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## Draft Niger country strategic plan (2020–2024)

Duration	1 January 2020–31 December 2024
Total cost to WFP	USD 1,055,624,308
Gender and age marker*	3

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

### Executive summary

The Niger is a food-deficit, land-locked least developed country ranked last in the 2018 Human Development Index. High levels of food insecurity and malnutrition are exacerbated by environmental degradation, poor natural resource management, rapid population growth, pervasive gender inequalities and climate shocks. Increasing insecurity and the spill over of conflicts induced by non-state groups from neighbouring countries compound these challenges, resulting in forced population displacements.

This country strategic plan focuses on supporting government emergency response while implementing integrated resilience activities to protect livelihoods and foster long-term recovery. WFP also aims to strengthen national capacities in order to ensure the sustainability and ownership of zero hunger solutions, for example through measures to make the national social protection system more shock-adaptive and gender-responsive.

The plan contains a multisectoral and integrated nutrition package, through which nutrition treatment and inclusive community-led nutrition-sensitive approaches will be aimed at strengthening local food production, promoting girls' education and improving health and sanitation. The country strategic plan will be gender-equitable and will incorporate gender-transformative approaches to achieving zero hunger. Accountability to affected populations, protection, conflict sensitivity and environmental considerations are cross-cutting themes of the plan. Through respect for humanitarian principles and community engagement, WFP will increase its access to hard-to-reach locations.

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#### Focal points:

Mr C. Nikoi  
Regional Director  
West Africa  
email: [chris.nikoi@wfp.org](mailto:chris.nikoi@wfp.org)

Mr S. Ouane  
Country Director  
email: [sory.ouane@wfp.org](mailto:sory.ouane@wfp.org)

Reinforced partnerships with the Government, United Nations agencies, financial institutions, regional, sub-regional and non-governmental organizations, academia and local communities will be the foundation of WFP's interventions in the Niger. Under the leadership of the Government, this approach aims to contribute to operationalizing the humanitarian–development–peace nexus.

The country strategic plan has six strategic outcomes, which will contribute to WFP strategic results 1, 2, 4, 5 and 8:

- *Strategic outcome 1:* Crisis-affected people including refugees, internally displaced persons, members of host communities and returnees in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of a crisis.
- *Strategic outcome 2:* School-age girls and boys, including adolescents, in targeted food-insecure and pastoral regions have access to adequate and nutritious food during the school year.
- *Strategic outcome 3:* Nutritionally vulnerable people and communities, including children age 6–59 months, pregnant women and girls and adolescent girls, in targeted areas have improved nutrition status by 2024.
- *Strategic outcome 4:* Food-insecure people and communities, including those affected by climate shocks, in targeted areas have more resilient livelihoods that are integrated into sustainable and equitable food systems and ensure access to adequate and nutritious food by 2024.
- *Strategic outcome 5:* National institutions and other partners have strengthened capacities to design and manage integrated gender-responsive food security, nutrition and shock-responsive social protection policies and programmes by 2024.
- *Strategic outcome 6:* Humanitarian and development partners in the Niger have access to common services and expertise that give them access to and enable them to operate in targeted areas until appropriate and sustainable alternatives are available.

The country strategic plan is informed by the 2018 National Zero Hunger Strategic Review and lessons learned from past WFP operations. It is aligned with the 2017–2021 national economic and social development plan, the 2019–2021 United Nations Development Assistance Framework and the United Nations Integrated Strategy for the Sahel.

## **Draft decision\***

The Board approves the Niger country strategic plan (2020–2024) (WFP/EB.2/2019/8-A/6) at a total cost to WFP of USD 1,055,624,308.

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

## 1. Country analysis

### 1.1 Country context

1. The Niger is a land-locked, low-income Sahelian country with an estimated population of 21.5 million.<sup>1</sup> At 3.9 percent, annual demographic growth is among the highest in the world; the Niger's population doubles every 20 years and the country currently has the world's highest fertility rate, with 7.2 births per woman. Around 45 percent live in poverty nationally, and 52.4 percent in rural areas, where 96 percent of the Niger's poor people live.<sup>2</sup> The Niger ranked lowest of the 189 countries on the 2018 Human Development Index. Life expectancy is 61.5 years for women and 59.4 years for men; the maternal mortality rate is 553 deaths per 100,000 live births and the mortality rate for children under 5 is 91.3 per 1,000 live births.<sup>3</sup> Significant gender inequalities exist, and women record consistently lower indicators for health, education, income, employment and political participation.<sup>4</sup> HIV prevalence is 0.4 percent.<sup>5</sup>
2. Conflict and political instability in neighbouring countries combined with increased climate shocks<sup>6</sup> spark humanitarian need and hamper development gains, exacerbating migration. Women, men, boys and girls are affected differently: girls have less access to education than boys; women and girls are also exposed to greater risks of gender-based violence, including sexual violence, early and forced marriage, teenage pregnancy and human trafficking. Loss of livelihoods and high unemployment rates<sup>7</sup> put an increasing number of young people at risk of recruitment by non-state armed groups, human trafficking and exploitation. Adult males are more likely to migrate seasonally, leaving women with increased workloads.
3. According to data from early 2019, 55,000 Malian refugees<sup>8</sup> are living in the Tillabéri and Tahoua regions. In the Diffa region, 250,000 people, including 118,868 Nigerian refugees, have been displaced since 2014 by the Lake Chad Basin crisis.<sup>9</sup> Since 2018, insecurity along the borders with Mali and Burkina Faso, combined with inter-communal violence, has led to the internal displacement of 70,305 people in the Tillabéri and Tahoua regions.<sup>10</sup>

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<sup>1</sup> Around 52 percent are female, 51.6 percent are under 14 years old and 4.2 percent live with disability. Institut national de la statistique. 2014. Niger – Recensement général de la population et de l'habitat 2012, 4ème série. Voir: <http://anado.ins.ne/index.php/catalog/61/download/186>.

<sup>2</sup> Institut national de la statistique. 2016. Niger – Deuxième enquête nationale sur les conditions de vie des ménages et agriculture 2014: <http://www.stat-niger.org/nada/index.php/catalog/107>.

<sup>3</sup> United Nations Development Programme. *Human Development Indices and Indicators: 2018 Statistical Update*. [http://hdr.undp.org/sites/default/files/2018\\_human\\_development\\_statistical\\_update.pdf](http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf).

<sup>4</sup> United Nations Development Programme. *Human Development Reports: Niger*. <http://hdr.undp.org/en/countries/profiles/NER>.

<sup>5</sup> *Ibid.*

<sup>6</sup> Republic of the Niger. 2016. *Troisième communication nationale à la Conférence des parties de la Convention cadre des Nations Unies sur les changements climatiques*. [https://unfccc.int/sites/default/files/resource/nernc3\\_0.pdf](https://unfccc.int/sites/default/files/resource/nernc3_0.pdf).

<sup>7</sup> Around 42 percent of the population age 15–64 was formally employed (56.8 percent of men and 29 percent of women) and only 17.2 percent of women had paid jobs. International Labour Organization. 2013. *Profil pays du travail décent – Niger*. [https://www.ilo.org/integration/resources/pubs/WCMS\\_205054/lang-en/index.htm](https://www.ilo.org/integration/resources/pubs/WCMS_205054/lang-en/index.htm).

<sup>8</sup> Around 54.4 percent of the refugees are women and 44.7 percent are men; of this population, 23.2 percent are boys under 11 and 22.5 percent are girls under 11. Office of the United Nations High Commissioner for Refugees. Operational Portal: *Refugee Situations: Niger*. 2019. <https://data2.unhcr.org/en/country/ner>.

<sup>9</sup> 118,868 refugees, 25,731 returnees and 104,288 IDPs.

<sup>10</sup> United Nations High Commissioner for Refugees. 2018. Operational Portal: *Refugee Situations: Niger*. Data from November 2018. <https://data2.unhcr.org/en/country/ner>.

Humanitarian access is increasingly restricted as the conflict expands and security conditions deteriorate rapidly.

## 1.2 Progress towards Sustainable Development Goal 2

### Targets

4. *Access to food (SDG target 2.1).* The Niger is a food-deficit country that imports between 10 and 12 percent of its national cereal needs.<sup>11</sup> Access to nutritious food – especially for the poorest and most food-insecure women and girls – is constrained by low incomes and purchasing power, a weak social protection system and fluctuating food prices. Staple food prices have remained high since 2008 due to higher demand, low production and poor road infrastructure. Between 2014 and 2018 an average of 1.5 million people a year were acutely food-insecure; of this number, at least 660,000 people required assistance, mainly in the conflict-affected regions of Tillabéri, Tahoua and Diffa.<sup>12</sup> Households led by women are twice as likely to be food-insecure,<sup>13</sup> mainly due to socio-economic barriers to women's empowerment and other structural gender inequalities.<sup>14</sup> In 2018, over 6.8 million people were estimated to be chronically food-insecure.<sup>15</sup>
5. *End malnutrition (SDG target 2.2).* The Niger is facing the triple burden of malnutrition. In 2018, 47.8 percent of children age 6–59 months were stunted and 15 percent (12 percent of girls and 18 percent of boys) were acutely malnourished. Stunting and acute malnutrition are most prevalent in the regions of Maradi, where 60.3 percent are stunted and 15.7 percent are acutely malnourished, and Zinder, where 63.0 percent are stunted and 19.2 percent are acutely malnourished.<sup>16</sup> Among women of reproductive age, undernutrition affects 15.5 percent and overweight or obesity affects 17.8 percent.<sup>17</sup> Over 73.4 percent of children under 5 and 45.8 percent of girls and women age 15–49 suffer from anaemia. More than 80 percent of the population is at risk of iodine deficiency disorders.
6. Undernutrition is the result of limited access to basic social services, poor health and sanitation infrastructure, household food insecurity and limited dietary diversity<sup>18</sup> and inadequate infant care and feeding practices. Structural and sociocultural gender inequalities are major drivers of undernutrition.<sup>19</sup> Only 6 percent of

<sup>11</sup> Zero hunger strategic review. 2018. (Not yet available online.)

<sup>12</sup> Estimates based on *cadre harmonisé* data for 2014–2018 using WFP's integrated context analysis methodology. [https://data.humdata.org/dataset/5123033a-2db1-496c-b381-df804ac30595/resource/3463062b-33d9-48b9-bf63-8670a9fb408f/download/cadre\\_harmonise.xlsx](https://data.humdata.org/dataset/5123033a-2db1-496c-b381-df804ac30595/resource/3463062b-33d9-48b9-bf63-8670a9fb408f/download/cadre_harmonise.xlsx).

<sup>13</sup> Government of the Niger. 2018. *Enquête conjointe sur la vulnérabilité à l'insécurité alimentaire des ménages au Niger*. In 2018, 24 percent of households led by women were food-insecure, compared with 12 percent of households led by men. In 2017, the ratio was 30 percent of households led by women and 13 percent of those led by men. <https://www.csan-niger.com/wp-content/uploads/2019/02/enquete-vulnerabilite-insecurite-alimentaire-2018.pdf>.

<sup>14</sup> Zero hunger strategic review 2018. (Not yet available online.)

<sup>15</sup> Famine Early Warning Systems Network. 2019. *Assessment of Chronic Food Insecurity in the Niger*. <https://reliefweb.int/sites/reliefweb.int/files/resources/Chronic%20FI%20Niger%20report%20Final%20English.pdf>.

<sup>16</sup> Institut national de la statistique. *Évaluation nationale de la situation nutritionnelle par la méthodologie SMART: Rapport final*. <https://www.humanitarianresponse.info/en/operations/niger/assessment/niger-rapport-final-de-lenqu%C3%AAt-nationale-de-nutrition-avec-la>.

<sup>17</sup> United Nations High Commissioner for Refugees. 2018. *Niger Population of Concern, 30 November 2018*. <https://data2.unhcr.org/en/documents/download/67185>.

<sup>18</sup> On average, households consume 3.8 food groups out of 12. Between 40 and 60 percent of households led by women cannot afford a nutritious diet in Diffa, Maradi and Zinder. A nutritious diet costs between two and five times more than a diet that simply covers energy needs. WFP. 2018. *Fill the Nutrient Gap: Niger*. [https://docs.wfp.org/api/documents/WFP-0000100120/download/?\\_ga=2.189561131.1292272632.1562831191-1176071542.1560495944](https://docs.wfp.org/api/documents/WFP-0000100120/download/?_ga=2.189561131.1292272632.1562831191-1176071542.1560495944).

<sup>19</sup> As seen in the prevalence of girl marriage, pregnancy rates among adolescent girls, short birth intervals, the limited formal education of women and girls and the inequitable distribution of unpaid care and domestic work.

children age 6-23 months consume a minimum acceptable diet, and 23 percent of babies are exclusively breastfed.

7. *Smallholder productivity and incomes.* Over 76 percent of smallholder farmers (72 percent of whom are women)<sup>20</sup> rely on climate-sensitive agriculture to meet their food needs. Productivity constraints include desertification, soil degradation and climate shocks.<sup>21</sup> Agricultural production is being outpaced by population growth.<sup>22</sup> Post-harvest food losses amount to 20 percent.<sup>23</sup> Smallholder farmers, particularly women, are disadvantaged by a lack of access to productive agricultural inputs and technologies, financial services, economic opportunities and structured markets.
8. *Sustainable food systems.* Since the 1970s the Niger has experienced five severe droughts, often followed by food crises that have affected climate-vulnerable populations and reduced community resilience.<sup>24</sup> Between 1958 and 1997, over 50 percent of land was deforested, and between 80,000 and 120,000 hectares are degraded annually,<sup>25</sup> mainly due to agricultural activities and the overexploitation of wood, which represents 79 percent of the national energy balance.<sup>26</sup> Access to arable land, particularly for women and young people, constitutes an important challenge to recovery, resilience and development. Over 88.5 percent of land is owned by men.<sup>27</sup> Unpaid care and domestic work also hinder the economic empowerment of women.

### **Macroeconomic environment**

9. Cyclical drought, desertification, population growth and reduced global demand for uranium have undercut the Niger's already marginal real economic growth, estimated at 4.9 percent in 2017.<sup>28</sup> Agriculture represents 43.4 percent of gross domestic product (GDP); services account for 35 percent and industry for 14.9 percent.<sup>29</sup> Political instability and the volatile security situation could undermine real GDP growth, projected at 5.7 percent in 2020. The Niger has a Gini coefficient of 44, which indicates large economic inequalities.

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<sup>20</sup> World Bank. *Data: Niger: Employment in agriculture (% of total employment)*. <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=NE>.

<sup>21</sup> *Ibid.*

<sup>22</sup> World Bank. 2017. Niger country profile.

[https://databank.worldbank.org/data/views/reports/reportwidget.aspx?Report\\_Name=CountryProfile&Id=b450fd57&tbar=y&dd=y&inf=n&zm=n&country=NER](https://databank.worldbank.org/data/views/reports/reportwidget.aspx?Report_Name=CountryProfile&Id=b450fd57&tbar=y&dd=y&inf=n&zm=n&country=NER).

<sup>23</sup> United Nations Conference on Trade and Development. 2010. *Technology and Innovation Report 2010: Enhancing food security in Africa through science, technology and innovation*. [https://unctad.org/en/docs/tir2009\\_en.pdf](https://unctad.org/en/docs/tir2009_en.pdf).

<sup>24</sup> World Bank. 2013. *Agricultural Sector Risk Assessment in Niger: Moving from Crisis Response to Long-Term Risk Management*. <https://openknowledge.worldbank.org/handle/10986/13260>.

<sup>25</sup> World Agroforestry. *Farmer's perception of land degradation and solutions to restoring soil fertility in Niger*. <http://www.worldagroforestry.org/news/farmer%E2%80%99s-perception-land-degradation-and-solutions-restoring-soil-fertility-niger>.

<sup>26</sup> Gado, S. 2015. *The Energy Sector of Niger: Perspectives and Opportunities*. p. 6. [https://energycharter.org/fileadmin/DocumentsMedia/Occasional/Niger\\_Energy\\_Sector.pdf](https://energycharter.org/fileadmin/DocumentsMedia/Occasional/Niger_Energy_Sector.pdf).

<sup>27</sup> New Partnership for Africa's Development. 2012. *Programme africain d'appui au genre, aux changements climatiques et à l'agriculture*.

<sup>28</sup> Institut de la statistique. 2018. *Fiche sur l'évolution des principaux indicateurs sociodémographiques et agrégats macroéconomiques du Niger*. [http://www.stat-niger.org/statistique/file/DSEDS/FSPI\\_Niger\\_Decembre\\_2018.pdf](http://www.stat-niger.org/statistique/file/DSEDS/FSPI_Niger_Decembre_2018.pdf).

<sup>29</sup> African Development Bank. 2019. *African Economic Outlook 2019*. <https://www.afdb.org/en/countries/west-africa/niger/niger-economic-outlook/>.

### **Key cross-sectoral linkages**

10. The Niger ranks 151st of 189 countries on the Gender Inequality Index.<sup>30</sup> Gender inequalities are particularly visible in the education sector: just 4.3 percent of women over 25 have completed secondary education, compared with 8.9 percent of men.<sup>31</sup> Gender-based violence, limited political representation and leadership, a lack of sexual and reproductive health and rights, limited financial inclusion and rigid gender roles constitute key obstacles to achieving gender equality.
11. Gross school enrolment is low at 70.2 percent for girls and 82.1 percent for boys. Around 55.6 percent of girls and 45.3 percent of boys age 7–16 years are out of school. The literacy rate for 15–24 year olds is 23.5 percent (34.5 percent for males, 15 percent for females).<sup>32</sup> The primary school net enrolment rate is estimated at 60.8 percent for girls and 71.2 percent for boys.<sup>33</sup> Over 76 percent of girls are married by the age of 18, and 36 percent of girls age 15–19 already have or are expecting a child.

### **1.3 Hunger gaps and challenges**

12. The zero hunger strategic review identified the following challenges to achieving Sustainable Development Goal (SDG) 2:
  - *Access to food*: Limited coordination of actors; insufficient resources; weak monitoring and evaluation systems for food and nutrition security; weak social protection schemes; insecurity in neighbouring countries; and high population growth.
  - *Ending malnutrition*: Inadequate availability of and access to diverse and nutritious food;<sup>34</sup> gender inequalities; low household incomes; poor nutrition and childcare practices; and inadequate access to safe drinking water and sanitation.
  - *Smallholder productivity, incomes and sustainable food systems*: Land degradation, low productivity and diversity, and unequal access to productive agricultural inputs and technologies; food production that is highly vulnerable to climate change; and the need to strengthen food value chains and resilience in the face of shock-related risks while guaranteeing decent incomes to smallholders.
13. Institutional fragmentation, implementation capacities and financial and human resources remain challenging. Pervasive gender inequality will continue to hamper efforts to achieve SDG2 if not systematically addressed. For many socioeconomic indicators, sex- and age-disaggregated data and gender-specific information are either not available or are not up to date.

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<sup>30</sup> United Nations Development Programme. 2018. *Human Development Reports. Table 5: Gender Inequality Index*. <http://hdr.undp.org/en/composite/GII>.

<sup>31</sup> United Nations Development Programme. *Human Development Indices and Indicators: 2018 Statistical Update*. [http://hdr.undp.org/sites/default/files/2018\\_human\\_development\\_statistical\\_update.pdf](http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf).

<sup>32</sup> Institut national de la statistique. 2016. *Statistiques de l'éducation de base et alphabétisation: annuaire 2015–2016*. [http://www.stat-niger.org/statistique/file/Annuaire\\_Statistiques/men/Annuaire\\_2015\\_2016.pdf](http://www.stat-niger.org/statistique/file/Annuaire_Statistiques/men/Annuaire_2015_2016.pdf).

<sup>33</sup> *Ibid.*

<sup>34</sup> Famine Early Warning Systems Network. 2019. *Assessment of chronic food insecurity in Niger*. <https://reliefweb.int/sites/reliefweb.int/files/resources/Chronic%20FI%20Niger%20report%20Final%20English.pdf>.

## 1.4 Key country priorities

### Government

14. The country's sustainable development and inclusive growth strategy through 2035 and its economic and social development plan for 2017–2021 focus on the modernization of the rural world, the development of human capital and the private sector and demographic transition.
15. The Nigeriens Nourishing Nigeriens initiative (3N), the 2016–2020 3N priority action plan and the 2014 Global Alliance for Resilience Initiative form a multisector, multistakeholder integrated and coordinated approach to resilience building and social protection (including nutrition) based on national capacity development, ownership and leadership in line with the Government's decentralization policy.
16. The national nutrition security policy for 2016–2025 and its action plan are aimed at eliminating malnutrition through a holistic approach that combines nutrition-specific and nutrition-sensitive interventions.
17. The Niger has committed to protecting the environment and fighting climate change through a 2015 national framework on climate services, a national policy on climate change, a national adaptation plan and its intended nationally determined contribution under the United Nations Framework Convention on Climate Change. The Niger is part of the Lake Chad Development and Climate Resilience Action Plan. The National Mechanism for the Prevention and Management of Disasters and Food Crises (*Dispositif national de prévention et de gestion des catastrophe des crises alimentaires*, or DNPGCCA) – guides food security interventions in response to shocks.
18. The national school feeding strategy and the 2016 national strategy for purchases from smallholder farmers (SNALAPP) guide home-grown school feeding (HGSF) activities, through which school feeding serves as a vehicle for stimulating the local economy and improving children's food security and nutrition status while contributing to education.
19. The 2007 National Gender Policy<sup>35</sup> seeks to promote equity and gender equality within the family, the community, the economy and the public sphere; the full enjoyment of their rights by women and girls; and the fight against gender-based violence. The 2017 national strategy for the economic empowerment of women<sup>36</sup> aims to promote income-generating activities and entrepreneurship opportunities for women in order to contribute to gender equality and equity. The National Strategic Plan to End Child Marriage proposes to empower girls with information, skills and support networks; improve access to quality education, protection and other social services for girls; and create new platforms for social dialogue. The national strategy for the prevention of and response to gender-based violence for 2017–2021<sup>37</sup> is aimed at reducing the prevalence of gender-based violence by 2021. The economic and social development plan for 2017–2021 includes actions aimed at promoting women's empowerment; however, other national policies and strategies do not strongly reiterate commitments to gender equality and women's empowerment.
20. The national supply chain strategy for 2019–2023 seeks to improve access to quality healthcare and to increase the availability of products in health centres.

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<sup>35</sup> Ministry of Women's Empowerment and Child Protection. 2017. *Politique nationale de genre*. <http://www.promotionfemme.gouv.ne/uploads/documents/5c79193989b63.pdf>.

<sup>36</sup> Ministry of Women's Empowerment and Child Protection. 2015. *Stratégie nationale portant sur l'autonomisation économique des femmes au Niger*. <http://www.promotionfemme.gouv.ne/documentation>.

<sup>37</sup> Ministry of Women's Empowerment and Child Protection and United Nations Population Fund. 2017. *Stratégie nationale de prévention et de réponse aux violences basées sur le genre au Niger (2017–2021)*. <http://www.promotionfemme.gouv.ne/uploads/documents/5c7919a97a93f.pdf>.

21. Regarding the humanitarian–development–peace nexus, the Government has adopted a road map that calls for agreement with partners on the approach; joint analysis; joint outcomes; and operationalization and implementation. The Minister of Humanitarian Action and Management of Catastrophes is coordinating the associated technical committees and WFP is playing an important role in operationalizing the road map.

### ***United Nations and other partners***

22. The United Nations development assistance framework for 2019–2021 promotes resilience; governance, peace and security; and social development and protection. WFP leads the resilience outcome group. The United Nations support plan for the Sahel for 2018–2022 maps out and operationalizes United Nations support for national and regional priorities for strengthening peace, security and development in the region.
23. Joint programmes and initiatives are related to matters including gender equity and women’s empowerment, resilience, the Scaling Up Nutrition movement, the United Nations joint team on HIV/AIDS and the Education for All initiative. The United Nations and donors are increasingly prioritizing activities that centre around the humanitarian–development–peace nexus, which facilitate multi-year investments in resilience.
24. This country strategic plan (CSP) is aligned with broader regional plans aimed at addressing the root causes of crises and conflicts by strengthening development, food security, resilience and social cohesion, including the African Union’s Agenda 2063 and the Lake Chad Basin crisis response strategy for 2017–2019.

## **2. Strategic implications for WFP**

### **2.1 WFP’s experience and lessons learned**

25. WFP has been providing relief assistance, livelihood support and humanitarian air services in the Niger since 1968. In 2014, WFP introduced an integrated resilience package, which it began scaling up in 2018.
26. A decentralized evaluation of WFP’s protracted relief and recovery operation in the Niger<sup>38</sup> found WFP’s activities to be relevant and aligned with government priorities. The study highlighted solid gains achieved through the integrated resilience approach and made the following recommendations:
- prioritize life-saving operations in the face of resource shortfalls, in close consultation with the Government and partners;
  - produce evidence on equitable, effective and sustainable alternatives to current prevention and treatment strategies for moderate acute malnutrition (MAM), particularly the use of locally fortified foods;
  - improve the effectiveness and sustainability of community-based screening for acute malnutrition along with nutrition and health awareness;
  - support the Government in efforts to increase the national budget for school feeding and explore other funding sources;

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<sup>38</sup> WFP. 2018. *Évaluation à mi-parcours de l’Intervention prolongée de secours et de redressement (IPSR) Niger 200961 (janvier 2017–décembre 2019) et de la dernière année de l’IPSR 200583 (janvier 2014–décembre 2016) – Rapport d’évaluation*. Voir: <https://docs.wfp.org/api/documents/WFP-0000074151/download/>.

- prioritize food assistance for assets (FFA) support following clear criteria for incorporating gender-equitable measures; and
  - emphasize capacity development to sustain older FFA sites.
27. An impact evaluation of WFP nutrition programmes<sup>39</sup> highlighted the importance of combining nutrition-specific and nutrition-sensitive interventions into long-term integrated assistance packages (comprising FFA and MAM treatment and prevention) in order to achieve greater impact on child recovery and malnutrition rates.
  28. The implementation of a joint rural women economic empowerment project<sup>40</sup> resulted in significant improvements in the lives and livelihoods of beneficiaries, primarily women. Studies conducted in 2016<sup>41</sup> showed that WFP's integrated resilience package strengthens the economic and social integration of poor households into their communities, improves women's economic empowerment and decreases distress migration. The studies highlight the following success factors: the inclusive involvement and ownership of local, traditional and national authorities and technical services; community mobilization and ownership throughout project cycles; WFP support for securing equitable access to land for the very poor; and synergy and complementarity with other partners.
  29. A 2017 evaluation by the Network of Chambers of Commerce and Agriculture (*réseau des chambres de commerce et d'agriculture*) highlighted significant results from FFA activities in land restoration and productivity, including capacity building for communities and access for very poor people to the assets created, which helped strengthen the resilience of vulnerable populations. A 2017 study<sup>42</sup> recognized that WFP's integrated interventions such as FFA combined with school feeding activities contributed to improving women's empowerment and nutritional status while the increased access to land and livelihoods improved their economic status, reduced their workloads and lessened the need for men to migrate.
  30. A 2018 Fill the Nutrient Gap analysis suggested that combining nutrition-sensitive and FFA interventions could help targeted households to generate additional income and improve their access to more nutritious and varied food.
  31. A 2017 semi-quantitative evaluation of accessibility and coverage in the Diffa region showed a MAM treatment coverage rate of less than 40 percent,<sup>43</sup> thus revealing a need for research on innovative approaches to reaching vulnerable groups.
  32. A 2018 strategic evaluation of WFP's support for enhancing resilience highlighted the Niger's resilience strategy as a model for joint planning and programming to achieve a long-term solution to hunger. The evaluation noted that the attendance rate for girls rose from 32 percent in the 2013–2014 school year to 68 percent in the following school year. There was also a significant drop in anemia prevalence and improved nutritional awareness

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<sup>39</sup> WFP Office of Evaluation. 2018. *Four Evaluations of the Impact of WFP Programmes on Nutrition in Humanitarian Contexts in the Sahel: A synthesis*. <https://www1.wfp.org/publications/four-evaluations-impact-wfp-programmes-nutrition-humanitarian-contexts-sahel-synthesis>.

<sup>40</sup> WFP and others. 2017. *Accelerating progress towards the economic empowerment of rural women*. [https://documents.wfp.org/stellent/groups/public/documents/special\\_initiatives/wfp268955.pdf](https://documents.wfp.org/stellent/groups/public/documents/special_initiatives/wfp268955.pdf).

<sup>41</sup> Laboratoire d'études et de recherches sur les dynamiques sociales et le développement local. 2016. *Analyse socio-anthropologique concernant l'impact des interventions du PAM Niger*. <http://ne.one.un.org/content/dam/unct/niger/docs/NE-UNCT-Analyse%20Socio%20Antropologique-LASDEL.pdf>.

<sup>42</sup> WFP. 2017. *The potential of FFA to empower women and improve women's nutrition: a five-country study*. <https://docs.wfp.org/api/documents/WFP-0000023821/download/>.

<sup>43</sup> WFP. 2018. *Évaluation à mi-parcours de l'IPSR Niger 200961 (janvier 2017–décembre 2019) et de la dernière année de l'IPSR 200583 (janvier 2014–décembre 2016) – Rapport d'évaluation*. <https://docs.wfp.org/api/documents/WFP-0000074151/download/>.

and practices, including hand washing and other hygiene measures. The approach evaluated is now integrated into the Niger country office's resilience strategy.

33. A 2017 SABER (System Approach for Better Education Results) exercise showed that the political framework and community engagement in the school feeding programme had been established. However, financial and institutional coordination and implementation capacities are still weak and require continued investment. A CSP formulation workshop resulted in a recommendation calling for the establishment of a strong partnership with the private sector and civil society using innovative fundraising strategies for the school feeding programme.

## 2.2 Opportunities for WFP

34. WFP's portfolio of activities in the Niger reflects lessons learned from past experience, evaluations, inclusive CSP consultations and the zero hunger strategic review:
- For crisis response, WFP will adopt a holistic integrated approach across all strategic outcomes in synergy with partner interventions in order to strengthen the humanitarian-development-peace nexus. Under the leadership of the Government, WFP and other partners are working to operationalize the nexus in the Diffa region through a mapping exercise aimed at integrating gender, peace and security considerations, among others, and better connecting emergency, early-recovery and development operations.
  - WFP will enhance its support for the Government, particularly the DNPGCCA, the high commission for the 3N initiative (*Haut-Commissariat à l'initiative 3N*), the Ministry of Humanitarian Action and Management of Catastrophes, partners and communities in their efforts to strengthen emergency preparedness and response (EPR) and risk management capacities related to climate, conflict and other shocks and to reduce the time needed for efficient and equitable crisis response.
  - WFP will remain a member of the multistakeholder rapid response mechanism.
  - The food fortification project<sup>44</sup> that began in 2017, if scaled up, will contribute to reducing lead times and the cost of malnutrition prevention and treatment while promoting effective, equitable and innovative local solutions.
  - Through the SOLVE<sup>45</sup> initiative, WFP will support the Ministry of Public Health and the central medical store in operationalizing the national supply chain strategy to improve the availability of health products at health centres.
  - WFP will establish a new partnership with the Ministry of Women's Empowerment and Child Protection to tackle gender inequalities, contributing to improved food security and nutrition for women, men, girls and boys.

## 2.3 Strategic changes

35. The key strategic shifts foreseen under the CSP are:
- Integrating emergency assistance into a long-term strategy by strengthening the weak national social protection system to make it more shock-adaptive and gender-responsive.

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<sup>44</sup> A 2017–2021 project on the fortification of processed food products undertaken by WFP and the Research and Technology Exchange Group (Groupe de recherches et d'échanges technologiques).

<sup>45</sup> Supply optimization through logistics visibility and evolution.

- Accelerating the scale-up of the integrated resilience approach to increase measures to mitigate and adapt to climate shocks.<sup>46</sup>
- Using WFP's food purchases from smallholder farmers to improve market access, accelerate payment and strengthen linkages to a national HGSF model.
- Supporting the implementation of the integrated management of acute malnutrition (IMAM) and the piloting of national simplified protocols that aim to make IMAM more efficient and easier to manage. WFP will increasingly support malnutrition prevention through integrated gender-transformative nutrition-specific and nutrition-sensitive interventions.
- Working with the WFP Innovation Accelerator, private companies and young national experts to pilot gender-responsive technology and innovation<sup>47</sup> in agriculture, climate change, nutrition, school feeding, resilience and emergency response. These pilots could include monitoring flood risk using the Cloud to Street platform, introducing hydroponics and monitoring assets with drones.
- Leveraging innovation and new technologies to promote financial inclusion for people in poverty, with a focus on women, in collaboration with the United Nations Capital Development Fund, using digitalization to promote a gender- and age-responsive approach.

### 3. WFP strategic orientation

#### 3.1 Direction, focus and intended impacts

36. WFP will continue to support the Government in emergency response and humanitarian assistance while engaging in a transformational, long-term programme that will complement and reduce the need for humanitarian response.<sup>48</sup> WFP's resilience-building approach is innovative in embracing a gender-transformative and people-centred approach and a need to take into account physical characteristics of landscapes and watersheds as a basis for planning integrated activities. This successful model rests on a set of equitable, complementary and scalable activities aimed at improving food security and nutrition while building long-lasting resilience and moving away from siloed, scattered, short-term and small-scale approaches. Interventions will employ gender-transformative programming with smallholder agricultural market support that will increase women's access to land, productive assets and services while addressing inequalities in access to information and innovative agricultural practices. The promotion of nutrition-specific and nutrition-sensitive interventions will contribute to reducing malnutrition, particularly among pregnant women and girls. WFP and partners will promote girls' access to education in an effort to ameliorate current inequalities evident in access and completion rates.
37. Increased use of cash-based transfers (CBT) based on need will provide greater choice to beneficiaries and an opportunity to explore innovative approaches that best support equitable and empowering joint programming with other United Nations agencies to deliver social and behaviour change communication (SBCC) on nutrition, health, education, climate and agriculture; promote financial inclusion and empowerment, particularly for women and young people; and stimulate local economies.

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<sup>46</sup> Currently, only 35,000 ha are rehabilitated annually, compared with the Government's annual target of 213,000 ha.

<sup>47</sup> WFP will use human-centred design, empathy mapping and other approaches to enhance beneficiary engagement and its own accountability in an equitable and inclusive manner.

<sup>48</sup> WFP. 2018. *Scaling up for resilient individuals, communities, and systems in the Sahel: Operational Reference Note*. <https://docs.wfp.org/api/documents/WFP-0000102462/download/>.

38. Under government leadership, the implementation of an integrated activities approach in selected *communes de convergence*<sup>49</sup> will ensure geographical and operational convergence to maximize impact. Gender equality, accountability to affected populations, environmental and social considerations, protection and conflict sensitivity will be integrated into the CSP.

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

#### ***Strategic outcome 1: Crisis-affected people including refugees, internally displaced persons, members of host communities and returnees in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of a crisis***

39. WFP will provide timely, integrated and protection-sensitive humanitarian assistance to crisis-affected populations through the rapid response mechanism and the DNPGCCA to save lives and protect livelihoods. Where feasible, WFP will explore the possibility of switching to conditional support for post-rapid-response-mechanism and lean season assistance, complemented by partner interventions, in order to equitably help women and men invest in natural and productive assets, enhanced livelihood options and increased resilience. Gender-responsive, nutrition-specific and nutrition-sensitive activities will be supported through enhanced cooperation with the Government and technical partners.

#### **Focus area**

40. The focus area of this strategic outcome is crisis response.

#### **Expected outputs**

41. This strategic outcome will be achieved through the following three outputs:
- Crisis-affected women, men, girls and boys receive timely and adequate food and nutrition assistance (food and cash) that meets their food and nutrition needs during crises.
  - Crisis-affected women, men, girls and boys receive timely and adequate food and nutrition assistance (food and cash) for asset and income generation that meet their food and nutrition needs, improve livelihoods and support early recovery.
  - Women, men, girls and boys in crisis-affected areas benefit from community-based assets that restore their livelihoods, strengthen their self-reliance and support early recovery.

#### **Key activity**

##### ***Activity 1: Provide an integrated food and nutrition assistance package to crisis-affected people (refugees, internally displaced persons, host communities and returnees)***

42. Targeted women and men located in or outside camps and settlements in Tillaberi, Tahoua, Diffa and other crisis-affected regions will receive an integrated package of unconditional (acute phase) or conditional (early-recovery and transition phase) food and/or CBTs combined with the treatment and prevention of malnutrition among children age 6–23 months and pregnant women and girls and nutrition-sensitive messaging.
43. Increased conditional FFA support and CBTs will prepare targeted populations to invest in their own resilience and promote financial inclusion while strengthening links with strategic outcomes 3 and 4, thus addressing the continuum between crisis response and development.

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<sup>49</sup> The *commune de convergence* is an integrated approach developed by the Government and its partners to ensure geographical convergence and programmatic integration in order to enhance synergy and efficiency for interventions at the commune level.

44. Strategic and operational partnerships with the DNPGCCA, United Nations agencies, donors and civil society will ensure integrated, equitable and coordinated assistance to targeted crisis-affected populations. Implementation will be complemented by capacity strengthening for the DNPGCCA and the Ministry of Humanitarian Action and Management of Catastrophes with respect to policies, strategies and EPR. Post-rapid-response-mechanism interventions will be determined through a food and nutrition security assessment of displaced people after three months of relief assistance. WFP will provide context-specific food assistance to the most vulnerable households and partner with other actors to provide recovery assistance for less vulnerable affected populations. The duration and scale of WFP's lean season assistance will be adjusted based on the severity and will be adapted to the needs of women and men.

***Strategic outcome 2: School-age girls and boys, including adolescents, in targeted food-insecure and pastoral regions have access to adequate and nutritious food during the school year***

45. WFP and the Ministry of Primary Education, Literacy, Promotion of National Languages and Civic Education will target integrated sites in *communes de convergence* and other food and nutritionally vulnerable communes for assistance to primary school-age boys and girls in sedentary, nomadic and emergency areas (including Diffa, north Tillaberi and Tahoua). WFP will gradually increase CBTs, linking schools to local smallholder farmer organizations and sustainable food systems (strategic outcome 4) providing nutritious food to schoolchildren, enhancing local purchases and livelihoods and minimizing the environmental footprint in respect of climate change. When possible, WFP will prioritize women's organizations in order to support women's economic empowerment.
46. WFP will strengthen national capacities (strategic outcome 5) to enable the Government to gradually take over the implementation and ownership of a sustainable, gender-responsive HGSP programme, leveraging the benefits of school feeding in the areas of education, gender equality, agriculture, nutrition and social protection.<sup>50</sup>

***Focus area***

47. The focus area of this strategic outcome is resilience building.

***Expected outputs***

48. This strategic outcome will be achieved through the following four outputs:
- Boys and girls attending targeted schools receive timely and adequate nutritious school meals made with locally produced food that meet their food and nutrition needs and support school retention and completion.
  - Adolescent girls attending targeted schools receive cash grants that meet their food and nutrition needs and support school retention and completion.
  - Adolescent girls and boys attending targeted schools receive gender-transformative SBCCs that support school retention and improve their nutritional status, nutrition and health-related practices and essential life skills.
  - Boys and girls attending targeted schools benefit from complementary services (school gardens, cattle and mills) that promote and lead to the adoption of healthy food and nutrition practices.

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<sup>50</sup> WFP. 2019. *The impact of school feeding programmes*. <https://docs.wfp.org/api/documents/WFP-0000102338/download/>.

### **Key activity**

*Activity 2: Equitably provide an integrated school feeding package to boy and girl students during the school year in a way that relies on and stimulates local production (HGFS)*

49. Schoolchildren between 6 and 11 years of age will receive two meals per day in sedentary schools and three meals in nomadic schools.<sup>51</sup> WFP, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development and other actors will provide complementary activities at schools, contributing to food diversification and income generation, particularly for physically able women in the community. Under the Safe Access to Fuel and Energy initiative, WFP will promote the utilization of improved stoves and solar panels in schools to reduce gas emissions and environmental risks while increasing livelihood opportunities, especially for women. Community-based awareness-raising activities and education for girls and boys will improve knowledge of gender-transformative family practices<sup>52</sup> and complementary health activities including deworming.
50. With the United Nations Children's Fund (UNICEF) and 3N and in coordination with programmes run by the United Nations Population Fund (UNFPA), the World Bank and the Government, over 19,000 primary and secondary school girls between 10 and 17 years of age will receive cash scholarships to enable them to remain in school and iron-folic acid tablets to prevent malnutrition. Awareness sessions and materials on the importance of girls' schooling and context-specific SBCC messaging on nutrition, life skills, girls' education and gender-based violence will target boys, men and their communities to ensure greater impact.
51. Increasingly, CBTs will reduce the need for logistics arrangements. Supply chain support will be critical to the Government's implementation of SNALAPP and to the empowerment of smallholder farmer organizations; particular attention will be paid to fostering gender equity and parity in representation. WFP will work with the ministries responsible for primary education, literacy, the promotion of national languages and civic education, agriculture and livestock, public health, women's empowerment and child protection.

***Strategic outcome 3: Nutritionally vulnerable people and communities, including children aged 6–59 months, pregnant women and girls and adolescent girls, in targeted areas have improved nutrition status by 2024***

52. Children aged 6–23 months, pregnant women and girls aged 10–17 will receive an integrated package of nutrition and age-specific complementary assistance to address the immediate and underlying causes of malnutrition. MAM treatment will target regions and health districts where global acute malnutrition rates are either above 15 percent or between 10 and 14 percent with aggravating factors such as food insecurity, high caseloads or conflict.
53. Jointly with UNICEF, WFP will progressively scale-up integrated community-led approaches to malnutrition prevention, which will be sensitive to gender and age and will involve a network of *mamans lumières*.<sup>53</sup> Interventions will be gender-equitable and nutrition-sensitive, with an emphasis on community-led SBCC to increase knowledge of healthy nutrition and hygiene practices that do not reinforce discriminatory and restrictive

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<sup>51</sup> In pastoral areas, the national school feeding strategy is expected to provide three meals a day for seven days a week because children from nomadic households are hosted in camps or by families near schools during their parents' transhumance.

<sup>52</sup> These awareness-raising sessions focus on hygiene, nutritional and healthcare practices for children under 5, pregnant women and girls, and whole communities.

<sup>53</sup> "*Mamans lumières*" are mothers whose children are not malnourished and who share their knowledge of good child nutrition with other women in their communities.

gender roles. WFP will continue to leverage its global engagement to develop simplified protocols and other innovative methods such as community-led approaches that use locally available nutritious foods including foods fortified at the household level. WFP will engage with the Government and partners to ensure that the model applied in the Niger equitably, efficiently and cost-effectively addresses the triple burden of malnutrition.

### **Focus area**

54. The focus areas of this strategic outcome is resilience building.

### **Expected outputs**

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

- Targeted boys and girls aged 6–23 months, pregnant women and girls, receive adequate and timely specialized nutritious food to treat MAM.
- Targeted boys and girls aged 6–23 months receive adequate and timely specialized nutritious food to prevent stunting, wasting and micronutrient deficiencies.
- Targeted women and men, adolescent girls and boys and their communities receive social and behaviour change communication and incentives that improve nutrition-related practices.
- Targeted boys and girls aged 6–59 months, pregnant women and girls, and adolescent girls and boys benefit from the enhanced malnutrition treatment and prevention capacities of health personnel and communities, gaining access to nutrition and complementary health services.
- Targeted women, men, girls and boys and their communities benefit from efficient, equitable and productive nutrition value chains that improve access to fortified food.

### **Key activity**

*Activity 3: Support national nutrition programme through the provision of preventive and curative nutrition services (including SBCC, local food fortification, complementary feeding and capacity strengthening) to targeted populations*

56. MAM treatment will be complemented by prevention activities to reduce the incidence of chronic malnutrition. WFP will implement this activity through the nutrition directorate within the Ministry of Public Health, in partnership with the Ministry of Women's Empowerment and Child Protection and with local communities, NGOs and UNICEF, providing SBCC and a malnutrition treatment package through nutritional centres managed by the Ministry of Public Health.
57. Capacity strengthening for national counterparts, particularly the two ministries, will focus on adequate storage, enhanced quality and safety of deliveries, and pipeline management to facilitate the implementation of gender-responsive nutrition interventions (strategic outcome 5). To ensure sustainability and reduce the importation of specialized nutritious foods, where feasible WFP will support the Government in developing a private-sector-led supply chain of locally available and affordable nutritious foods (strategic outcome 4), ensuring attention to equity and gender inequalities. WFP will continue to implement "FOPAT", a project on the fortification of processed foods, in partnership with the Research and Technology Change Group (*Groupe de recherches et d'échanges technologiques*), the ministries responsible for agriculture and livestock and public health, 3N, Sahara Sahel Foods (private sector), research institutions and universities to strengthen the capacity of ten cooperatives to fortify locally produced foods.
58. WFP, UNICEF and other partners will support the Government in strengthening the capacities of community health workers and caretakers for effective and equitable community-based management of acute malnutrition. WFP, the Government, UNICEF,

UNFPA, FAO, the United Nations Entity for Gender Equality and the Empowerment of Women, and civil society organizations will implement gender- and age-responsive SBCC (including topics such as education and nutrition) targeting communities and adolescent boys and girls.

***Strategic outcome 4: Food-insecure people and communities, including those affected by climate shocks, in targeted areas have more resilient livelihoods that are integrated into sustainable and equitable food systems and ensure access to adequate and nutritious food by 2024***

59. This outcome will support the Government's scale-up of the resilience programme, focusing on productive asset creation, value chain development, country and community capacity strengthening to mitigate climate shocks and market access for smallholder farmers through local purchase and HGFS. WFP will explore the possibility of providing microinsurance to targeted women, men, girls and boys or communities in order to equitably enhance their resilience to climate risks and increase financial inclusion.
60. The most vulnerable food-insecure households are identified through national and regional validated protocols combining geographical targeting (*cadre harmonisé* and integrated context analysis) and the household economy approach. The latter will be complemented – in cooperation with technical partners – with gender, age and protection analyses to support gender-equitable and transformative resilience interventions. Activities will be scaled up during the first years of the CSP and gradually handed over to the Government and local authorities.
61. WFP will support communities along the local value chain, creating and restoring productive assets and community-based grain reserves, increasing food quality and safety, reducing post-harvest losses and strengthening local processing and market participation through HGFS, benefiting women and men equitably. Activities will be fully integrated within initiative 3N and increasingly implemented through the Government's decentralized structures, facilitating their gradual handover during the present and subsequent CSPs. Unconditional seasonal support forms part of the resilience package to ensure that development gains are consolidated during the lean season in agreement with the Government and donor partners.

***Focus area***

62. The focus area of this strategic outcome is resilience building.

***Expected outputs***

63. This strategic outcome will be achieved through the following five outputs:
  - Women, men, girls and boys in targeted areas equitably benefit from new or restored community assets that enhance their resilience to natural and human-caused shocks and adaptation to climate change.
  - Value chain actors benefit from enhanced capacities and local purchases that sustainably increase their productivity, diversify their production and foster access to local markets for smallholder farmers through home-grown school feeding.
  - Targeted women, men, girls and boys receive timely and adequate food assistance for asset transfers that meet their short-term food needs while improving the resilience of their livelihoods.
  - Targeted women, men, girls and boys receive timely and adequate seasonal food and nutrition assistance to meet their food and nutrition needs and consolidate gains in asset creation.

- Targeted communities receive gender-transformative social and behaviour change communication and information that promotes inclusive and equitable community-based farm management and the production, purchase and consumption of nutrient-rich and nutrient-dense food.

### **Key activity**

*Activity 4: Provide livelihood support to food-insecure and at-risk men, women, boys and girls, including for the development or rehabilitation of natural and productive assets (FFA), climate risk management measures and value chains*

64. WFP will continue to target vulnerable women, men, girls and boys identified through the household economy approach in priority *communes de convergence*. During the dry season from November to May, WFP will provide equitable conditional FFA to beneficiaries who engage in creating and restoring productive assets and climate-resilient assets. This will also generate livelihood opportunities related to the food value chain. During the lean season from June to August the same beneficiaries will receive unconditional food assistance.
65. In line with the WFP environment policy, activities will be screened to ensure that any negative environmental and social impacts are avoided, minimized or mitigated. Informed by gender and age analysis to ensure equity and promote positive change, activities will include support for community-owned and community-sustained contingency stocks; large-scale and multi-functional assets; financial education and inclusion; and enhanced soil recovery and enrichment. Gender-responsive work arrangements will be implemented to support equitable participation, benefiting women and men in the targeted communities without aggravating workloads, particularly with regard to women's unpaid care and domestic work. With the United Nations Capital Development Fund, WFP will increasingly use CBT and local purchases to strengthen financial inclusion and equitable market access and local agricultural and economic development. HGSA activities will incorporate lessons learned, including with regard to revised tender procedures and requirements and gender integration.
66. WFP's main partners will be the ministries responsible for agriculture and livestock, the environment, water resources, industry, trade, community development, women's empowerment and child protection; 3N; the DPNGCCA and its decentralized structures; municipalities; other United Nations agencies; the World Bank; the African Development Bank; universities; the Resilience in the Sahel Enhanced initiative; the Network of Chambers of Commerce and Agriculture and NGOs.

### **Strategic outcome 5: National institutions and other partners have strengthened capacities to design and manage integrated gender-responsive food security, nutrition and shock-responsive social protection policies and programmes by 2024**

67. WFP foresees a shift from food assistance to capacity strengthening for a gradual handover of zero hunger solutions in the Niger. This is in line with the long-term vision of establishing nationally owned and gender-responsive food and nutrition safety nets that are cost effective and gender-transformative resilience-building interventions. The beneficiaries of this capacity strengthening are the DPNGCCA; initiative 3N; the ministries responsible for education, health, women's empowerment and child protection, community development, agriculture and the environment; decentralized entities; and universities.

### **Focus area**

68. The focus area of this strategic outcome is resilience building.

**Expected outputs**

69. This strategic outcome will be achieved through the following three outputs:
- Food-insecure and nutritionally vulnerable boys, girls, men and women benefit from the design and implementation of gender-responsive government-led EPR, shock-responsive social protection, and resilience-building interventions that provide timely and adequate assistance from the Government and its partners.
  - Food-insecure and nutritionally vulnerable boys, girls, men and women benefit from the Government's strengthened capacities to plan and implement gender-equitable and gender-transformative evidence-based interventions that provide timely and adequate assistance from the Government and its partners.
  - Crisis-affected boys, girls, men and women benefit from the enhanced capacities of community-based disaster risk management partners to meet their food and nutrition needs.

**Key activity**

*Activity 5: Provide capacity strengthening to national and decentralized institutions and partners on coherent, gender-equitable and gender-transformative intersectoral policies, planning, coordination mechanisms, programme ownership and implementation and knowledge management*

70. WFP and humanitarian partners will support the DNPGCCA in the use of innovative early warning and market monitoring tools and approaches, including drone-based remote sensing, mobile data collection and a flood monitoring system using the Cloud to Street platform.<sup>54</sup> WFP will sensitize farmers on EPR through the Niger's community-based early warning and response system<sup>55</sup> and municipal vulnerability observatories<sup>56</sup> and will support the Government within the framework of the African Risk Capacity drought insurance programme. WFP will partner with private companies, civil society organizations and the Innovation Accelerator to pilot the Cloud to Street project in the Niger in order to monitor flood risks remotely and enable the Government to adopt mitigation measures including alerts sent through WhatsApp or an offline system.
71. WFP, other United Nations agencies and NGOs will support initiative 3N and line ministries in planning, coordinating and implementing large-scale integrated gender-transformative and nutrition-sensitive resilience interventions and building a more comprehensive, gender- and shock-responsive national social protection system.
72. WFP, other United Nations agencies, NGOs and universities will support the decentralization process through capacity strengthening at the municipality level, focusing on human capacities, coordination and the harmonization of monitoring and evaluation tools in order to promote accountability, comprehensiveness and resilience at all levels. WFP, the World Bank and other actors will continue to support the Government's adaptive, gender-responsive and shock-responsive social protection system through coordinated and coherent capacity building and financial support.
73. In line with the SABER findings, WFP will increasingly support government systems and actors for a gradual handover of the national school feeding programme within an agreed timeframe. WFP is supporting the ongoing review of the national HGSF strategy, with a focus on nutrition and locally produced, purchased, processed and fortified food; greater involvement of representative school committees in decision making; and inclusive and equitable programme planning and implementation.

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<sup>54</sup> The Cloud to Street service provides evidence and models that help with flood monitoring and early warning.

<sup>55</sup> Système communautaire d'alerte précoce et de réponse aux urgences.

<sup>56</sup> Observatoires sur la vulnérabilité.

***Strategic outcome 6: Humanitarian and development partners in the Niger have access to common services and expertise that give them access to and enable them to operate in targeted areas until appropriate and sustainable alternatives are available***

74. WFP and its partners have drawn up a supply chain strategy that will facilitate partnerships on more cost-efficient and complementary activities.

***Focus area***

75. The focus area of this strategic outcome is crisis response.

***Expected outputs***

76. This strategic outcome will be achieved through the following five outputs:
- Crisis-affected people targeted by humanitarian and development partners benefit from the timely and cost-saving services of the United Nations Humanitarian Air Service by receiving timely, equitable and effective assistance.
  - Crisis-affected people targeted by humanitarian and development partners benefit from timely and cost-saving logistics services by receiving timely, equitable and effective assistance.
  - Crisis-affected people targeted by humanitarian and development partners benefit from timely and cost-saving emergency telecommunications cluster services by receiving timely, equitable and effective assistance.
  - Crisis-affected people targeted by humanitarian and development partners benefit from timely and coordinated services by receiving timely, equitable and effective assistance.
  - Targeted people benefit from on-demand supply chain services and expertise by receiving timely and effective assistance.

***Key activities***

*Activity 6: Provide United Nations Humanitarian Air Service flight services to partners to facilitate access to areas of humanitarian interventions*

77. The United Nations Humanitarian Air Service will continue to provide safe, efficient and cost-effective air transportation to humanitarian actors and guarantee necessary medical and security evacuations. Coordination with other air service providers, such as the International Committee of the Red Cross, will ensure synergy and economies of scale.

*Activity 7: Provide logistics, information and communication technology and coordination services to partners in the absence of alternatives to ensure humanitarian assistance and other supply chain services and expertise on demand*

78. WFP will ensure the management of common premises to guarantee cost-effective, secure workplaces and accommodation for WFP and other United Nations staff. WFP will provide services and transfer know-how to government institutions, other United Nations agencies and other humanitarian organizations on demand in areas such as EPR and the health system supply chain.
79. As lead of the information and communication technology working group, WFP will work with other United Nations agencies, including the United Nations Department of Safety and Security, to ensure the provision of round-the-clock inter-agency security telecommunications as well as gender and age-responsive data voice services and support to partners in beneficiary management systems, CBTs, data collection/surveys and mobile data collection and analysis, using innovative technologies.

80. Implemented jointly with the Government through the Government's office for community development support (*Direction des appuis au développement communautaire*), the WFP supply chain capacity strategy includes the following:
- efficient delivery of food, non-food assistance and CBTs, including support for government emergency response;
  - development of the Government's supply chain capabilities in respect of local purchase, EPR, storage, supply chain information management and food quality and safety;
  - assessments to improve the public health supply chain through the SOLVE initiative;
  - knowledge sharing and coordination through the national supply chain working group; and
  - capacity building for the Government and key partners on the management of logistics services and for farmer organizations on food quality management and post-harvest losses.

### **3.3 Transition and exit strategies**

81. Under strategic outcome 1 (crisis response), WFP will promote the integration of EPR into a comprehensive, gender- and age-sensitive shock-responsive national social protection system, complemented by enhanced EPR capacities at all levels.
82. For strategic outcome 2 (school feeding), WFP will support the national school feeding directorate in reinforcing the nationally led HGSP model, supporting efficient, effective and equitable planning, resourcing, implementation and gender- and age-responsive monitoring of the programme. The scale-up of the programme will allow WFP school feeding activities to be integrated into national programmes by 2030.
83. For strategic outcome 3 (nutrition), WFP will adopt a gender-transformative three-pronged approach: strengthening national IMAM capacities; increasing the focus on malnutrition prevention through integrated and multisectoral nutrition-sensitive resilience interventions; and equitably promoting affordable local (and household level) fortification. This approach will reduce malnutrition cases and allow the Government to take over activities gradually.
84. For strategic outcome 4 (integrated package of resilience), the FFA component will focus on community-driven, climate-sensitive, gender-equitable and gender-transformative activities, including in relation to land recovery, watersheds, planting and income generation, in partnership with 3N and line ministries.
85. For strategic outcome 5 (country capacity strengthening), cooperation with national academic and education institutions will be aimed at creating sustainable national capacity to continually train new staff and advise government partners on hunger solutions.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

86. Beneficiaries will be targeted through participatory gender, age and protection analyses.
87. The planned number of crisis-affected beneficiaries (activity 1) ranges between 1,170,000 (2021) and 712,400 (2024) (49 percent male and 51 percent female) based on historical vulnerability trends. It is assumed that the country will face at least one major food and nutrition security crisis; however, investments in self-resilience will help to mitigate the acuteness and magnitude of any such crisis. For activity 2, schools will be selected with the Ministry of Education. They will be in conflict-affected areas (emergency school feeding), in *communes de convergence* and in zones with high levels of food insecurity and low enrolment rates for girls. Annual beneficiary numbers for this activity will start at

150,000 (72,000 girls; 78,000 boys) and fall to 121,680 (58,407 girls; 63,273 boys) towards the end of the CSP.

88. Activity 3 focuses on nutrition-sensitive approaches and malnutrition treatment in conflict-affected areas and prioritizes community-led nutrition-sensitive approaches in areas with integrated resilience activities, targeting 381,000 children aged 6–23 months in 2020, progressively decreasing to 221,000 children in 2024. The same trend will be observed for pregnant women and girls, whose number will fall from 100,000 in 2020 to 58,000 in 2024. Caregivers will decrease from 38,000 to 22,000.
89. Under activity 4, targeted beneficiaries in chronic food-insecure areas will receive cash or food transfers in exchange for work on productive community assets. This includes a strong capacity-building component to progressively develop self-reliance. Activities that complement FFA (school feeding, nutrition-sensitive, school gardens and herds) will be implemented in the same areas, with a focus on women and girls. Beneficiary numbers will initially increase to 397,600<sup>57</sup> (113,400 women, 115,400 men, 87,800 girls and 81,000 boys) in 2020; newly targeted beneficiaries will be brought in progressively as existing beneficiaries leave the programme.
90. Activity 5 focuses on national capacity building under the various strategic outcomes and other areas including gender equality, needs assessment, early warning systems and EPR. Activities 6 and 7 will support the humanitarian community and provide common services to the Government and other actors. WFP will pursue its digitalization and financial inclusion strategy using its SCOPE beneficiary management system or other digital tools to support quality reporting and interoperability with the Government, the World Bank, the Office of the United Nations High Commissioner for Refugees (UNHCR) and other information systems.

<b>Strategic outcome</b>	<b>Focus area</b>	<b>Activities</b>	<b>Girls</b>	<b>Boys</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
1	Crisis response	1	886 455	918 745	658 161	361 219	<b>2 824 581</b>
2	Resilience building	2	293 910	349 219	-	-	<b>643 129</b>
3	Resilience building	3	741 743	671 100	-	512 779	<b>1 925 622</b>
4	Resilience building	4	141 223	145 757	284 173	367 675	<b>938 828</b>
<b>Total (without overlaps)</b>			<b>1 870 147</b>	<b>1 848 081</b>	<b>446 849</b>	<b>1 351 581</b>	<b>5 516 659</b>

\* Girls and boys are beneficiaries under 18 years old.

## **4.2 Transfers<sup>58</sup>**

### ***Food and cash-based transfers***

91. Through activity 1, crisis-affected populations will receive in-kind and CBT assistance informed by cash feasibility studies, regular food and nutrition assessments, gender and age analysis and protection and operational considerations. Whenever possible, WFP will

<sup>57</sup> Excluding overlaps.

<sup>58</sup> Selection of the transfer type and modalities will be guided by gender and age analyses.

purchase locally to stimulate the local economy. WFP, UNHCR and partners will consider multi-purpose cash transfers to improve integrated assistance to refugees, IDPs and host populations. In collaboration with UNHCR, partners, local authorities and beneficiaries, WFP will promote assistance based on vulnerability rather than status, adjusting entitlements according to the particular needs of women, men, girls and boys and available resources. UNHCR and WFP will continue to work in support of the integration of refugees and IDPs. Assistance to refugees outside the camps will integrate the needs of host communities, who will also be targeted for food and non-food assistance. CBTs will gradually become the preferred transfer modality for all activities, taking into account lessons learned, market conditions and gender and age analysis.

	Strategic outcome 1			Strategic outcome 2					Strategic outcome 3			Strategic outcome 4		
	Activity 1			Activity 2					Activity 3			Activity 4		
<b>Beneficiary type</b>	IDPs, Refugees Vuln. pops	IDPs, Refugees Vuln.pops	Children 6-23 months	PSC (Diffa)	PSC	PSC	PSC	Adolescent girls	Children 6-23 months	PWG	Caregivers, therapeutic feeding	VPH integrated sites	VPH integrated sites	Children 6-23 months integrated sites
<b>Modality</b>	GFD	FFA	BSF	ESM	school meals - sedentary schools	school meals - nomadic schools	school meals vouchers	CBTs	BSF treatment BSF MAM treatment	food distribution	FFA	seasonal transfers	BSF	
Cereals	350	350		250	168	250					350	300	350	
Pulses	60	60		50	35	50					60	60	60	
Oil	35	35		30	25	30				25	35	35	35	
Salt	5	5		5	5	5				250	5	5	5	
SuperCereal+			200											200
SuperCereal	50	50		50	50	50					50	50	50	
Plumpy'Sup			200						100					
<b>Total (g/person/day)</b>	<b>500</b>	<b>500</b>		<b>385</b>	<b>283</b>	<b>385</b>			<b>100</b>	<b>275</b>	<b>500</b>	<b>450</b>	<b>500</b>	<b>200</b>
total kcal/day	2 024	2 024	787	1 568	1 163	1 568			535	1 160	2 024	1 835	2 024	787
% kcal from protein	11.7	11.7	16.6	11.8	11.7	11.8			10.5	13.2	11.7	11,8	11,7	16,6
Cash-based transfers (USD/person/ day)	0.405	0.405			0.28	0.28	0.28	0.267				0.405		

Abbreviations: BSF = blanket school feeding; ESM = emergency school meals; FFA = food for assets; GFD = general food distribution; IDP = internally displaced person; PSC = primary schoolchildren; VPH = very poor households; vuln pops = vulnerable populations.

<b>TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	245 638	126 577 115
Pulses	43 040	32 712 416
Oil and fats	27 863	22 790 719
Mixed and blended	124 561	132 586 837
Others	3 744	582 519
<b>Total (food)</b>	<b>444 847</b>	<b>315 249 605</b>
CBTs (including commodity vouchers)		192 285 202
<b>Total (food and cash-based transfer value)</b>	<b>444 847</b>	<b>507 534 808</b>

### ***Capacity strengthening including South–South cooperation***

92. In line with the country office's draft capacity strengthening strategy, WFP will work to strengthen national capacities in early warning (through mobile vulnerability analysis and mapping and market price monitoring), preparedness (planning based on WFP's three-pronged approach and contingency stocks) and gender-transformative response (coordination, transparent and efficient cash and food transfer systems, and monitoring).
93. The technical assistance provided by WFP includes the facilitation of the school feeding strategy review and the identification and implementation of capacity-strengthening activities for national and decentralized authorities and communities. Through the centres of excellence in Brazil and Côte d'Ivoire, WFP will help strengthen the capacity of the Government and communities to manage HGSF. Capacity strengthening for IMAM includes the development of inclusive simplified protocols and IMAM training modules (including modules that cover food purchases and logistics), and assistance with staff training at various levels, including at the nutrition directorate within the Ministry of Public Health, in order to support the implementation of the national nutrition security policy.
94. Food systems will be strengthened by supporting investments in productive assets and equitably supporting local farmers' and processors' groups in the areas of diversified and improved production, reduction of post-harvest losses, management and tendering, conservation and fortification. Collaboration with the Centre of Excellence in China will focus on resilience-building interventions and smallholder agriculture market support.
95. WFP will collaborate with the Ministry of Women's Empowerment and Child Protection to ensure that all programming is gender-equitable and to implement gender-transformative approaches to food security and nutrition. This work will include supporting the capacity strengthening of national counterparts and WFP personnel.

### **4.3 Supply chain**

96. Civil–military coordination will aim to facilitate access and food delivery to insecure areas. Implementing the supply chain strategy under activity 7 will support the Government in operationalizing the SNALAPP and empower smallholder farmer organizations. WFP will strengthen national capacities for adequate storage, enhanced quality and safety of deliveries and pipeline management. WFP will support the Government in exploring a private-sector-led and equitable supply chain of locally available and affordable nutritious foods. WFP will increasingly use CBTs and local purchases as part of integrated programming in order to strengthen equal market access and local agricultural and economic development that equitably benefits community members. When possible, transfer values will increase during the rainy season (June–September) to reflect reduced accessibility.

### **4.4 Country office capacity and profile**

97. WFP will continue to invest in employee wellness, working with the staff association and implementing the global staff survey recommendations. When needed, WFP will undertake a staffing review to adapt staffing profiles to the requirements of the CSP. WFP will collaborate with the Ministry of Women’s Empowerment and Child Protection and local women’s rights organizations to implement gender-equitable and gender-transformative food security and nutrition programming and approaches.
98. The country office is promoting behavioural change in the workplace, including through flexible working arrangements and measures to make recruitment more gender-sensitive, to achieve gender parity in personnel and to foster safe and respectful working environments. As humanitarian access is shrinking in many parts of the Niger, WFP will ensure that employees are well sensitized and trained regarding humanitarian principles and protection issues.

### **4.5 Partnerships**

99. WFP will work with strategic, operational and financial partners operating along the humanitarian–development–peace nexus approach in order to maximize the achievement of the CSP outcomes. WFP will leverage existing and new partnerships with the Government. Its main partners are the DNPGCCA, 3N and the ministries responsible for humanitarian action, education, health, agriculture and livestock, environment, water resources, community development, population, and women’s empowerment and child protection.
100. In line with its “new way of working”, WFP will partner with other United Nations agencies – especially the other Rome-based agencies – as well as the World Bank and the African Development Bank to support government investment in areas such as crisis response, integrated resilience initiatives, adaptive social protection, early warning and disaster risk management systems using innovative and equitable approaches. WFP will reinforce its partnerships with traditional and non-traditional donor governments and with regional bodies including through South–South and triangular cooperation for increased resource mobilization and funding diversification.
101. Enhanced dialogue with communities and decentralized authorities will foster inclusive and equitable community-based decision making, planning, implementation and monitoring of interventions to ensure sustainability and ownership. WFP will partner with NGOs, civil society organizations, women’s rights networks and associations and civil–military coordination actors to advance gender equality and improve access to beneficiaries in conflict-affected areas. Collaboration with research institutions will focus on documenting good practices and developing evidence-based programming; with WFP’s Innovation Accelerator and young national experts, work will centre on finding innovative local

solutions to food insecurity and malnutrition. Engagement with the private sector and umbrella organizations will focus on optimizing food supply chains and exploring innovative funding streams.

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

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

102. WFP is developing a gender-responsive and protection-sensitive monitoring strategy for measuring progress towards the outcomes of this CSP, documenting learning and making programmatic adjustments. Data collection and analysis will be disaggregated by sex and age and will include gender-specific indicators. WFP will seek to generate evidence of the impact of its activities, paying attention to the quality, availability, disaggregation and analysis of data. Vulnerability analysis and mapping (including mobile vulnerability analysis and mapping, gender and market analysis), CBTs and innovative IT solutions will enhance the timely availability of information and performance tracking in support of a gender-responsive monitoring and evaluation system.
103. WFP will contribute to strengthening government and partner monitoring and reporting capacities such as the Niger's agricultural market information system (*système d'information sur les marchés agricoles*) and early warning system (*système d'alertes précoces*). This will include supporting the harmonization of tools to facilitate third-party monitoring where needed and strengthening accessible and safe national feedback mechanisms. In areas where access is restricted for security reasons, WFP will strengthen its gender-responsive monitoring and evaluation system through third-party agreements. WFP will explore the use of geospatial monitoring tools and joint monitoring with partners such as the Government, other United Nations agencies, NGOs, the World Bank and communities. It will also seek to document gender-responsive monitoring results and lessons learned to share knowledge and support joint learning.
104. A mid-term review in 2022 will assess achievements and inform programmatic adjustments, in conjunction with the development of the United Nations sustainable development cooperation framework for the Niger. At least one decentralized evaluation will be completed by 2024. The CSP will undergo an independent evaluation led by the Office of Evaluation in 2023, which will meet learning and accountability needs and inform future strategic programming.

### **5.2 Risk management**

#### ***Strategic risks***

105. Conflict and economic instability will be mitigated by advocating inclusive policies and strengthening social cohesion through the nexus approach, complemented by contingency planning and stocks. Gender inequalities, if not tackled, pose a risk to the achievement of the objectives of the CSP and progress towards zero hunger. WFP will play an important role in supporting the Government's implementation of the national gender strategy while ensuring that all activities are gender-equitable and as gender-transformative as possible. WFP will continue monitoring and analysing the security situation across the borders and inside the country and adjust its programmes as needed. As humanitarian access is increasingly a challenge, WFP will work with the Government and other stakeholders to maintain a good level of advocacy and awareness on humanitarian principles. WFP will prioritize life-saving and livelihood activities implemented in ways that support equitable recovery and development.
106. WFP will establish a contingency plan to mitigate potential major shocks. Should needs arise suddenly among host populations next to refugee camps, WFP will review the targeting approach, adjust beneficiary entitlements and advocate increased flexible funding,

prioritizing those most vulnerable. WFP will mitigate the risk of a lack of engagement of the Government and stakeholders and insufficient community involvement and ownership through increased, evidence-based and targeted advocacy complemented by negotiations with regional entities, donors, populations, beneficiaries and opinion leaders.

107. WFP will provide targeted communication and training for men and women. The organization will also strengthen national and community capacities, involving religious leaders and through wider use of community radios, in order to promote equitable solutions adapted to local circumstances that contribute to achieving CSP objectives. WFP will continue to engage with the Government to anticipate any changes in government priorities. In addition, it will reduce the risk of weak coordination with other partners through enhanced joint and inclusive planning.
108. The partnership strategy being prepared will seek to minimize the risk of lack of funding, including through increased funding diversification and enhanced advocacy among partners, governments and donors. The risk of insufficient qualified personnel will be addressed by aligning staff capacity with the requirements of the CSP. Environmental and social considerations will be systematically integrated to avoid, minimize and mitigate negative impacts.

### ***Operational risks***

109. WFP will address the risk of interruptions in transport and assistance caused by increasing insecurity and cyberattacks by implementing security measures and contingency planning. Access will be secured through negotiations, risk transfer, potential alternative means of transport and, as a last option, military escort. The country office is undertaking a holistic private impact assessment to analyse the full range of potential data protection risks and will take mitigation measures. The risk of looting will be addressed through a communication and sensitization strategy and the careful selection of distribution sites. To reduce the risk of nutrition beneficiaries not having access to health facilities, WFP will partner with organizations such as UNICEF to promote mobile clinics; enable safe access for women, men, girls and boys; and strengthen existing facilities and community health points. Potential inadequate governance will be addressed by a strong commitment to inclusion, diversity, equity and accountability at all levels.

### ***Fiduciary risks***

110. WFP will manage the risk of increasing insecurity by ensuring full adherence to United Nations Department of Safety and Security rules. Reputational risk to WFP resulting from misconduct or abuse will be addressed by implementing corporate accountability measures and through communication and sensitization with all personnel.

## 6. Resources for results

### 6.1 Country portfolio budget

<b>Strategic outcome</b>	<b>Year 1 2020</b>	<b>Year 2 2021</b>	<b>Year 3 2022</b>	<b>Year 4 2023</b>	<b>Year 5 2024</b>	<b>Total</b>
1	97 949 441	109 764 244	98 562 337	93 579 696	98 283 487	<b>498 139 205</b>
2	16 831 855	16 070 380	19 581 022	19 075 002	18 784 382	<b>90 342 642</b>
3	27 945 667	27 662 626	26 258 157	24 952 477	21 994 861	<b>128 813 788</b>
4	59 982 171	58 232 893	58 820 101	49 701 245	36 930 333	<b>263 666 743</b>
5	4 082 755	4 181 726	4 301 304	4 426 497	4 548 476	<b>21 540 758</b>
6	10 386 680	10 477 022	10 595 142	10 768 515	10 893 813	<b>53 121 171</b>
<b>Total</b>	<b>217 178 570</b>	<b>226 388 890</b>	<b>218 118 063</b>	<b>202 503 431</b>	<b>191 435 354</b>	<b>1 055 624 308</b>

111. The estimated CSP budget, at USD 1,055,624,308, reflects the persistence of high humanitarian needs in the Niger. In formulating the budget, WFP considered historical resourcing trends and anticipated contributions from traditional and emerging donors including the national government.

### 6.2 Resourcing outlook

112. The CSP is expected to be funded mainly by traditional donors. However, WFP will diversify funding sources by forging new partnerships, including with private sector entities and international financial institutions and through South-South cooperation. Should the country office face funding shortfalls, WFP will prioritize life-saving activities.

### 6.3 Resource mobilization strategy

113. The country office is developing a partnership strategy based on an enhanced, gender-disaggregated data and the results of food security and nutrition programmes. The country office will engage with both traditional and new donors in order to broaden and diversify its funding base. WFP will seek support for national programmes from global and bilateral entities and will support the Government in exploring sustainable national funding sources. Given the focus on resilience building, multi-year and flexible contributions are essential in ensuring continuity of interventions and impacts. WFP will seek such contributions, including by targeting donors known for funding gender-responsive activities.

## ANNEX I

### LOGICAL FRAMEWORK FOR THE NIGER COUNTRY STRATEGIC PLAN (2020–2024)

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food**

**Strategic outcome 1: Crisis-affected people, including refugees, internally displaced persons, members of host communities and returnees, in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of a crisis**

Outcome category:

Maintained/enhanced individual and household access to adequate food

Focus area: crisis response

Nutrition sensitive

#### **Assumptions:**

Partners have adequate capacity and resources to implement parallel activities as planned.

Schools are available for education.

Government nutrition and education coordination mechanisms function effectively.

Security incidents prevent implementation and monitoring of activities in a large part of the project area

Further deterioration of the situation in northern Nigeria leads to a massive influx of populations surpassing plans, resources and capacity

Government and partners unable to provide complementary activities to meet beneficiary non-food items (NFIs) hygiene, water and sanitation

#### **Outcome indicators**

Consumption-based coping strategy index (average)

Emergency preparedness capacity index

Food consumption score

Food consumption score – nutrition

Food expenditure share

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

Moderate acute malnutrition (MAM) treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Proportion of eligible population that participates in programme (coverage)

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

### Activities and outputs

#### 1. Provide an integrated food and nutrition assistance package to crisis-affected people (refugees, internally displaced persons, host communities and returnees) (URT: Unconditional resource transfers to support access to food)

Crisis-affected women, men, girls and boys receive timely and adequate food and nutrition assistance (food and cash) for asset and income generation that meet their food and nutrition needs, improve livelihoods and support early recovery (A: Resources transferred)

Crisis-affected women, men, girls and boys receive timely and adequate food and nutrition assistance (food and cash) that meets their food and nutrition needs during crises (A: Resources transferred)

Women, men, girls and boys in crisis-affected areas benefit from community-based assets that restore their livelihoods, strengthen their self-reliance and support early recovery (D: Assets created)

#### Strategic outcome 2: School-age girls and boys, including adolescents, in targeted food-insecure and pastoral regions have access to adequate and nutritious food during the school year

Outcome category:

Maintained/enhanced individual and household access to adequate food

Focus area: resilience building

#### Assumptions:

Partners have adequate capacity and resources to implement parallel activities as planned.

Schools are available for education.

Government nutrition and education coordination mechanisms function effectively.

Security incidents prevent implementation and monitoring of activities in a large part of the project area.

Government and partners unable to provide complementary activities to meet beneficiary NFI, hygiene, water and sanitation and other needs.

Delivery of goods hampered by rains, poor infrastructure and insecurity

Resources from donors not received early enough to allow for the timely purchase and delivery of foods in a context where lead-time is compounded by remoteness of areas and rains.

Sufficient resources (human, financial, technology) secured in time to allow for required scale-up of operations for implementation and monitoring of activities

### **Outcome indicators**

Attendance rate

Enrolment rate

Gender ratio

Retention rate/drop-out rate

### **Activities and outputs**

#### **2. Equitably provide an integrated school feeding package to boy and girl students during the school year in a way that relies on and stimulates local production (HGSF) (SMP: School meal activities)**

Adolescent girls attending targeted schools receive cash grants that meet their food and nutrition needs and support school retention and completion (A: Resources transferred)

Adolescent girls and boys attending targeted schools receive gender-transformative SBCCs that support school retention and improve their nutritional status, nutrition and health-related practices and essential life skills (E\*: Social and behaviour change communication (SBCC) delivered)

Boys and girls attending targeted schools benefit from complementary services (school gardens, cattle and mills) that promote and lead to the adoption of healthy food and nutrition practices (A: Resources transferred)

Boys and girls attending targeted schools receive timely and adequate nutritious school meals made with locally produced food that meets their food and nutrition needs and supports school retention and completion (A: Resources transferred)

**Strategic Objective 2: Improve nutrition****Strategic Result 2: No one suffers from malnutrition**

**Strategic outcome 3: Nutritionally vulnerable people and communities, including children aged 6–59 months, pregnant women and girls and adolescent girls, in targeted areas have improved nutrition status by 2024**

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

Focus area: resilience building

**Assumptions:**

Partners have adequate capacity and resources to implement parallel activities as planned.  
 Adequate health centres are available for treatment of malnourished children and women.  
 Government nutrition coordination mechanisms function effectively.  
 Funding is available to ensure timely arrival of internationally procured nutrition products.  
 No major epidemics occur.  
 Nutrition partners have adequate capacity and resources.  
 Assistance is not hampered by insecurity.

**Outcome indicators**

Food consumption score – nutrition

Moderate acute malnutrition (MAM) treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity for 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

### **3. Support national nutrition programme through the provision of preventive and curative nutrition services (including SBCC, local food fortification, complementary feeding and capacity strengthening) to targeted populations (NTA: Nutrition treatment activities)**

Targeted boys and girls aged 6–23 months, pregnant women and girls, receive adequate and timely specialized nutritious food to treat moderate acute malnutrition (A: Resources transferred)

Targeted boys and girls aged 6–23 months, pregnant women and girls, receive adequate and timely specialized nutritious food to treat moderate acute malnutrition (B: Nutritious foods provided)

Targeted boys and girls aged 6–23 months receive adequate and timely specialized nutritious food to prevent stunting, wasting and micronutrient deficiencies (A: Resources transferred)

Targeted boys and girls aged 6–23 months receive adequate and timely specialized nutritious food to prevent stunting, wasting and micronutrient deficiencies (B: Nutritious foods provided)

Targeted boys and girls aged 6–59 months, pregnant women and girls, and adolescent girls and boys benefit from the enhanced malnutrition treatment and prevention capacities of health personnel and communities, gaining access to nutrition and complementary health services (C: Capacity development and technical support provided)

Targeted women and men, adolescent girls and boys and their communities receive social and behaviour change communication and incentives that improve nutrition-related practices (E: Social and behaviour change communication (SBCC) delivered)

Targeted women, men, girls and boys and their communities benefit from efficient, equitable and productive nutrition value chains that improve access to fortified food (F: Purchases from smallholders completed)

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

**Strategic outcome 4: Food-insecure people and communities, including those affected by climate shocks, in targeted areas have more resilient livelihoods that are integrated into sustainable and equitable food systems and ensure access to adequate and nutritious food by 2024**

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

Focus area: resilience building

**Assumptions:**

Stakeholder commitment to address food insecurity continues.  
 Funding is available to ensure a healthy pipeline.  
 Markets function in communities targeted for cash distributions.  
 Assistance is not hampered by insecurity.  
 Capacity and security allow for timely and regular collection of post-distribution monitoring data as planned.  
 Partners have adequate capacity and resources to provide complementary value-added support, as planned.  
 Communities have the capacity, with support, to maintain, protect and enhance asset creation.  
 Stakeholder commitment to address food insecurity continues.

**Outcome indicators**

Consumption-based coping strategy index (average)  
 Default rate (as a percentage) of WFP pro-smallholder farmer procurement contracts  
 Food consumption score  
 Food expenditure share  
 Livelihood-based coping strategies (percentage of households using coping strategies)  
 Percentage increase in production of high-quality and nutrition-dense foods  
 Percentage of households who integrate adaptation measures in their activities/livelihoods  
 Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems  
 Percentage of WFP food procured from smallholder farmer aggregation systems

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

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

#### **Activities and outputs**

#### **4. Provide livelihood support to food insecure and at-risk men, women, boys and girls, including for the development or rehabilitation of natural and productive assets (FFA), climate risk management measures, and value chains (ACL: Asset creation and livelihood support activities)**

Targeted communities receive gender-transformative social and behaviour change communication and information that promotes inclusive and equitable community-based farm management and the production, purchase, and consumption of nutrient-rich and nutrient-dense food (E: Social and behaviour change communication (SBCC) delivered)

Targeted women, men, girls and boys receive timely and adequate food assistance for assets transfers that meet their short-term food needs while improving the resilience of their livelihoods (A: Resources transferred)

Targeted women, men, girls and boys receive timely and adequate seasonal food and nutrition assistance to meet their food and nutrition needs and consolidate gains in asset creation (A: Resources transferred)

Value chain actors benefit from enhanced capacities and local purchases that sustainably increase their productivity, diversify their production and foster access to local markets for smallholder farmers through home-grown school feeding (F: Purchases from smallholders completed)

Women, men, girls and boys in targeted areas equitably benefit from new or restored community assets that enhance their resilience to natural and human-caused shocks and adaptation to climate change (G: Linkages to financial resources and insurance services facilitated)

Women, men, girls and boys in targeted areas equitably benefit from new or restored community assets that enhance their resilience to natural and human-caused shocks and adaptation to climate change (D: Assets created)

**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 institutions and other partners have strengthened capacities to design and manage integrated gender-responsive and food security, nutrition and shock-responsive social protection policies and programmes by 2024**

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:**

Capacity and security allow for timely and regular collection of post-distribution monitoring data as planned.

Stakeholder commitment to address food insecurity continues.

Funding is available to ensure a healthy pipeline.

Markets function in communities targeted for cash distributions.

Assistance is not hampered by insecurity.

Partners have adequate capacity and resources to provide complementary value-added support, as planned.

**Outcome indicators**

Partnerships index

SABER school feeding national capacity

User satisfaction rate

## Activities and outputs

### **5. Provide capacity strengthening to national and decentralized institutions and partners on coherent, gender-equitable and gender-transformative intersectoral policies, planning, coordination mechanisms, programme ownership and implementation and knowledge management (CSI: Institutional capacity strengthening activities)**

Crisis-affected boys, girls, men and women benefit from the enhanced capacities of community-based disaster risk management partners to meet their food and nutrition needs (C: Capacity development and technical support provided)

Food-insecure and nutritionally vulnerable boys, girls, men and women benefit from the design and implementation of gender-responsive government-led emergency preparedness and response (EPR), shock-responsive social protection, and resilience-building interventions that provide timely and adequate assistance from the Government and its partners (I: Policy engagement strategies developed/implemented)

Food-insecure and nutritionally vulnerable boys, girls, men and women benefit from the Government's strengthened capacities to plan and implement gender-equitable and gender-transformative evidence-based interventions that provide timely and adequate assistance from the Government and its partners (C: Capacity development and technical support provided)

## **Strategic Objective 5: Partner for SDG results**

### **Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

**Strategic outcome 6: Humanitarian and development partners in the Niger have access to common services and expertise that give them access to and enable them to operate in targeted areas until appropriate and sustainable alternatives are available**

Outcome category: enhanced common coordination platforms

Focus area: crisis response

## **Assumptions:**

Government food security and nutrition coordination mechanisms function effectively.

Assistance is not hampered by insecurity.

Partners have adequate capacity and resources to provide complementary value-added support, as planned.

## **Outcome indicators**

Partnerships index

User satisfaction rate

### **Activities and outputs**

#### **6. Provide United Nations Humanitarian Air Service flight services to partners to facilitate access to areas of humanitarian interventions (CPA: Service provision and platforms activities)**

Crisis-affected people targeted by humanitarian and development partners benefit from the timely and cost-saving services of the United Nations Humanitarian Air Service by receiving timely, equitable and effective assistance (H: Shared services and platforms provided)

#### **7. Provide logistics, information and communication technology and coordination services to partners in the absence of alternatives to ensure humanitarian assistance and other supply chain services and expertise on demand (CPA: Service provision and platforms activities)**

Crisis-affected people targeted by humanitarian and development partners benefit from timely and cost-saving logistics services by receiving timely, equitable and effective assistance (H: Shared services and platforms provided)

Crisis-affected people targeted by humanitarian and development partners benefit from timely and cost-saving emergency telecommunications cluster services by receiving timely, equitable and effective assistance (H: Shared services and platforms provided)

Crisis-affected people targeted by humanitarian and development partners benefit from timely and coordinated services by receiving timely, equitable and effective assistance (H: Shared services and platforms provided)

Targeted people benefit from on-demand supply chain services and expertise by receiving timely and effective assistance (H: Shared services and platforms provided)

**STRATEGIC GOAL 1: SUPPORT COUNTRIES TO ACHIEVE ZERO HUNGER****C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

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

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

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

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

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

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

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

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

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

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

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

C.4.1: Proportion of 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	Strategic Result 1	Strategic Result 2	Strategic Result 4	Strategic Result 5	Strategic Result 8	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Transfer	418 368 080	74 343 788	106 200 833	216 545 306	17 288 685	43 036 586	<b>875 783 277</b>
Implementation	27 752 386	6 521 112	9 199 965	19 778 203	1 994 025	4 522 501	<b>69 768 191</b>
Adjusted direct support costs	21 615 877	3 963 873	5 551 116	11 250 898	943 355	2 319 948	<b>45 645 066</b>
<b>Subtotal</b>	<b>467 736 343</b>	<b>84 828 772</b>	<b>120 951 914</b>	<b>247 574 407</b>	<b>20 226 064</b>	<b>49 879 034</b>	<b>991 196 533</b>
Indirect support costs (6.5 percent)	30 402 862	5 513 870	7 861 874	16 092 336	1 314 694	3 242 137	<b>64 427 775</b>
<b>Total</b>	<b>498 139 205</b>	<b>90 342 642</b>	<b>128 813 788</b>	<b>263 666 743</b>	<b>21 540 758</b>	<b>53 121 171</b>	<b>1 055 624 308</b>

## Acronyms used in the document

3N	Nigériens Nourishing Nigeriens initiative
CBT	cash-based transfer
CSP	country strategic plan
DNPGCCA	<i>Dispositif national de prévention et de gestion des catastrophes et des crises alimentaires</i>
EPR	emergency preparedness and response
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GDP	gross domestic product
HGSF	home-grown school feeding
IDP	internally displaced person
IMAM	Integrated management of acute malnutrition
IPSR	<i>intervention prolongée de secours et de redressement</i>
MAM	moderate acute malnutrition
NFI	non-food item
SABER	Systems Approach for Better Education Results
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SNALAPP	national strategy for purchases from smallholder farmers
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund