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Draft Malawi country strategic plan (2019–2023)

Duration	1 January 2019–31 December 2023
Total cost to WFP	USD 619,800,513
Gender and age marker*	3

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

Executive summary

Despite long-term positive trends, Malawi continues to face development challenges that constrain its capacity to achieve food and nutrition security. They include the persistent need for food assistance in the lean season, often exacerbated by climate-related shocks, environmental degradation and over-reliance on rain-fed agriculture; economic underperformance; high levels of extreme poverty; endemic gender inequalities; and a long-standing refugee caseload. Such challenges are widely acknowledged and well described in many policies informed by a national consensus among government and development partners that there is a need to break the cycle of hunger by applying a medium to long-term resilience approach, as expressed in the Malawi Growth and Development Strategy III (2017–2022).

However, limited public and private sector implementation capacity is impeding Malawi's policy aspirations and progress towards achieving the Sustainable Development Goals. The initial findings of the Government-led independent Malawi zero hunger and malnutrition strategic review, conducted by International Food Policy Research Institute and supported by the Food and Agriculture Organization of the United Nations, the United Nations Children's Fund, the United Nations Resident Coordinator's Office for Malawi and WFP, indicate several priorities critical to achieving Strategic Development Goal 2:¹

¹ International Food Policy Research Institute. *Initial findings, Malawi Zero Hunger and Malnutrition Strategic Review*. (Draft, not yet available online.)

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- Sustaining the positive nutrition trends of recent years;
- Improving institutional coordination for Sustainable Development Goal 2;
- Looking beyond agriculture for food security;
- Moving from subsistence to surplus agriculture;
- Scaling up shock-responsive, nutrition-sensitive social protection;
- Making structural changes to the economy; and
- Bridging the gender gap.

Having played a key role in forging the consensus regarding resilience, WFP is well placed to help Malawi make progress on these critical priorities and to support policy implementation, harnessing its comparative advantage with government and other partners across the humanitarian–development nexus. The Government and its partners recognize the strong results that WFP has achieved in nutrition-sensitive programming,² in advancing innovations that link humanitarian assistance, resilience and social protection and in implementing and scaling up a package of integrated resilience-building activities with Government and partners.³

WFP believes that between now and 2030 this approach can be scaled up further with the Government and partners to establish a path out of the poverty trap for food-insecure vulnerable populations and the very poor. Accordingly, this country strategic plan is a five-year strategy to help Malawi better coordinate national efforts to tackle hunger, improve nutrition and reduce vulnerability to food insecurity and malnutrition – particularly that related to gender and age – and to strengthen resilience to recurrent shocks. Aligned with WFP's Strategic Plan, it contributes to Sustainable Development Goals 2 and 17 and to WFP Strategic Results 1, 2, 3 and 5 through five fully integrated strategic outcomes that seek to improve the resilience of affected populations sustainably in support of national efforts to achieve zero hunger.

Strategic outcome 1 focuses on crisis response and refugees and is deeply connected to the resilience-building work of the remaining four outcomes: evidence generation and scale-up of shock-responsive social protection (strategic outcome 2); nutrition-sensitive programming addressing malnutrition (strategic outcome 3); a sustainable food systems approach to supporting smallholders, especially women (strategic outcome 4); and supply chain and service provision activities to build public and private sector capacity to respond to emergencies (strategic outcome 5, in Sustainable Development Goal 17). The country strategic plan also seeks to mainstream protection and accountability to affected populations, HIV/AIDS, environmental and social safeguards and gender equality and women's empowerment, with the latter pursued beyond "business as usual" and leveraging gender-transformative approaches.⁴

This cohesive approach is captured in strategic outcomes 1 and 2, which together constitute an integrated shock-responsive hunger safety net.: WFP will work with the Government to build its capacity to respond to acute and structural food insecurity, adding productive asset creation when appropriate. Through building the recovery capacity of smallholders, first through complementary productive assets as part of a crisis response, then through asset creation and access to insurance, savings, credit, climate services and markets, WFP will lay the groundwork for its own phased

² The Children's Investment Fund Foundation stunting prevention project in the central Ntchisi district, for example, registered a 10 percent reduction in stunting prevalence among children under 5 and improved health and hygiene in their communities over the course of three years.

³ This approach combines the Three-Pronged Approach to ensure community buy-in, the watershed approach to increase yields, Food for Assets, Rural Resilience Initiative, Village Savings and Loans, Insurance for Assets, and Smallholders Agricultural Market Support, complemented by partners such as United Nations Children's Fund working to improve water, sanitation and hygiene, and conducting social behaviour change communication.

⁴ Relevant sex and age-disaggregated data are provided wherever available.

withdrawal from direct operations and its transition to providing technical assistance and capacity-strengthening support.

The country strategic plan has been developed following the response to the El Niño caused 2016–2017 food insecurity emergency and is informed by lessons learned, evaluations, national policy priorities, the zero hunger and malnutrition strategic review and extensive consultations with the Government, development partners, non-governmental organizations and other key actors. Responding to the Government's commitment to ownership of hunger solutions, it represents a shift in approach that will gradually move WFP away from direct implementation to capacity strengthening. WFP will assist the Government in implementing its own policies, together with development partners and the private sector, while maintaining its capacity to respond to humanitarian crises.

The country office has experienced teams able to implement activities to achieve the strategic outcomes. WFP also acknowledges the integral role of its partners in augmenting its capacity. Malawi is a One United Nations country, and the Government enjoys the support of a cohesive United Nations country team. WFP will deepen its partnerships with other United Nations agencies, especially the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women and the other Rome-based agencies. With the new United Nations development assistance framework for Malawi, which covers the period 2019–2023, and the country strategic plan informed by the zero hunger and malnutrition strategic review, WFP is well placed to contribute to national discussions about the successor to Malawi's *Vision 2020* and its long-term strategic vision 2050.

As noted in the zero hunger and malnutrition strategic review, Malawi's long-term food security and nutritional well-being is challenged by the continued dominance of subsistence farming, particularly given the growing population and limited land base. Strategies are needed to attract investment in resilient food systems. With strategic outcome 5, WFP will contribute to sustainable development goal 17, working with partners to facilitate stronger links with the private sector along the value chain, through activities that equitably enable commercial smallholders to expand production, gain access to markets and boost economic growth.

In 2007, Malawi was a net maize exporter and was selling more maize to WFP than any other country in southern Africa.⁵ In 2019, Malawi will have just eleven years left to achieve its sustainable development goal commitments. This country strategic plan sets out a path to zero hunger, with shock-response and resilience strategies and programmes that over time will be increasingly taken over by the Government. These approaches will be scaled up over the next country strategic plan, expected to run from 2024 to 2028, putting Malawi on a sustainable path to food and nutrition security and leaving WFP, by 2030, focused on providing technical assistance to well-resourced and well-coordinated national programmes.

Draft decision*

The Board approves the Malawi country strategic plan (2019–2023) (WFP/EB.1/2019/8-A/6) at a total cost to WFP of USD 619,800,513.

⁵ New York Times. 2 December 2007. Available at <https://www.nytimes.com/2007/12/02/world/africa/02malawi.html>.

* 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. Home to 18 million people, Malawi is classified as a low-income, least-developed country, ranking 170th of 188 countries in the 2017 Human Development Index. Malawi has high rates of vulnerability, with significant disparities between genders, between urban and rural areas and among regions, with the southern areas of the country furthest behind.
2. Over 80 percent of people are dependent on rain-fed smallholder agriculture for their food, nutrition and income security. Thirty-seven percent of children under 5 are chronically malnourished; up to 60 percent of households report experiencing some food insecurity annually,⁶ and there is a recurrent need for food assistance in the lean season.
3. The economy has rebounded from the devastating floods in 2015 and the 2016 El Niño-induced drought; however, annual gross domestic product (GDP) growth (5.6 percent) is insufficient to fund the needed increase in the Government's capacity to deliver services and respond to recurrent and seasonal shocks.
4. Poverty is higher among households led by women.⁷ Most smallholder farmers are women, and gender inequalities affect all aspects of social, economic and environmental development.⁸ Rates of girl marriage are high, and women lack land rights and access to education, health and financial services and to justice and protection against sexual and other forms of violence.⁹ People living with disabilities suffer a greater incidence of all indicators of poverty and face greater gender and public health challenges than their able-bodied counterparts.¹⁰
5. The Government's capacity to implement strong food security and nutrition policies is impaired by these and other persistent structural challenges. These include accelerating deforestation and land degradation linked to rapid population growth (2.9 percent a year), high post-harvest losses, lack of agricultural diversification, limited irrigation development, underdeveloped markets and unstable market prices, low energy production, inflation rate fluctuation, corruption and a weak business-enabling environment.¹¹
6. Malawi hosts refugees and asylum seekers, mainly from the Democratic Republic of the Congo, Burundi, Rwanda and, in recent years, Mozambique. Malawi has hosted refugees for more than two decades, and according to United Nations High Commissioner for Refugees (UNHCR) projections there will be between 30,000 and 40,000 by December 2019.

⁶ Malawi National Statistical Office and ICF. 2017. Malawi Demographic and Health Survey 2015–2016. Available at <https://dhsprogram.com/pubs/pdf/FR319/FR319.pdf>. Quoted in the Malawi Zero Hunger and Malnutrition Strategic Review.

⁷ Government of Malawi. 2017. *Malawi Growth and Development Strategy (MGDS) III: Building a Productive, Competitive and Resilient Nation*. Available at <https://cepa.rmportal.net/Library/government-publications/the-malawi-growth-and-development-strategy-mgds-iii/view>.

⁸ Economic inequalities are suggested by, for example, Malawi's GINI coefficient of 43.9. See <http://hdr.undp.org/en/content/income-gini-coefficient>.

⁹ Government of Malawi. 2014. *National Plan of Action to Combat Gender-Based Violence in Malawi 2014–2020*. Available at <http://www.togetherforgirls.org/wp-content/uploads/2017/10/National-Plan-of-Action-to-Combat-Gender-Based-Violence-in-Malawi-2014-2020.pdf>.

¹⁰ M. J. Tembo. "Problems Facing Disabled People in Malawi: a Critical Reflection on My Encounter with a Disabled Woman in a Rural Area in Malawi", *Journal of Comparative Social Work*, Vol. 9, No. 1 (2014). Available at <http://journal.uia.no/index.php/JCSW/article/view/276>.

¹¹ Malawi ranked 110th of 190 countries for ease of doing business in the 2018 World Bank Doing Business report. See <http://www.doingbusiness.org/data/exploreconomies/malawi>.

1.2 Progress towards SDG 2

Targets

7. Despite making significant progress, Malawi did not meet the hunger targets of the Millennium Development Goals. In 2015, the country committed to achieving the Sustainable Development Goals (SDGs) by 2030. The initial findings of Malawi's zero hunger and malnutrition strategic review (ZHMSR) and other analyses¹² describe the status of SDG 2 targets as follows:
- *Ensure access to safe, nutritious and sufficient food all year round.* Food access is distributed unequally. The population relies primarily on subsistence production and food access is constrained by poverty, gender inequalities, underdeveloped markets, recurrent droughts and floods, prolonged dry spells, a lack of crop diversification, limited irrigation and economic diversification, high population growth, environmental degradation and disease. The Government and partners have responded to seasonal food needs reaching on average 1.73 million people annually over the past nine years.¹³
 - *End all forms of malnutrition.* To achieve SDG Target 2.2, it is vital to sustain the gains made in reducing stunting – prevalence fell from 47 percent in 2010 to 37 percent in 2017.¹⁴ The Government's medium-term target is to reduce stunting rates to 31 percent by 2022; this requires elimination of the significant differences in stunting prevalence between districts. The prevalence of acute malnutrition, measured by the prevalence of wasting in children under 5, is relatively low at 2.7 percent. Micronutrient deficiency indicators are alarming, however: anaemia affects 63 percent of children under 5 and 33 percent of women. HIV/AIDS prevalence is high at 8.8 percent in 2018,¹⁵ which is reflected in the number of acutely malnourished patients on antiretroviral therapy.
 - *Double the agricultural productivity and incomes of small-scale food producers.* Smallholders produce 70 percent of agricultural output, which is almost entirely rain-fed and is typically grown on small and fragmented landholdings with low crop yields. Women perform 65 percent of agricultural labour at the household-level,¹⁶ and they play a key role in ensuring family nutrition and national food security. However, gender inequalities in access to and control of productive and financial resources inhibit agricultural productivity and household food security.¹⁷ The gender gap in land

¹² Examples include a 2017 root cause analysis by United Nations Malawi; a 2017–2018 market analysis by the Malawi Vulnerability Assessment Committee; the Malawi Integrated Health Survey; and the Malawi Demographic and Health Survey 2015–16 (<https://dhsprogram.com/pubs/pdf/FR319/FR319.pdf>).

¹³ Government of Malawi. 2017. *Lean Season Food Insecurity Response Plan 2017/18*.

¹⁴ Malawi National Statistical Office and ICF International. 2017. *Malawi Demographic and Health Survey 2015/16*. Available at <https://dhsprogram.com/pubs/pdf/FR319/FR319.pdf>. The reduction in stunting was higher among boys at 23.7 percent compared with 18.2 percent for girls. This represented a fall from 51.1 to 39 percent for boys as opposed to from 43.3 to 35.4 percent for girls.

¹⁵ HIV prevalence is also higher for women (10.8 percent) than for men (6.4 percent) and is higher in urban areas (14.6 percent) than in rural areas (7.4 percent). Global prevalence in 2016 was 0.8 percent. See <http://aidsinfo.unaids.org/>.

¹⁶ World Bank Group. 2015. *How Much of the Labor in African Agriculture Is provided by women?* Available at <http://documents.worldbank.org/curated/en/979671468189858347/How-much-of-the-labor-in-African-agriculture-is-provided-by-women>.

¹⁷ UN Malawi. 2017. *Root Cause Analysis*. Not available online.

productivity is estimated at 25 percent,¹⁸ and closing the gender gap in agriculture is critical to progress towards SDG 2.¹⁹

- *Ensure sustainable food systems.* Malawi's vulnerability to climate shocks, coupled with its heavy reliance on rain-fed agriculture, its deteriorating natural resource base, inadequate rural warehousing and limited participation of smallholder farmers in formal markets, cause seasonal production challenges, uncertain crop yields and low productivity and incomes for households. Inefficiencies in the food value chain and supply chains (resulting in high post-harvest losses), insufficient knowledge of climate-smart agricultural practices and barriers to women's equitable access and engagement all contribute to the high degree of vulnerability to food insecurity. Malawi's early warning system is not completely integrated into disaster risk management, which increases the risks to the food system.
- *Macroeconomic environment.* Malawi's economy is dominated by agriculture, which according to the International Monetary Fund (IMF) "accounts for about a third of GDP and drives livelihoods for two thirds of the population."²⁰ Macroeconomic instability, driven mostly by fiscal slippage, has been a persistent challenge undermining growth and investment. High inflation affects the poor disproportionately by reducing their purchasing power and thus undermining their food security. The economy depends on substantial inflows of economic assistance from the IMF, the World Bank and donors. Direct budget support from donors was halted between 2013 and 2016 because of concerns about financial transparency; support has since been reinstated.

Key cross-sectoral linkages

8. WFP has adopted SDGs 2 and 17 as its strategic goals. Informed by the ZHMSR, this CSP identifies SDGs 1, 3, 4, 5, 6, 7 as having dimensions that can contribute to achieving zero hunger and food and nutrition security in Malawi:
 - *No poverty (SDG 1).* Since the advent of multi-party democracy in 1994, development efforts in Malawi have been unable to reduce poverty significantly. In 2010, 71 percent of the population were living below the poverty line, while between 2004 and 2010 extreme poverty increased in rural areas from 24 percent to 28 percent.²¹
 - *Good health and well-being (SDG 3).* The southern and central regions have the highest disease burden. The maternal mortality rate is 439 per 100,000 live births, one of the highest in the world. Access to sexual and reproductive health services is limited.
 - *Quality education (SDG 4).* Education levels are rising under the free primary education offered by the Government. Despite progress in primary education and gender parity, however, the sector faces quality-related challenges. The net enrolment ratio is around 88 percent.²² The primary school completion rate stands at 51 percent and only 16 percent of children go on to secondary school.²³

¹⁸ Kilic and others. 2015. "Gender and agriculture in sub-Saharan Africa: introduction to the special issue, *Agricultural Economics: The Journal of the International Association of Agricultural Economists*. Available at <https://onlinelibrary.wiley.com/doi/abs/10.1111/agec.12165>.

¹⁹ Malawi National Gender Policy 2015.

²⁰ Malawi: Economic Development Document, July 2017.

²¹ International Monetary Fund. 2017. *Malawi Economic Development Document, IMF Country Report No. 17/184*. Available from <https://www.imf.org/en/Publications/CR/Issues/2017/07/05/Malawi-Economic-Development-Document-45037>.

²² Malawi National Statistical Office. 2014. MDG Endline Survey 2014. Available at http://www.nsomalawi.mw/images/stories/data_on_line/demography/MDG%20Endline/MES%202014%20Report.pdf.

²³ Malawi National Statistical Office. 2017. *Integrated Household Survey 2016–2017: Household Socio-Economic Characteristics Report, p. 32 et seq.* Available at http://www.nsomalawi.mw/images/stories/data_on_line/economics/ihs/IHS4/IHS4%20REPORT.pdf.

- *Gender equality (SDG 5)*. Malawi ranks 170th of 188 countries on the Gender Inequality Index.²⁴ Thirty percent of households are led by women, and they- are poorer, on average, than their male counterparts and face unfavourable conditions in both agricultural and non-farm businesses. Forty-one percent of women in Malawi report having experienced physical, emotional or sexual violence at some point in their lives.²⁵
- *Clean water and sanitation (SDG 6)*. Poor access to water and sanitation services – particularly in rural areas – inadequate hygiene and rapid urbanization without adequate infrastructure and services all contribute to vulnerability. Up to 15 percent of rural households use unimproved sources of drinking water, compared with just 2 percent of urban households.²⁶
- *Affordable and clean energy (SDG 7)*: The ZHMSR recommends expanding rural electrification in local trading centres to enable agro-processing, boost local employment, expand local demand for agricultural commodities and increase non-farm income for poor rural households unable to meet their subsistence requirements from farming.

1.3 Hunger gaps and challenges

9. The ZHMSR has identified challenges around six strategic themes in which coordinated action is needed to achieve zero hunger in the country:
 - *Sustaining positive nutrition trends*: Malawi has reduced stunting prevalence from 55 percent in 1995 to 37 percent in 2016 and wasting prevalence from 6 percent in 2014 to 1.3 percent in 2018. There has also been a significant reduction in vitamin A deficiency, from 59 percent in 2001 to 3.6 percent in 2016.²⁷ Increased attention to micronutrient deficiencies and emerging obesity is needed.
 - *Better institutional coordination for SDG 2*: Coordination for SDG 2 is lacking, although the new national multisectoral nutrition policy for 2018–2022 recognizes that a coordinated multisectoral effort is required. The Department of Nutrition and HIV/AIDS leads the Nutrition Cluster, supported by the United Nations Children's Fund (UNICEF); the Ministry of Agriculture and the Department of Disaster Management Affairs are responsible for food security.
 - *Looking beyond agriculture for food security*: Achieving SDG 2 requires policies that look beyond agriculture. It requires both more productive farmers who are integrated with well-functioning markets, and moving workers out of agriculture to non-agricultural employment. Agri-businesses and domestic food markets need investment to enable them to participate in export markets.
 - *Moving from subsistence to surplus in agriculture*: Solutions that move farmers out of subsistence agriculture are urgently needed to support the economic diversification required to achieve zero hunger. Empowering and providing incentives for commercial smallholder farmers, creating more cooperatives, developing markets and enabling growth in agro-industries are central to both rural and national transformation.
 - *Promoting shock-responsive, nutrition-sensitive social protection*: One long-term challenge is to develop mechanisms that provide social protection for unproductive households and for those unable to remain productive in the face of economic

²⁴ United Nations Development Programme: Human Development Reports: Table 5: Gender Inequality Index. See: <http://hdr.undp.org/en/composite/GII>.

²⁵ Malawi National Statistical Office and ICF International. 2017. Malawi Demographic and Health Survey 2015/16. Available at <https://dhsprogram.com/pubs/pdf/FR319/FR319.pdf>.

²⁶ Ibid.

²⁷ See: <http://www.mw.one.un.org/malawi-launches-multi-sectoral-nutrition-policy-and-strategy/>.

changes and recurrent shocks. These systems need to reflect the central role of food and nutrition in order to build the resilience of vulnerable households, even in times of crises.

- *Structural transformation of the economy:* Investment is required for resilient food systems, infrastructure and renewable energy; transport and information systems; and urban development and support to commercial smallholders to expand production and boost economic growth.

10. The ZHMSR notes that the “gendered structure of communities and households in Malawi is a basic determinant of nutritional outcomes for young children and their mothers”. It is estimated that the economic gains from empowering women smallholders would increase GDP by 1.85 percent annually, reducing poverty and improving food security and nutritional outcomes.²⁸

1.4 Country priorities

Government

11. Malawi has a robust institutional and policy framework governing agriculture and food and nutrition security. The Government’s response to the SDGs is set out in the third Malawi growth and development strategy,²⁹ covering 2017–2022, which seeks to improve productivity, increase national competitiveness, develop resilience to shocks and hazards and advance gender equality and women’s empowerment. The new national agricultural investment plan for 2018–2022 recognizes that agricultural growth requires private investment, and the national resilience strategy for 2018–2030 envisions a country “where people are resilient to economic and environmental shocks that affect their lives and livelihoods.” The National Multisectoral Nutrition Policy 2018–2022³⁰ supports evidence-based, high-impact nutrition-specific and nutrition-sensitive actions at scale. The Malawi National Social Support Programme II (MNSSP II)³¹ covering 2018–2023, seeks to develop routes out of poverty for the most vulnerable. The Government is drawing upon the extensive consultations that informed the ZHMSR to develop its new long-term strategy to succeed the current Vision 2020.

United Nations and other partners

12. The United Nations development assistance framework for 2019–2023 (UNDAF) is aligned with the Government’s policy framework. United Nations agencies will act jointly on the UNDAF’s three pillars: peace, inclusion and effective institutions; population management and inclusive human development; and inclusive and resilient growth. WFP contributed to the development of the UNDAF and was co-lead and author of the third pillar.
13. The Food and Agriculture Organization of the United Nations (FAO), WFP, UNICEF and the United Nations Development Programme are partners of the Government in food security, nutrition and livelihood interventions. The World Bank is supporting agricultural policy development to promote market access for smallholders. The International Organization for Migration, UNHCR, WFP and others support refugees and asylum seekers.

²⁸ World Bank and others. 2015. *The Cost of The Gender Gap in Agricultural Productivity in Malawi, Tanzania, and Uganda*. Available at <http://documents.worldbank.org/curated/en/847131467987832287/pdf/100234-WP-PUBLIC-Box393225B-The-Cost-of-the-Gender-Gap-in-Agricultural-Productivity-in-Malawi-Tanzania-and-Uganda.pdf>.

²⁹ Government of Malawi. 2017. *Malawi Growth and Development Strategy (MGDS) III: Building a Productive, Competitive and Resilient Nation*. Available at <https://cepa.rmpportal.net/Library/government-publications/the-malawi-growth-and-development-strategy-mgds-iii/view>.

³⁰ See <https://www.fantaproject.org/sites/default/files/resources/Malawi-National-Multi-Sector-Nutrition-Policy-2018-2022.pdf>.

³¹ See <http://socialprotection.org/discover/publications/malawi-national-social-support-programme-mnssp-ii>.

14. The private sector engages in food and nutrition security issues in Malawi through the Scaling Up Nutrition Business Network, convened globally by the Global Alliance for Improved Nutrition and WFP.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

15. The CSP draws upon lessons learned from the following studies: a 2014 mid-term operation evaluation of country programme 200287; a 2015 evaluation of school feeding; a 2016 operation evaluation of protracted relief and recovery operation 200692; a 2018 after-action review of "purchase for progress" activities; a 2017 after-action review of the food insecurity humanitarian response of 2016–2017; and a 2018 discussion report by the International Food Policy Research Institute on the food insecurity response programme of 2016–2017. The findings of these reports can be summarized in four broad recommendations:
 - Strengthen government capacity;
 - Improve evidence-based programming;
 - Increase monitoring; and
 - Foster synergies across programmes.
16. The regional bureau commissioned a synthesis³² that compiles evidence from 22 evaluations of operations in Malawi conducted between 2011 and 2018. It sets out lessons learned with regard to strategy and programming.
 - The strategic lessons are linked to WFP's parallel roles as enabler and implementer, recommending that WFP work to transfer school meals and nutrition activities to the Government and that it adopt a broader partnership approach and a greater focus on capacity strengthening.
 - The programming lessons include the idea that there is a need to adopt more integrated programming to connect recovery, resilience building and nutrition interventions and to use partnerships to scale up resilience and social protection programmes. The evaluations commend the mainstreaming of gender in WFP interventions, including the tracking of gender equality indicators.
17. WFP continues to develop skills and systems in order to improve programmatic and geographic targeting by capturing lessons learned from longstanding community and field engagement, including through improved complaint and feedback mechanisms. These are complemented by linkages with the unified beneficiary registry and alignment with the national registration and identification system.

2.2 Opportunities for WFP

18. The Government's commitment to and ownership of hunger solutions present a clear opportunity to WFP. The Government prioritizes resilience, shock-responsive social protection programming, malnutrition and equitable and sustainable food systems, all of which are reflected in WFP's strategy. The CSP also builds on the Government's substantial contributions to WFP operations during previous seasonal food responses such as the recent El Niño drought response, when it contributed over USD 100 million.

³² KonTerra Group. 2018. *Summary of evaluation evidence: Malawi 2011–2018*.

19. Pressing WFP's success in Malawi with the "three-pronged approach" (3PA),³³ WFP will support the Government in advancing the shock-responsive social protection system, implementing new models in the expansion of resilience programming to demonstrate impact.

2.3 Strategic changes

20. To pursue these opportunities, WFP will make two broad strategic changes that re-centre WFP's SDG 2 mission in Malawi: the first will focus on internal culture, the second on external results.
21. Seeking to foster a culture of innovation and new thinking, WFP will advance thought leadership on food and nutrition security through strategic partnerships with academic and research institutions to undertake trials, assessments, studies, monitoring activities and research in order to generate evidence and demonstrate impact.³⁴ WFP will apply programme integration and systems strengthening, streamline coordination, build partnerships and draw on the expertise of its entire team in building national capacity.
22. Second, seeking to facilitate long-term, nationally owned sustainable food systems in Malawi, WFP takes note of the ZHMSR's long-term prerequisites for achieving SDG 2. While supporting nutrition-sensitive solutions to hunger, WFP will assess long-term impact on gender transformation and sustainable economic structural transformation. WFP will work towards a phased withdrawal as implementer and transition to becoming a provider of technical assistance and capacity strengthening, while ensuring that strong links to government and partner initiatives are maintained.

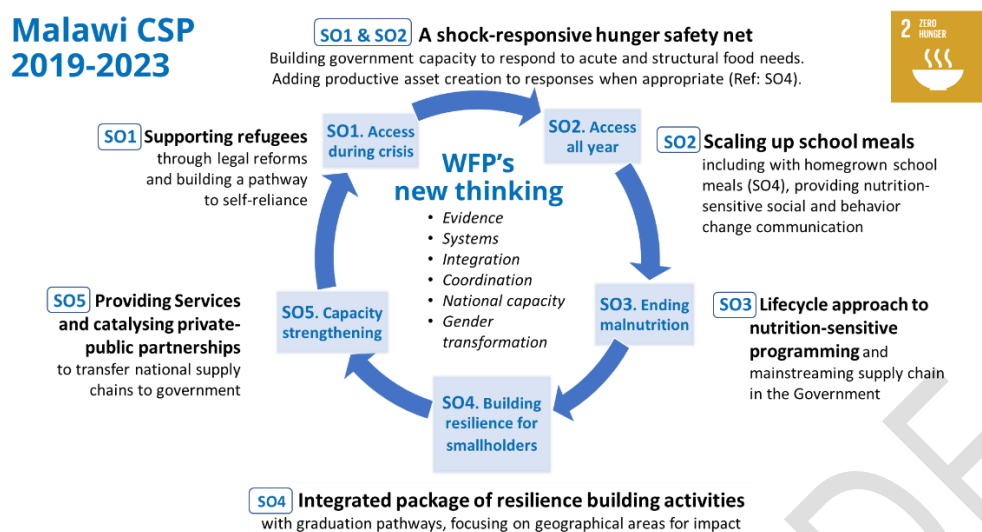
3. WFP strategic orientation

3.1 Direction, focus and intended impacts

23. In this CSP, WFP will implement six interconnected activities across five strategic outcomes to contribute to achieving SDGs 2 and 17.
24. Strategic outcome 1 focuses on crisis response and refugees. It has deep links to the resilience-building focus of the other four outcomes: evidence generation and the scale-up of shock-responsive social protection (strategic outcome 2); nutrition-sensitive programming addressing malnutrition (strategic outcome 3); a sustainable food systems approach to supporting smallholders, especially women (strategic outcome 4); and supply chain and service provision activities to build public and private-sector capacity to respond to emergencies (strategic outcome 5, linked to SDG 17).
25. The CSP also prioritizes the mainstreaming of the key cross-cutting areas of protection and accountability to affected populations, people with disabilities, HIV/AIDS, environmental and social safeguards and gender equality and women's empowerment. The country office's gender action plan for 2017–2020 embeds gender equality and women's empowerment in the CSP. WFP will move beyond gender mainstreaming to employ gender transformative approaches to help transform power relations, achieve gender equality and capture the "gender dividend" that is critical to achieving zero hunger.

³³ 3PA was developed by WFP in consultation with governments and partners to strengthen the design, planning and implementation of programmes in resilience building, safety nets and disaster risk reduction and preparedness.

³⁴ See activity 2 of strategic outcome 2: support national social protection systems to become increasingly shock-responsive and hunger- and nutrition-sensitive. Gender is integrated into all activities.

Figure 1: WFP Malawi CSP 2019–2023: Breaking the cycle and building resilience

SO = strategic outcome

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

Strategic outcome 1: Shock-affected people in Malawi, including refugees, have access to nutritious food all year

26. Strategic outcomes 1 and 2 should be considered together as an integrated shock-responsive hunger safety net that ensures access to food all year, even during crises. This safety net is made necessary by the large number of chronically food-insecure people and is characterized by stronger flexible social protection systems linked to resilience-building activities incorporated into humanitarian responses.
27. Under strategic outcome 1, WFP will provide life-saving food assistance (in kind, vouchers and cash-based transfers (CBTs)) to the most vulnerable acutely food-insecure people. Assistance will be provided equitably to women, girls, boys, men and those suffering acute malnutrition,³⁵ mainly in shock-affected districts, thereby ensuring access to food and nutrition and contributing to SDG Target 2.2.
28. While building government capacity to respond to acute and structural food needs all year, WFP will ensure access to food wherever government capacities are exceeded. Taking lessons from the 2016–2017 seasonal food response,³⁶ WFP will promote integrated programming to contribute to resilience building. Funds will be allocated to training and to enhancing community involvement in asset-building activities to improve programme targeting and relevance.
29. Productive asset creation will be included in responses where appropriate, linking with activities under strategic outcome 4 to provide pathways from relief to resilience. This will include providing continued support for refugees where legislative changes create opportunities for WFP to promote pathways to self-reliance. Following the life-cycle approach, WFP will ensure that asset creation activities have the necessary environmental and social safeguards.

³⁵ Acute malnutrition in Malawi is a protracted crisis. WFP therefore will support nutrition throughout the year, with a surge in the caseload expected in the lean season.

³⁶ International Food Policy Research Institute. 2018. *Assessment of the 2016/17 Food Insecurity Response Programme in Malawi*. Available at <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/132317/filename/132528.pdf>.

Focus area

30. Strategic outcome 1 is focused on crisis response.

Expected outputs

31. This outcome will be achieved through the following five outputs:

- Targeted populations including refugees (tier 1) receive sufficient social transfers, including specialized nutritious food that meets the particular basic food and nutrition requirements for girls, boys, women and men, to facilitate their early recovery.
- Households affected by recurrent shocks (tier 1) benefit from the creation and/or rehabilitation of nutrition-sensitive assets (Strategic Result 4) and skills development that support early recovery and transition towards resilience and self-reliance.³⁷
- Shock-affected people (tier 3) benefit from strengthened national capacity to prepare for, respond to and recover from shocks.³⁸
- Targeted individuals (tier 2) benefit from improved knowledge of nutrition, care practices, diverse healthy diets, climate, agriculture, gender and protection that effects behaviour change that contributes to improvement in their nutrition status.
- Malnourished people in Malawi – especially children under 5, adolescents, pregnant and lactating women and girls and tuberculosis and HIV/AIDS clients (tier 1) – receive specialized nutritious foods to treat acute malnutrition.

32. To achieve the strategic outcome through these outputs, WFP will deliver targeted assistance aimed at improving access to food all year and ensuring that crisis-affected people consume adequate and nutritious diets in times of need.

33. The multi-agency government-led Malawi Vulnerability Assessment Committee, supported by WFP and FAO, conducts an annual post-harvest assessment to determine the extent of food insecurity. Since 2017, this assessment has been informed by the country's integrated food security phase classification (IPC).³⁹ WFP assistance is also informed by regular market assessments, gender analyses and protection assessments.

34. The Government continues to prioritize treatment for moderate acute malnutrition (MAM), consolidating progress in lowering global acute malnutrition rates. This progress is precarious, however, especially during recurrent shocks. In line with Malawi's national multisectoral nutrition policy, WFP will gradually shift responsibility for MAM treatment programmes to the Government, especially with regard to supply chains and resourcing.

35. Some refugees have been completely dependent on food assistance since the mid-1990s. WFP works with the Ministry of Home Affairs and UNHCR under Malawi's comprehensive refugee response framework. WFP will continue to advocate that the Government adjust policies and legislation to support refugees with gender-responsive social and productive safety nets.

36. Furthermore, WFP will continue to work with UNHCR in advocating durable solutions (including integration, livelihood interventions and voluntary repatriation). Specifically, WFP will support UNHCR and the Government in the implementation of the comprehensive refugee response framework, which outlines efforts that will

³⁷ In pursuit of programmatic synergy and integration, this output also contributes to the achievement of strategic outcome 4 through the first output, which seeks to move beneficiaries from relief to resilience.

³⁸ Refer also to the first output of strategic outcome 2, activity 2.

³⁹ In 2009, Malawi was one of the first countries in the region to pilot the IPC Acute Food Insecurity Classification system. In 2012, the country went further, piloting the IPC Chronic Food Insecurity Classification system. See <http://www.ipcinfo.org/ipcinfo-website/where-what/southern-africa/malawi/en/>.

ensure that refugees receive comprehensive support that includes access to education, health care and employment or other income-generating activities.

Key activities

Activity 1: Provide cash and/or food transfers to refugees, malnourished people and the most vulnerable populations affected by seasonal shocks

36-37. In this activity, responding to acute needs, WFP will (where feasible) increase the use of conditional transfers, for example by requiring participation in complementary productive asset creation activities as a condition to eligibility for assistance.⁴⁰ This programmatic shift is designed to be transformative over the course of the CSP and beyond, addressing both systemic lean season problems and concerns among the Government and stakeholders regarding inter-generational dependency on transfers. WFP will investigate the viability of supporting the Government's national registration and identification system through SCOPE and the unified beneficiary registry, linked to Strategic Result 4.

37-38. WFP will continue to work with partners such as UNICEF, UN-Women, UNHCR and the United Nations Population Fund (UNFPA) to ensure that gender equality and protection concerns are taken into account in the implementation of the programme. Continued training and sensitization of all partners and beneficiaries on the prevention of sexual exploitation and abuse will be provided. Measures will also be taken to ensure that the food security and nutrition needs of people with disabilities are addressed. Gender-informed nutrition education through social and behaviour change communications (SBCC) will be conducted by UNHCR and WFP implementing partners.

Strategic outcome 2: Vulnerable populations in food-insecure communities benefit from strengthened shock-responsive social protection systems and efficient supply chains that ensure access to safe, nutritious food all year

38-39. WFP will apply an integrated approach to achieving Strategic Result 1 (Everyone has access to food) through two inter-dependent strategic outcomes, with strategic outcome 1 focused on crisis response, with WFP acting when Government capacity to respond is exceeded, and strategic outcome 2 focused on building resilient national systems for responding to acute and chronic needs, with activities under both strategic outcomes coordinated to serve as a single integrated shock-responsive hunger safety net.

39-40. To achieve strategic outcome 2, WFP will support the national social protection system in a manner that contributes to strategic outcome 1 (crisis response) and strategic outcome 4 (resilience).

40-41. WFP will support the Government in strengthening national programmes and systems for responding to acute and chronic food insecurity. In working toward the first output of activity 2, WFP will carry out this work as a member of the Government's steering committee on social protection,⁴¹ as co-lead of the school meals programme (SMP) and as co-lead of the Food Security Cluster. WFP will work with the Department of Economic Planning and Development, the Department of Disaster Management Affairs and other partners to design and implement a framework for nutrition-sensitive, gender-transformative and

⁴⁰ Examples in the humanitarian context include reaching 643,500 beneficiaries in 20 districts through a complementary productive asset creation project during the 2016/17 El Niño response and the multi-year food assistance for assets programme, which is currently under way in 10 districts.

⁴¹ Social protection in Malawi is managed under the National Social Support Policy (2012) (see- https://issuu.com/eudmalawi/docs/social_support_policy_july_2012_fin) and the related MNSSP II. This framework seeks to meet consumption needs, build resilience and deliver shock-sensitive social protection through five programmes: a social cash transfer programme, a public works programme, the school meals programme, village savings and loans, and microfinance.

shock-responsive social protection in Malawi. This work also corresponds to efforts to achieve the third output under strategic outcome 1.

41.42. Through activity 3, WFP delivers its school meals programme. With a policy of achieving universal coverage, the Government and its partners currently reach 50 percent of all primary schools through the Government school meals programme, which is part of the MNSSP II. The Government programme provides school meals across all 28 districts in the country, reaching 600,000 children in 600 schools. WFP's programme supports an estimated one million children in 93 pre-schools and 783 primary schools in the 13 most food-insecure districts;⁴² under the programme, in addition to in-school meals take-home rations are provided to 320,000 children during the lean season. All participants will be reached with nutrition-sensitive, gender-informed SBCC.

42.43. Linking to strategic outcome 1, WFP's programme also contributes to ensuring access to food in the aftermath of shocks. School meals are a lifeline during and after emergencies, and the school meals programme will be scaled up to meet emergency needs and scaled down following recovery, as has been done in the past in response to seasonal food insecurity.

Focus

43.44. Strategic outcome 2 is focused on resilience building.

Expected outputs

44.45. This outcome will be achieved through the following five outputs:

- Food-insecure people (tier 3) in targeted areas benefit from innovative, well-coordinated food security and nutrition-sensitive and shock-responsive national social protection programmes and efficient supply chain systems that ensure access to food.⁴³
- Targeted schoolchildren (tier 1) receive a nutritious meal every day they attend school that meets their basic food and nutrition needs and increases enrolment, attendance and retention (links to SDG 4).
- Communities in affected areas (tier 2) benefit from girls' and boys' access to education, skills transfer and training that enhance gender equality and the empowerment of girls and women.
- Schoolchildren targeted by the national school meals programme (tier 3) benefit from improved government capacity to help meet their basic food and nutrition needs and contribute to improved education indicators (links to SDG 4).
- Children and communities in targeted areas (tier 3) benefit from the Government's improved capacity to provide access to smallholder produce, including through home-grown school meals programmes (Strategic Result 4).

45.46. These outputs will forge links between social protection, resilience, disaster risk reduction and humanitarian systems, programmes and actors and will achieve strategic outcome 2 by engaging all partners and integrating gender considerations systematically. The first output will strengthen the capacity of the national social protection system and safety net programmes, which cover 2 million people. The remaining four outputs will support the provision of school meals to complement the Government's School Meals Programme. WFP will expand the implementation of homegrown school meals models

⁴² WFP country office. 2018. *Year in Review 2017*. Available at https://docs.wfp.org/api/documents/WFP-0000069193/download/?_ga=2.85819289.1290130888.1543585121-298904814.1505738065.

⁴³ Work on this output is connected with actions undertaken on the third output of strategic outcome 1, activity 1.

during the period of the CSP to advocate for the Ministry of Education to gradually take them over and expand them to achieve universal coverage.

Key activities

Activity 2: Support national social protection systems to become increasingly shock-responsive and hunger- and nutrition-sensitive

46.47. In this activity, WFP will strengthen capacity and systems to facilitate linkages between all strategic outcomes, especially between activities 1, 3 and 5, managing research, operational trials and guidance and developing common approaches to the provision of safety nets during times of crisis and all year. Systems covered under the activity will include databases such as SCOPE, the unified beneficiary registry and the “National ID” system, forecast-based financing and targeting methods.

Activity 3: Provide nutritious meals to schoolchildren in food-insecure areas

47.48. Spurred by lessons learned and government priorities, such as those outlined in the national school health and nutrition policy, WFP will work with the Government and communities to apply national best practice guidelines for school meals programmes,⁴⁴ seeking to gradually expand homegrown school meals models across the country through both government and WFP implementation. **WFP will continue to support the Government with the design of a national school meals programme that promotes sustainable and local approaches to school meals as part of a transition strategy aimed at gradually handing over the full management of school meals to the Government.**

48.49. Activity 3 is linked to activity 5, which will support smallholders and local farmer organizations in the supply of nutritious, locally produced diversified foods to schools for WFP’s school meals programme.

49.50. Responding to issues raised in successive evaluations,⁴⁵ WFP has partnered with a local NGO to improve the implementation of a confidential electronic complaint and feedback mechanism for the school meals programme that will be safe and accessible for women, men, girls and boys, with outreach activities to encourage the reporting of all concerns, including those related to violence and sexual exploitation and abuse.

50.51. WFP will seek to engage with the Government, school communities and civil society to ensure that the rights to education and social inclusion of people with disabilities are fully integrated into its implementation of its school meals programme.

Strategic outcome 3: Targeted populations in Malawi – especially children under 5, adolescents, pregnant and lactating women and girls, and TB and HIV/AIDS clients – have improved nutritional status in line with national targets

51.52. Under this strategic outcome, contributing to Strategic Result 2 (End malnutrition), WFP will adopt a lifecycle approach to all its activities in the prevention and treatment of all forms of malnutrition.⁴⁶ WFP will seek to integrate nutrition-sensitive programming into the CSP, fostering a culture of programme synergy, integration and linkages both internally and externally. WFP will pursue deeper partnerships through better coordination and information sharing with UNICEF, FAO, the Joint United Nations Programme on HIV/AIDS (UNAIDS) and the private sector, working on the production of nutritious foods, all supported by evidence.

⁴⁴ The Government of Malawi, *Deutsche Gesellschaft für Internationale Zusammenarbeit* and WFP produced best practice guidelines for the school meals programme in early 2018.

⁴⁵ KonTerra Group, 2018. *Summary of evaluation evidence: Malawi 2011–2018*.

⁴⁶ WFP will address acute malnutrition during times of crisis through output 5 of strategic outcome 1.

52.53. Malawi is a UNAIDS “fast-track” country, having adopted the “90:90:90” targets and committed to “treatment for all”.⁴⁷ WFP will continue to be a major partner in national care support and treatment programming, contributing to technical and policy work at the national level.

53.54. WFP hosts the Scaling Up Nutrition business network,⁴⁸ which engages the private sector in support of national leadership and collective action to scale up nutrition.

54.55. WFP will embed gender and disability in SBCC activities to increase knowledge and the involvement of men and address barriers that hinder the equitable participation, responsibility and leadership of men and women in child nutrition.

Focus area

55.56. Strategic outcome 3 is focused on resilience building.

Expected outputs

56.57. This outcome will be achieved through the following four outputs:

- Children under 5 (tier 1) in targeted districts receive specialized nutritious foods and complementary non-food items that prevent chronic malnutrition and micronutrient deficiency.
- Targeted individuals (tier 1) benefit from improved gender-sensitive knowledge in nutrition, hygiene, care practices, diverse nutritious diets and healthy lifestyles (including to prevent obesity), that effects behaviour change that improves their nutritional status and enhances gender equality and girls’ and women’s empowerment.
- People in Malawi (tier 3), especially women, benefit from strengthened national (and subnational) capacity to coordinate and deliver evidence-based nutrition assistance that improves their nutritional status.
- People in Malawi benefit from national institutions (tier 3) that receive technical assistance to coordinate, develop and implement effective national nutrition strategies, policies and programmes, and links to private sector networks.

57.58. To support the reduction of malnutrition in Malawi, WFP will leverage lessons learned from the use of SBCC in a Children’s Investment Fund Foundation pilot project to prevent stunting in Ntchisi district, which included an integrated nutrition package and real-time monitoring. This three-year pilot achieved a 6.4 percent reduction in the incidence of stunting among children under 2 and improved community health and hygiene outcomes.

58.59. In delivering these outputs, WFP will take a lifecycle approach⁴⁹ to prevention and treatment for all sex and age groups, building on⁵⁰ and generating evidence for nutrition advocacy, policy direction and programme decision making. WFP will ensure nutrition sensitivity across the portfolio of resilience and smallholder agriculture market support (SAMS) activities. In the second output, WFP will promote household behaviour change as a sustainability strategy, advocate for increased government funding for nutrition and implement multiple SBCC activities with partners. The last two outputs focus on strengthening coordination and implementation systems.

⁴⁷ See: <http://www.unaids.org/en/resources/909090>.

⁴⁸ See: <http://sunbusinessnetwork.org/about/>.

⁴⁹ As recommended in the UNDAF.

⁵⁰ For example, *The Cost of Hunger in Malawi* (WFP, 2015) and the *Cost of Diet* (WFP internal, 2015) which can provide background for conducting a national Fill the Nutrient Gap analysis.

Key activity

Activity 4: Provide chronic malnutrition and micronutrient deficiency prevention services to at-risk populations in targeted areas

59-60. In this activity, WFP seeks to address chronic malnutrition, linking with efforts under strategic outcomes 1 and 2 to address acute malnutrition while reflecting in all activities under the CSP the internal strategic shift from treatment to prevention and nutrition-sensitive programming. To enable this shift, nutrition activities will be managed across the portfolio by one team to ensure efficient, well-coordinated, gender-transformative programme delivery and capacity strengthening for the Government.

Strategic outcome 4: Smallholder producers and vulnerable populations in Malawi (especially women) have enhanced resilience, through diversified livelihoods, increased marketable surpluses and access to well-functioning food systems and efficient supply chains by 2030

60-61. Under this strategic outcome, WFP aligns the country programme with the resilient food systems approach,⁵¹ in line with Strategic Result 4 (Food systems are sustainable).

61-62. To achieve the outcome, WFP will leverage its long-standing field presence and partnership base to implement food assistance for assets,⁵² the R4 rural resilience initiative (R4)⁵³ and SAMS⁵⁴ in an integrated way, thereby enhancing the capacity of targeted communities to improve their production and productivity. The approach seeks to move food- and nutrition-insecure farmers from subsistence to surplus-producing livelihoods through access to well-functioning markets that support national food systems, all in line with the Government's priorities as set out in the national resilience strategy and the MNSSP II.

62-63. Given that the majority of smallholders in Malawi are women, WFP will use the activities under this strategic outcome to champion gender equality, especially by promoting the economic empowerment of women through an integrated resilience package.

Focus areas

63-64. Outcome 4 is focused on resilience building.

Expected outputs

64-65. This outcome will be achieved through the following seven outputs:

- Targeted food-insecure communities (tier 1) benefit from conditional food, cash-based and knowledge transfers to meet the immediate food needs of targeted girls, boys, women and men while participating in asset-creation activities.
- Targeted food-insecure communities (tier 2) benefit from asset creation and rehabilitation that help to mitigate environmental degradation, improve food security (Strategic Result 1) and effect behaviour change to build resilience to natural shocks and climate change (Strategic Result 3).⁵⁵
- The population (tier 3) benefits from targeted smallholder producers and cooperatives receiving financial and technical support.

⁵¹ See WFP guidance on systemic food assistance, available at <https://docs.wfp.org/api/documents/WFP-000064159/download/>, particularly page 10 on Systemic Food system themes.

⁵² See <http://www1.wfp.org/food-assistance-for-assets>.

⁵³ See <http://www1.wfp.org/r4-rural-resilience-initiative>.

⁵⁴ See <http://www1.wfp.org/smallholder-market-support>.

⁵⁵ In pursuit of programmatic synergy and integration, this output also contributes to achieving strategic outcome 1, through the second output, seeking to move beneficiaries gradually from relief to resilience.

- Targeted farmers and farmers' organizations (tier 3) benefit from strengthened national policies, systems and institutions that facilitate access to well-functioning markets.
- Food value-chain actors (tier 3), including public and private buyers, have improved access to innovative trading platforms (including through linkages to homegrown school meals projects) and quality assurance systems to increase supply chain efficiency and support procurement for smallholder farmers.
- Targeted households (tier 2) benefit from access to better information management and knowledge-sharing systems to improve awareness of best practices in agriculture, climate services, nutrition, care practices, diverse healthy diets, gender and protection.
- Targeted communities (tier 3) benefit from increased awareness of best practices that promote behaviour change to improve their productivity and nutrition status.

65-66. In working towards these outputs, WFP will assist food assistance for assets and R4 beneficiaries with access to in-kind, food and cash transfers; asset creation; and services in microinsurance, climate information and savings and credit provided by partner microfinance and microinsurance service providers. These services will be informed by seasonal climate forecasts as part of a forecast-based financing system.

66-67. As illustrated in figure 2, this resilience graduation strategy is linked to strategic outcomes 1 (crisis response) and 2 (systems strengthening). To protect smallholders' production gains, facilitate market access and increase the diversity of crops grown for supply to schools, SAMS⁵⁶ will facilitate farmer organization participation in WFP's school meals programme.

Key activity

Activity 5: Provide resilience-building support, education and systems-strengthening services to smallholder farmers and value chain actors

67-68. Since 2014, WFP Malawi has gone from providing limited resilience programming to reaching more than 724,000 people in the most chronically food-insecure areas. Through activity 5, WFP will continue to scale up these activities over the CSP period, building on successful community mobilization and 3PA programming that integrates gender-transformative approaches.

68-69. Working with the Government, development partners and the private sector, WFP will address post-harvest losses by establishing rural warehouses; training smallholder farmers in sustainable methods and technologies such as the use of hermetic grain storage bags;⁵⁷ and promoting access to sustainable energy to power efficient farming practices, post-harvest technologies and communication devices to be used to obtain market information. WFP will also support the development and dissemination of commodity standards; access to clean and sustainable cooking fuels and other supplies for schools and households; and enhanced access to financial services through partnerships with private service providers. In addition, WFP will create demand through pro-smallholder procurement⁵⁸ modalities and facilitate input-output market linkages between smallholders and farmer organizations, the private sector and institutional buyers such as prisons,

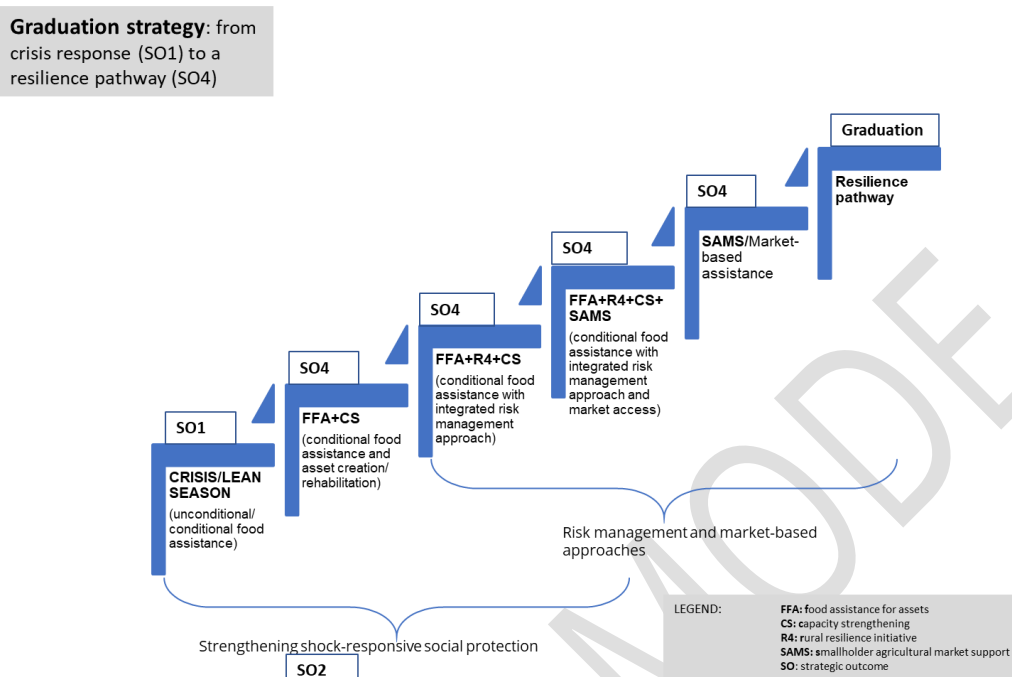
⁵⁶ SAMS promotes improved storage practices and post-harvest loss management techniques and facilitates produce aggregation and collective marketing action. SAMS also addresses the linkages between market access and power relations, which can have a significant impact on gender equality.

⁵⁷ WFP, in collaboration with the United States Agency for International Development Feed the Future programme and Farmers World (Malawi's largest agricultural supplies dealer), is promoting Purdue Improved Crop Storage bags as part of a campaign to reduce food losses.

⁵⁸ For example, the country office currently requires private sector vendors to source at least 20 percent of the food (by value) to be provided under contract with WFP to come from WFP-assisted smallholder farmers. Through food service agreements, WFP procures cereals and pulses directly from smallholder farmers.

hospitals, the Government's national food reserve and the Agricultural Development and Marketing Corporation.

Figure 2: Strategic outcome 4 resilience package graduation strategy, with links to strategic outcomes 1 (crisis response) and 2 (systems strengthening) ⁵⁹



Strategic outcome 5: National and local institutions, agencies and enterprises in Malawi have increased capacity and improved supply chain systems to achieve SDG 2 by 2030

69.70. Under this strategic outcome, WFP will leverage its co-leadership of the Food Security Cluster and the Transport, Logistics and Communications Cluster to deliver improved supply chain services. WFP will strengthen the capacity of the Government, including the facilitation of Government–private sector linkages and public–private partnerships, to support more effective national food supply chains and strengthened disaster risk reduction and emergency preparedness and response. WFP will also provide supply chain services to the Government, partners and other United Nations agencies to facilitate the effective implementation of government and partner programmes.

Focus area

70.71. Strategic outcome 5 is focused on resilience building.

Expected outputs

71.72. The following five outputs will contribute to achieving the outcome:

- The population (tier 3) benefits from coordination between the Government and the private sector to enhance multisectoral food and nutrition security plans and partnerships for achieving SDG 2.
- Targeted populations benefit from the Government's improved technical capacity (tier 3) to conduct food and nutrition security analysis to inform national evidence-based policies.

⁵⁹ Note that not all households that receive assistance from the Malawi Vulnerability Assessment Committee will proceed along the graduation pathway – an example would be the most vulnerable households with no productive capacity, such as elderly people with no family support. For these households, WFP will continue to draw the Government's attention to the value of providing support to the very poorest for reasons of solidarity.

- Vulnerable people (tier 3) benefit from strengthened government capacity for emergency preparedness and response mechanisms and supply chain services.
- Consumers in Malawi (tier 3) have improved access to safe, good quality, affordable food through more efficient national supply chains and retail systems.
- Humanitarian and development actors benefit from access to WFP supply chain services.

72.73. For the first output, WFP will conduct a landscape and gap analysis⁶⁰ on supply chain systems to identify government agencies, units, partners and systems that could benefit from institutional strengthening and skills transfer. The remaining outputs involve strengthening government and partner systems for responding to emergencies and building resilient food supply chains based on evidence, leveraging private sector capacity.

73.74. WFP provides logistics services to the Government, working with partners to contribute to the effective delivery of food assistance to communities. Through these outputs, partners will have access to supply chain services including the procurement of food and non-food items, storage, transport and quality assurance.

Key activity

Activity 6: Provide capacity strengthening, skills transfer, partnership activities and logistics and procurement services to national and local institutions and private-sector enterprises involved in food security, nutrition, food safety, disaster risk management and emergency response

74.75. WFP will act as an interface between the Government, the private sector and partners, with the aim of strengthening national supply chains and supporting major partners in achieving SDGs in addition to SDGs 2 and 17 through capacity strengthening and supply chain services. WFP will explore the establishment of a supply chain technical working group as a forum for discussion with the private and public sectors of issues relevant to facilitating holistic value-chain linkages and supporting increased resilience for target populations. Such a group would contribute to aligning the work of WFP and its partners more closely with national priorities,⁶¹ deepening partnerships, broadening the economic base and boosting economic growth.

3.3 Transition and exit strategies

75.76. This CSP sets the course to zero hunger in Malawi through shock-responsive and resilience strategies and programmes that will gradually be taken over by the Government as they are scaled up through the 2024–2028 CSP. By 2030, WFP's primary role should be to provide technical assistance to well-resourced, well-coordinated nationally owned programmes. WFP will work closely with the Government to ensure its commitment, to leverage national capacity and to build national ownership, but success will require strong partnerships, advocacy and political leadership. Zero hunger in Malawi is predicated on women's empowerment and advancing gender equality will remain central to WFP efforts to prepare for the handover of operations to the Government.

76.77. *School meals:* In line with the MNSSP II and the Government's vision for homegrown school meals, WFP will support the Government in exploring funding for social protection beyond the Ministry of Education, such as through the Ministry of Agriculture, Irrigation and Water Development, the World Bank and the private sector. WFP will work with the Government to achieve its vision of universal school meals by improving government systems and thus the targeting of the most vulnerable children, including for WFP-supported take home rations (linked to lean season responses under strategic outcome 1) and

⁶⁰ The analysis will take gender into account, given its centrality to supply chain system strengthening (and emergency preparation and response).

⁶¹ Most prominently, the third Malawi growth and development strategy, the UNDAF and the ZHMSR.

facilitating smallholder farmer access to well-functioning markets (linked to sustainable food systems under strategic outcome 4).

4. Implementation arrangements

4.1 Beneficiary analysis

77.78. WFP expects to reach more than 4.85 million direct beneficiaries (53 percent female, 47 percent male) over the period of the CSP. Through the Joint Emergency Food Assistance Programme, WFP will continue to support the Government's use of the IPC approach to identify the geographic and demographic dimensions of hunger, particularly in rural areas, acknowledging vulnerabilities and inequalities, including those related to gender, age and disability. Given the CSP's focus on capacity strengthening, WFP expects to assist a significant number of indirect beneficiaries in line with the capacity development strategy of the UNDAF. These will include people who benefit from community asset creation; better targeting criteria for social safety nets; strengthened government capacities to implement nutrition, resilience and school meal activities; and enhanced policies and institutions.

4.2 Transfers

Food and cash-based transfers

78.79. WFP will use cash and voucher transfers wherever they are most effective and appropriate, cognizant of their varying impact on women and men. The choice between in-kind assistance and CBTs will be informed by market and sectoral assessments taking into account seasonality, price trends, food supply and availability, cost efficiency and effectiveness and gender analyses. WFP will continue to draw on its local and global expertise in CBTs, as demonstrated by its leadership in initiatives in Malawi such as the social cash transfer programme. WFP will develop retail sector interventions that seek to increase beneficiaries' access to food and purchasing power when CBTs are used.

Strategic outcome	Activity	Boys	Girls	Women	Men	Total
1	1	429 350	514 270	351 287	454 223	1 749 131
2	2	-	-	-	-	-
	3	608 314	584 458	-	-	1 192 772
3	4	277 145	266 276	-	-	543 422
4	5	368 243	370 033	301 289	326 827	1 366 392
5	6	-	-	-	-	-
Total		1 314 809	1 365 004	1 048 147	1 123 755	4 851 715

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

	Strategic outcome 1										Strategic outcome 2				Strategic outcome 3	Strategic outcome 4			
	Activity 1						Activity 3				Activity 4	Activity 5							
Beneficiary type	General distribution (lean season)						Refugees with PLW/G	Refugees with children 6-59 months	MAM Treatment HIV / TB and PLW/G	MAM treatment children 6-59 months	School meals - Primary				School meals - Pre-primary	Prevention of acute malnutrition children 6-23 months	Resilience		
Modality	Food	Food PLW/G	Food children 6-59 months	CBT	CBT PLW/G	CBT children 6-59 months	Food	Food	Food	Food	Food (on site)	Food (THR)	CBT (HGSM)	CBT (HGSM THR)	Food	Food	Food	CBT	
Cereals	303						450	450				333						555.6	
Pulses	60.6						50	50										111.1	
Fortified vegetable oil	11.2						25	25										20.4	
Salt																			
SuperCereal		200					50		300		100				50				
SuperCereal Plus			200					100		200									
Micronutrient powder																0.5			
Ready-to-use therapeutic food																			
Total kcal/day	1411	752	787	1411	752	787	2 222	2 428	1 127	787	376	1166	599.3	1166	188			2581	2581
% kcal from protein	12.3	16.3	16.6	12.3	16.3	16.6	11.2	11.7	16.3	16.6	16.3	11.4	24.5	11.4	16.3			12.3	12.3

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

	Strategic outcome 1						Strategic outcome 2						Strategic outcome 3	Strategic outcome 4					
	Activity 1						Activity 3						Activity 4	Activity 5					
Beneficiary type	General distribution (lean season)						Refugees with PLW/G	Refugees with children 6-59 months	MAM Treatment HIV / TB and PLW/G	MAM treatment children 6-59 months	School meals - Primary			School meals - Pre-primary	Prevention of acute malnutrition children 6-23 months	Resilience			
Modality	Food	Food PLW/G	Food children 6-59 months	CBT	CBT PLW/G	CBT children 6-59 months	Food	Food	Food	Food	Food (on site)	Food (THR)	CBT (HGSM)	CBT (HGSM THR)	Food	Food	Food	CBT	
Cash-based transfer (USD/person/day)				0.20	0.17	0.17							0.08	0.14					0.38
Number of feeding days per year	180	180	180	180	180	180	360	360	90	90	200	90	200	90	200	180	72	72	

The resilience ration is a household ration. The values in the table are per person. The assumed household size is 4.5 people.

For all cash-based transfer values, the table provides indicative total kcal/day and % kcal from protein. Cash-based transfer values have been calculated based on the food basket and estimated market prices.

Abbreviations: HGSM: homegrown school meals; MAM: moderate acute malnutrition; PLWG: pregnant and lactating women and girls; THR: take-home rations

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	182 527	41 145 364
Pulses	29 233	8 434 088
Oils and fats	7 670	5 645 443
Mixed and blended	137 334	69 625 670
Others	121	1 928 656
Total (food)	356 885	126 779 221
Cash-based transfers and food vouchers		270 676 586
Total (food and cash-based transfer value)	356 885	397 455 807

Capacity strengthening including South–South cooperation

79.80. Capacity strengthening is mainstreamed throughout the CSP. It is critical to achieving strategic outcomes related to SDG 2, ensuring access to food, addressing malnutrition and making food systems sustainable. For SDG 17, the CSP has a strategic outcome dedicated entirely to capacity strengthening.

80.81. WFP is leading the development of a UNDAF capacity-strengthening strategy that seeks to consolidate, harmonize and coordinate joint United Nations efforts in strengthening government capacity. WFP is also engaged in improving joint United Nations approaches to community engagement through district development committees that will strengthen grassroots ownership.

81.82. With guidance and support from the regional bureau and headquarters, South–South cooperation will be explored as a means of providing capacity strengthening to the Government, such as through lessons learned from Uganda’s refugee hosting model, efforts to enhance smallholder value chains with the Farm to Market Alliance in Tanzania and Zambia, and an integrated resilience approach in Niger.

4.3 Supply chain

82.83. Food is sourced through in-kind donations, local, regional and international procurement and WFP’s Global Commodity Management Facility. Local purchase is the preferred option for reasons of cost efficiency, reduced environmental footprint, and shorter lead times. However, given the dynamic market conditions and food availability in Malawi, WFP will use the Global Commodity Management Facility and regional procurement as appropriate. WFP will also support local capacity development for the local production of fortified vegetable oil and SuperCereal to reduce cost and lead times.

83.84. Assessments of sectoral capacity, market functionality and feasibility will inform the use of CBTs as a food assistance delivery mechanism, including the selection of service providers in areas of operation. Retail sector interventions will be calibrated to increase beneficiary purchasing power.

4.4 Partnerships

84.85. WFP will work with the Government as its primary partner, particularly the Ministry of Health; the Ministry of Agriculture, Irrigation and Water Development; the Ministry of Industry, Trade and Tourism; the Ministry of Education, Science and Technology; the Ministry of Gender, Children, Disability and Social Welfare; the Ministry of Home Affairs and Internal Security; the Ministry of Transport and Infrastructure Development; and the Department of Disaster Management Affairs in the Office of the President and Cabinet.

- 85.86.** WFP is committed to delivering its programmes in the spirit of “One United Nations”, as a proactive member of a cohesive United Nations country team. WFP plans to enhance coordination with major stakeholders, including local and international NGOs and bilateral donors, to explore synergies for further strategic investments.
- 86.87.** As evidenced in activities 2 and 5, WFP will forge and strengthen partnerships with the private sector, international finance institutions, academia and civil society groups. NGOs will support the implementation of CSP activities and will be selected through a competitive process. Gender equality and women’s empowerment will be a cross-cutting focus of partnerships.
- 87.88.** Through its participation an existing joint programme on girls’ education, WFP will continue its collaboration with UNICEF and UNFPA to address challenges affecting girls, including by improving the quality of education and providing diversified school meals and take-home rations to help girls stay in school.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

- 88.89.** In line with the third Malawi growth and development strategy and the UNDAF, WFP has developed a monitoring, review and evaluation plan for measuring progress towards the strategic outcomes. WFP will monitor process and output data for accountability and document results as a basis for adjusting programme implementation and assessing programme impact.
- 89.90.** Process monitoring will be carried out by WFP field staff with support from partners including the Government and will ensure that all issues on gender and protection issues are taken into account as appropriate. Similarly, gender responsive output monitoring and reporting will be undertaken by partners with technical support from WFP. Outcome monitoring will be conducted jointly by WFP and partners (including the Government) at least twice a year. The monitoring and evaluation system will ensure that issues of gender and protection are taken into account in generating evidence. Data collected will be disaggregated by sex and age at the individual and household levels, with a focus on heads of household for the latter.
- 90.91.** WFP will use COMET (its country office monitoring and evaluation tool), as its main information management tool, along with software for the dissemination of monitoring results, evaluations and reviews at all levels (process, output and outcome). Further investment in government monitoring capacities will be made to strengthen the timeliness and quality of reporting of WFP-supported programmes.
- 91.92.** WFP will commission a mid-term review of the CSP in 2021, and the Office of Evaluation will commission a CSP evaluation in 2022 in accordance with WFP’s CSP and evaluation policies. Three decentralized evaluations will be commissioned – one of school meals in 2020 and joint mid-term and final evaluations of the partnership for resilience programme in 2020 and 2022, respectively. The country office is also building on previous work on evidence generation and documentation of best practices, strengthening tools such as resilience index measurement and analysis and deepening its engagement with research institutions on the collection of empirical evidence.
- 92.93.** The country office will use the mid-term and annual review to share progress with partners and the government. Quarterly presentation of results by WFP to district stakeholders will provide updates on progress throughout the CSP period. The annual performance report will describe overall progress on CSP performance and will be shared with all stakeholders.

5.2 Risk management

93.94. In compliance with WFP's global corporate governance, risk management is an integral part of country operations in Malawi, and the country office has dedicated resources to this area. As part of the management plan the country office has a risk preparedness strategy which is formulated around risk prevention, detection and reporting. WFP Malawi conducts an annual risk assessment and implements appropriate mitigation actions and has a supporting risk register.

Strategic risks

94.95. Elections are expected in 2019, which may affect engagement with the Government and could slow decision making.

95.96. To ensure the sustainability of its programmes, WFP works to prevent deficits in country office human resource capacity to deal with sudden onset emergencies. Staff capacity development activities will be undertaken regularly to ensure that staff are equipped with the required skills for effective implementation of tasks. Strategic partnerships and enhanced capacities will also support the management of risks related to resistance to, and limited capacity for, gender-transformative approaches to food security and nutrition.

96.97. Insufficient funding, both for current requirements as well as a new crises or shocks, may also compromise the delivery of food assistance. WFP will advocate for continued financial support, including multi-year contingency funding for humanitarian activities from traditional donors and will strive to expand its donor base to include non-traditional donors.

Operational risks

97.98. WFP will continue to partner with organizations with proven track records on execution, transparency and accountability. WFP also works to address risks related to partnerships, including the actions of partners. In line with the WFP's 2017 environment policy,⁶² all activities will take environmental considerations into account and comply with WFP environmental and social standards.

98.99. In order to mitigate protection risks to beneficiaries, including sexual exploitation and abuse, awareness training on the prevention of sexual exploitation and abuse is mandatory for all personnel, including volunteers and contractors.

99.100. WFP also faces risks related to supply chain disruptions, including during the country's rainy season. WFP manages warehouses and pre-positions commodities in districts where access can be difficult during the rainy season, which coincides with the peak hunger season.

Fiduciary risks

100.101. The risk of fraud and corruption related to WFP and partner processes is addressed by the country office's risk management officer through periodic reviews and assessments. Working in tandem with other units, offices, and cooperating partners, the risk management officer helps to ensure that WFP guidance and standard operating procedures are properly applied. These efforts complement reviews and other oversight activities by the regional bureau and WFP audits.

⁶² "Environmental Policy" (WFP/EB.1/2017/4-B/Rev.1).

6. Resources for results

6.1 Country portfolio budget

Strategic Outcome	Year 1 2019	Year 2 2020	Year 3 2021	Year 4 2022	Year 5 2023	Total
1	47 929 163	44 079 061	39 021 895	34 269 779	29 225 132	194 525 031
2	18 772 494	19 687 613	19 792 334	19 417 957	19 390 110	97 060 507
3	2 230 386	2 410 509	2 513 225	2 683 508	2 503 753	12 341 382
4	49 562 596	55 453 092	61 521 721	69 464 286	78 209 379	314 211 073
5	331 035	331 484	332 138	334 392	333 471	1 662 520
Total	118 825 673	121 961 759	123 181 313	126 169 923	129 661 845	619 800 513

~~101.~~**102.** The largest share of the budget is allocated to crisis response under strategic outcome 1. However, by year 5 (2023) resilience building activities under strategic outcome 4 will account for almost three times the outlays under strategic outcome 1, which over the same period will fall by almost half. This reflects the strategic orientation of the CSP, which seeks to move people along a path out of poverty that leads from relief to resilience. Budget allocations for the remaining three strategic outcomes – evidence and school meals (strategic outcome 2), malnutrition treatment and prevention (strategic outcome 3) and supply chain (strategic outcome 5) – remain relatively steady over the five-year CSP period. The budget includes gender-specific and mainstreamed gender activities under each strategic outcome, amounting to 15 percent of the total budget for the five years.

6.2 Resourcing outlook

~~102.~~**103.** Traditionally, WFP has relied on multilateral funding and bilateral donors, including the Government of Malawi. However, WFP will shift focus to seek more multi-year contributions from a range of donors. There is scope for the development of new opportunities and engagement with non-traditional donors and trust funds. The Government of Malawi has contributed to WFP's food assistance programmes in eight of the last 10 years, providing both cash and in-kind contributions of USD 166 million. Resource mobilization in Malawi has been strong. From 2008 to 2018, the country office received USD 751 million in resources from external donors. The recent El Niño drought response was 96 percent funded and received a record USD 313 million in 2017.

6.3 Resource mobilization strategy

~~103.~~**104.** WFP will intensify its resource mobilization efforts with the overarching goal of expanding its donor base, improving accountability and ensuring that the CSP is well funded.

~~104.~~**105.** The country office is mounting a robust resource mobilization plan to ensure the planned beneficiary figure of 647,000 can be sustained. With support from the Government, WFP is reaching out to bilateral and multilateral donors, the private sector and foundations. WFP is also encouraging the Ministry of Education to expand the resources (financial and non-financial) required for the homegrown school meals programme and devote them to the local purchase of SuperCereal.

~~105.~~**106.** WFP will ensure partner visibility and showcase donor funding in action to show resource partners and the Government why WFP Malawi is a strong, valuable and reliable partner. WFP will better communicate cost-per-beneficiary in its programming in order to mobilize long-term resources and show value for money. Through One United Nations channels, WFP will pursue resources through joint programming with other United Nations agencies as well as NGO partners.

ANNEX I

LOGICAL FRAMEWORK FOR MALAWI COUNTRY STRATEGIC PLAN (2019–2023)

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: Shock-affected people in Malawi, including refugees, have access to nutritious food all year

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

Nutrition
sensitive

Focus area: crisis response

Assumptions

Sufficient resources are available for timely implementation of the activity
Assistance is provided to right beneficiaries

Outcome indicators

Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)

Food Consumption Score

Food Expenditure Share

MAM Treatment Default rate

MAM Treatment Mortality rate

MAM Treatment Non-response rate

MAM Treatment Recovery rate

Minimum Dietary Diversity – Women

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

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

Activities and outputs

Provide cash and/or food transfers to refugees, malnourished people, and the most vulnerable populations affected by seasonal shocks (URT: Unconditional resource transfers to support access to food)

Households affected by recurrent shocks (tier 1) benefit from the creation and/or rehabilitation of nutrition-sensitive assets (Strategic Result 4) and skills development that support early recovery and transition towards resilience and self-reliance. (Refer to output 4.1) (D: Assets created)

Malnourished people in Malawi – especially children under 5, adolescents, pregnant and lactating women and girls and tuberculosis and HIV/AIDS clients (tier 1) – receive specialized nutritious foods to treat acute malnutrition. (B: Nutritious foods provided)

Shock-affected people (tier 3) benefit from strengthened national capacity to prepare for, respond to and recover from shocks. (Refer to output 2.1) (C: Capacity development and technical support provided)

Targeted individuals (tier 2) benefit from improved knowledge of nutrition, care practices, diverse healthy diets, climate, agriculture, gender and protection that effects behaviour change that contributes to improvement in their nutrition status (E: Advocacy and education provided)

Targeted populations including refugees (tier 1) receive sufficient social transfers, including specialized nutritious food that meets the particular basic food and nutrition requirements for girls, boys, women and men, to facilitate their early recovery. (A: Resources transferred)

Strategic outcome 2: Vulnerable populations in food-insecure communities benefit from strengthened shock-responsive social protection systems and efficient supply chains that ensure access to safe, nutritious food all year

Outcome category: Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity

Focus area: resilience building

Assumptions

Sufficient resources are available for timely activity implementation including consistent provision of school meals to children

Outcome indicators

Attendance rate

Drop-out rate

Emergency Preparedness Capacity Index

Enrolment rate

Hand-over strategy developed and implemented [1=not achieved; 2=partially achieved; 3=achieved]

National Capacity Index (School Meals)

Number of school administrators and officials in target schools who demonstrate use of new techniques or tools

Zero Hunger Capacity Scorecard

Activities and outputs**Provide nutritious meals to school children in food insecure areas (SMP: School meal activities)**

Children and communities in targeted areas (tier 2) benefit from the government's improved capacity to provide access to smallholder produce, including through homegrown school meals programmes (Strategic Result 4) (A: Resources transferred)

Communities in affected areas (tier 2) benefit from girls' and boys' access to education, skills transfer and training that enhance gender equality and the empowerment of girls and women. (E: Advocacy and education provided)

Schoolchildren targeted by the national school meals programme (tier 3) benefit from improved government capacity to help meet their basic food and nutrition needs and contribute to improved education indicators (SDG 4). (C: Capacity development and technical support provided)

Targeted schoolchildren (tier 1) receive a nutritious meal every day they attend school that meets their basic food and nutrition needs and increases enrolment, attendance and retention. (SDG 4) (A: Resources transferred)

Support national social protection systems to become increasingly shock-responsive, and hunger- and nutrition-sensitive. (CSI: Institutional capacity strengthening activities)

Food-insecure people (tier 3) in targeted areas benefit from innovative, well-coordinated food security and nutrition-sensitive and shock-responsive national social protection programmes and efficient supply chain systems that ensure access to food. (Refer to output 1.3) (C: Capacity development and technical support provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 3: Targeted populations in Malawi – especially children under 5, adolescents, pregnant and lactating women and girls and tuberculosis and HIV/AIDS clients – have improved nutritional status in line with national targets

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

Focus area: resilience building

Assumptions

Food assistance is provided to the right beneficiaries

Outcome indicators

Minimum Dietary Diversity – Women

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

Proportion of eligible population that participates in programme (coverage)

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

Activities and outputs

Provide chronic malnutrition and micronutrient deficiency prevention services to at-risk populations in targeted areas (NPA: Malnutrition prevention activities)

Children under 5 years of age (tier 1) in targeted districts receive specialized nutritious foods and complementary non-food items that prevent chronic malnutrition and micronutrient deficiency (A: Resources transferred)

Children under 5 years of age (tier 1) in targeted districts receive specialized nutritious foods and complementary non-food items that prevent chronic malnutrition and micronutrient deficiency. (B: Nutritious foods provided)

People in Malawi (tier 3) benefit from national institutions that receive technical assistance to coordinate, develop and implement effective national nutrition strategies, policies and programmes, and links to private sector networks (I: Policy engagement strategies developed/implemented)

People in Malawi (tier 3), especially women, benefit from strengthened national (and subnational) capacity to coordinate and deliver evidence-based nutrition assistance to improve their nutritional status. (C: Capacity development and technical support provided)

Targeted individuals (tier 1) benefit from improved gender-sensitive knowledge in nutrition, hygiene, care practices, diverse nutritious diets and healthy lifestyles (including to prevent obesity), that effects behaviour change that improves their nutritional status and enhance gender equality and girls' and women's empowerment (E: Advocacy and education provided)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 4: Smallholder producers and vulnerable populations in Malawi (especially women) have enhanced resilience, through diversified livelihoods, increased marketable surpluses and access to well-functioning food systems and efficient supply chains by 2030

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

Nutrition sensitive

Focus area: resilience building

Assumptions

Continued availability of funding to support scaled up and integrated programme implementation;
Communities would be supported to manage the natural resource base in a sustainable manner;
Government, communities and farmer organizations willingness to participate in activity implementation and capacity strengthening initiatives

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Food Consumption Score

Food Consumption Score – Nutrition

Food expenditure share

Livelihood-based Coping Strategy Index (Average)

Minimum Dietary Diversity – Women

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

Percentage of households using weather and climate information for decision making on livelihoods and food security

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

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

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

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

Rate of post-harvest losses

Activities and outputs**Provide resilience-building support, education, and systems-strengthening services to smallholder farmers and value chain actors.
(ACL: Asset creation and livelihood support activities)**

Food value-chain actors (tier 3), including public and private buyers, have improved access to innovative trading platforms (including linkages to homegrown school meals) and quality assurance systems to increase supply chain efficiency and support procurement for smallholder farmers (F: Purchases from smallholders completed)

Targeted communities (tier 3) benefit from increased awareness of best practices that promotes behaviour change to improve their productivity and nutrition status. (E: Advocacy and education provided)

Targeted farmers and farmers' organizations benefit from strengthened national policies, systems and institutions that facilitate access to well-functioning markets (C: Capacity development and technical support provided)

Targeted food-insecure communities (tier 1) benefit from conditional food, cash-based and knowledge transfers to meet the immediate food needs for targeted girls, boys, women and men while participating in asset creation activities (A: Resources transferred)

Targeted food-insecure communities (tier 2) benefit from asset creation and rehabilitation, that help to mitigate environmental degradation, improve food security (Strategic Result 1) and effect behaviour change to build resilience to natural shocks and climate change (Strategic Result 3) (D: Assets created)

Targeted households (tier 2) benefit from access to better information management and knowledge-sharing systems to improve awareness of best practices in agriculture, climate services, nutrition, care practices, diverse healthy diets, gender and protection. (H: Shared services and platforms provided)

The population (tier 3) benefits from targeted smallholder producers and cooperatives receiving financial and technical support (Strategic Result 3). (G: Linkages to financial resources and insurance services facilitated)

Strategic Goal 2: Partner to support implementation of the SDGs**Strategic Objective 4: Support SDG implementation****Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs****Strategic outcome 5: National and local institutions, agencies and enterprises, in Malawi have increased capacity and improved supply chain systems to achieve SDG2, by 2030**

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: resilience building

Assumptions

Government willingness and commitment to adopt the changes
Timely availability of sufficient resources

Outcome indicators

Zero Hunger Capacity Scorecard

Activities and outputs

Provide capacity strengthening, skills transfer, partnership activities, and logistics and procurement services, to national and local institutions and private-sector enterprises involved in food security, nutrition, food safety, disaster risk management and emergency response (CSI: Institutional capacity strengthening activities)

Consumers in Malawi (tier 3) have improved access to safe, good quality, affordable food through more efficient national supply chains and retail systems. (M: National coordination mechanisms supported)

Humanitarian and development actors benefit from access to WFP supply chain services. (H: Shared services and platforms provided)

Targeted populations benefit from the Government's improved technical capacity (tier 3) to conduct food and nutrition security analysis to inform national evidence-based policies. (C: Capacity development and technical support provided)

The population (tier 3) benefits from coordination between the Government and private sector to enhanced multisectoral food and nutrition security plans and partnerships for achieving SDG 2. (I: Policy engagement strategies developed/implemented)

Vulnerable people (tier 3) benefit from strengthened government capacity for emergency preparedness and response mechanisms and supply chain services. (Strategic Result 1). (C: Capacity development and technical support 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 activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

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

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

C.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 2 SDG Target 2.1	Strategic Result 3 SDG Target 2.2	Strategic Result 4 SDG Target 2.4	Strategic Result 5 SDG Target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Transfers	168 702 828 267 599	82 575 230 488 090	6 630 004 629 988	273 956 389 920 189	1 058 420 981 420	532 922 868 287 286
Implementation	5 540 378 975 607	4 314 766 401 906	4 416 124 134	7 186 695 222 895	429 506 895	21 887 855 523 437
Adjusted direct support costs	8 409 405	4 246 631	542 029	13 890 789	72 737	27 161 590
Subtotal	182 652 611	91 136 627	11 588 152	295 033 872	1 561 052	581 972 313
Indirect support costs (6.5%)	11 872 420	5 923 881	753 230	19 177 202	101 468	37 828 200
Total	194 525 031	97 060 507	12 341 382	314 211 073	1 662 520	619 800 513

Acronyms used in the document

CBTs	Cash-based transfers
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IPC	Integrated Food Security Phase Classification
MNSSP	Malawi National Social Support Programme
NGO	non-governmental organization
SAMS	smallholders agricultural market support
SBCC	social and behaviour change communication
SDG	Sustainable Development Goals
SR	Strategic Result
UNDAF	United Nations Development Assistance Framework for 2019–2023
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN-WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
VAM	vulnerability analysis and mapping
WFP	World Food Programme
WHO	World Health Organization
ZHMSR	zero hunger and malnutrition strategic review