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Draft Bolivarian Republic of Venezuela interim country strategic plan (2023–2025)

Duration	1 March 2023–31 December 2025
Total cost to WFP	USD 573,785,715
Gender and age marker*	3

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

Executive summary

For the Bolivarian Republic of Venezuela (hereinafter referred to as Venezuela), food security remains a national priority. Although the country is in a process of economic change and growth,¹ it has been affected by economic problems including from external factors such as the rising global food prices, the cumulative effects of the coronavirus disease 2019 pandemic, climate risks and global supply chain disruptions, as well as limited access to international markets and investment.

The country is in a phase of gradual economic recovery and has established development priorities in the country's economic and social development plan (*Plan de la Patria 2025*), with special emphasis on the areas of food security, nutrition, education and environmental conservation.

Against this backdrop, WFP began operations in Venezuela in 2021. The memorandum of understanding establishing the organization in the country was signed with the Venezuelan State on 19 April 2021, and the distribution of school meals began in July 2021.

¹ Economic Commission for Latin America and the Caribbean. 2022. *Economic Survey of Latin America and the Caribbean, 2022*.

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Based on the experience gained during the first year of operations, as well as a broad consultation process, this interim country strategic plan includes four outcomes agreed with the Venezuelan State and aligned with the *Plan de la Patria 2025*. These outcomes are aimed at contributing to the country's food and nutrition security through improved access to food for the population, greater attention to nutrition for the population, the promotion of activities for the recovery of livelihoods, the building of capacity to deal with the effects of climate change and the strengthening of the country's productive and logistical capacity.

WFP will focus its action on boys and girls in early and special education, other school-age groups that may be prioritized, school personnel, pregnant and lactating women and their families and other groups prioritized in coordination with the State in urban and rural areas, including people affected by natural disasters. Persons with disabilities, indigenous peoples and Afro-descendant people, among others, will be prioritized.

This interim country strategic plan is aligned with the development policies of the new United Nations sustainable development cooperation framework for Venezuela for 2023–2026 and the 2030 Agenda for Sustainable Development.

Activities under this interim country strategic plan include support for school meals and food support for priority populations, support for climate risk management, resilience building relevant to climate change, strengthening of food systems infrastructure and logistical capacity and strengthening of national production chains. Interim country strategic plan activities draw on WFP's global experience in these areas.

Outcome 1 of this interim country strategic plan focuses on the provision of a comprehensive school feeding package to boys and girls in early and special education and other groups in the school system, their families, pregnant and lactating women, and school staff, prioritized in coordination with the State.

Interim country strategic plan outcome 2 is oriented towards cooperation, support for and technical assistance to state institutions and national actors in prioritized areas. This includes the strengthening of agri-food systems, logistical and support capacity, institutional procurement and production chains, as well as capacity development relevant to monitoring, adapting to and managing the effects of climate change.

Under interim country strategic plan outcome 3, in coordination with the Venezuelan State WFP will provide needs-based food support to prioritized populations as an immediate response to natural disasters. In addition, the outcome includes technical assistance, assessments, risk analysis and tools for supporting emergency preparedness and climate risk management.

With interim country strategic plan outcome 4 under its global mandate in the United Nations system, WFP will contribute to the strengthening of the logistics sector, mobilizing its knowledge, expertise and operational capacity in supply chains, public procurement, logistics, procurement of inputs for production processes and technical cooperation.

Draft decision*

The Board approves the interim country strategic plan for the Bolivarian Republic of Venezuela (2023–2025) (WFP/EB.1/2023/6-A/6) at a total cost to WFP of USD 573,785,715.

* 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. Venezuela's economy has historically depended on oil exports. As a result, there are challenges in terms of dependence on imports of food, inputs for food production, fertilizers and materials for food processing and packaging. This represents a challenge for the country when external events affect the international food market or the country's access to it.
2. While the Venezuelan State has developed and maintained social protection programmes and generated new ones, including the national school feeding programme that supports school-age boys and girls, aspects of its implementation require capacity strengthening for progress towards the 2030 Agenda for Sustainable Development.
3. The Venezuelan State remains committed to the 2030 Agenda and the achievement of the Sustainable Development Goals (SDGs), as indicated in the *Plan de la Patria 2025*. In this regard, the Venezuelan State has agreed to the strategic priorities of the United Nations sustainable development cooperation framework (UNSDCF), including ending poverty (SDG 1), zero hunger (SDG 2), education (SDG 4) and climate action (SDG 13).

1.2 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

4. *Access to food.* Venezuela has implemented specific policies and programmes to guarantee food security for the population.² Despite progress in policy implementation, there are challenges in guaranteeing access to food for the entire population
5. *End malnutrition.* Similarly, there are specific policies for the detection and management of possible cases of food vulnerability and malnutrition.³ Priority groups include boys and girls, especially children under 5, adolescents of both sexes and pregnant and lactating women, in particular those belonging to indigenous and Afro-descendant groups.
6. *Smallholder productivity and incomes.* Venezuela has favourable agroclimatic conditions for agricultural production, including abundant fertile soil and a high level of biodiversity, that favour agricultural production throughout the year.
7. Nevertheless, the increased frequency and intensity of climate-related disasters such as floods, drought and landslides, among others, destroy infrastructure and affect food systems, posing a major challenge to productivity, yields and livelihoods in agriculture and business.
8. Venezuela employs systems for monitoring risk and soil conditions through the country's statistical and geographic system, as well as for disaster prevention and response.
9. *Sustainable food systems.* The strengthening of national and local production chains has been prioritized with the aim of reducing dependence on imports, particularly with regard to inputs for food production and processing.

Progress on Sustainable Development Goal 17 targets

10. The Venezuelan State has worked to ensure that national social protection programmes that focus on education, health services and a national natural disaster response mechanism prioritize food security, infrastructure and housing.

² Government of the Bolivarian Republic of Venezuela. 2016. *Presentación Nacional Voluntaria (PNV) ante el Foro Político de Alto Nivel sobre Desarrollo Sustentable (FPAN) de Naciones Unidas* (Voluntary SDG national review).

³ *Ibid.*

11. *Policy coherence.* The national vision of the long-term development trajectory for the achievement of the 2030 Agenda and the current national development strategies in Venezuela are based on two central documents: the *Plan de la Patria 2025* and Venezuela's July 2016 voluntary national review for the United Nations High Level Political Forum on Sustainable Development, in which the country reiterated its willingness to continue to fulfil and strengthen its commitment to reducing exclusion and improving productive processes.
12. *Diversified resourcing.* Venezuela currently has no access to loans from international financial institutions, which limits its possibilities for increasing investment in social programmes in this way.
13. *Enhanced global partnerships.* Venezuela is committed to multilateral action and strengthening global partnerships for development, including the Paris Agreement on climate change and its adaptation and mitigation goals, the 2021 United Nations food systems summit, the 2022 United Nations transforming education summit and the Sendai Framework for Disaster Risk Reduction.

1.3 Hunger gaps and challenges

14. Venezuela has shown signs of economic recovery.⁴ Food security remains a priority area of action for the country, considering among other things challenges relating to the availability of and access to food due to the impact of external factors on the Venezuelan economy as well as disruptions in supply and logistics chains.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

15. The memorandum of understanding between WFP and the Venezuelan State signed in April 2021 focuses on the provision of assistance to 1.5 million people, in particular boys and girls in early childhood education, as well as special education students, through school-based activities to improve food security in prioritized states of the country. WFP established coordination mechanisms with the Venezuelan State at the national and local levels to ensure operational access, expansion and coverage of activities and technical harmonization with regard to nutrition, education and local procurement.
16. Since then WFP has been recognized as an international organization capable of assisting in large-scale operations, enhancing the capacity of local actors and establishing a significant presence on the ground in a timely manner, working in coordination with the Venezuelan State.
17. Schools have been the main entry point in the country for WFP's food security programmes, given that they are the centre of communities in Venezuela and constitute a vital safety net for children and their families and communities. WFP is providing a comprehensive school package to improve food access and dietary diversity for students and their families, while at the same time promoting community participation. WFP seeks to promote inclusion of persons with disabilities and diversity in the school community.
18. WFP has extensive experience at the global level with activities related to natural disaster response and the link with climate change resilience and adaptation activities to help vulnerable populations mitigate the impact of future adverse climate-related events. In 2022, WFP supported the Venezuelan State in responding to the emergency caused by flooding in various areas of the country.

⁴ Economic Commission for Latin America and the Caribbean. 2022. *Economic Survey of Latin America and the Caribbean, 2022*.

19. Based on extensive consultation with key stakeholders, WFP has identified programmatic opportunities and designed a programme portfolio that integrates emergency response, activities for building climate change resilience and pro-development activities, strengthening national capacity and food-related production chains.
20. In line with its corporate strategy, WFP will deploy available resources, programmatic expertise and operational capacity to achieve positive changes in the target population.
21. WFP will link school meals activities, as well as groups prioritized in coordination with the State, with its nutrition and food systems strengthening activities, integrating nutrition education, resilience building and investment in human, institutional and infrastructure capital.
22. Through its activities, WFP will foster the strengthening of food system value chains promoting the diversification of local production of fresh food and animal protein. WFP will facilitate links between local markets and its programmes and, through cooperation, support and technical assistance, with national actors for institutional procurement and production chains.

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

23. WFP actively contributes to strategic priority 1 of the UNSDCF, "strengthening the resilience of the population, with special attention to gender, equality and human rights", as well as to strategic priority 2, "promoting sustainable, resilient and innovative productive development in Venezuela, in line with environmental management and climate change measures, leaving no one behind".⁵ Likewise, the interim country strategic plan (ICSP) is aligned with the other documents signed by the Venezuelan State and the United Nations system with a focus on the triple nexus. In turn, the UNSDCF is aligned with the *Plan de la Patria 2025*, specifically with historic goals 1, 2 and 5, which prioritize social and economic development and environmental conservation.

2.3 Engagement with key stakeholders

24. WFP's work contributes to the development of the UNSDCF and is an integral part of the cooperation by the United Nations system in Venezuela under the leadership of the United Nations Resident Coordinator in the country, and in coordination with the Venezuelan State.
25. In implementing its activities WFP regularly consults key stakeholders in order to promote participation in its activities at all levels.
26. WFP is committed to ensuring an approach centred on people who will be consulted throughout the design and implementation of activities.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

27. This ICSP includes four outcomes aimed at improving access to food, improving diverse and healthy eating habits and diets, improving climate change resilient agri-food systems and strengthening the capacity of state institutions and other actors.
28. Outcome 1 will focus on improving food security and nutrition through school meals and take-home rations. The school will be the epicentre of attention for these activities, including nutrition-sensitive activities. This outcome will prioritize girls and boys under age 6, students

⁵ United Nations Venezuela. 2022. *Marco de Cooperación de las Naciones Unidas para el Desarrollo Sostenible con la República Bolivariana de Venezuela, año 2023–2026* (UNSDCF for the Bolivarian Republic of Venezuela for 2023–2026).

in early and special education, their families, school staff and other groups in the school system prioritized in coordination with the State. It will also include support for other prioritized groups such as pregnant and lactating women and others that may be identified, in coordination with the State, as needed. The activities will be complemented with technical support that may be required in connection with capacity strengthening for the school community.

29. Outcome 2 will integrate technical assistance and support for national actors in prioritized areas, including the strengthening of agri-food systems, logistical and support capacity, institutional procurement and production chains, as well as capacity development for monitoring, adaptation to and management of climate change effects.
30. Under outcome 3, in coordination with the Venezuelan State WFP will provide food support for prioritized populations as an immediate response to natural disasters, also strengthening institutional capacity for natural disaster response, monitoring and preparedness.
31. Outcome 4 will focus on strengthening the logistics sector, mobilizing WFP's knowledge, expertise and operational capacity in supply chains, procurement and logistics.

3.2 Interim country strategic plan outcomes, WFP strategic outcomes, priority areas, expected outputs and key activities

Interim country strategic plan outcome 1: By 2025 girls and boys in early and special education and other prioritized groups in the school system, school staff, pregnant and lactating women and other prioritized groups are better able to meet their food needs

WFP strategic outcome

32. ICSP outcome 1 is aligned with WFP strategic outcome 2: People have better nutrition, health and education outcomes.

Focus area

33. The focus area of ICSP outcome 1 is resilience building.

Alignment with national priorities

34. ICSP outcome 1 is in line mainly with strategic priorities 1 and 2 of the UNSDCF, objective 1.4 of the *Plan de la Patria 2025* and historic goal 5 of the *Plan de la Patria 2025*, relating to building ecosocialism⁶ and adapting to climate change.

Expected outputs

35. The following output will contribute to the achievement of ICSP outcome 1:
 - Boys and girls in early education and special education and other school-age groups prioritized with the State, their families and other prioritized groups receive a comprehensive food package that includes school meals, take-home rations, access to more diverse diets and training to improve nutrition habits, with a gender focus, and benefit from school infrastructure that is equipped to improve their food and nutrition security.

⁶ Terminology used in the *Plan de la Patria*.

Key activities

Activity 1: Improve the food security and nutrition of priority groups, children in early education, boys and girls in special education and other priority school-age groups and their families, pregnant and lactating women and other priority populations through a comprehensive package that includes diversified school meals, adequate complementary food, take-home rations, communication to improve eating habits, infrastructure strengthening and capacity strengthening for the school community

36. WFP's comprehensive school feeding package consists of the provision of school meals to boys and girls in early and special education and other school-age groups prioritized in coordination with the State, pregnant and lactating women and school staff in areas prioritized in coordination with the State and the delivery of take-home rations for students and their family members. It also includes rehabilitation of school kitchen infrastructure and provision of equipment for the preparation of school meals; nutrition-sensitive activities and communication with communities; and strengthening of local capacity for the provision of nutritious and safe food.
37. Where school meals are provided WFP will ensure that adequate and accessible cooking facilities are put in place. This will include assessments in coordination with the State to determine the specific infrastructure and equipment needs in schools for preparing, serving and storing school meals. Based on the results of these assessments, WFP will ensure a certain level of kitchen supplies, equipment, technical assistance and rehabilitation for the provision of safe and healthy meals. The comprehensive package for schools will promote nutrition, gender equality, protection and inclusion of students with disabilities.
38. Through school meals and take-home rations, combined with a communication strategy for improved nutrition habits, diversified diets will be promoted. In addition, WFP will provide specialized nutritious foods to children age 6-36 months in the schools served.
39. In-kind food support will be based on a combination of international and local food purchases. Based on assessments, domestic procurement of products will be promoted in order to strengthen the economy.
40. School meals supply chain strategies will create links between local producers and other local value chain actors. Based on assessments of the capacity of selected value chain actors, WFP will provide tailored technical assistance aimed at improving the food system, in coordination with the State. Solutions that support climate change adaptation capacity and the promotion of sustainable production systems will be implemented.

Partnerships

41. WFP will collaborate and coordinate with national actors in the planning and implementation of the activities under this outcome. The United Nations Children's Fund in particular will be a key partner providing complementary assistance in water, sanitation and hygiene and nutrition for a comprehensive school-based intervention. WFP will coordinate with the Food and Agriculture Organization of the United Nations on assistance to smallholder farmers.

Assumptions

42. It is assumed that information on school lists and enrolment information for the school population to be served, the register of pregnant and lactating women to be served in coordination with the National Institute of Nutrition and other relevant State institutions, as well as data on other prioritized groups, will be available.

Transition/handover strategy

43. WFP capacity building activities aim to support national actors so that they can respond to the needs of prioritized groups in an informed and coordinated manner.

Interim country strategic plan outcome 2: By 2025 national actors and institutions have strengthened capacity in prioritized strategic areas

WFP strategic outcome

44. ICSP outcome 2 is aligned with WFP strategic outcome 4: National programmes and systems are strengthened.

Focus area

45. The focus area of ICSP outcome 2 is resilience building.

Alignment with national priorities

46. ICSP outcome 2 is in line mainly with objectives 1.4. and 1.8 of the *Plan de la Patria 2025*, which focus on strengthening capacity to meet the needs of the population, with particular attention to logistics and supply chain capacity.

Expected outputs

47. The following output will contribute to the achievement of ICSP outcome 2:
- National agri-food system actors and institutions receive technical assistance for the improvement of production chains, logistical capacity and institutional food procurement mechanisms in order to build stronger and more resilient systems in the face of climate change.

Key activities

Activity 2: Provide cooperation, support and technical assistance to national institutions to strengthen components of production chains, institutional procurement and climate-resilient agri-food systems that are resilient in the face of climate change

48. WFP will provide technical support and capacity building, adapted to the national context, to strengthen national actors so that they have an efficient and effective institutional food procurement system through areas of work defined in coordination with national actors.
49. This support includes effective mechanisms for carrying out inclusive and cost-efficient and fair procurement planning, procedures and processes, flexible and appropriate digital tools and training on planning and carrying out efficient procurement and contracting processes for goods and services, contract management and monitoring and quality oversight.
50. WFP will also undertake capacity strengthening activities to support production chain actors through the building of knowledge, technical capacity and links between institutions, the private sector, local traders, smallholder farmers and associations. In addition, WFP will provide technical support related to food quality and safety, including local production of fortified foods, traceability, organizational strengthening and other areas to improve smallholder and producer procurement and healthy food environments.
51. This activity supports capacity building for the strengthening of agri-food systems and their adaptation to climate change. In coordination with the Venezuelan State, WFP will implement activities that adopt an integrated approach to promoting prevention, adaptation and resilience in the face of the effects of climate change, designed from a food systems perspective.

Partnerships

52. WFP will coordinate closely with national actors and state institutions in relevant sectors to identify priority areas and methodologies for capacity building.

Assumptions

53. This ICSP outcome assumes that WFP will maintain its operational capacity in Venezuela to provide training and technical assistance services at the request of national stakeholders.

Transition/handover strategy

54. Transition and handover strategies for national capacity building activities in institutional procurement and production chains will be carried out through technical support for state institutions and linking small producers to institutional markets, complementing the other outcomes of this ICSP.

Interim country strategic plan outcome 3: By 2025 people affected by natural disasters are better able to meet their food needs in the face of the effects of climate change**WFP strategic outcome**

55. ICSP outcome 3 is aligned with WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

Focus area

56. The focus area of ICSP outcome 3 is crisis response.

Alignment with national priorities

57. This ICSP outcome is in line with the documents signed with the United Nations system in Venezuela and objective 1.4 of the *Plan de la Patria 2025*, focused on achieving food security and sovereignty for the entire population, including people affected by climate change and natural disasters.

Expected outputs

58. The following two outputs will contribute to the achievement of ICSP outcome 3:
- Women, men, girls and boys affected by adverse events linked to climate change receive assistance aimed at meeting their food and nutrition needs.
 - National actors are better prepared to respond to and mitigate the effects of disasters associated with climate change.

Key activities

Activity 3: Improve food security and nutrition for women, men, boys and girls affected by natural disasters and strengthen national capacity to respond to and mitigate the effects of natural disasters and climate change

59. WFP will meet immediate food needs through food support for people affected by natural disasters. Where possible WFP, in coordination with the Venezuelan State, may also support the rehabilitation of food systems-related infrastructure after natural disasters.
60. The activity includes capacity building and technical assistance initiatives to improve national natural disaster preparedness and response capacity so that national actors can take early and anticipatory action in preparation for adverse weather-related events. WFP will also work to improve supply chain capacity to support disaster response and climate risk monitoring and analysis by the Venezuelan State.
61. WFP will support equipment, training, exchanges of experience and the development of studies and programmes with the institutions of the national statistical and geographic system and other actors with regard to the monitoring and prevention of and adaptation to climate change and natural disasters.

Partnerships

62. WFP will collaborate and coordinate with national actors during the planning and implementation of activities under this outcome. WFP's emergency preparedness and response activities will be coordinated with relevant institutions of the Venezuelan State and other entities of the United Nations system.

Assumptions

63. This outcome assumes that WFP will maintain its operational capacity in Venezuela to provide training and technical assistance services at the request of national stakeholders.

Transition/handover strategy

64. WFP capacity building activities aim to support national actors so that they can respond to the needs of prioritized groups in an informed and coordinated manner.

Interim country strategic plan outcome 4: National and institutional actors in Venezuela are supported by efficient and effective supply chain and other services**WFP strategic outcome**

65. ICSP outcome 4 is aligned with WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective.

Focus area

66. The focus area of ICSP outcome 4 is resilience building.

Alignment with national priorities

67. This ICSP outcome is in line mainly with strategic objective 2 of the UNSDCF and objective 1.4 of the *Plan de la Patria 2025*, focused on achieving food sovereignty and food security for the entire population.

Expected outputs

68. The following two outputs will contribute to the achievement of ICSP outcome 4:
- Populations affected by adverse effects of natural disasters benefit from more coordinated, efficient and effective responses through the provision of common logistics services.
 - National and institutional actors use on-demand services to increase their capacity and ensure more efficient and effective activities in coordination with the Venezuelan State.

Key activities

Activity 4: Provide coordination and management services to state institutions and national actors and allow access to common logistical services when warranted

69. With the support of WFP, it will be possible to implement a framework for the logistics sector in Venezuela in coordination with the State, reinforcing the complementarity of the actions of the members of the sector, avoiding duplication of efforts and facilitating, within an operational framework, the use of common capacities.
70. WFP will be able to support national actors, as well as state institutions, by supporting the coordination and management of information at the request of the State.
71. The logistics sector, with the support of WFP in coordination with the Venezuelan State, will be able to establish technical working groups, with the objective of understanding the sector in Venezuela and supporting the identification of improvements that will benefit its

members. These working groups will focus on the development of national capacity as well as a response to the impact of natural disasters.

72. When warranted, the logistics sector will incorporate common logistics and supply chain services for members of the sector in specific geographic areas and in coordination with the State.

Activity 5: Provide support for the strengthening of the supply chain and logistics to support activities related to food and nutrition security

73. This activity includes the provision of services to national actors and institutions according to specific needs and requirements. This may include supply chain services, such as procurement of food and non-food items, transport and other logistics services. All services will be provided on a full cost recovery basis. Support will be context specific and tailored to the requests of the institutions. WFP will ensure that the needs of the beneficiaries are equitably addressed.

Partnerships

74. WFP will coordinate closely with state institutions, national actors and United Nations entities. WFP will participate in and contribute to the framework of supply chain and logistics technical round tables and working groups.

Assumptions

75. This ICSP outcome assumes that WFP will maintain its operational capacity in Venezuela to provide training and technical assistance services at the request of national stakeholders.

Transition/handover strategy

76. Transition and handover strategies for logistics coordination and service delivery activities will be linked to the capacity building activities of ICSP outcome 3.

4. Implementation arrangements

4.1 Beneficiary analysis

77. This ICSP aims to assist a total of 1.3 million direct beneficiaries.
78. The main target group for activity 1 comprises boys and girls in the early and special education subsystem, as well as other groups prioritized in coordination with the State. In most of the areas prioritized in coordination with the State, WFP will also target households with school-age children and community members linked to schools. In addition, WFP will include school staff in schools assisted with school feeding activities.
79. The total number of beneficiaries is based on school enrolment data coordinated with national institutions in priority areas at the state and municipal levels in coordination with the national statistical and geographic system.
80. For activity 2, implemented in coordination with the Venezuelan State, WFP will define the participants in technical assistance and capacity building activities together with the national actors and institutions to be strengthened.
81. Prioritization of the beneficiary population of activity 3 will be needs-based, taking into account data and inputs from the Venezuelan State.
82. To broaden the positive impact of activities under this ICSP, other priority groups may be identified in coordination with the Venezuelan State.
83. Activities 1, 2 and 3 include indirect tier 2 beneficiaries who will participate only in capacity building activities, including training for emergency preparedness, implementation of school

programmes and technical assistance for value chain enhancement. Capacity strengthening activities reflect the priority given to women and young people.

84. The estimated number of tier 2 beneficiaries, those who benefit indirectly from school feeding activities, is about 3.1 million people. This includes tier 1 beneficiaries and their household members, community members, who also benefit from school feeding services.
85. The activities envisaged under this ICSP are intended to reach a prioritized population selected on the basis of needs and geographic considerations in coordination with the national statistical and geographic system and relevant institutions of the State through a data-driven approach that includes sociodemographic and food security criteria, among others, while maintaining the principle of operational independence on the part of WFP.
86. The mainstreaming of gender and the Venezuelan State's principle of universality regarding the inclusion of indigenous peoples, Afro-descendants and persons with disabilities is assumed.
87. WFP will ensure the proper implementation of a community feedback mechanism with the aim of continuing to collect suggestions and complaints from beneficiaries and their communities on WFP activities and further adapting the programmes to the needs of the assisted population. Community participation is a cross-cutting element integrated into WFP's strategy.
88. WFP will use beneficiary registration tools according to the context and type of intervention. WFP will manage beneficiary information and entitlements through its corporate platform, SCOPE, ensuring adequate protection of beneficiary data with appropriate standard operating procedures and assessments, as applicable, and adequate disaggregation of data by sex and age. Beneficiary information will also be disaggregated by group for indigenous ethnic people and persons with disabilities when relevant.

**TABLE 1: BENEFICIARIES BY INTERIM COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY
(ALL YEARS)**

Interim country strategic plan outcome	Activity	Beneficiary group	2023	2024	2025	Total
1	1	Girls	222 703	222 703	222 703	668 108
		Boys	288 811	288 811	288 811	866 432
		Women	265 528	265 528	265 528	796 583
		Men	130 868	130 868	130 868	392 605
		Total	907 909	907 909	907 909	2 723 727
3	3	Girls	49 356	49 356	49 356	148 069
		Boys	63 024	63 024	63 024	189 072
		Women	37 671	37 671	37 671	113 013
		Men	25 961	25 961	25 961	77 882
		Total	176 012	176 012	176 012	528 036
Total (without overlap)			1 060 171	1 060 171	1 060 171	1 300 000

4.2 Transfers

89. The activities under this ICSP envisage the provision of food support through various delivery modalities, including on-site school meals, take-home rations and other modalities to be defined in coordination with the State according to operational and strategic considerations.
90. Assistance and delivery modalities may vary geographically and over time as agreed with the Venezuelan State. In-kind food support will be based on a combination of international and local food purchases. Depending on assessments, national purchases of products will be promoted in order to strengthen the economy.
91. For food support activities WFP has developed rations based on caloric content, nutrient composition and age group. In the case of school meals for students, WFP will meet at least 45 percent of caloric requirements and 44 percent of iron requirements with the distribution of cereals, grains, salt and oil. Caloric needs and requirements are in line with WFP's recommended nutritional requirements for school feeding programmes for boys and girls attending half-day school. The values will be agreed with the Venezuelan State within the parameters of the National Institute of Nutrition.
92. To ensure dietary diversity WFP will include fresh produce and will seek to obtain fortified foods. Specialized nutritious foods will be provided to children under 3 years of age. In addition, based on market and value chain assessments, WFP will include on-site rations of fresh foods to diversify children's diets. Furthermore, WFP will include cereals, grains, salt and oil in family rations and take-home rations to cover at least 50 percent of the caloric needs of the target population.

4.3 Country office capacity and profile

93. Following the establishment of the country office in Caracas in 2021, WFP has recruited international and local staff to build capacity in the country and in the field. It is estimated that the number of staff will reach up to 200.
94. The country office estimates that it will establish some 8 field offices, 11 delivery points and a national logistics centre. Additional warehouses will be considered as WFP's activities expand geographically.
95. In 2022, the country office established a staff welfare committee and developed an action plan for staff well-being and professional development. To promote a respectful and inclusive workplace, ethics coordinators have been appointed and trained.
96. In line with the WFP people policy, the country office will set standards for excellence in personnel management.

4.4 Partnerships

97. WFP seeks to be a partner of choice for donors and other stakeholders. With its comparative advantage and expertise in food security and logistics, since establishing its operation in Venezuela WFP has quickly attracted funding from major international donors whose priorities are aligned with WFP's. WFP seeks to strengthen existing partnerships and build new ones, including with development donors, non-traditional donors and the private sector.
98. Since the signing of the memorandum of understanding in April 2021, WFP has established good relations with the Venezuelan State at the central and regional levels. As an entity of the United Nations system, WFP will work under the guidance of the Ministry of Foreign Affairs together with the Ministry of Planning and relevant sectoral ministries. WFP meets regularly with the central working group on coordination between WFP and the

Venezuelan State, coordinated by the Ministry of Planning, to review progress and challenges in the implementation of activities and agree on future plans.

99. WFP actively participates in all inter-agency mechanisms at the country level. WFP maintains constant and close communication with the resident coordinator's office and participates regularly in United Nations country team meetings.
100. The ICSP will be implemented at the national level and on various scales defined in coordination and agreement with the Venezuelan State. WFP will coordinate with other United Nations entities, Venezuelan State institutions at the national and subnational levels, social organizations and other non-governmental partners, the private sector and international cooperation agencies.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

101. The country office will ensure that its decisions are based on data and evidence that guide WFP's programmatic approaches and support the demonstration of long-term impact. WFP will also ensure that monitoring and evaluation of its activities take gender into account.
102. All monitoring and evaluation operations will be done in coordination with the national statistical and geographic system. WFP will ensure that its monitoring and evaluation strategy takes into account gender and age issues and will build on established monitoring practices, providing tools to ensure robust evidence-based results. Outputs, outcomes and processes for all activities will be monitored regularly and compared to the relevant baselines in accordance with WFP's corporate results framework for 2022–2025 and monitoring guidelines. Monitoring and evaluation activities will ensure a full understanding of the efficiency, relevance, coherence and effectiveness of WFP interventions.
103. As part of its internal management of implementation WFP will review and validate monthly progress reports prepared by partners involved in the implementation of activities. At the same time, logical framework indicators will be measured and corporate evaluations will be conducted as necessary to monitor progress and achievements under the ICSP. WFP's post-intervention monitoring and data collection in the states where it operates will be undertaken in coordination with the national statistical and geographic system and in accordance with WFP regulations and rules for monitoring implementation. The country office will ensure a people-centred approach in accordance with the views, preferences and priorities of affected people by integrating people's needs into monitoring and evaluation tools in order to increase evidence regarding the links between gender, nutrition, livelihoods and food security.
104. WFP will explore areas in which evidence could be generated in the future, including through the implementation of a decentralized evaluation, depending on the level of implementation and context.

5.2 Risk management

Strategic risks

105. The global food, fuel and fertilizer crisis poses a risk to operations. Import restrictions on key commodities affect the availability and cost of the commodities that WFP purchases for its food distribution. In addition, the priorities of international donors could change, jeopardizing WFP's funding for its operations in Venezuela. To mitigate those risks, WFP will increase local purchases based on market and value chain assessments.

Operational risks

106. With regard to access, WFP will coordinate with national authorities to ensure the required conditions of mobility, security and access to the territories to be served.
107. Many logistics service companies do not have the capacity to offer adequate services due to lack of investment in the logistics sector. This results in increased costs for logistics services and often a lack of sufficient suppliers for competitive processes. WFP will conduct regular visits to service providers to verify their capacity. In addition, WFP will periodically review short lists of suppliers and conduct performance evaluations.
108. There is a risk of delay in obtaining import permits. To mitigate this risk, WFP will coordinate with national authorities and closely monitor government action on the issue of commodity import exemptions.
109. To ensure the security of its facilities and assets, WFP, in coordination with the Department of Safety and Security, will conduct specific assessments, make recommendations and ensure that systems and protocols are appropriate. It will also ensure staff security through the implementation of appropriate corporate security measures.

Fiduciary risks

110. Owing to a lack of implementing capacity on the part of cooperating partners there is a risk of a lack of accountability and transparency. WFP will ensure the proper use of resources and will regularly review the capacity of partners and ensure that their terms of reference include detailed requirements for bank accounts and legal registration documents. In addition, WFP will use the United Nations Partner Portal to identify potential partners.

Financial risks

111. Fluctuations in the value of the local currency may increase the cost of interventions by reducing WFP's local purchasing power. To mitigate this risk, WFP will prepare a monthly expenditure plan to cover local commitments and will take appropriate measures so that it is able to meet its financial commitments

5.3 Social and environmental safeguards

112. WFP will review all activities to identify potential negative environmental and social risks and develop measures for avoiding, minimizing or mitigating negative effects.
113. WFP will analyse all its activities to determine their potential impact on gender relations to enable the design of interventions that include specific elements that promote women's empowerment and gender equality.

6. Resources for results**6.1 Country portfolio budget**

114. This ICSP foresees a total budget of USD 573,785,715.
115. The budget allocation reflects the transition to a resilience building approach and progress towards development through a comprehensive intervention based on prioritized schools and groups.
116. The budget for ICSP outcome 4 is based on an estimate of possible future service delivery. The specific budget for on-demand service delivery will be determined with partners at the time service is requested.

117. A total of USD 80,891,578 will be dedicated to activities specifically aimed at promoting gender equality and equity, as well as women's empowerment, as indicated in the gender budget. This amount means that 15 percent of the ICSP budget will be allocated to gender-related activities, as recommended in WFP's corporate gender policy.

Interim country strategic plan outcome	Activity	2023	2024	2025	Total
1	1	117 656 764	163 872 565	166 004 055	447 533 385
2	2	5 131 818	9 673 186	14 011 328	28 816 332
3	3	23 565 116	32 285 741	31 988 745	87 839 602
4	4	385 778	417 019	416 819	1 219 616
	5	2 762 062	2 808 035	2 806 684	8 376 780
Total		149 501 538	209 056 546	215 227 631	573 785 715

6.2 Resourcing outlook and strategy

Resourcing outlook

118. To date WFP has received financial support from traditional donors as well as unearmarked and flexible funds from various government donors.
119. To ensure that funding needs under this ICSP are met, WFP will seek to broaden its partner base to attract more flexible funding and to include donors that traditionally fund interventions relating to the 2030 Agenda for Sustainable Development and resilience building.
120. WFP will continue to communicate closely with current and potential donors on progress and challenges in the implementation of operations, including funding requirements, to mitigate the risk of a funding gap.

Resource mobilization strategy

121. To ensure the availability of sufficient ICSP resources, WFP will build on existing partnerships and seek to broaden its donor base to non-traditional donors and the private sector. Through a broad range of partnerships, WFP will seek to attract unearmarked, predictable, multi-year funding to ensure the continuity of operations and allow for the adjustment of activities based on evolving priorities.
122. In case of resource shortfalls WFP will use available resources according to programme priorities while requesting additional funds from existing donors and seeking out new funding streams. Priorities will be determined in coordination with the Venezuelan State, based on an evidence-based approach and through a process of geographic targeting according to agreed prioritization criteria. WFP will call on internal funding mechanisms, such as the Immediate Response Account, when appropriate.

ANNEX I**LOGICAL FRAMEWORK FOR BOLIVARIAN REPUBLIC OF VENEZUELA INTERIM COUNTRY STRATEGIC PLAN (2023–2025)****SDG 2: Zero hunger****SDG target 1: Access to food**

Interim country strategic plan outcome 1: By 2025 girls and boys in early and special education and other prioritized groups in the school system, school staff, pregnant and lactating women and other prioritized groups are better able to meet their food needs

WFP strategic outcome 2: People have better nutrition, health and education outcomes

Focus area: resilience building

Assumptions

It is assumed that information on school lists and enrolment information for the school population to be served, the register of pregnant and lactating women to be served in coordination with the National Institute of Nutrition and other relevant State institutions, as well as data on other prioritized groups, will be available.

Outcome indicators

Annual change in enrolment

Attendance rate

Consumption-based coping strategy index, reduced CSI

Food consumption score

Livelihood coping strategies for food security

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

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

Proportion of target population who participate in an adequate number of distributions (adherence)

Retention rate, by grade

Activities and outputs

1. Improve the food security and nutrition of priority groups, children in early education, boys and girls in special education and other priority school-age groups and their families, pregnant and lactating women and other priority populations through a comprehensive package that includes diversified school meals, adequate complementary food, take-home rations, communication to improve eating habits, infrastructure strengthening and capacity strengthening for the school community (SMP-1.5: School based programmes)

Boys and girls in early education and special education and other school-age groups prioritized with the State, their families and other prioritized groups receive a comprehensive food package that includes school meals, take-home rations, access to more diverse diets and training to improve nutrition habits, with a gender focus, and benefit from school infrastructure that is equipped to improve their food and nutrition security (Output Category: A: Resources transferred. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Boys and girls in early education and special education and other school-age groups prioritized with the State, their families and other prioritized groups receive a comprehensive food package that includes school meals, take-home rations, access to more diverse diets and training to improve nutrition habits, with a gender focus, and benefit from school infrastructure that is equipped to improve their food and nutrition security (Output Category: B: Nutritious food provided. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Boys and girls in early education and special education and other school-age groups prioritized with the State, their families and other prioritized groups receive a comprehensive food package that includes school meals, take-home rations, access to more diverse diets and training to improve nutrition habits, with a gender focus, and benefit from school infrastructure that is equipped to improve their food and nutrition security (Output Category: C: Capacity development and technical support provided. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Boys and girls in early education and special education and other school-age groups prioritized with the State, their families and other prioritized groups receive a comprehensive food package that includes school meals, take-home rations, access to more diverse diets and training to improve nutrition habits, with a gender focus, and benefit from school infrastructure that is equipped to improve their food and nutrition security (Output Category: D: Assets created. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Boys and girls in early education and special education and other school-age groups prioritized with the State, their families and other prioritized groups receive a comprehensive food package that includes school meals, take-home rations, access to more diverse diets and training to improve nutrition habits, with a gender focus, and benefit from school infrastructure that is equipped to improve their food and nutrition security (Output Category: E: Social and behaviour change communication (SBCC) provided. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Boys and girls in early education and special education and other school-age groups prioritized with the State, their families and other prioritized groups receive a comprehensive food package that includes school meals, take-home rations, access to more diverse diets and training to improve nutrition habits, with a gender focus, and benefit from school infrastructure that is equipped to improve their food and nutrition security (Output Category: F: Smallholder farmers supported. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Boys and girls in early education and special education and other school-age groups prioritized with the State, their families and other prioritized groups receive a comprehensive food package that includes school meals, take-home rations, access to more diverse diets and training to improve nutrition habits, with a gender focus, and benefit from school infrastructure that is equipped to improve their food and nutrition security (Output Category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Boys and girls in early education and special education and other school-age groups prioritized with the State, their families and other prioritized groups receive a comprehensive food package that includes school meals, take-home rations, access to more diverse diets and training to improve nutrition habits, with a gender focus, and benefit from school infrastructure that is equipped to improve their food and nutrition security (Output Category: N: School feeding provided. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

Interim country strategic plan 3: By 2025 people affected by natural disasters are better able to meet their food needs in the face of the effects of climate change

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: crisis response

Assumptions

This outcome assumes that WFP will maintain its operational capacity in Venezuela to provide training and technical assistance services at the request of national stakeholders.

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Food consumption score

Livelihood coping strategies for food security

Activities and outputs

3. Improve food security and nutrition for women, men, boys and girls affected by natural disasters and strengthen national capacity to respond to and mitigate the effects of natural disasters and climate change (URT-1.2: Unconditional resource transfer)

National actors are better prepared to respond to and mitigate the effects of disasters associated with climate change (Output Category: C: Capacity development and technical support provided. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Women, men, girls and boys affected by adverse events linked to climate change receive assistance aimed at meeting their food and nutrition needs (Output Category: A: Resources transferred. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Women, men, girls and boys affected by adverse events linked to climate change receive assistance aimed at meeting their food and nutrition needs (Output Category: D: Assets created. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG 17: Partnerships for the goals

SDG target 9: Capacity building

Interim country strategic plan outcome 2: By 2025 national actors and institutions have strengthened capacity in prioritized strategic areas

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

This ICSP outcome assumes that WFP will maintain its operational capacity in Venezuela to provide training and technical assistance services at the request of national stakeholders.

Outcome indicators

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Activities and outputs**2. Provide cooperation, support and technical assistance to national institutions to strengthen components of production chains, institutional procurement and climate-resilient agri-food systems that are resilient in the face of climate change (SPS-1.10: Social protection sector support)**

National agri-food system actors and institutions receive technical assistance for the improvement of production chains, logistical capacity and institutional food procurement mechanisms in order to build stronger and more resilient systems in the face of climate change (Output Category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve Zero Hunger and other SDGs)

SDG target 16: Global partnership

Interim country strategic plan outcome 4: National and institutional actors in Venezuela are supported by efficient and effective supply chain and other services

WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective

Focus area: resilience building

Assumptions

This ICSP outcome assumes that WFP will maintain its operational capacity in Venezuela to provide training and technical assistance services at the request of national stakeholders.

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs**4. Provide coordination and management services to state institutions and national actors and allow access to common logistical services when warranted (LCS-2.1: Logistics cluster)**

Populations affected by adverse effects of natural disasters benefit from more coordinated, efficient and effective responses through the provision of common logistics services (Output Category: H: Shared services and platforms provided. Standard output: 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

5. Provide support for the strengthening of the supply chain and logistics to support activities related to food and nutrition security (ODS-2.4: On-demand services)

National and institutional actors use on-demand services to increase their capacity and ensure more efficient and effective activities in coordination with the Venezuelan State (Output Category: H: Shared services and platforms provided. Standard output: 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

SDG 17: Partnerships for the goals

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.2. Accountability

Cross-cutting indicators

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

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

CC.3.2: Percentage of food assistance decision making entity members who are women

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

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

SDG 2: Zero hunger**CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

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ANNEX II

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY INTERIM COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY																											
		ICSP outcome 1															ICSP outcome 3										
		Activity 1															Activity 3										
Beneficiary Type		All			Activity supporters			All			Activity supporters			Children (pre-primary)			Activity supporters			All			Children (pre-primary)				
Modality		CBT	Food	CBT	Food	CBT	Food	CBT	CBT	Food	CBT	Food	CBT	Food	CBT	Food	Food	CBT	Food	CBT	Food	CBT	CBT	Food	CBT	Food	CBT
Cereals and grains	Maize meal		66.67		66.67		66.67			20		20	5	66.67		66.67	66.67		66.67		66.67			66.67		66.67	
Cereals and grains	Pasta		33.33		33.33		33.33			20		20	5	33.33		33.33	33.33		33.33		33.33			33.33		33.33	
Cereals and grains	Rice		66.67		66.67		66.67			20		20	5	66.67		66.67	66.67		66.67		66.67			66.67		66.67	
Fish	Sardine fish – canned									36		36															
Fruit and nuts	Fruits – fresh									40		40	40														
Miscellaneous	Eggs												24														
Miscellaneous	Salt – iodized				8.33		8.33						0		8.33				8.33		8.33			8.33		8.33	
Mixed and blended foods	Super Cereal Plus (CSB++)												75														
Oils and fats	Vegetable oil		30.67		15.33		15.33			10		10	5	30.67		15.33	30.67		15.33		15.33			15.33		15.33	
Pulses and vegetables	Beans – black		33.33		33.33		33.33			20		20	5	33.33		33.33	33.33		33.33		33.33			33.33		33.33	
Pulses and vegetables	Lentils		66.67		66.67		66.67			35		35	5	66.67		66.67	66.67		66.67		66.67			66.67		66.67	
Pulses and vegetables	Vegetables – fresh									60		60	60														
Total kcal/day			1 228		1 086		1 086			582.65		582.65	407.14	1 228		1 086	1 228		1 086		1 086			1 086		1 086	
% kcal from protein			72		72		72			54		54	91	72		72	72		72		72			72.21		72.21	
CBTs (USD/person/day)		0.83		0.83		0.5		0.5	0.5		0.5				0.83			0.83		0.83		0.5	0.83		0.83		0.83
Number of feeding days per year (2023)			90	90	200	200	200	200	200	400	200	200	140	140	140	360	500	140		60	60		140	140	140		
Number of feeding days per year (2024)			90	90		360		360	360	360	720	360	360	240	240	240	540	780	240	240	60		60	240	240	240	240
Number of feeding days per year (2025)		90	90	90		360		360	360	360	720	360	360	240	240			780	240	240	60		60		240	240	240
Number of feeding days (ALL YEARS)		90	270	270	200	920	200	920	920	920	1 840	920	920	620	620	380	900	2 060	620	480	180	60	120	380	620	620	480

ANNEX III

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfers	Total (mt)	Total (USD)
Cereal	33 980	53 404 016
Pulses	30 225	53 966 771
Oil and fats	3 972	15 889 352
Mixed and blended foods	3 020	5 682 233
Others	10 913	29 838 149
Total (food)	82 110	158 780 521
Cash-based transfers		106 249 576
Total (food and cash-based transfer value)	82 110	265 030 097

ANNEX IV

INDICATIVE COST BREAKDOWN BY INTERIM COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	SDG target 2.1/ WFP strategic outcome 2	SDG target 17.9/ WFP strategic outcome 4	SDG target 2.1/ WFP strategic outcome 1	SDG target 17.16/ WFP strategic outcome 5	Total
	ICSP outcome 1	ICSP outcome 2	ICSP outcome 3	ICSP outcome 4	
Focus area	Resilience building	Resilience building	Crisis response	Resilience building	
Transfers	352 088 050	21 868 542	65 784 739	7 947 265	447 688 596
Implementation	49 518 858	4 012 630	13 036 415	1 147 230	67 715 132
Adjusted direct support costs	18 612 233	1 176 418	3 657 346	427 464	23 873 460
Subtotal	420 219 140	27 057 589	82 478 500	9 521 959	539 277 189
Indirect support costs (6.5 percent)	27 314 244	1 758 743	5 361 102	74 437	34 508 527
Total	447 533 385	28 816 332	87 839 602	9 596 396	573 785 715

Acronyms

ICSP	interim country strategic plan
SDG	Sustainable Development Goal
UNSDCF	United Nations sustainable development cooperation framework