵
8. Kenya continues to host nearly 500,000 refugees. Global acute malnutrition among refugees in 2017 is 9.7 percent in the Dadaab refugee camp, 10.6 percent in the Kakuma refugee camp and 5.8 percent in the Kalobeyei integrated settlement. Stunting in most camps is below 20 percent. An anaemia prevalence of more than 40 percent in all camps is of great public health significance.⁶
9. *Smallholder productivity and incomes.* Smallholders account for 75 percent of agricultural output and 70 percent of market supplies.⁷ Women provide 80 percent of farm labour and manage 40 percent of smallholder farms, but own only 1 percent of agricultural land and obtain only 10 percent of agricultural credit.⁸ Yields of several staple crops have declined because of land degradation, high costs of inputs and services, overdependence on rainfed production and post-harvest losses of 20–30 percent for cereals and 40–60 percent for fruits and vegetables.⁹ Livestock productivity is affected by scarcity of water and pasture, limited extension services and weak value chains.
10. *Sustainable food systems.* Food systems are threatened by pressure on land and natural resources, exacerbated by population growth and increasingly frequent climate shocks. However, there is potential for improving soil and water conservation and unlocking abundant natural resources, including substantial surface and groundwater in arid and semi-arid lands. Commodity value chains are generally underdeveloped. A rapidly growing urban population presents an incentive for strengthening nascent commercial food chains, which would benefit producers, traders and consumers.

Macroeconomic environment

11. Kenya is a major regional player in eastern Africa: it is an important communications and logistics hub with a major port on the Indian Ocean and land borders that give the country strategic significance in international affairs. The 2017 election process created political uncertainty that, combined with the drought, contributed to a stalling of the economy. Growth rates are forecast to rebound to **5.5 percent in 2018 and steadily rise to 6.1 percent in 2019–2020**.¹⁰ Government plans and institutions – including Vision 2030 – the

⁴ Kenya National Bureau of Statistics. 2014. *Kenya Demographic and Health Survey 2014*. Nairobi. <https://dhsprogram.com/pubs/pdf/fr308/fr308.pdf>.

⁵ Ministry of Health. 2011. *The Kenya National Micronutrient Survey 2011*. <http://www.nutritionhealth.or.ke/wp-content/uploads/Downloads/The%20Kenya%20National%20Micronutrient%20Survey%202011.pdf>.

⁶ Preliminary results of surveys carried out from August to November 2017; data are not yet disaggregated by sex and age.

⁷ Government of Kenya. 2009. *Agricultural Sector Development Strategy 2009–2020*. http://www.kecosce.org/downloads/AGRICULTURE_SECTOR_DEVELOPMENT_STRATEGY_2009_2025.pdf.

⁸ *Ibid.*

⁹ Mutungi, C. and Affognon, H. 2013. *Addressing Food Losses: Status and Way Forward for Postharvest Research and Innovations in Kenya*. International Centre of Insect Physiology and Ecology (ICIPE) Policy Brief No. 5/13. <https://idl-bnc-idrc.dspacedirect.org/bitstream/handle/10625/52222/IDL-52222.pdf?sequence=1&isAllowed=y>.

¹⁰ World Bank. October 2016 **April 2018**. The World Bank in Kenya. <http://www.worldbank.org/en/country/kenya/overview>.

Government's long-term development policy – and its corresponding action plan, the Third Medium Term Plan (2018–2022) for Vision 2030 (MTP3), are sufficiently robust to withstand political transitions and will continue to guide the trajectory of development. The Government has adopted gender-responsive budgeting as a strategy for promoting gender equality and inclusion at both the national and county levels.

Cross-sector linkages

12. Progress towards zero hunger in Kenya is intertwined with progress towards other SDGs. Poverty limits the affordability of and access to food (SDG 1). Poor health is both a causal factor and a consequence of malnutrition (SDG 3). Education attainment is closely correlated with breaking the intergenerational cycle of malnutrition and providing improved livelihood opportunities (SDG 4). Gender inequalities are both a cause and a consequence of food insecurity, including through limited land rights and opportunities for women (SDG 5). Poor infrastructure, particularly in arid and semi-arid lands, limits access to markets for both consumers and producers (SDG 9).

1.3 Hunger gaps and challenges

13. The agriculture and livestock sectors, primarily the domain of men and economically and culturally central in Kenyan society, are very vulnerable to climate change and increased weather-related shocks. Ninety-five percent of crops are rainfed, leaving farmers highly exposed to droughts. Seasons have become far less predictable, with poor distribution of rainfall over space and time disrupting cropping and exacerbating soil erosion. Pastoralists face severe scarcity of water for cultivating fodder and providing water for their livestock during the long dry spells; this often leads to resource-based conflicts.
14. Inefficiencies in the food system lead to high food prices, insufficient market supply, particularly for fresh foods, and lower incomes for producers. Agricultural value chains tend not to respond to farmers' needs. The main causes of supply-side inefficiencies are uncertain land rights, land fragmentation, lack of agricultural services for both the pre- and post-harvest stages, limited storage and transport capacity, and poor access to inputs, credit, markets and information. Gender inequalities in access to and control over resources aggravate the barriers and challenges to sustainable and sufficient agricultural production.
15. The exposure of Kenyans to risk in the absence of adequate safety nets creates a major impediment to the building of a more productive workforce and economy. Despite significant progress, the level of investment in social protection – in terms of both coverage and transfer amounts – is insufficient to realize optimum economic, social and political benefits. A 2016 review of the recipients of social safety nets showed substantial inclusion and exclusion errors.
16. While food and nutrition insecurity is greater in rural areas, Nairobi has the highest concentration of food-insecure people, with 100,000 households having “poor” or “borderline” food consumption.¹¹ As half of the country's population will be urban by 2050,¹² efficient food systems, access to functioning markets, sufficient employment opportunities, accessible health services and effective urban safety nets will be crucial for food security.
17. Overnutrition is an emerging challenge, attributable to the changing diets and lifestyles of an increasingly urban population. Urban women are more likely to be overweight or obese (43 percent) than their rural counterparts (26 percent).

¹¹ WFP. 2016. *Kenya – Comprehensive Food Security and Vulnerability Analysis (CFSVA)*, June 2016. <http://www.wfp.org/content/kenya-comprehensive-food-security-and-vulnerability-analysis-cfsva-june-2016>.

¹² World Bank. 2016. *Kenya Urbanization Review*. World Bank, Washington, DC. <https://openknowledge.worldbank.org/handle/10986/23753>.

18. High rates of stunting and wasting among children are correlated with the low education levels of their mothers, reflecting gender inequalities related to discrimination in women's roles and opportunities. The immediate and underlying causes of malnutrition among children under 5 include inadequate food intake in both quantity and quality, poor feeding practices, disease, poor water and sanitation and limited access to health services.
19. Micronutrient deficiencies remain unacceptably high. Zinc deficiency affects the entire population but is highest among children aged 6–59 months, at 83 percent, with no significant difference between boys and girls. Anaemia and iron deficiency are higher among children under 5 and pregnant women and girls aged 15–49.
20. With a national HIV prevalence of 5.6 percent, there are approximately 1.5 million people living with HIV,¹³ of whom 776,000 are women and 644,000 men. Kenya is a “fast-track” country¹⁴ and has the fourth highest HIV burden and one of the highest rates of new- infections in the world. Young people 15–24 years of age account for 51 percent of new- HIV- infections among adults every day, with girls and young women accounting for approximately twice as many new infections as boys and young men.¹⁵ The nutrition status and food consumption of people living with HIV is significantly poorer than the national average.
21. The Kenya zero hunger strategic review identifies gaps and challenges in the following areas:
 - National policies, strategies and regulatory frameworks provide an enabling environment for food and nutrition security, but their implementation is often incomplete because of inadequate resource allocation and weak coordination and linkages among sectors, especially for nutrition. Policy gaps remain: a food security bill introduced in 2014 is still under consideration in Parliament; the legal framework for social protection is incomplete; and most policies focus on agricultural production without adequately addressing food safety and quality.
 - Strong institutions are central to the successful implementation of food security and nutrition policies and strategies. Devolution is the most important change in recent Kenyan history, bringing both opportunities and challenges. Capacities for planning and implementation are inadequate in several counties. Complementarity and linkages between national and county institutions are not yet fully developed.
 - Sustainable financial resource flows are insufficient. National and county governments are the main sources of finance, complemented by public–private partnerships, cooperatives and development partners. National budget allocations to agriculture remain below the recommended 10 percent.¹⁶ Credit, insurance and other financial services are uncompetitive and underdeveloped and access to them is difficult, particularly for smallholders and women. The expansion of national safety nets to more population groups and increasing the value of the benefits provided are essential to the achievement of SDG 2 and Vision 2030.
 - Government policy does not allow refugees to work or to engage in livelihood activities outside the camps. As a result, refugees in Dadaab and Kakuma rely on humanitarian

¹³ Government of Kenya. 2012. *Kenya AIDS Indicator Survey 2012*. Nairobi.

¹⁴ Together, the countries in the Joint United Nations Programme on HIV/AIDS' fast-track strategy to end the AIDS epidemic by 2030 account for approximately 89 percent of the global HIV burden.

¹⁵ Ministry of Health. 2016. *Kenya AIDS response progress report 2016*. http://nacc.or.ke/wp-content/uploads/2016/11/Kenya-AIDS-Progress-Report_web.pdf.

¹⁶ African Union. 2003. *Maputo Declaration on Agriculture and Food Security in Africa*. (Assembly/African Union/Decl. 7(II)) <http://www.nepad.org/resource/au-2003-maputo-declaration-agriculture-and-food-security>. The Maputo Declaration calls for the allocation of at least 10 percent of national budgets to agriculture.

assistance to meet their basic needs. Recently, however, Turkana county launched the Kalobeyei Integrated Settlement and Economic Development Programme, aiming to increase refugees' self-reliance and economic integration in host communities.

1.4 Country priorities

22. The Government's "Big Four" priorities are food and nutrition security; manufacturing (blue economy,¹⁷ agroprocessing, leather and textiles); affordable housing; and universal health care. To achieve its commitment to 100 percent food and nutrition security the Government will enhance large-scale production, drive smallholder productivity and reduce the cost of food.
23. The national zero hunger strategic review elaborated on priorities for achieving food security and improving food systems:
 - enhancing food production from both crops and livestock through improved use of land and water resources;
 - diversifying crop production for improved nutrition;
 - strengthening market integration and addressing inefficiencies in supply chains, particularly in remote areas;
 - shifting from traditional agriculture to agribusiness by expanding the use of new technologies and inputs and reducing post-harvest losses and other wastage;
 - facilitating access to credit, insurance and other financial services for smallholders;
 - recognizing and reducing gender inequalities as key to achieving sustainable food security and nutrition;
 - establishing a comprehensive and inclusive social protection system that contributes to ensuring the right to adequate food for all; and
 - integrating humanitarian and development assistance in order to "leave no one behind".
24. Through the six pillars of the Ending Drought Emergencies initiative,¹⁸ the Government plans to support sustainable livelihoods in drought-prone areas and build resilience. Kenya's plans for addressing climate change are also elaborated in the 2016 Climate Change Act and the Kenya National Adaptation Plan 2015–2030.
25. Improved national capacities for humanitarian response will be needed for the foreseeable future. The Government is drafting a new policy on relief food assistance to strengthen coordination and coherence among food assistance systems and approaches, including transfer modalities, targeting and commodity tracking.
26. The National Food and Nutrition Security Policy (2011) and its action plan articulate the interventions needed, but resources and intersector coordination are required in order to address all forms of malnutrition. The policy recognizes the role of gender dynamics in food security and nutrition. Kenya's National Policy on Gender and Development (2000) provides a framework for mainstreaming gender throughout policies and sectors.
27. The Government has made efforts to support gender mainstreaming. The Constitution adopts a people-centred and human rights-based approach to governance. However, the

¹⁷ "Blue economy" refers to the sustainable use of ocean resources for economic growth, improved livelihoods and jobs while preserving the health of marine and coastal ecosystems.

¹⁸ Peace and security; human capital; climate-proofed infrastructure; sustainable livelihoods; drought risk management; and institutional development and knowledge management.

enabling legal frameworks for institutionalizing gender equality and women's empowerment at the county level remain inadequate.

28. A 2017 social protection sector review provides the basis for a long-term investment plan focusing on inclusive social protection throughout the lifecycle; improved and expanded shock-responsiveness of social assistance schemes; and expansion of complementary interventions.
29. Kenya has adopted the 2016 Comprehensive Refugee Response Framework of the Office of the United Nations High Commissioner for Refugees (UNHCR), which emphasizes opportunities for fostering refugees' self-reliance, facilitating resettlement in third countries and creating the conditions for voluntary repatriation. This approach is being promoted in the Kalobeyei settlement and may be expanded to larger refugee populations.
30. The United Nations development assistance framework for Kenya for 2018–2022 (UNDAF) focuses on strengthening the capacities of national and county governments, private sector actors and communities to promote and achieve inclusive economic growth, resilience and the creation of decent jobs; developing agriculture and its value chains; supporting county governments in delivering high-quality services; strengthening disaster risk governance at the national and county levels; enhancing the adaptive capacity of communities and strengthening preparedness for disaster response; and enhancing social protection systems through increased integration, harmonization, governance capacities and investments.

2 Strategic implications for WFP

2.1 WFP's experience and lessons learned

31. WFP has decades of experience in humanitarian assistance and livelihood interventions in Kenya. Recent studies, reviews and evaluations have generated valuable insights and lessons.
32. *Refugee assistance*: A 2015 joint review by UNHCR and WFP concluded that the use of biometric fingerprinting to identify refugees, ensure protection and enhance accountability and the management of food assistance resulted in significant cost reductions.
33. *Livelihoods and resilience building*: A recent study¹⁹ demonstrates that investments in averting humanitarian crises in Kenya would yield savings of up to 30 percent for the international donor community while also protecting billions of dollars of income and assets for the people who would have been most affected by the averted crises. Thus it is estimated that a safety net scheme transferring USD 300 per household would save USD- 181- million in 15 years compared with the cost of a late response. Similarly, a resilience building intervention that results in an increase in income of USD 450 per household saves an estimated USD 273 million over the same timeframe.
34. *Asset creation*: A 2016 evaluation concluded that these activities build essential infrastructure and social capital, which are vital in supporting self-reliance and resilience. The evaluation recommended expanding the technical aspects of WFP's asset creation programmes in order to improve the quality of activities and ensure their integration into government systems, thereby improving the opportunities for graduation and transition from food- assistance. In 2016, 94,000 people were transitioned out of food assistance.
35. *School meals*: A 2017 evaluation of WFP's support commended its strong partnership with the Government and the successful gradual handover of the national school meals

¹⁹ United States Agency for International Development Center for Resilience. 2018. *Economics of resilience to drought: Kenya analysis*. https://agrilinks.org/sites/default/files/kenya_economics_of_resilience_final_jan_4_2018_-_branded.pdf.

programme from WFP to the Ministry of Education. It recommended that WFP continue to provide technical support **after the handover of school meals** to the ministry in order to complete the **handover transition** and strengthen implementation of the programme.

36. *Agricultural market support*: A 2016 review of WFP's work in facilitating market access and linkages for smallholders recommended proactive assessment and engagement with all actors along the value chains in order to enhance efficiency and improve markets. It also highlighted the essential role of institutional procurement such as for school meals in stimulating smallholder farmers' production, facilitating linkages to markets, enhancing value chains and improving food safety and quality.
37. Studies, analyses and assessments have been conducted to support the development of a gender-transformative approach to food security and nutrition, promoting gender equality in all WFP interventions. Findings reveal that the social and economic empowerment of women has improved significantly, particularly among the beneficiaries of livelihood and asset creation activities. To improve gender equality, however, greater engagement of men and young people is necessary. Livelihood activities also facilitate access to other services, particularly health and finance, for both women and men.
38. Cash-based transfers have contributed to improving protection, particularly of refugee women. As many of the retailers contracted by WFP are women, cash-based transfers have enhanced women's role in the retail sector and facilitated informal saving schemes and access to microcredit for women.
39. The studies also highlighted the value of using approaches that foster gender equality when formulating policy and implementation guidelines; the promotion of inclusive participation and gender equality; and the adoption of a multi-agency approach to addressing issues such as gender-based violence.
40. A 2017 review of WFP's country capacity strengthening activities drew positive conclusions regarding its work in supporting the design and implementation of key systems and processes, notably the single national registry, and facilitating discussion of disaster risk management and social protection policy. It underscored the importance of WFP's early engagement with devolution, recommending an increased focus on institutional investments at the county level and the promotion of linkages between national and county- authorities in order to improve disaster management and supply chains.

2.2 Opportunities for WFP

41. WFP will leverage its strong track record and reputation with the Government and people of Kenya in four broad areas: strengthening of systems and institutions; innovation for self-reliance; supply chain expertise; and field presence and partnerships.
42. *Strengthening of systems and institutions*. The 2016/2017 drought response demonstrated the Government's commitment to addressing acute needs. It also highlighted gaps in planning and delivery. WFP supported the Government in implementing a nationally financed emergency cash-based transfer programme. Such innovations in systems can be expanded **contribute** to **promote informing** efficient food assistance for relief linked to national social protection schemes and shock-responsive safety nets, improve nutrition-sensitive approaches and expand frameworks for financing disaster risk management.
43. The Government's agenda for establishing a comprehensive, integrated and inclusive social protection system is ambitious. WFP is well-placed to promote linkages between social protection and other public services such as health, education and nutrition and to create market linkages for the agriculture sector, for example through public procurement from smallholder farmers for school meals. WFP's experience with productive safety nets can

- inform the integration of elements that promote gender equality and equitable production into national safety nets.
44. Supporting urban food security, particularly in rapidly growing provincial towns and refugee centres, will require new approaches. WFP can facilitate the development of best practices in assessments and targeting in urban contexts and the application of supply chain expertise to address losses, waste and inefficiencies.
 45. WFP has developed expertise in complaint and feedback mechanisms. This will be applied in expanding two-way communication systems that are safely accessible to all beneficiaries and other stakeholders, fostering greater accountability and responsiveness on the part of the Government and ownership of programmes by communities.
 46. WFP's expertise and experience in developing, testing and expanding platforms and systems for transferring cash to beneficiaries present an opportunity to reduce costs and increase the impact of cash-based assistance where women and men beneficiaries prefer such assistance and are empowered by it.
 47. *Innovations for self-reliance.* The Kalobyei integrated settlement provides an opportunity for WFP to work with partners in engaging refugees and host communities in self-reliance activities such as the creation of productive assets for livelihood diversification and the development of efficient and equitable markets. Innovative use of transfer modalities can promote investments in livelihoods; support markets while helping to satisfy communities' preferences; and engage traders from both refugee and host communities as distribution agents. These models could be applied in other refugee settings in Kenya.
 48. *Supply chain expertise.* Markets in Kenya's arid and semi-arid lands (ASALs) face significant challenges, including poor transport and communication infrastructure, insecurity and unfavourable tax regulations. These result in high shelf-prices for food, reducing affordability for the poorest people. WFP will leverage its supply chain expertise to reduce post-harvest losses and wastage while focusing on assurance, control and management of food quality; improve transport and communications; and enhance access to credit and financial services for small and medium-sized traders. WFP will explore emerging technologies that can further enhance the effectiveness and efficiency of supply chains. Partnerships with the private sector will continue to be central.
 49. *Field presence and partnerships.* The devolution of responsibilities to counties offers WFP and its network of partners the opportunity to promote the integration of food security and nutrition activities into county plans and budgets. WFP's field presence and experience in arid lands provide the basis for engagement with pastoralist communities in efforts to improve their livelihoods, including through enhancement of their productivity in respect of their livestock.
 50. WFP's field and activity platforms also offer possibilities for lifecycle approaches to nutrition, including both nutrition-specific and nutrition-sensitive activities, in accordance with Kenya's national nutrition action plan and WFP's nutrition policy. Asset creation and social protection provide entry points for nutrition-sensitive activities, including sensitization and behaviour change communication for improved infant and young child feeding practices and nutrition-sensitive agriculture and market approaches for greater dietary diversity. WFP will promote the adoption of equitable roles and responsibilities for men and women in managing and preventing malnutrition in households and communities.

2.3 Strategic changes

51. WFP's engagement in Kenya has shifted substantially over recent years, including by:
 - reducing relief assistance while increasing resilience-oriented programmes;

- introducing biometric registration for refugees;
 - making WFP activities more complementary to and supportive of the national social protection system; and
 - transitioning all WFP-supported schools to the national home-grown school meals programme.
52. WFP will further pursue the shift from service delivery to strengthening the capacities of national actors and systems through:
- sustained investments in strengthening existing skills, knowledge, systems and institutions in order to enable the Government to adopt, invest in and manage hunger solutions **in collaboration with other partners**;
 - further reductions in the direct provision of relief assistance accompanied by investments in national capacities for emergency preparedness and response;
 - a broader focus on food systems, using livelihood and asset creation activities as platforms for the layering of new technologies for climate change adaptation; attracting young women and men into agribusiness; and supporting traders and retailers in enhancing efficiencies in supply chains that will improve the affordability and quality of food for WFP beneficiaries and broader populations;
 - increased social and economic integration of refugees and host communities through expansion of the Kalobeyei integrated settlement model for supporting refugees' self-reliance; and
 - **advocating for the establishment of financial services supporting the provision of unrestricted cash transfers for refugees, subject to national legislation and other requirements; and**
 - promotion of a gender-transformative approach to food security and nutrition programmes.
53. These shifts have become possible because of strategic partnerships and increased national interest, investments and capacities, allowing the Government to assume progressively more responsibility for the planning, implementation and financing of programmes for ensuring food and nutrition security.

3 WFP's strategic orientation

3.1 Direction, focus and intended impacts

54. This five-year country strategic plan (CSP) builds on existing knowledge, systems and institutions that enable the Government to finance and manage hunger solutions and programmes in an inclusive and equitable manner. As the Government's budgetary allocations, systems and capacities grow, demand for WFP food assistance is expected to decrease, as has been the case for school meals and increasingly for livelihood assistance.
55. Direct delivery of food and nutrition assistance to refugees through cash-based and food transfers will continue because the large and long-established refugee population is likely to remain. However, activities to improve efficiencies and promote opportunities for self-reliance among refugees and host communities will be expanded, building on experience generated in the Kalobeyei settlement.
56. WFP will provide relief assistance to meet the acute needs of populations affected by natural disasters such as drought only when requirements exceed national response capacities. The CSP includes a contingency plan for relief response, which if implemented would be closely aligned with national systems.

57. Considering the systemic challenges facing agriculture, and the need for accelerated climate change adaptation, a sequenced, layered and integrated set of interventions by WFP and partners will focus on strengthening food systems, from the production stage through transformation and on to consumption.
58. WFP's supply chain expertise will be leveraged to reduce post-harvest losses and other waste and to support authorities in the development of guidelines and standards for food safety and quality. The focus will be on assisting smallholder farmers and their organizations directly, including by reducing the economic inequalities faced by women smallholder farmers and their organizations, and on developing integrated solutions to the challenges facing food systems that can be replicated and scaled up by the authorities and the private-sector.
59. WFP will continue to expand its capacity strengthening activities, which are tailored to national and county governments' priorities. Technical assistance, in which gender considerations will be mainstreamed, will focus on emergency preparedness and response, supporting the Government's food assistance programmes and nutrition services and ~~the further development of~~ **contribute to ongoing efforts to develop** inclusive, equitable shock-responsive social protection systems to meet the needs of urban and rural households.
60. WFP will also offer technical assistance to the Government and partners in developing a comprehensive financing framework for the management of disaster risk. The assistance may build on emerging and underutilized structures for micro- and sovereign drought and other insurance, risk financing and contingency funds, social protection that includes response to shocks, extrabudgetary allocations and loans from international financial institutions. This will inform the formulation of a coherent and sequenced set of instruments, data sources and triggers for localized and national responses to climate shocks.
61. With the transfer of WFP school feeding to the Government's home-grown school meals programme completed by mid-2018, WFP will provide technical assistance to the Government in launching a new national school meals and nutrition strategy. The strategy will include expansion of the school meals programme; increasing the use of locally available and nutritious foods; promoting partnerships and multisector coordination for complementary support; and strengthening governance and accountability.
62. WFP will leverage its strong logistics capacities and expertise in order to provide efficient and effective coordination platforms and improved commodity supply chains for the delivery of humanitarian assistance, including humanitarian air services.
63. Nutrition activities will be integrated into all of WFP's outcomes as part of a lifecycle approach. They will include:
 - treatment and prevention of acute malnutrition in refugee and relief response situations where government capacities are exceeded;
 - prevention of all forms of malnutrition through the fortification, supplementation and promotion of local foods to meet the nutrient gap among vulnerable groups;
 - support for coordination and capacity strengthening at the national and county levels, including through the Scaling Up Nutrition initiative, development and revision of nutrition policies and guidelines, support for nutrition information management systems, and data collection, including cost of hunger and nutrient gap studies;
 - support for nutrition-sensitive agriculture, including guidelines on enhancing dietary diversity through income generation, crop diversification, utilization of women's knowledge and gender equality in decision-making and control over resources;

- integration of nutrition-sensitive approaches into resilience building and social protection programmes and engagement with national social protection forums;
 - promotion of nutrition-sensitive school meals through the use of fresh foods and fortification, the introduction of nutrition into the curriculum and the enhancement of food safety and quality; and
 - support for increasing the integration of nutrition into HIV services, including by linking referrals for HIV services and nutrition services, especially for the prevention of mother-to-child transmission, HIV counselling and testing and the management of paediatric HIV, including access to HIV services for adolescents.
64. WFP will continue to mainstream protection and empowerment initiatives with the aim of promoting safe and dignified services to which men, women, boys and girls have ready access. Efforts will include:
- assessing and documenting the potential effect of programme design and operations on access to assistance in terms of the dignity, safety and integrity of recipients;
 - strengthening accountability systems that promote participation, information dissemination and access to feedback and complaint mechanisms in government safety nets and emergency responses in order to enhance accountability to vulnerable populations; and
 - recognizing and addressing gender inequalities and discriminatory social norms in order to achieve sustainable and equitable livelihood outcomes for women and men.
65. WFP will focus on contributing to four outcomes that are closely linked. While continued direct provision of food and nutrition assistance to refugees and – in the event of a shock that exceeds national response capacities – disaster-affected Kenyans is envisaged under strategic outcome 1, the need for such assistance will be reduced through the building of resilient livelihoods, food systems and national capacities under strategic outcomes 2 and 3. These outcomes will be transformative and will aim to influence national structures and food systems in order to benefit a far broader population than the people reached through the direct delivery of assistance.

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

Strategic outcome 1: Refugees and asylum seekers living in camps and settlements and populations affected by natural and human-caused disasters have access to adequate food to meet their food and nutrition needs throughout the year

66. Refugees and asylum seekers will be assisted throughout the period of the CSP as part of the Kenya Comprehensive Refugee Programme coordinated by UNHCR. Kenyans affected by disasters will be assisted by WFP only if their needs exceed the Government's capacity to respond. In such cases, food assistance will be geographically targeted on the basis of national assessments, including integrated phase classification. Methodologies and criteria that are appropriate to conditions will be used to identify the most food-insecure populations, including households with children and women suffering from acute malnutrition. WFP will continue to provide support for the treatment of acute malnutrition in the areas of greatest need while simultaneously building national and county capacities to manage and finance such treatment through national health systems.

Focus area

67. Strategic outcome 1 focuses on crisis response, is aligned with WFP Strategic Result 1 – "Everyone has access to food" – and SDG target 2.1 and contributes to SDGs 1 and 3.

Expected outputs

68. This outcome will be achieved through ten outputs:

- Food-insecure refugees receive unconditional in-kind or cash-based transfers to meet their food and nutrition needs.
- Refugee children aged 6–59 months, pregnant and lactating women and girls and HIV and tuberculosis (TB) patients receive fortified and/or specialized nutritious foods and social and behaviour change communication (SBCC) for the prevention and treatment of acute malnutrition.
- Caregivers of children in stabilization centres and in-patients receive unconditional food transfers and SBCC to meet their food and nutrition needs.
- Refugee children in primary school receive school meals every day that they attend school, to meet their food and nutrition needs and improve school enrolment and attendance.
- Targeted young people from refugee and host communities receive conditional food transfers in vocational training centres as an incentive to gain skills that can contribute to strengthening livelihoods in camps and host communities.
- Refugees receive capacity building and technical support to create and utilize productive assets for increased self-reliance and income.
- Refugee and host community traders receive technical support to promote access to affordable and appropriate foods in markets.
- Food-insecure Kenyan households affected by natural and human-caused disasters receive unconditional cash-based transfers to meet their basic food and nutrition needs.
- Kenyan children aged 6–59 months, pregnant and lactating women and girls and anti-retroviral therapy and TB directly observed treatment clients receive fortified and/or specialized nutritious foods and SBCC to promote the prevention and treatment of moderate acute malnutrition.
- Community members benefit from enhanced nutrition knowledge and skills through the use of combined SBCC strategies, knowledge and skills transfer and linkages to complementary services to increase the demand for and consumption of safe, nutritious foods.

Key activities

Activity 1: Provide food assistance and nutrient-rich commodities to refugees, along with SBCC and support for self-reliance activities in camps and settlement areas

69. WFP will continue to provide unconditional food assistance to refugees through a combination of in-kind and cash-based transfers. Cash-based transfers will progressively increase to meet up to 70 percent of food requirements. However, the Comprehensive Refugee Response Framework is expected to offer a conducive environment for fostering refugee self-reliance and reducing dependence on humanitarian assistance. To generate opportunities for self-reliance among refugees and hosts, innovative assistance modalities that support livelihood diversification will be pursued. These will include the creation of rural productive assets on available land in camps and settlements, engagement with the retail market and access to financial services. As equitable engagement and equality for women and men will be central to achieving the expected results, gender analyses will be undertaken to inform operational decisions. WFP will continue to provide meals in transit and reception centres, schools and vocational training centres. Specialized nutritious

products will be used for the treatment and prevention of moderate acute malnutrition, in accordance with national protocols and in close coordination with government authorities, the United Nations Children's Fund (UNICEF) and other nutrition partners. While WFP will continue to enhance efficiency, resource shortfalls will be managed through reductions in transfers either for all refugees or for all other than certain vulnerable groups, depending on assessments and inter-agency strategies. Refugees will be notified of reductions as far in advance as possible.

Activity 2: Provide food assistance and nutrient-rich commodities – complemented by SBCC – to vulnerable Kenyan populations in order to meet acute food needs

70. WFP's response to natural and human-caused disasters will be informed by food security, nutrition and gender assessments, taking into consideration the protection needs of persons with disabilities or chronic illnesses, pregnant and lactating women and girls and other vulnerable individuals. Children and pregnant and lactating women and girls with moderate acute malnutrition children will receive specialized nutritious foods. Where global acute malnutrition is more than 15 percent and there are aggravating factors, all children aged 6–59 months and pregnant and lactating women and girls in targeted counties will receive specialized nutritious food to prevent acute malnutrition. In these areas, the households of malnourished children will receive cash-based transfers to maximize the effectiveness of treatment by helping to ensure that the children receive their full rations. SBCC will be tailored to the diverse needs of women and men, girls and boys.

Strategic outcome 2: Targeted smallholder producers and food-insecure, vulnerable populations benefit from more sustainable, inclusive food systems and increased resilience to climate shocks enabling them to meet their food and nutrition needs by 2023

71. To achieve strategic outcome 2 it will be necessary to capitalize on the potential of Kenya's young population while addressing the challenges of high **youth** unemployment—among young people, an ageing farming population—and, growing reliance on markets for access to food, including in urban **and rural** areas. **A and climate-related threats to the natural resources on which smallholder farmers and pastoralists rely. Based on national and local assessments of vulnerability to climate shocks, and in line with the priorities of the food and nutrition security commitment of the Government's Big Four agenda, a package of interventions along the food production, transformation and consumption chain will seek to build the resilience of food-insecure communities by unlocking the potential of Kenyan food systems. Leveraging WFP's**
- 71.72. **In line with the “leave no one behind” agenda, WFP will leverage its** extensive field presence and capacities for reaching the most vulnerable populations, **and which are frequently excluded from development programmes and opportunities. Special consideration will be given to the needs of individuals with disabilities. By adopting a food systems approach, WFP will engage** in close collaboration **new strategic partnerships** with the Government, **the private sector** and partners including the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD), **integrated and equitable solutions offering integrated and equitable solutions to smallholder producers, processors, retailers and consumers. Through such multifaceted support, households and communities will develop the capacity to move away from WFP-supported assistance and to take advantage of development opportunities, including in the private sector, with a view to achieving resilient self-sufficiency. Activities under this strategic outcome** will be developed and modelled for adoption and scaling up by the Government, the private sector and civil society.

Focus area

72.73. Strategic outcome 2 focuses on resilience, is aligned with WFP Strategic Result 4 and SDG-target 2.4 and contributes to the achievement of SDGs 1, 3, 5, 9 and 10.

Expected outputs

73.74. This outcome will be achieved through six outputs:

- Targeted communities in food-insecure areas, including young people and communities hosting refugees, benefit from enhanced organization enabling them to determine, create and utilize productive assets and improved access to innovative risk management and financing tools for increased, diversified and sustainable food- production systems.
- Food-insecure beneficiaries in targeted communities, including communities hosting refugees, receive conditional in-kind or cash-based transfers to address immediate food consumption gaps.
- Targeted beneficiaries receive a comprehensive package of nutrition interventions including SBCC activities to improve knowledge and practices related to nutrition, linkages to social protection schemes and essential health and nutrition services, including provision of micronutrient powders to improve their nutrition status.
- Smallholder producers and small-scale traders and processors are supported to access public- and private-sector commodity markets and financial and agricultural input services, including local fortification and technologies for reducing post-harvest losses.
- Smallholder producers and small-scale traders and processors benefit from an improved and inclusive business environment achieved through evidence-based policies, advocacy and partnerships, enabling them to increase and diversify the production and sale of better quality food.
- Commercial supply chain actors in targeted areas receive technical support for improving the efficiency of food markets and supply chains, including reducing food waste, to facilitate access to affordable, better quality and safe foods in markets.

Key activities

Activity 3: Create assets and transfer knowledge, skills and climate risk management tools to food-insecure households

74.75. This activity will support food-insecure households through transfers to meet seasonal food gaps while mobilizing communities to create climate-resilient assets for increasing production and diversifying livelihoods. Taking into account the differences between arid and semi-arid areas, the support will include new technologies for soil and water conservation, broader natural resource management, livelihood diversification, nutrition-sensitive agriculture, agribusiness and access to financial services including micro-insurance products, ensuring equitable participation and benefits for women and men and thereby reducing gender inequalities. These elements will be sequenced and layered on the asset creation platform in order to maximize the impact of assistance.

75.76. WFP will develop a strategy for engaging young people in a conflict-sensitive approach that will include expansion of new technologies and mechanized approaches and opportunities for diversifying livelihoods through profitable value chains such as poultry and horticulture. WFP will seek to develop models for addressing the demographic risks faced by Kenya in the absence of an increase in attractive employment opportunities in agriculture and agribusiness for a rapidly growing young workforce.

76.77. Clear guidelines and criteria for moving beneficiaries from WFP support will be developed and applied with partners, taking into consideration reduced seasonal food gaps and enhanced resilience to shocks. Pathways for this transition will include activities to increase self-reliance and eligibility for and inclusion in other development activities for further development of productivity and resilience, with referral to social protection schemes for people who may not have the capacities and resources to meet their basic needs.

77.78. In the event of resource constraints, a three-tier geographical prioritization strategy will be applied at the county level. Based primarily on the prevalence of chronic food insecurity and opportunities for strategic partnerships, tier 1 counties will be prioritized for receiving a comprehensive package of transfers and technical support. Counties in tiers 2 and 3 will receive a package that is customized to match priorities and the resources available. Partnerships with the other Rome-based agencies and other entities will be proactively pursued in order to enhance efficiency and effectiveness.

Activity 4: Facilitate access to markets and provide technical expertise in supply chain management to smallholder farmers and retailers

78.79. Encompassing the Farm to Market Alliance²⁰ and building on WFP's supply chain expertise, WFP interventions will focus on both suppliers and consumers, facilitating the access of smallholder farmers and small-scale retailers, especially women, to public and private sector commodity markets, including national school meals programmes and WFP's procurement activities; financing, through commercial banks and microfinance institutions; micro-insurance; quality farming inputs from commercial suppliers; tools for enhancing retail inventory management; and financial literacy, services and technology. WFP will seek opportunities to support value addition through processing and local fortification. Relevant institutions will be supported through the development of food safety and quality assurance systems.

Strategic outcome 3: National and county institutions in Kenya have strengthened capacity and systems to assist food-insecure and nutritionally vulnerable populations by 2023

79.80. This outcome is at the core of the CSP and is the foundation for WFP's transition and exit– strategy. WFP will invest in building on existing skills, knowledge, systems and institutions in order to enable the Government to take responsibility for investing in and managing hunger solutions in an inclusive, equitable and empowering manner.

Focus area

80.81. Strategic outcome 3 focuses on root causes, is aligned with WFP Strategic Result 5 – “Capacity strengthening” – and SDG target 17.9 and contributes to SDGs 1, 2, 3, 4, 5 and 10.

Expected outputs

81.82. The outcome will be achieved through five outputs:

- Clients of national and county safety nets benefit from inclusive, integrated, effective, well-coordinated and transparent programmes for reducing poverty and hunger.
- Targeted primary and pre-primary schoolchildren benefit from an inclusive, nutrition-sensitive and sustainable national school meals programme for better educational achievement.

²⁰ <https://farmtomarketalliance.com/>.

- Crisis-affected populations benefit from strengthened national and county emergency preparedness, response and recovery mechanisms to meet their basic humanitarian needs.
- Users of government food assistance programmes and nutrition services benefit from effective and efficient supply chains that provide access to safe, nutritious and high-quality food.
- Food-insecure and nutritionally vulnerable people benefit from inclusive, well coordinated and evidence-based implementation of national and county nutrition action plans and the HIV strategic framework, enabling them to improve their nutrition throughout their lives.

Key activities

Activity 5: Engage in strengthening the capacities of national and county institutions in the areas of disaster risk management, food assistance programmes, nutrition services and social safety nets

82.83. Leveraging its expertise in food security analysis and assessments and provision of large-scale safety nets and services for supply chains and system innovations, WFP will offer technical expertise, advocacy support and evidence generation, training and learning opportunities – including the promotion of gender equality – to help the Government sustainably finance and implement policies, programmes and services that improve access to food and nutrition and reduce the country's reliance on external emergency responses.

83.84. Areas of focus include promoting inclusive, nutrition-sensitive social protection throughout the lifecycle; improving systems for responding to shocks; supporting the expansion and complementarity of social protection interventions; assisting the transition to a school meals programme fully led and resourced by the Government and linked to local markets; and strengthening national and county institutional capacities for emergency preparedness, response and recovery.

Strategic outcome 4: Government, humanitarian and development partners in Kenya have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains, when needed

84.85. This outcome reflects WFP's provision of services and platforms for partners.

Focus area

85.86. Strategic outcome 4 focuses on crisis response and is aligned with WFP Strategic Result 8 – “Partnerships” – and SDG target 17.16.

Expected outputs

86.87. The outcome will be achieved through two outputs:

- Refugees benefit from more efficient and effective relief assistance made possible through the provision of air transport for humanitarian workers and stakeholders such as donors and the media.
- Clients of health centres benefit from an improved supply chain for health commodities and improved health services resulting from enhanced capacities of the Government and the private sector.

Key activities

Activity 6: Provide humanitarian air services for partners

~~87.~~**88.** WFP and an array of humanitarian and development partners operate in Kenya's refugee camps. Since there are no commercial flight connections, the United Nations Humanitarian Air Service (UNHAS) is crucial to these operations. UNHAS will provide safe, efficient and cost-effective transport for United Nations agencies, non-governmental organizations (NGOs) and other stakeholders; transport light cargo such as medical supplies and high-value equipment; and provide timely medical and security evacuations for the humanitarian community. Efficiency will continue to be pursued by sharing aircraft among operations in the region. A lack of funding would prompt a reduction in flight schedules, increased user fees or both. Should commercial services be established, UNHAS would stop or reduce its schedule accordingly.

Activity 7: Provide health supply chain services for partners

~~88.~~**89.** WFP will use its expertise and capacity to support partners in securing a reliable supply chain for health products. The activity will build national – including private-sector – capacities to sustain such supply chains.

3.3 Transition and exit strategies

~~89.~~**90.** The CSP envisages a phased reduction in financial requirements of approximately 25-percent over five years, not taking into account contingencies that may arise in the event of shocks that outstrip national response capacities.

~~90.~~**91.** WFP will continue to reduce direct delivery carefully while increasing the capacity of national systems and authorities to ensure food and nutrition security for vulnerable populations. WFP recognizes that advancing gender equality is required to achieve sustained food security and nutrition.

~~91.~~**92.** Where contingency plans are implemented for relief responses, they will be aligned with national systems.

~~92.~~**93.** The focus of WFP's support for food systems will be on developing and modelling high-quality integrated solutions that will be adopted and scaled up by national authorities and the private sector.

~~93.~~**94.** ~~Direct delivery of transfers to the large refugee population is likely to be required for the foreseeable future. However,~~**The adoption of the Comprehensive Refugee Response Framework and lessons from the Kalobeyi settlement will provide a basis for promoting the self-reliance of refugees. However, it is recognized that the direct delivery of transfers to the large refugee population is likely to be required for the foreseeable future. This is because refugees reside in marginal locations where they and host communities face significant resource constraints, including water for agriculture and household use. Moreover, the legislative environment currently restricts the movement and labour opportunities of refugees. Significant reforms and investments to address these shortfalls will be needed during the timeframe of the CSP to maximize progress towards the self-reliance of refugees.**

4 Implementation arrangements

4.1 Beneficiary analysis

~~94.~~**95.** All registered refugees and asylum seekers in camps are entitled to food assistance. The projected refugee population is based on current numbers in camps plus anticipated population changes resulting from new arrivals, births, deaths, repatriations and verifications. Voluntary repatriations to Somalia are expected to continue to reduce the population in Dadaab. Arrivals from South Sudan are expected to increase the populations

in Kakuma and Kalobeyi. The biometrics system ensures that only eligible refugee households in the camps receive food assistance.

95.96. For crisis-affected populations, the targeting criteria for inclusion in the treatment of moderate acute malnutrition are based on the nutrition status of clients measured in accordance with national guidelines. Treatment of moderate acute malnutrition in most counties is covered by the Government, but WFP support continues to be required in arid counties, where malnourished populations are comparatively large, delivery of commodities to remote areas is challenging and county capacities are still being developed.

96.97. Contingency interventions are forecast for limited periods during the CSP: prevention of acute malnutrition for six months, targeting vulnerable groups in communities with critical malnutrition; and “protection rations” for three months, assisting households with members who are receiving treatment for acute malnutrition. WFP will target areas identified through assessments carried out by the Kenya food security steering group, with community-based targeting of food-insecure households.

97.98. Livelihoods and resilience building activities will target persistently food-insecure communities based on trends shown in the Kenya food security steering group’s assessments, with community-based household targeting informed by gender analyses. Capacity strengthening and service delivery interventions will target national government and county institutions.

98.99. To strengthen community engagement, and consistent with the “leave no one behind” approach, the country office will support the formation and effective functioning of project management committees, which are required to include women, men, young people, persons with disabilities and other individuals identified as vulnerable, making them both representative and inclusive.

Strategic outcome	Activities	Women and girls	Men and boys	Total
1	1: Provide food assistance and nutrient-rich commodities to refugees, including SBCC and support for self-reliance activities in camps and settlement areas**	214 000	211 000	425 000
	2: Provide food assistance and nutrient-rich commodities complemented by SBCC to vulnerable Kenyan populations to meet acute food needs***	767 000	533 000	1 300 000
2	3: Create assets and transfer knowledge, skills and tools for climate risk management to food-insecure households****	385 216	355 584	740 800
Total		1 366 216	1 099 584	2 465 800

* Sex- and age-disaggregated data will be added during implementation.

** The refugee population is forecast to decrease from 425,000 in 2018 to 375,000 in 2023.

*** During the peak in 2020/2021 assistance will include a drought contingency providing treatment for acute malnutrition, prevention of acute malnutrition and protection rations.

**** Asset creation beneficiaries will decrease from 740,800 in 2018 to 668,480 in 2023.

REVISION MODE

4.2 Transfers

Food and cash-based transfers

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

Strategic outcome 1													
Activity 1: Relief to refugees									Activity 2: Relief to food-insecure Kenyans				
Refugees	PLWG - MAM prevention -and people living with HIV, TB and chronic diseases	Children aged 6-23 months - MAM prevention	Children aged 6-59 months - MAM treatment	PLWG - MAM treatment	Caregivers of children and in-patients	Schoolchildren ^{a)}	Young people	Crisis affected-households - protection rations	PLWG - MAM prevention	Children aged 6-59 months - MAM prevention	PLWG - MAM treatment	Children aged 6-59 months - MAM treatment	
Food and CBTs	Food	Food	Food		Food	Food		CBTs	Food	Food	Food	Food	
Cereals	252 ^{b)}				250	80	130						
Pulses	60				60		30						
Oil	35				35	10	10						
Sugar						10							
Supercereal	40				150	80							
Supercereal SuperCereal Plus		150	200	300					200	200	300		
Ready-to-use supplementary food			100									100	
Total g/day	387	150	200	100	300	495	180	170	200	200	300	100	
Total kcal/day	1 561	591	787	535	1 181	1 990	719	665	787	787	1 181	535	
% kcal from protein	11.6	16.6	16.6	10.5	16.6	12.3	11.2	12.2	16.6	16.6	16.6	10.5	

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Strategic outcome 1													
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Food and CBTs	Food	Food	Food		Food	Food		CBTs	Food	Food	Food	Food	
CBTs (USD/person/day)	0.13 ^{b)}							0.28 ^{c)}					
Feeding days	365	365/195	365	120	365	10	195	195	90	180	180	120	120

CBTs = cash-based transfers; MAM = moderate acute malnutrition; PLWG = pregnant and lactating women and girls.

^{a)} In Kakuma, over the course of a year 50 percent of school meals will be ~~Supercereal~~ **Supercereal** and oil (90 g/person/day) and 50 percent will be cereals, sugar and oil (100 g/person/day) provided through the milling of locally produced food.

^{b)} In-kind cereal will account for 60 percent of rations (252 g/person/day) in 2018/19, 50 percent (210 g/person/day) in 2020/2021 and 40 percent (168 g/person/day) in 2022/2023. Cash transfers will account for 40 percent (USD 0.13/person/day) in 2018/2019, 50 percent (USD 0.17/person/day) in 2021/2022 and 60 percent (USD 0.2/person/day) in 2022/2023.

^{c)} Equivalent to 75 percent of food requirements per person per day.

TABLE 2 (continued): FOOD RATIONS (g/person/day) AND CASH-BASED TRANSFER VALUES (usd/person/day) BY STRATEGIC OUTCOME AND ACTIVITY				
Strategic outcome 2				
	Activity 3: Livelihoods and resilience building			
	Food-insecure households in arid counties		Children aged 6-23 months prevention	Food-insecure households in semi-arid counties
	Food	CBTs	Food	CBTs
Cereals	300			
Pulses	60			
Oil	20			
Micronutrient powders			1	
Total g/day	380			
Total kcal/day	1 580			
% kcal from protein	12			
Cash (USD/person/day)		0.28		0.17
Number of feeding days	240	240	180	210

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfers	Total (mt)	Total (USD)
Cereals	273 228	88 391 665 87 840 976
Pulses	64 388	45 071 922
Oil and fats	32 246	37 630 803
Mixed and blended foods	92 931	77 713 338 78 263 976
Other	887	640 161
Total (food)	463 681	249 447 888 837
Cash-based transfers		247 993 462 169
Total (food and cash-based transfer value)	463 681	497 441 050 006

- 99.100.** WFP will provide foods that are acceptable to beneficiaries and expects to increase the proportion of cash-based transfers, which can have multiplier effects in the local economy. In areas with refugee populations, this is a substantial benefit for host communities and promotes integration when used in a manner that empowers recipients, takes preferences into account and reduces economic inequalities. WFP has been using unrestricted cash-based transfers²¹ as conditional transfers in asset creation activities and unconditional transfers in relief activities since 2011. To meet the Government's conditions, however, only restricted cash-based transfers have been distributed to date in refugee camps in Kenya, but WFP will advocate for changes in national guidelines and the establishment of cash transfer systems that could make unrestricted cash transfers possible during implementation of the CSP, subject to national legislation and other requirements. WFP contracts financial service providers to open bank or mobile money (telephone) accounts that provide banking services to beneficiaries.
- 100.101.** WFP will provide refugees in Dadaab and Kakuma with a combination of food and cash-based transfers sufficient to meet their dietary needs. In Kalobeyei settlement, food assistance will be almost entirely in the form of cash transfers²² in order to promote the integration of refugees into host communities through participation in local markets and to foster opportunities for self-reliance. Refugee schoolchildren and students in vocational training centres will receive hot lunches. In hospitals for refugees, the caregivers of children and in-patients will receive general food rations and chronically ill patients will receive food selected on the basis of the food's palatability and the nutrition needs of the patients. Refugees and crisis-affected populations suffering from moderate acute malnutrition will receive specialized nutritious foods for treatment; when interventions are required for the prevention of acute malnutrition in targeted high-risk areas, all young children and pregnant and lactating women and girls will receive specialized nutritious food.
- 101.102.** Food-insecure households assisted through the livelihoods, asset creation and relief activities will receive food or cash-based transfers proportional to their food gaps, which – based on a daily minimum requirement of 2,100 kcal/person/day – are estimated as 75- percent in arid counties and 50 percent in semi-arid counties.
- 102.103.** Activities to achieve strategic outcome 2 focus on food systems and include technical assistance to communities, farmer organizations and retailers. Under strategic outcome 3, WFP will support the Government in strengthening capacities in five core areas: social protection and safety nets, school meals, emergency preparedness and response, government supply chains and nutrition services. Gender considerations will be integrated into each area.
- 103.104.** In recent years, the Kenyan Government and WFP have facilitated several delegations visiting the country to further knowledge exchange and learning. WFP will leverage the resources of its Brazil and China centres of excellence to foster South-South cooperation and facilitate study visits showcasing successful initiatives such as home-grown school meals programmes; the use of institutional procurement to promote local agricultural production; the handover of safety nets to government ownership; and the establishment of a single national registry for social protection programmes. WFP will also promote inter-county learning in Kenya.

²¹ Beneficiaries may use unrestricted cash-based transfers to purchase anything. Restricted cash-based transfers may only be used to purchase specified foods and sometimes other items, sometimes from specified vendors.

²² To ensure adequate micronutrient intake among refugees living in Kalobeyei settlement, a monthly in-kind ration of corn-soya blend is also provided.

4.3 Supply chain

~~104.~~**105.** Mombasa port and corridor are fundamental to the achievement of WFP's objectives in Kenya and seven other countries in the region.²³ WFP's Kenya country office manages port and corridor operations on behalf of other country offices on a cost sharing basis and is constantly seeking to improve cost-effectiveness through efficiencies in procurement and planning. WFP will leverage its role in providing services for users of the Mombasa corridor in order to strengthen the capacity of local authorities and to streamline regional trade flows, with the objective of opening up new cross-border transfers and opportunities for Kenya's private sector.

~~105.~~**106.** The composition and amounts of in-kind and cash-based transfers provided through the CSP's activities will be based on needs, market assessments and gender analyses. WFP will leverage its supply chain expertise, working with authorities, transporters and traders to address delivery challenges in remote markets, thereby improving the diversity, availability and affordability of goods for beneficiaries and communities. Subject to the availability of donor resources, the proportion of cash transfers will increase.

~~106.~~**107.** Mobile money transfer systems have improved the efficiency of WFP operations in recent years. The WFP platform for managing transfers to refugees, "Bamba Chakula", will be opened to other agencies seeking to provide cash-based transfers to refugees. WFP- cash--based transfers for livelihood and asset creation activities will allow participants to choose whether transfers are made to their mobile phones or their bank accounts.

4.4 Country office capacity and profile

~~107.~~**108.** WFP will maintain an office in Nairobi and a network of eight field offices and sub-offices in the areas where it has the most operations, such as Dadaab and Kakuma. This field presence will be reviewed annually in the light of the envisaged reduction of WFP's direct delivery of assistance and a 25 percent reduction in funding requirements during implementation of the CSP. Funding shortfalls may prompt earlier than desirable reductions in staffing and field presence.

~~108.~~**109.** A dedicated technical team will lead and be responsible for each of the four outcomes. The teams will be supported by cross-sector units providing services relating to vulnerability analysis, gender, innovation, supply chains, business transformation, monitoring and evaluation, finance, administration and human resources.

4.5 Partnerships

~~109.~~**110.** Effective partnerships are essential to the achievement of WFP's strategic outcomes. WFP's main partners are the Government of Kenya in the framework of MTP3, United Nations agencies in the context of the UNDAF, development partners and NGOs. Specific partnerships linked to CSP activities include but are not limited to the following:

~~110.~~**111.** *Refugee assistance:* WFP will partner with the Refugee Affairs Secretariat, the county governments of Garissa and Turkana, UNHCR, the International Organization for Migration (IOM), UNICEF and NGO cooperating partners. The Refugee Affairs Secretariat and UNHCR have an overarching mandate for the planning and coordination of assistance, protection and fostering of self-reliance for refugees, while WFP is responsible for providing food assistance and commodities for the prevention and treatment of acute malnutrition, in addition to providing technical expertise in the improvement of livelihoods to support self--reliance, working in close collaboration with FAO and relevant national and county authorities. The activities, mandates and comparative advantages of state and non-state

²³ Burundi, Democratic Republic of the Congo, Ethiopia, Rwanda, Somalia, South Sudan, Uganda.

actors will be coordinated in accordance with the Comprehensive Refugee Response Framework.

- ~~111.~~**112.** *Relief assistance:* WFP will partner with Special Programmes, the National Drought Management Authority, NGOs, the Office for the Coordination of Humanitarian Affairs and financial service providers, and with the Ministry of Health's Nutrition and Dietetics Unit, UNICEF and NGOs on the treatment and prevention of malnutrition. WFP will establish clear roles in the provision of relief food assistance, which will mainly be in the form of cash-based transfers and will be led and funded increasingly by national authorities drawing on WFP's technical capacities and systems for transfer modalities and, where required, leveraging the field presence and capacities of WFP and its NGO partners to facilitate targeting and registration. Over time, these capacities will be transferred to national and county- authorities.
- ~~112.~~**113.** *Food systems:* WFP will layer support through partnerships with the National Drought Management Authority, the Ministry of Agriculture and Irrigation, the Ministry of Water and Sanitation, county governments, the other Rome-based agencies – FAO and IFAD – the Partnership for Resilience and Economic Growth²⁴ and other NGOs, the Farm to Market Alliance,²⁵ the World Bank, the African Development Bank and small-scale millers, traders, retailers and financial service providers. The main focus will be on building the capacity of national and county governments to assume responsibility for the technical ownership, coordination and, ultimately, financing of livelihood and food systems activities. During the handover period, WFP will work with NGO implementing partners to clarify roles and ensure smooth handover to the national authorities.
- ~~113.~~**114.** *Capacity strengthening:* WFP will continue to partner with the Ministry of Devolution and ASALs, and specifically Special Programmes and the National Drought Management Authority in strengthening capacities to assess, analyse, prepare for and respond to food and nutrition insecurity; with the Ministry of Education in improving the implementation and sustainable expansion of the school meals programme; with the Ministry of Health to facilitate the handover of nutrition treatment activities; with the Ministry of Labour and Social Protection to ensure the provision of inclusive and integrated social protection that meets the needs of food-insecure people; with the State Department of Gender Affairs; with county governments as first-line responders during shocks that increase the severity of hunger; and with United Nations and other partners in the UNDAF social, economic and political pillars, including IOM, the United Nations Development Programme, UNICEF, UN- Women, the World Bank, the private sector and civil society.
- ~~114.~~**115.** WFP will provide humanitarian air services under the guidance of a steering committee and a user group.
- ~~115.~~**116.** WFP will provide supply chains for health services in partnership with the Ministry of Health and the United Nations Population Fund.

²⁴ The Partnership for Resilience and Economic Growth is a consortium of organizations that are supported by the United-States Agency for International Development in implementing programmes that foster resilience and economic growth in arid counties of Kenya.

²⁵ Partners in the Farm to Market Alliance include WFP, the Alliance for a Green Revolution in Africa, Bayer Crop Science AG, the International Finance Corporation, Syngenta Crop Protection AG, Rabobank, Grow Africa, Yara International ASA and Technoserve.

5 Performance management and evaluation

5.1 Monitoring and evaluation arrangements

~~116.~~**117.** The monitoring and evaluation system will be gender-responsive in measuring results that promote gender equality and women's empowerment and will be aligned with WFP's Corporate Results Framework. Each outcome will have a monitoring, review and evaluation plan outlining the systems and processes needed to ensure that output and outcome indicators are monitored and reported on and the timing of evaluations and reviews. Baselines will be established no more than three months before or after the start of each activity and will provide benchmarks for outcome monitoring and evaluations. Regular monitoring in the field will be complemented by inputs received through complaint and feedback mechanisms. Innovative technologies will be used for data collection, analysis and visualization, and two-way communications with beneficiaries will include mobile vulnerability analysis and mapping, interactive voice response and the "Foodbot" tool.

~~117.~~**118.** Outcome and output indicators – including of gender equality – will be measured and reported on annually; person-related data will be disaggregated by sex and age. A mid-term review of the CSP will measure progress and inform adjustments. A final portfolio evaluation will be conducted during the CSP's fourth year. Decentralized evaluations, including those required by donors, will focus on knowledge gaps relating to specific components of the CSP. Evaluations for which funding has already been received include the McGovern-Dole school feeding programme, with a mid-term evaluation in 2018 and an end-line evaluation in 2020; and the Local and Regional Procurement project, to be evaluated in 2019. Budgeted evaluations will cover at least 50 percent of the CSP portfolio. WFP will also support and draw from joint monitoring processes and platforms, including the SDG data monitoring system being developed by the Government and the UNDAF.

5.2 Risk management

Contextual risks

~~118.~~**119.** Underlying assumptions related to operations for supporting refugees include increasing self-reliance and cash-based transfers. There is a risk, however, that the *necessary* legislative environment and donor flexibility may not materialize. Focused advocacy with donors and government counterparts will help mitigate this risk. Security risks in field offices will be mitigated through careful planning of operations and close collaboration with partners and security professionals to ensure the adoption of appropriate approaches.

Programmatic risks

~~119.~~**120.** The severity and frequency of droughts may exceed the Government's response capacity. The CSP is based on the premise that the Government's capacity and financing will continue to grow in all sectors and cross-cutting areas such as gender. Should this trend not continue, the risk to effective implementation of the CSP will be mitigated by capacity strengthening efforts and continuous dialogue with the Government and partners on the state of food security and nutrition. The CSP has contingency plans for providing direct relief assistance should emergency needs exceed the Government's capacity to respond.

Institutional risks

~~120.~~**121.** Primary internal risks include fraud and corruption, resulting in financial and reputational losses, and insufficient technical capacity of staff in field locations. Mitigation measures include strengthened internal controls and strategic human resource management.

6 Resources for results

6.1 Country portfolio budget

TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)							
Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
1	54 718 232 685 930	107 686 043 701 441	136 542 744 533 698	120 918 078 952 245	101 947 380 102 084 468	48 707 727 786 833	570 520 204 744 585
2	45 948 093 938 714	76 662 057 640 703	75 416 851 395 133	71 958 857 935 318	70 972 143 944 522	28 623 653 608 873	369 581 654 463 263
3	3 848 132 846 647	8 146 829 143 575	6 487 061 483 720	3 872 485 868 921	3 648 671 644 775	1 419 739 417 683	27 422 917 405 321
4	2 808 747 802	5 676 121 135	5 719 990 720 035	5 203 441 428	5 265 618 392	2 664 383 210	27 338 300 002
Total	107 323 205280 093	198 171 049 161 824	224 166 646132 586	201 952 861959 912	181 833 811939 157	81 415 502477 599	994 863 075951 171

121.122. The budgets for 2018 and 2023 are for six months only: July–December 2018 and January–June 2023). The budget for 2020/2021 is substantially higher than for the other years because the contingency plan for a relief response is incorporated into the budget for years 3 and 4; a relief response to a major drought could, however, be required in any year.

122.123. Strategic outcome 1 and 2 activities include substantial food and cash-based transfers. The budget for activities supporting refugees declines between years 1 and 5 because of a net reduction in the refugee population based on inter-agency planning scenarios in which returns outnumber new arrivals. Strategic outcome 3 focuses on capacity development, and planned investments are higher in years 2 and 3 than in other years. Strategic outcome 4 is based on common services for humanitarian partners, for which the budget is maintained at similar levels throughout the CSP.

6.2 Resourcing outlook

123.124. WFP maintains a diverse, innovative and vibrant donor base of more than 25 traditional, emerging and private-sector partners, which has ensured resourcing levels for continuous implementation of the most critical operations. During the past three years, WFP received an average of USD 144 million per year in contributions, peaking at USD 170 million in 2017 because of the drought response. WFP anticipates that the need for resources for humanitarian response will decline as Kenya's own budgetary allocations, systems and capacities grow. WFP's commitment to allocating 15 percent of all project funds to activities that foster gender equality will be met by 2020.

6.3 Resource mobilization strategy

124.125. WFP aims to secure flexible multi-year funding to achieve the outcomes efficiently. Funding for refugee and relief activities is expected to be directed to the activity level. Funding for food systems and capacity strengthening will be sought at the outcome level, reflecting the need to achieve the full range of integrated outputs in order to deliver the

expected strategic outcomes. Specific financial governance arrangements are in place for humanitarian air services and health supply chains under strategic outcome 4 and donor resources will be raised through those structures. New sources of funding will be sought in order to diversify the traditional donor base, including through new partnerships with the Government, individual fundraising and contributions from emerging donors, foundations, development banks and the private sector. WFP will communicate regularly with donors and facilitate field visits to demonstrate results and impacts.

REVISION MODE

ANNEX I

LOGICAL FRAMEWORK FOR KENYA COUNTRY STRATEGIC PLAN (2018–2023)

Strategic Goal 1: Support countries to achieve zero hunger**Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food**

Strategic outcome 1: Refugees and asylum seekers living in camps and settlements and populations affected by natural and human-caused disasters have access to adequate food to meet their food and nutrition needs throughout the year.

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

Focus area: crisis response

Assumptions:

Adequate resources available for a healthy food and cash pipeline.

Partners provide required complementary services and support.

Private partnership and non-traditional partners see incentives in engaging in retail sector development (Business opportunity).

National and Country government invest in the retail sector and offer credit facility to both host and refugee market actors.

Outcome indicators

Attendance rate

Consumption-based Coping Strategy Index (Average)

Dietary Diversity Score

Enrolment rate

Food Consumption Score

Food Expenditure Share

Food Price Index

Gender ratio

Livelihood-based Coping Strategy Index (Average)

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 asset base

Activities and output

1. Provide food assistance and nutrient-rich commodities to refugees, along with SBCC and support for self-reliance activities in camps and settlement areas. (Unconditional resource transfers to support access to food)

Caregivers of children in stabilization centres and in-patients (Tier 1) receive unconditional food transfers and SBCC to meet their food and nutrition needs (A: Resources transferred)

Caregivers of children in stabilization centres and in-patients (Tier 1) receive unconditional food transfers and SBCC to meet their food and nutrition needs; (E: Advocacy and education provided)

Refugees (Tier 1) receive capacity building and technical support to create and utilize productive assets for increased self-reliance and income levels; (C: Capacity development and technical support provided)

Refugees (Tier 1) receive capacity building and technical support to create and utilize productive assets for increased self-reliance and income levels; (D: Assets created)

Food-insecure refugees (Tier 1) receive unconditional in kind or cash-based resource transfers to meet their food and nutrition needs. (A: Resources transferred)

Refugee children aged 6-59 months, pregnant/lactating women and girls and HIV and TB patients (Tier 1) receive fortified and/or specialized nutritious foods and messaging social and behaviour change communication (SBCC) to prevent and treat acute malnutrition; (E: Advocacy and education provided)

Refugee children aged 6-59 months, pregnant and lactating women and girls and HIV and TB patients (Tier 1) receive fortified and/or specialized nutritious foods and social and behaviour change communication (SBCC) (Output category B) to prevent and treat acute malnutrition; (B: Nutritious foods provided)

Refugee and host community traders (Tier 1) receive technical support to promote access to affordable and appropriate foods in markets. (C: Capacity development and technical support provided)

Refugee children in primary school (Tier 1) receive school meals every day that they attend school, to meet their food and nutrition needs and improve school enrolment and attendance (A: Resources transferred)

Targeted young people from refugee and host communities (Tier 1) receive conditional food transfers in vocational training centres as an incentive to gain skills that can contribute to strengthening livelihoods in camps and host communities (A: Resources transferred)

2. Provide food assistance and nutrient-rich commodities complemented by SBCC to vulnerable Kenyan populations in order to meet acute food needs. (Unconditional resource transfers to support access to food)

Community members (Tier 3) benefit from enhanced nutrition knowledge and skills through the use of combined social and ~~behavior~~ **behaviour** change communication strategies, knowledge and skills transfer and linkages to complementary services to increase demand for consumption of safe, nutritious foods.

(E: Advocacy and education provided)

Community members (Tier 3) benefit from enhanced nutrition knowledge and skills through the use of combined social and ~~behavior~~ **behaviour** change communication strategies, knowledge and skills transfer and linkages to complementary services to increase demand for consumption of safe, nutritious foods.

(C: Capacity development and technical support provided)

Food-insecure Kenyan households (Tier 1) affected by natural and human-caused disasters receive unconditional cash-based transfers to meet their basic food and nutrition needs. (A: Resources transferred)

Kenyan children aged 6-59 months, pregnant and lactating women and girls and anti-retroviral therapy and TB directly observed treatment clients receive fortified and/or specialized nutritious foods and SBCC (Output category E) to promote the prevention and treatment of moderate acute malnutrition. (E: Advocacy and education provided)

Kenyan children aged 6-59 months, pregnant and lactating women and girls and anti-retroviral therapy and TB directly observed treatment clients (Tier 1) receive fortified and/or specialized nutritious foods and SBCC to promote the prevention and treatment of moderate acute malnutrition.
(B: Nutritious foods provided)

Strategic Objective 3: Achieve food security

Strategic result 4: Food systems are sustainable

Strategic outcome 2: Targeted smallholder producers, food-insecure and vulnerable populations benefit from more sustainable, inclusive food systems and increased resilience to climate shocks enabling them to meet their food and nutrition needs by 2023.

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

nutrition sensitive

Focus area: resilience building

Assumptions:

There is political stability and buy in at national and county level for policy, technical and budgetary support.

There are adequate and consistent resources for planned interventions

The government at both national and county level will increase targeted investment and PHL initiatives over the CSP period for great reach

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Dietary Diversity Score

Food Consumption Score

Food Consumption Score – Nutrition

Food expenditure share

Food Price Index

Livelihood-based Coping Strategy Index (Average)

Minimum Dietary Diversity – Women

Percentage of default rate of WFP pro-smallholder farmer procurement contracts

Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems

Percentage reduction of Supply Chain costs in areas supported by WFP

Proportion of eligible population that participates in programme (coverage)

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

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

Rate of post-harvest losses

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

Activities and outputs

3. Create assets and transfer knowledge, skills and climate risk management tools to food-insecure households. (Asset creation and livelihood support activities)

Food insecure beneficiaries in targeted communities, including communities hosting refugees (Tier 1) receive conditional in-kind or cash-based transfers to address immediate food consumption gaps. (A: Resources transferred)

Targeted beneficiaries (Tier 1) receive a comprehensive package of nutrition interventions including SBCC activities to improve knowledge and practices related to nutrition, linkages to social protection schemes and essential health and nutrition services, including provision of micronutrient powders to improve their nutrition status. (A: Resources transferred)

Targeted beneficiaries (Tier 1) receive a comprehensive package of nutrition interventions including SBCC activities to improve knowledge and practices related to nutrition, linkages to social protection schemes and essential health and nutrition services, including provision of micronutrient powders to improve their nutrition status. (B: Nutritious foods provided)

Targeted beneficiaries (Tier 1) receive a comprehensive package of nutrition interventions including SBCC activities to improve knowledge and practices related to nutrition, linkages to social protection schemes and essential health and nutrition services, including provision of micronutrient powders to improve their nutrition status. (E: Advocacy and education provided)

Targeted communities in food-insecure areas, including young people and communities hosting refugees (Tier 2), benefit from strengthened organization enabling them to determine, create and utilize productive assets and improved access to innovative risk management and financing tools for increased, diversified and sustainable food production systems. (C: Capacity development and technical support provided)

Targeted communities in food-insecure areas, including young people and communities hosting refugees (Tier 2), benefit from strengthened organization enabling them to determine, create and utilize productive assets and improved access to innovative risk management and financing tools for increased, diversified and sustainable food production systems. (D: Assets created)

Targeted communities in food-insecure areas, including young people and communities hosting refugees (Tier 2), benefit from strengthened organization enabling them to determine, create and utilize productive assets and improved access to innovative risk management and financing tools for increased, diversified and sustainable food production systems. (G: Linkages to financial resources and insurance services facilitated)

4. Facilitate access to markets and provide technical expertise in supply chain management to smallholder farmers and retailers. (Smallholder agricultural market support activities)

Commercial supply chain actors (Tier 1) in targeted areas receive technical support for improving the efficiency of food markets and supply chains, including reducing food waste, to facilitate access to affordable, better quality and safe foods in markets (C: Capacity development and technical support provided)

Smallholder producers and small-scale traders and processors (Tier 2) are supported to access public- and private-sector commodity markets and financial and agricultural input services, including local fortification and technologies for reducing post-harvest losses. (C: Capacity development and technical support provided)

Smallholder producers and small-scale traders and processors (Tier 2) benefit from an improved and inclusive business environment achieved through evidence-based policies, advocacy and partnerships, enabling them to increase and diversify the production and sale of better quality food. (I: Policy engagement strategies developed/implemented)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs

Strategic outcome 3: National and county institutions in Kenya have strengthened capacity and systems to assist food-insecure and nutritionally vulnerable populations by 2023.

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify,

target and assist food-insecure and nutritionally vulnerable populations

Focus area: root causes

Assumptions:

Conducive political and security environment prevails to facilitate stable funding to targeted institutions at both national and county governments.

Outcome indicators

Emergency Preparedness Capacity Index

National Capacity Index (School Meals)

Zero Hunger Capacity Scorecard

Activities and outputs

5. Engage in strengthening the capacities of national and county institutions in the areas of disaster risk management, food assistance programmes, nutrition services and social safety nets. (Institutional capacity strengthening activities)

Clients of national and county safety nets benefit (Tier 3) from inclusive, integrated, effective, well-coordinated and transparent programmes for reducing poverty and hunger. (C: Capacity development and technical support provided)

Crisis-affected populations (Tier 3) benefit from strengthened national and county emergency preparedness, response and recovery mechanisms to meet their basic humanitarian needs. (C: Capacity development and technical support provided)

Food-insecure and nutritionally vulnerable people (Tier 3) benefit from inclusive, well coordinated and evidence-based implementation of national and county nutrition action plans and the HIV strategic framework, enabling them to improve their nutrition throughout their lives. (C: Capacity development and technical support provided)

Targeted primary and pre-primary schoolchildren (Tier 3) benefit from an inclusive, nutrition-sensitive and sustainable national school meals programme for better educational achievement (C: Capacity development and technical support provided)

Users of government food assistance programmes and nutrition services (Tier 3) benefit from effective and efficient supply chains that provide access to safe, nutritious, and high-quality food. (C: Capacity development and technical support 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 4: Government, humanitarian and development partners in Kenya have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains, when needed.

Outcome category: Enhanced common coordination platforms

Focus area: crisis response

Assumptions:

Security situation in both camps remain stable. There is predictable funding and consistent use of the air service. Government and partners are committed and support the SOLVE initiative.

Cooperating partners make use of the improved supply chain to health facilities

Outcome indicators

User satisfaction rate

Activities and outputs

7. Provide health supply chain services for partners (Service provision and platforms activities)

Clients of health centres (Tier 2) benefit from an improved supply chain for health commodities and improved health services resulting from enhanced capacities of the Government and the private sector. (H: Shared services and platforms provided)

6. Provide humanitarian air services for partners. (Service provision and platforms activities)

Refugees (Tier 3) benefit from more efficient and effective relief assistance made possible through the provision of air transport for humanitarian workers and stakeholders such as donors and the media. (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.2.1: Proportion of targeted people accessing assistance without protection challenges

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

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

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

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

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

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 1, SDG target 2.1	Strategic Result 4, SDG target 2.4	Strategic Result 5, SDG target 17.9	Strategic Result 8, SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Crisis response	Resilience	Root causes	Crisis response	
Transfers	463 114 386 284 278	295 167 685 943 718	19 379 587 433 584	23 890 946 940	801 552 604 520
Implementation	41 272 207 302 117	31 636 348 758 706	4 915 517 864 078	267 000	78 091 072 107 2173 901
Adjusted direct support costs	31 313 129 324 012	20 220 994 211 439	1 454 113 453 034	1 511 819 564	54 500 056 031
Subtotal	535 699 722 910 407	347 025 027 346 913 863	25 749 218 732 696	25 669 765 486	934 143 732 226 452
Indirect support costs (6.5%)	34 820 482 834 176	22 556 627 549 401	1 673 699 672 625	1 668 535 517	60 724 719 343
Total	570 520 204 744 583	369 581 654 463 264	27 422 917 405 321	27 338 300 003	994 863 075 951 171

Acronyms used in the document

ART	anti-retroviral treatment
ASAL	arid and semi-arid land
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration
MTP3	Third Medium Term Plan (2018–2022) for Vision 2030
NGO	non-governmental organization
SDG	Sustainable Development Goal
UNDAF	United Nations development assistance framework
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
WFP	United Nations World Food Programme