



Distribution: General

Date: 24 October 2017

Original: English

** Reissued for technical reasons
on 7 November 2017*

Agenda Item 7

WFP/EB.2/2017/7-B/2/Rev.1*

Operational matters

For approval

Executive Board documents are available on WFP's website (<http://executiveboard.wfp.org>).

Central African Republic Interim Country Strategic Plan (2018–2020)

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 288,799,392
Gender and age marker*	2A

*<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

Executive summary

With a per capita gross domestic product of USD 323, the Central African Republic ranks last in the 2016 Human Development Index. It is estimated that 76 percent of the 4.7 million population lives in poverty. The causes include low productivity, weak markets and high gender inequality intensified by cycles of political crisis and insecurity. These peaked in 2013, displacing 1.3 million people. Renewed fighting between various armed groups since September 2016 has caused new population displacements; 23 percent of the population remains displaced as of August 2017. Disrupted livelihoods have weakened food production and household purchasing power, causing a fall in food consumption and dietary diversity. About 2.15 million people are food insecure, of which 6 percent are severely food insecure, and households headed by women are 10 percent more likely to be food insecure than households headed by men. Among children aged 6–59 months, the prevalence of stunting is 40 percent, affecting 340,000 children, and the average rate of global acute malnutrition is 6 percent.

Under the interim country strategic plan, WFP will maintain a crisis response level appropriate under the prevailing circumstances while scaling up support for recovery programmes in areas of relative security. WFP will also support government capacity strengthening. A gradual transfer of responsibilities in the coordination and leadership of future crisis response and resilience-building interventions will depend primarily on the full roll-out and functioning of sectoral coordination arrangements under the National Recovery and Peacebuilding Plan and on government capacity to assume these roles. For 2018, the cluster system for the coordination of humanitarian action will be maintained.

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The interim country strategic plan will contribute to the National Recovery and Peacebuilding Plan 2017–2021 and the draft United Nations Development Assistance Framework Plus (2018–2021), which both prioritize three pillars: peace, security and reconciliation, renewing the social contract between the state and its citizens, and ensuring economic recovery and revitalizing productive sectors. The interim country strategic plan is similarly aligned with the 2017–2019 Humanitarian Response Plan. A transition from the interim country strategic plan to a country strategic plan will be achieved by December 2020.

The Government is WFP's primary partner in the country. Other partners are the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the United Nations Children's Fund, the United Nations High Commissioner for Refugees, the World Health Organization, the Scaling Up Nutrition initiative, the World Bank, and national and international non-governmental organizations. WFP will bring together its technical, diagnostic, logistic and coordination capacities to strengthen partner convergence around five interlinked strategic outcomes. These are designed to support the progressive transfer of capacities and resources to national structures and the creation of policy instruments for the provision of food security, nutrition, health and common services to the population of the Central African Republic.

The strategic outcomes are:

- Strategic outcome 1: Crisis-affected households and communities in targeted areas can meet their basic food and nutrition needs both during and in the aftermath of crises.
- Strategic outcome 2: Vulnerable groups, including persons with disabilities, children, pregnant and lactating women and girls, and malnourished anti-retroviral treatment patients living in target regions, have an improved nutritional status in line with national targets by 2020.
- Strategic outcome 3: Food-insecure women and men living in targeted areas have enhanced livelihoods to support the food security and nutrition needs of their households and communities by 2020.
- Strategic outcome 4: National and subnational institutions have strengthened capacities to establish an adequate social protection system and manage food security and nutrition policies and programmes by 2020.
- Strategic outcome 5: The humanitarian community (partners and donors) has enhanced capacity to reach and operate in areas of humanitarian crisis all year-round.

The interim country strategic plan will contribute to WFP Strategic Results 1 (access to food); 2 (end malnutrition); 3 (smallholders productivity and incomes); 5 (capacity strengthening); and 8 (enhance global partnership).

Draft decision*

The Board approves the Central African Republic Interim Country Strategic Plan (2018–2020) (WFP/EB.2/2017/7-B/2/Rev.1) at a total cost to WFP of USD 288,799,392.

* 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 Central African Republic is a landlocked least developed country with a population of 4.7 million. One half of the population is Christian, 35 percent maintains indigenous beliefs and 15 percent practices Islam.¹ Despite significant agricultural, forest and mineral resources, poor governance and repeated political and security crises have resulted in a low estimated per capita gross domestic product (GDP) of USD 323. The country ranks 188th out of 188 countries in the 2016 Human Development Index² and has a high national poverty rate of 76 percent.
2. The causes of poverty in the Central African Republic include low productivity, weak markets, gender inequality and cycles of political crises and insecurity that particularly affect women in rural communities. Central African Republic ranks 149th out of 155 countries in the Gender Inequality Index, due in part to a low 72 percent labour participation rate for women compared to 85 percent for men.³ The country is also characterized as having high levels of gender discrimination under the Social Institutions and Gender Index.⁴ Although 60 percent of the population is below the age of 24, young women and men have little access to political processes or socio-economic opportunities and have been disproportionately affected by crises.
3. In 2013, a coup involving intense sectarian violence led to 1.2 million people being displaced and a 36 percent collapse in GDP, which intensified gender and age inequalities.⁵ Conflict and displacement resulted in over 60,000 cases of gender-based violence in 2015, including 29,000 cases of sexual violence. Although the French Sangaris force and the United Nations peacekeeping mission (known formally as the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, or MINUSCA) have made progress in restoring security since 2014, and a new president and national assembly were elected in March 2016, the security situation remains volatile.
4. Renewed fighting among armed groups in September 2016, which continued in 2017, has led to the emergence of new hotspots in the northwest, centre and southeast. The upsurge in violence has led to increased population displacement. As of the end of August 2017, the number of internally displaced persons stood at 592,254, an increase of 54 percent from September 2016.⁶ The number of Central African Republic refugees in neighbouring countries also increased to 481,577 by July 2017, up 6 percent from January 2017. In all, about 23 percent of the population is displaced either within or outside the country. Fifty percent of the population was in need of humanitarian assistance.⁷ A pilot national demobilization, disarmament and reintegration process was launched in August 2017, after many delays. However, some armed groups are reluctant to engage in the process due to perceived limited government capacities to implement it or offer reliable employment opportunities to demobilized militia members.

1.2 Progress towards SDG 2

Progress on SDG 2 targets

5. *Access to food.* The impacts of insecurity, displacements, the destruction of infrastructure and household assets, as well as restricted access to land, have caused a collapse in food production. This has exacerbated the already low historical levels of productivity that result from traditional farming practices, weak infrastructure, rainfall variability and limited access to markets. Seeds are no longer available, grain stores are destroyed and tools looted, and potential buyers are reluctant to travel in most areas. This situation has, in turn, led to a widespread depletion of stocks,

¹ Central Intelligence Agency. *World Fact Book: Central African Republic, People and Society* (2016).

² *Human Development Report*. 2016.

³ *Gender Inequality Index* 2016.

⁴ Social Institutions and Gender Index, *SIGI*. 2016.

⁵ National Recovery and Peacebuilding Plan (*RCPCA*, 2017–2021).

⁶ Commission Mouvements de Populations (September 2016 and September 2017 reports).

⁷ UNOCHA *Aperçu des besoins humanitaires*. 2017 (Humanitarian Needs Assessment).

- rising food prices and a weakening of household and community assets, rendering most of the population vulnerable.⁸
6. In the Central African Republic, 2.15 million people are currently facing food insecurity (48 percent of the population), with 6 percent of them facing severe food insecurity. Households headed by women are 10 percent more likely to be food insecure than households headed by men.⁹ Between 65 and 75 percent of all disposable household income is now spent on food. As a result, 60 percent of households have unsatisfactory (poor and limited) food consumption, while a further 37 percent are likely to face food insecurity in the event of a shock. This is an increase from previous years and is forcing 43 percent of households to resort to strategies that are likely to jeopardize their future livelihoods.¹⁰
 7. *End malnutrition.* Global acute malnutrition (GAM) rates across the Central African Republic are currently estimated at 6 percent among children aged 6–59 months, and in eight sub-prefectures (out of 71 nationwide) the estimated GAM rate has risen from 6 to 18 percent over the last two years, above the SPHERE emergency threshold of 15 percent.¹¹ Severe acute malnutrition is now also above the 2 percent emergency threshold in 11 sub-prefectures and reached 4.9 percent in Vakaga prefecture in 2016. The national prevalence of stunting is also high, at 40 percent, and affects an estimated 340,000 children aged 6–59 months (of which 51 percent are girls).
 8. Thirty-four percent of children under the age of 7 months are exclusively breastfed, and although more than 72,500 pregnant and lactating women and girls were estimated to suffer from moderate acute malnutrition (MAM) in 2014, just 38 percent of them had regular antenatal consultations. Against a national HIV prevalence rate of 3.7 percent, only 15 percent of people living with HIV have access to anti-retroviral treatment (ART).¹²
 9. *Smallholder productivity and incomes.* Smallholder agriculture supports 50 percent of national incomes and provides 75 percent of the food consumed nationally. An absence of investment has led to just 5 percent of 15 million hectares of suitable arable land being cultivated, and only 1,000 hectares of a potential 1.9 million hectares of land under irrigation. There is little modernization in the use of seed varieties, fertilizers, cultivation equipment or soil conservation strategies.¹³ These constraints particularly affect women, who make up 55 percent of rural smallholders.
 10. *Sustainable food systems.* Provincial food markets rely on local smallholder producers. Although women represent more than 80 percent of local traders, constraints such as insecurity, weak market infrastructure, lack of post-harvest storage and transport capacities, disintegration of smallholder organizations and scarcity of agricultural services and financial support limit women's access to rural markets and their ability to profit from local value chains.¹⁴ This breakdown in local production, markets and trade has resulted in a severe scarcity of essential food items, to the point that in 2015–2016 the Central African Republic was left with a 48 percent cereal deficit of 60,000 mt, 5 percent higher than the year before.

⁸ National Food Security Assessment (NFSA). 2016. Led by the Ministry of Economy, Planning and Cooperation (MINEPC) in collaboration with the Food and Agriculture Organization of the United Nations (FAO) and WFP; OCHA. *Aperçu des besoins humanitaires 2017* (Humanitarian Needs Assessment).

⁹ Emergency Food Security Assessment. 2015.

¹⁰ NFSA. 2016. Examples of negative coping strategies include women and girls resorting to unsustainable wild-food extraction, the sale of domestic assets, tools and other productive assets, and the withdrawal of children, especially girls, from school.

¹¹ *Rapid SMART survey* WFP. 2016.; and OCHA. *Aperçu des besoins humanitaires 2017* (Humanitarian Needs Assessment).

¹² See *UNAIDS-Central African Republic* for statistics on the prevalence of malnutrition among people living with HIV and prevalence data from *AIDSinfo* confirmed by the Ministry of Public Health (MINSANTE).

¹³ Ministry of Agriculture and Rural Development. 2016. *National Vision for Agriculture* (hereinafter MINADR 2016.)

¹⁴ MINADR 2016. Highlights the traditional role women play in trading surpluses of staple crops, nutritious fruits and vegetables, flour and other locally processed foods, but recognizes that household incomes are controlled by their husbands.

Macroeconomic environment

11. Incomes in the Central African Republic are among the lowest worldwide, and its per capita GDP fell from USD 488 in 2011 to USD 323 in 2015.¹⁵ Real GDP growth was estimated at 4.5 percent in 2016 and is projected to rise to 5 percent in 2018. This improvement is driven by a modest rise in the export of primary-sector products (gold, diamonds, wood, coffee and cotton), higher lending commitments and an expansion in private consumption. However, wealth remains unevenly distributed, with a long-standing economic divide between the capital of Bangui and the country's other regions, causing high levels of income inequality.¹⁶

Key cross-sectorial linkages

12. Food and agriculture are the mainstay of the economy of the Central African Republic, including employment and livelihoods. Sustainable Development Goal (SDG) 2 is therefore a priority for the Government, and it also provides a focus for the development of policy and institutional partnerships under SDG 17. Zero hunger strategies offer opportunities to address underemployment, improve the economic status of women and provide social safety nets to reduce poverty (SDG 1). The expansion of school meals programmes is a national priority, contributing to the future education of children and adolescents (SDG 4).

1.3 Hunger gaps and challenges

13. Two million people are classified at Integrated Food Security Phase Classification levels 3 and 4 (emergency and crisis), with women and girls the worst affected.¹⁷ About 40 percent of children aged 6–59 months are stunted, and GAM rates for children aged 6–23 months are 6 percent. Pregnant and lactating women and girls and people living with HIV and their families are particularly vulnerable to malnutrition. Among an estimated 592,254 internally displaced persons (IDPs), 30 percent are in IDP sites and need immediate food assistance. A further 481,577 refugees from the Central African Republic (52 percent women and girls) are based in neighbouring countries.¹⁸ Most IDPs and refugees are smallholders that are greatly dependent on remittances and aid who have adopted low-risk subsistence strategies and emergency coping mechanisms to survive. A recent inter-agency regional assessment found that over 30 percent of refugees want to return to their homes in the Central African Republic, and 18,425 spontaneous refugee returns to the Central African Republic were recorded between January and April of 2017.¹⁹

1.4 Key Country Priorities

Government priorities

14. The National Recovery and Peacebuilding Plan (RCPCA, 2017–2021) prepared by the Government with the United Nations and donor counterparts prioritizes three pillars:
- i) peace, security and reconciliation;
 - ii) renewing the social contract between the state and its citizens; and
 - iii) ensuring economic recovery and the revitalization of the productive sectors of the Central African Republic.²⁰

¹⁵ Using constant 2010 USD rates. See [World Bank Data](#). 2016.

¹⁶ [Doing Business report – Central African Republic](#). World Bank. 2017. The Central African Republic ranks 185th out of 190 economies.

¹⁷ Integrated Food Security Phase Classification; see [IPC-Info](#). FAO. 2016.

¹⁸ [Inter-agency information portal](#) for the regional response to the Central African Republic refugee crisis. Office of the United Nations High Commissioner for Refugees (UNHCR). 2017.

¹⁹ UNHCR: [Central African Republic Situation Update](#). April 2017.

²⁰ [RCPCA](#) (2017–2021).

15. This framework commits to advancing gender equality in the provision of basic services to the population, to the resettlement of IDPs and refugees and to the use of community dialogue for peace and reconciliation. The reform of national policy instruments and institutional frameworks is critical and will include a new national nutrition policy and public health code. An integrated school meals and nutritional supplement programme is also anticipated to reduce malnutrition among children and patients undergoing anti-retroviral treatment.
16. The RCPCA aims to progressively restore the productive capacities and livelihoods of rural households by investing in community infrastructure and reviving local markets. Revenue-generating programmes, including the scaling up of resilience schemes, are supported. President Touadéra has personally requested WFP to expand Purchase for Progress (P4P) interventions to women and young smallholders to motivate them to participate in critical value chains in line with the agricultural road map of the Central African Republic.
17. Government also emphasizes the need to support activities that build the capacity of national institutions to plan, monitor and respond to changes in food and nutritional security and track progress toward SDG 2).²¹ In recognition of this situation, a zero hunger strategic review (ZHSR) led by the Ministry of Economy, Planning and International Cooperation (MINEPC) will support common approaches through the RCPCA coordination and monitoring platform.

United Nations and other partners

18. Each of the RCPCA priorities reflects learning from the inter-agency humanitarian evaluation (IAHE) of the response to the crisis in the Central African Republic. The priority of the United Nations country team is therefore to bring together the expertise of the 18 agencies in the Central African Republic to address the IAHE recommendations and collaborate with the Government to achieve its RCPCA targets. Close alignment has been agreed. The three pillars of the RCPCA are exactly reflected in the United Nations Development Assistance Framework Plus 2018–2021 (UNDAF+) and the Interim Strategic Framework 2016–2017, while technical and financial partnerships to help the Government achieve zero hunger are mirrored in the United Nations Humanitarian Response Plan (2017–2019).²²

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

19. Current WFP learning indicates that the provision of emergency in-kind and cash or voucher-based food assistance has reduced household reliance on negative coping strategies but needs to be integrated alongside wider social assistance schemes in order to boost smallholder recovery, in line with RCPCA and UNDAF+ priorities.²³ When supported by predictable safety nets, women develop a greater role in decision-making²⁴ and vulnerable households develop strategies for gaining access to food in the longer term and engage in community recovery activities.²⁵
20. WFP's experience in nutrition activities from the sub-region shows that targeted supplementary feeding is an inadequate response to high rates of MAM.²⁶ Strategies should address direct and indirect causes of infant malnutrition through nutrition-focused and nutrition-sensitive interventions.

²¹ MINADR 2016.

²² The [HRP](#) (2017–2019) and Common Country Assessment (2017).

²³ Sources include the [IAHE 2013–2015](#). 2016. The joint WFP/FAO [Crop and Food Assessment Mission to the Central African Republic](#). 2016; annual national food security assessments, mobile vulnerability analysis and mapping (mVAM) bulletins, post-distribution monitoring reports, and bi-annual [IPC updates](#).

²⁴ This is a key finding of WFP's [West Africa Gender and Market Initiative](#), [VAM Resource Center](#). 2016.

²⁵ See [The Role of Food Assistance In Social Protection: Update of WFP's Safety Nets Policy](#). 2012; [WFP Safety Nets Guidelines](#). 2014; and [From Protection to Production](#). FAO. 2016.

²⁶ For example, the [regional emergency operation \(EMOP\) 200777 evaluation](#) (2016) found that strategies to treat high levels of chronic malnutrition have shown little evidence of impact on the high prevalence of MAM or stunting.

21. There is also a critical need to advance gender equality by informing programme design and planning with sound analysis both during and after crisis periods to differentiate the needs of girls and boys, women and men, wealth groups, and communities in rural and urban localities. To that end, robust data and monitoring and accountability systems are needed that involve improved data granularity, sex and age disaggregation and cross-border and cross-organizational information-sharing and coordination.²⁷
22. Insecurity and irregular access to beneficiaries due to armed insurgence and banditry remain major challenges in many prefectures. The local transport system is below capacity, following the destruction of vehicles and the withdrawal of private operators from the country.
23. This multi-track approach is hampered by the limited presence and capacity of Government to provide services or to monitor progress at the local level. WFP must therefore work with other United Nations agencies to help the Government underpin the sustainability of their interventions by putting in place the policies, strengthening the institutional capacities and securing the resources needed for the Central African Republic to oversee its zero hunger strategies.

2.2 Opportunities for WFP

24. Under the RCPCA and UNDAF+, both the Government and the United Nations prioritize the establishment of agile mechanisms for an effective and coordinated response to emergencies while addressing the longer-term, structural zero hunger challenges of malnutrition, low agricultural productivity and weak markets in the Central African Republic. United Nations agencies will also help the Government to prepare a return strategy that uses asset creation to assist the sustainable reintegration of IDPs and refugees.
25. Given the ongoing emergency, the humanitarian country team has agreed to maintain the cluster system for the coordination of humanitarian response actions in 2018 and until government sector coordination structures proposed under the RCPCA are fully up and running. In this regard, WFP – as co-lead of the food security cluster with the Food and Agriculture Organization of the United Nations (FAO) – will continue to coordinate the food assistance response through the food security cluster and will continue to host the secretariat of the food security cluster and provide all assistance required for the efficient running of the secretariat.
26. WFP will expand the joint planning and implementation of preparedness and response packages with the Government, including emergency food provision, blanket supplementary feeding, school meals and other social protection programmes. WFP will also focus on the recovery of smallholder livelihoods and local market systems. This strategy will rely on strong inter-agency, inter-governmental and cross-border collaboration. It will involve the use of timely sex and age disaggregated data, accountability and monitoring systems and gender analyses and will be sustained by capacity strengthening to help the Government establish the policies, institutions and programmes needed to coordinate and deliver services.²⁸
27. WFP will work with the protection cluster to strengthen social protection and accountability to affected populations (AAP). Training will be provided to government counterparts, food security cluster members and operational partners. WFP will partner with the United Nations Children's Fund (UNICEF) to help the Central African Republic strengthen its participation in the Scaling Up Nutrition (SUN) movement, focusing on national interventions for the prevention of malnutrition and expansion of nutritious school meals.

2.3 Strategic changes

28. WFP's overall direction is to shift from the provision of agency-led interventions to increase support to government-led partnerships and platforms. WFP will achieve this by focusing on capacity strengthening and support to the Government in the following key areas:
 - i) Linking emergency to early recovery support to create durable solutions to food and nutritional insecurity by increasing the use of cash-based transfers (CBTs) and seasonal

²⁷ RCPCA (2017–2021).

²⁸ See IAHE 2013–2015, pages 90–93 (2016).

- interventions according to the availability of food in markets and the preferences, needs and capacities of households and communities, and especially their women members.
- ii) Extending the provision of emergency school meals in crisis-affected areas and nutritious school meals in stable areas to improve school attendance, child protection and child nutrition.
 - iii) Supporting a coordinated, multi-sectoral and multi-agency approach in line with the SUN commitments of the Central African Republic.
 - iv) Partnering with local authorities, the Rome-based agencies and locally based non-governmental organizations (NGOs) to synchronize in-kind food and CBTs and the expansion of P4P interventions with seasonal seeds, tools and technical support to improve smallholder productivity and incomes and to help women and young people engage in value chains.
 - v) Assisting in the expansion of the provision of social safety nets to deliver SDG 2 involving South–South learning to help the Government prepare a coherent policy framework and the introduction of the SCOPE digital platform for beneficiary and transfer management.²⁹
 - vi) Supporting the establishment of a national data, monitoring and accountability system that provides timely sex and age disaggregated information and gender analyses to help the Government adopt a gender-transformative approach in the design and coordination of national programmes, and in tracking progress towards SDG 2 under the RCPCA coordination and monitoring platform.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

29. To help the Government draw on the ambitions of the RCPCA and work towards zero hunger over the next three years, WFP will use its technical, diagnostic and logistic capacities to strengthen partner convergence around five interlinked strategic outcomes. Each of these areas is captured in the country office's theory of change, is mutually reinforcing and is designed to promote partnerships around a national agenda of advancing gender-equal household and community recovery in line with RCPCA and UNDAF+ priorities.

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

Strategic outcome 1: Crisis-affected households and communities in targeted areas can meet their basic food and nutrition needs both during and in the aftermath of crises

30. Continued population displacements and returns are expected during the interim country strategic plan (ICSP) period, with beneficiary numbers, preferences and needs responding to changes in the security environment. To trigger shifts between intervention strategies, WFP will partner with the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNICEF to strengthen vulnerability-based targeting through regular joint food security and nutrition gender analyses and monitoring. As areas become stable, vulnerable groups living in IDP camps, including persons with disabilities, will be helped to return home and the intervention modality will refocus on livelihood recovery (strategic outcome 3).

Focus areas

31. Strategic outcome 1 provides a crisis response to support displaced households and vulnerable host communities facing food insecurity in crisis areas.

²⁹ Following the successful introduction of [SCOPE](#) in WFP's CBT programme in early 2017, the platform is being extended to WFP Central African Republic (CAR's) five sub-offices for the management of different social safety-net modalities.

Expected outputs

32. The following outputs will contribute to strategic outcome 1:
- Refugees, IDPs, returnees and crisis-affected host communities in food insecure regions receive nutritious food or CBTs to meet their basic food and nutrition needs.
33. Vulnerable displaced populations, including persons with disabilities, will receive general food distributions accompanied by social and behaviour change communication (SBCC) to increase men's and women's understanding of malnutrition and address discriminatory gender roles. WFP will scale up CBTs in accordance with gender-based social protection analyses and assessments of local markets. Host communities will receive seasonal food assistance and/or CBTs to protect their assets and support early recovery.
- Children of refugees, IDPs and returnees and children from crisis-affected host families attending primary schools receive a nutritious meal every day they attend school in order to meet their basic food and nutrition needs and increase school enrolment.
34. WFP will partner with the Ministry of National Education, Higher Education and Research and UNICEF to increase primary school attendance by providing emergency school meals in crisis-affected areas. The Systems Approach for Better Education Results (SABER) diagnostic tool will help the Government strengthen national policy and programme arrangements supported by local P4P procurements from smallholder associations under strategic outcome 3.³⁰

Key activities

Activity 1: Provide general food distributions, nutritious food and/or CBTs to refugees, IDPs, returnees and crisis-affected host communities

35. WFP will provide a general food distribution package, including a Super Cereal supplement. CBTs will be expanded over the course of the ICSP in areas where local preferences, market access and the availability of essential nutritious foods support the intervention. SBCC will build understanding of food and nutritional needs among women and men and boys and girls, including people living with HIV and their families. Partners including UNHCR, UNICEF, FAO and NGOs will help WFP ensure effective gender and vulnerability-based targeting and the transfer of skills to the MINEPC.
36. WFP will adopt AAP quality and satisfaction protocols at distribution centres and expand the gender-informed management of food and cash registrations and disbursements. Distributions will be increasingly managed using SCOPE.³¹ Safety arrangements to prevent gender-based violence, sexual exploitation or the abuse of children will be maintained at distribution centres. Complaints mechanisms managed by local partners will be accessible to all groups, and WFP will introduce a toll-free mobile complaints mechanism managed by its own staff.

Activity 2: Distribute emergency school meals to primary schoolchildren from crisis-affected families in targeted localities

37. Emergency school meals for crisis-affected IDP and host family children will be provided in targeted localities. This programme will address emergency food and protection needs of children and will complement efforts of the national and local authorities to reopen schools and attract children back to the classroom.

Strategic outcome 2: Vulnerable groups, including persons with disabilities, children, pregnant and lactating women and girls, and malnourished ART patients living in target regions, have an improved nutritional status in line with national targets by 2020

38. WFP will partner with UNICEF and NGOs to help the MINSANTE introduce a comprehensive, community-led approach to the prevention of malnutrition in line with Government SUN priorities. A blanket supplementary feeding programme (BSFP) will be used as a platform for the

³⁰ WFP will seek support for the [SABER process](#) in the Central African Republic from the Dakar Regional Bureau and the Brazil Centre of Excellence.

³¹ For more information, see [SCOPE](#). 2016.

introduction of nutrition-sensitive activities. Gender will be integrated into community SBCC, including cooking demonstrations with locally available nutritious foods, and will address the relationship between malnutrition and health, water, sanitation, hygiene and diet diversity practices. Nutritious school meals will be provided in areas facing food and nutritional insecurity, utilizing purchases to support smallholders under Strategic Objective 3.

Focus areas

39. Strategic outcome 2 addresses the long-term resilience of households and communities.

Expected outputs

40. The following outputs will contribute to strategic outcome 2:
- Children aged 6–23 months in targeted health districts receive blanket supplementary feeding in order to prevent malnutrition.
41. Children aged 6–23 months in targeted health districts will receive daily rations of specialized nutritious food for the prevention of malnutrition. In addition to the rations, WFP will provide support for women’s empowerment in early child development and protection, the cooking of nutritious foods, the improvement of water, sanitation and hygiene practices, and access to health and family planning services. Gender-informed SBCC that engages men in better understanding of appropriate cooking and hygiene practices and builds their awareness of the causes and impacts of malnutrition will ensure that gender-discriminatory roles are redressed rather than reinforced.
- Children aged 6–59 months, pregnant and lactating women and girls (PLW/G) and ART patients receive a comprehensive package of nutrition services and sensitization on community measures in order to prevent and treat malnutrition.
42. A comprehensive package for the prevention and treatment of malnutrition will be promoted, targeting children aged 6–59 months and PLW/G during the crucial first 1,000 days of child development. In order to treat moderate acute malnutrition, malnourished children aged 6–59 months and ART patients will receive specialized nutritious food. Families of malnourished ART patients will also receive CBT vouchers to mitigate ration sharing within the household. The prevention of malnutrition will not include transfers, but rather focus on the provision of gender-sensitive SBCC and nutrition education by local partners and health centre workers.³²
- Vulnerable groups, including persons with disabilities, benefit from enhanced capacities of health districts in delivering the SUN agenda in order to prevent malnutrition.
43. In line with the SUN commitments of the Central African Republic, WFP will partner with UNICEF and NGOs to help the Ministry of Public Health (MINSANTE) strengthen the capacities of health districts, centre staff and community health workers (CHWs) and to establish health centres as platforms for the provision of nutrition-specific and nutrition-sensitive services to communities. This integrated approach will strengthen government capacities for a gradual transfer of management responsibilities and the integration of malnutrition prevention services within existing health structures.³³
- Schoolchildren receive nutritious home-grown school meals every day they attend school in order to meet their basic food and nutrition needs and increase school enrolment.
44. Schoolchildren, especially girls, will receive nutritious school meals to promote their nutrition and enrolment in school. SBCC will raise nutrition awareness among children. School gardens will promote the production and consumption of nutritious vegetables and fruits.

³² SBCC to women and men will promote the consumption of locally available nutritious foods, diversification of diets, use of improved infant and young child feeding practices, and avoidance of health, water and sanitation risks. SBCC specific to PLW/G will promote exclusive breastfeeding to infants for the first six months, continued breastfeeding for 24 months, and the use of micronutrient supplements.

³³ The Government is currently undertaking a review of national food security and nutrition policies with the support of FAO, WFP and UNICEF.

Key activities

Activity 3: Implement a BSFP for the prevention of MAM among children aged 6–23 months.

45. WFP will implement a BSFP, including a daily ration of Super Cereal Plus, for 36,000 children aged 6–23 months in localities where the risk of malnutrition remains high among targeted children due to a lack of basic social services and poor living conditions. The BSFP will support health vaccination campaigns, the provision of vitamin A supplements and the distribution of non-food items by partners. CHWs and local partners will be supported in providing community outreach and SBCC to women and men to build community understanding of the causes, impacts and prevention of malnutrition.

Activity 4: Provide a comprehensive package for the prevention and treatment of malnutrition to children with MAM aged 6–59 months and PLW/G and provide food by prescription to ART patients.

46. WFP will partner with UNICEF, MINSANTE and NGOs to provide a comprehensive package of nutrition screening, treatment, health and nutrition education support to children aged 6–59 months with MAM and to PLW/G and malnourished food by prescription patients and their families. Outreach through health centres will be supported by CHWs. As indicated in paragraph 42, the prevention component of this activity will not require the provision of food.

Activity 5: Provide capacity strengthening to health district authorities, health centre staff and CHWs in programme design, implementation and monitoring to deliver the SUN agenda.

47. WFP will focus on the prevention of malnutrition, through the combined training of heads of health districts, health centre staff and CHWs, to manage decentralized programmes and/or provide basic nutrition education. CHWs will be trained in systematic gender and age disaggregated mid-upper arm circumference screening, follow-up for children with MAM and the referral of children with severe acute malnutrition for targeted therapeutic feeding. Improvements in mid-upper arm circumference screening will inform national nutrition monitoring systems.

Activity 6: Provide nutritious school meals to schoolchildren in targeted areas.

48. In localities where the security situation remains relatively stable, 30,228 children in 60 schools will receive nutritious school meals based on local P4P procurements from smallholder associations. This approach will support 46,000 farmers, 60 percent of them women, to develop, and benefit from, local value chains (see strategic outcome 3).³⁴ Procurements will be associated with SBCC outreach, promoting locally preferred nutritious foods such as cereals, pulses, vegetables and fruits and helping women to play a leading role in improving nutrition in the community, school and home.
49. WFP will identify the targeted schools jointly with the Government, UNICEF, the World Health Organization (WHO) and FAO to ensure that an integrated package of assistance (school meals, P4P, access to potable water, sanitation, nutritional education, education learning kits, deworming and school gardens) will be provided in a timely manner in order to optimize the impact of these joint efforts. Plans to expand this programme will be informed by a SABER diagnostic exercise.

Strategic outcome 3: Food-insecure women and men living in targeted areas have enhanced livelihoods to support the food security and nutrition needs of their households and communities by 2020.

50. WFP will partner with FAO to ensure that targeted communities receive food assistance for assets (FFA) interventions that complement the technical support and seasonal seeds and tool inputs of FAO, the Ministry of Agriculture and Rural Development (MINADR) and NGOs.³⁵ Host communities will receive seasonal food assistance and/or CBTs to protect their assets and support early recovery.

³⁴ WFP. 2016. [Home-Grown School Feeding: A Framework to Link School Feeding with Local Agricultural Production](#)

³⁵ MINADR. *Road Map for Agricultural Revival in the Central African Republic: Plan of Action, 2016–2018.*

51. WFP will also expand the procurement of nutritious foods from local smallholder cooperatives, enabling smallholder producer cooperatives to enter local value chains. Priority will be given to access for women and young people. The introduction of WFP's three-pronged approach (3PA) to resilience-building will allow WFP to strengthen the capacities of local authorities and partners to introduce complementarity in the design and implementation of community-based recovery and resettlement initiatives.³⁶

Focus areas

52. Strategic outcome 3 focuses on resilience-building for smallholders in the Central African Republic.

Expected outputs

53. The following outputs will contribute to strategic outcome 3:
- Smallholder households and communities living in at-risk environments benefit from restored and enhanced productive assets in order to improve their productivity and food security.
54. FFA interventions will be synchronized with the contributions of FAO, MINADR and NGOs to help smallholder communities re-establish their productive assets and improve crop and livestock production.
- Women and men smallholders have increased access to markets in order to benefit from local value chains.
55. WFP will work with FAO and local partners to increase the engagement of women and men smallholders in local value chains. Focus will be given to nutritious foods, where women have greater control over the production and use of foods such as small-grain cereals, pulses, small ruminants and vegetables and fruits.
- Smallholder farmers living in at-risk environments receive conditional transfers in order to support productive assets creation and restoration.³⁷
56. WFP FFA transfers will provide a key social protection instrument to support smallholders during seasonal hunger gap and periods of food insecurity. FFA will thereby provide smallholders with a productive safety net and springboard for resilience-building.

Key activities

Activity 7: Provide smallholder farmers with transfers to support asset creation and technical assistance to increase their access to markets, including purchases by WFP-supported school meals programmes.

57. WFP will partner with FAO and MINADR to provide FFA to women and men smallholder farmers and herders, including returnees and host communities, to help them re-establish productive assets and strengthen their technical capacities in sustainable food production and post-harvest management. FFA activities will be concentrated in the west (Bouar) and northeast (Paoua), then gradually expanded to Bossangoa and Kaga Bandoro based on evaluation results. Implementation will be informed by 3PA through participatory and consultative processes.³⁸ At the local level, community-based participatory planning will be undertaken, bringing together women and men, IDPs, returnees and host communities.

³⁶ WFP's [three-pronged approach](#) to resilience introduces integrated context analysis at the national level, seasonal livelihood programming at the regional level and community-based participatory planning at the local level.

³⁷ This output differentiates direct Tier 1, output category A2, beneficiaries from the indirect Tier 2 family and community beneficiaries supported by the remaining outputs under this strategic outcome.

³⁸ Adoption of 3PA is in line with the Rome-based agencies conceptual framework on [Strengthening Resilience for Food Security and Nutrition](#). 2015.

58. FFA will also be used for the rehabilitation of productive infrastructure and markets that meet the needs of both men and women traders.³⁹ Technical oversight in the planning, design and implementation of all infrastructure construction and recovery initiatives will conform to technical standards outlined in WFP engineering directives. Local procurement for school meals will provide the basis for improving post-harvest management practices, building community understanding of local value chains and supporting the hand-over of future school meals programmes to the Government (strategic outcomes 1 and 2).⁴⁰
59. Gender and age-informed food security and livelihood assessments and focus group discussions will ensure support is tailored to the specific needs of youth and households headed by women. Training and support in the formation and management of community organizations will be provided to women, men and youth and emphasize women's leadership.

Strategic outcome 4: National and subnational institutions have strengthened capacities to establish an adequate social protection system and manage food security and nutrition policies and programmes by 2020

60. WFP will partner with United Nations agencies and government institutions to strengthen national humanitarian and early recovery capacities. This will include establishing the leadership, roles and responsibilities of line ministries to develop and deliver national zero hunger food and nutrition policies and programmes. Gender will be incorporated in country capacity strengthening and in the process and content of a ZHSR. National progress towards zero hunger will be informed by improved sex and age disaggregated data, monitoring and accountability systems, and gender analyses.

Focus areas

61. This strategic outcome focuses on strengthening government capacities to address the root causes of food and nutritional insecurity.

Expected outputs

62. The following outputs will contribute to strategic outcome 4:
- Vulnerable populations, including persons with disabilities, benefit from national and local social safety nets, including in-kind and cash-based transfers and livelihood support, in order to improve food security.
63. WFP will work with UNICEF, FAO and agency partners to strengthen government capacities to introduce and coordinate national zero hunger social safety-net programmes. Examples include the expansion of CBTs, school meals programmes, a BSFP, P4P initiatives and the expansion of asset creation schemes that provide productive FFA safety nets to build resilience.
- Vulnerable populations, including persons with disabilities, benefit from national data and monitoring and accountability systems that track progress towards SDG 2 in order to improve their food security.
64. WFP and its partners will progressively transfer to the Government food and nutrition security assessment and monitoring skills covering the coordinated collection, analysis and use of contextual and sex- and age-disaggregated data and gender analyses that include regular food security, nutrition, vulnerability, demographic and agricultural surveys. This will strengthen the targeting of government preparedness and response initiatives and allow the Government to set and track targets in line with its SDG 2 policy objectives.
- Food insecure and malnourished people benefit from an enhanced and coherent policy and a strategic framework for zero hunger in order to meet their basic food and nutrition needs.

³⁹ For example, markets need to be secure, with separate latrines for women and men, adequate lighting and space for childcare.

⁴⁰ For regional examples of this approach, see [Gender and Markets: VAM Case Study for the Lake Chad Basin](#), WFP/RBD/VAM. 2016.

65. WFP will work with MINEPC, MINADR, MINSANTE and agency partners to review existing policy arrangements and identify gaps and opportunities for food and nutritional security and agricultural recovery. For example, WFP is supporting an ongoing nutrition policy review led by FAO and MINSANTE that will frame policies on the prevention of malnutrition, and the ZHSR will allow the Government to develop a zero hunger policy framework in line with the RCPCA.⁴¹

Key activities

Activity 8: Provide capacity strengthening in zero hunger policies, strategic planning and delivery of programmes to public officials.

66. WFP will co-host the ZHSR management committee with MINEPC and partner with MINADR, MINSANTE, FAO and UNICEF in the review of existing zero hunger policy arrangements. The ZHSR will provide a framework for strengthening the capacities of government departments in line with the entire ICSP. This process will allow WFP to bring together agency partners, government departments and donors in articulating joint resource mobilization strategies and funding arrangements. South–South learning from Lake Chad basin countries, Brazil and China will help the Central African Republic widen existing social safety-net initiatives and establish national platforms for cash transfers and school meals.

Activity 9: Provide capacity strengthening to the Government to establish a national social safety-net platform in collaboration with the World Bank and MINEPC, informed by national and subnational zero hunger data and monitoring and accountability systems.

67. WFP will partner with the World Bank, the Government, UNDAF+ agencies and donors to map existing social safety-net initiatives⁴² and will establish an effective support structure for the progressive transfer of social safety nets to the Government with the staff, tools, resources and common management system to monitor and administer national programmes.⁴³ WFP will also support the Government and FAO to integrate food security, nutrition, livelihood and vulnerability data systems under the integrated phase classification. By improving the gender analysis and collection of sex disaggregated food security data, WFP and partners will help the Government track progress towards SDG 2 and strengthen its capacities to coordinate regional preparedness and response plans and target vulnerable groups.

Strategic outcome 5: Humanitarian community (partners and donors) have enhanced capacity to reach and operate in areas of humanitarian crisis all year-round

68. Long distances, poor infrastructure, the absence of commercial air operators and insecurity in the Central African Republic restrict humanitarian access, communications and logistics support to large parts of the country and severely limit national capacities to achieve zero hunger. By hosting and operating the United Nations Humanitarian Air Service (UNHAS), Emergency Telecommunications Cluster (ETC) and Logistics Cluster, WFP will ensure safe, reliable and efficient access for all members of the humanitarian community to populations in need.

Focus areas

69. This strategic outcome supports the crisis response.

Expected outputs

70. The following outputs will contribute to strategic outcome 5:
- Targeted populations benefit from common logistics and ETC services provided by WFP to partners to enable them to provide humanitarian and development assistance.

⁴¹ The ZHSR will also inform future reviews of the ICSP, allowing WFP to align its future policy support with any revisions in national policy planning.

⁴² Safety-net examples include CBTs, school meals, nutrition support and seasonal in-kind transfers.

⁴³ Information on WFP's digital platform for beneficiary and transfer management, known as SCOPE, is available at <https://docs.wfp.org/api/documents/7e86e5a6a70447aba713e3cd4e759d8d/download/>.

71. Target populations will benefit from the convergence, quality and cost effectiveness of logistic services supported by the extension of existing logistics cluster arrangements in the Central African Republic. WFP will work closely with national authorities and private-sector providers to share knowledge, expertise and technology to strengthen national transport and storage capacities for the future provision of services by national providers.
72. As lead of the ETC, WFP will maintain and upgrade the provision of common security telecommunications services. Coordination meetings with partners will facilitate information management while WFP scales down data communication services and increases the provision of the ICT Emergency Management for Governments and Partners (ICT4Gov) package.⁴⁴
 - Vulnerable populations in targeted areas benefit from air services provided by WFP to partners to enable them to provide adequate assistance.
73. Through the provision of the UNHAS air transport service, WFP will ensure the humanitarian community has unhindered access to populations in need, thereby enabling the effective implementation and monitoring of projects. The air transport service will provide basic capacity for the movement of light cargo, such as medical equipment and vaccinations, and for any emergency medical or security evacuation needed by members of the humanitarian community.

Key activities

Activity 10: Provide common logistics and ETC services to the Government and United Nations and NGO partners to run effective field operations and provide for staff security.

74. WFP will act as logistics cluster lead to ensure the quality, convergence and cost effectiveness of logistics services, including the adequate supply of food through the Douala corridor. Private companies will be contracted to ensure that national and regional transport services are maintained. Storage capacities and strategies will be developed with the Government. A deep analysis of national private-sector transport providers is planned for 2018 to inform medium-term strategies for the regeneration of national transport capacities.
75. As the ETC cluster lead, WFP will maintain common VHF and HF services for the humanitarian community, with radio network coverage to provide for ongoing security and safety checks of staff and vehicles. Transport security arrangements will be overseen by MINUSCA. Coordination meetings with partners, including UNICEF, UNHCR, the International Organization for Migration, the United Nations Department of Safety and Security and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), will facilitate information management. WFP will scale down the provision of data communication services and increase its focus on implementation of the ICT4Gov package.

Activity 11: Provide humanitarian air services to all partners until appropriate alternatives are available.

76. UNHAS will provide weekly flights to prioritized strategic locations in the Central African Republic. A fleet of aircraft adapted to local air transport needs and airfield characteristics is in place. Regular steering committee and user group meetings and consultations with the humanitarian community will ensure that the service responds to demand. WFP standard management structures and systems will be employed to oversee UNHAS operations, including booking systems, customer services, flight tracking and safety management arrangement

3.3 Transition and exit strategies

77. Over the ICSP period, WFP will work closely with the Government and communities to gradually hand over some responsibilities in food programme management, particularly in the areas of home-grown school meals and food assistance for assets, which aim at providing long-term and sustainable access to food to the most vulnerable groups. FFA-related interventions will be part of the durable solutions strategy envisioned by the Government and UNHCR for returnees arriving from neighbouring countries. IDPs returning to their villages of origin will also receive FFA support to help them rebuild their lives. The vulnerability-based targeting approach will be

⁴⁴ For more information, see [ICT4Gov](#).

used to identify beneficiaries to receive FFA support. The partnership with FAO and UNHCR will be key in attaining desired outputs. The ongoing SUN initiative being implemented by the Government in partnership with UNICEF, FAO and WFP will provide an effective framework for strengthening government capacities to implement a range of nutrition sensitive interventions in order to address the root causes of malnutrition.

78. A transition from the ICSP to a full CSP will be achieved by 2020. A zero hunger strategic review led by the Government is in progress and will provide inputs for the design of WFP's long-term strategy in the country.

4 Implementation arrangements

4.1 Beneficiary analysis

**TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES
BY STRATEGIC OUTCOME AND ACTIVITY**

Strategic outcome	Activity	Women	Men	Total
1	1. Provide general food distributions, nutritious food and/or cash based transfers to refugees, IDPs, returnees and crisis-affected host communities (activity category 1; modality: food, CBTs)	385 247	341 634	726 881
	2. Distribute emergency school meals to primary schoolchildren from crisis-affected families in targeted localities (activity category 4; modality: food)	128 271	113 748	242 019
2	3. Implement the blanket supplementary feeding programme for the prevention of MAM among children aged 6–23 months (activity category 6; modality: food, capacity strengthening)	19 167	16 997	36 163
	4. Provide a comprehensive package for the prevention and treatment of malnutrition to children with MAM aged 6–59 months and pregnant and lactating women and girls and provide food by prescription to ART patients (activity category 5; modality: food, CBTs, capacity strengthening)	61 335	19 911	81 247
	5. Provide capacity strengthening to health district authorities, health centre staff and community health workers in programme design, implementation and monitoring to deliver the Scaling Up Nutrition agenda (activity category 9; modality: capacity strengthening)	-	-	
	6. Provide nutritious school meals to schoolchildren in targeted areas (activity category 4; modality: food)	19 311	17 127	36 438
3	7. Provide smallholder farmers with transfers to support asset creation and technical assistance to increase their access to markets, including purchases for WFP-supported school meals (activity category 2; modality: food, CBTs, capacity strengthening)	146 943	130 308	277 252
4	8. Provide national capacity strengthening in zero hunger policies, strategic planning and delivery of programmes to public officials (activity category 9; modality: capacity strengthening)	-	-	-
	9. Provide capacity strengthening to the Government to establish a national social safety-net platform in collaboration with the World Bank and MINEPC, informed by national and subnational zero hunger data and monitoring and accountability systems (activity category 10; modality: capacity strengthening)	-	-	-

**TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES
BY STRATEGIC OUTCOME AND ACTIVITY**

Strategic outcome	Activity	Women	Men	Total
5	10. Provide common logistics and ETC services to the Government and United Nations and NGO partners to run effective field operations and provide for staff security (activity category 10; modality: service delivery) 11. Provide humanitarian air services to all partners until appropriate alternatives are available (activity category 10; modality: service delivery)	-	-	-
Total		760 274	639 726	1 400 000
Total (without overlap)		698 954	588 128	1 287 082

79. A total of 60 percent of all beneficiaries targeted by WFP will be women. Under strategic outcome 1, WFP will support 10,000 vulnerable refugees in the Zemio, Pladama-Ouaka and Obo camps. IDPs (both those living in IDP sites and in vulnerable host communities), refugees, returnees and crisis affected host families will receive unconditional food assistance based on gender disaggregated vulnerability criteria. A total of 726,880 IDPs will be served under this activity category over the period of the ICSP. In addition, 242,000 IDPs and crisis-affected host family children will receive emergency school meals. Gender equality, protection and AAP protocols will be maintained with an emphasis on the protection of all persons from gender-based violence.⁴⁵ SCOPE will be used for biometric registrations.
80. Under strategic outcome 2, a BSFP will be implemented for 36,000 children aged 6–23 months, while a comprehensive package for the prevention and treatment of malnutrition will target 22,500 children aged 6–59 months, 10,700 PLW/G and 2,000 malnourished ART patients, including 10,000 family members and caretakers in Bouar, Berbérati and Paoua. Overall, 81,200 people will benefit from these activities. A further 36,400 children in 60 target schools will receive nutritious school meals.
81. Under Strategic outcome 3, some 230,000 vulnerable women and men smallholders, including returnees and host communities, will be provided food assistance for assets. About 60 percent of those targeted by in-kind food and CBT assistance will be women. Food purchases for school meals will be derived from producer associations that support 46,000 women and men farmers.

4.2 Transfers

82. WFP will prioritize in-kind food assistance where the security situation remains volatile and beneficiaries have no access to functional markets. Locations will be identified through gender and age analyses of food security and vulnerability analysis and mapping (VAM) monitoring. The daily emergency school meal ration per child per school day will include 120 g of cereals, 40 g of pulses, 15 g of vegetable oil, and 3 g of iodized salt.

⁴⁵ For example, locating distributions close to beneficiaries to minimize travel times; passing on distribution information to ensure beneficiaries arrive at the right time; safety arrangements in and around distribution centres to prevent gender-based violence; beneficiary complaints mechanisms that can be managed through local partners; and support to community food security and food distribution committees in social protection.

83. In localities with adequate security and functional markets, CBTs comprising a monthly ration per person of XAF 5,800, or USD 10, will be prioritized.⁴⁶ Combined CBT and in-kind food assistance will be provided where it is considered the most appropriate modality.
84. WFP's nutrition strategy will address continuing pockets of malnutrition while promoting the prevention approach through partnerships. Children aged 6–23 months in targeted localities will receive a daily BSFP ration of 150 g of Super Cereal Plus, complemented by nutrition-focused SBCC for women and men. Moderately malnourished children aged 6-59 months with MAM in WFP targeted regions will receive a daily targeted supplementary feeding programme (TSFP) ration of 100 g of Plumpy Sup. Caretakers of severely malnourished children in treatment centres will receive a daily ration of 350 g of cereal, 90 g of pulses, 35 g of vegetable oil, 5 g of iodized salt and 60 g of Super Cereal. Moderately malnourished ART clients will be provided 250 g of Super Cereal Plus and 25 g of vegetable oil per day.
85. CBT voucher transfers, valued at XAF 5,800 (USD 10) per person per month (values calculated from an omega value analysis), will be extended to the families of food-by-prescription patients. WFP will monitor market prices to ensure this value is revised when needed. Under the nutrition-sensitive approach, the daily school meals ration will include 120 g of cereals, 40 g of pulses, 15 g of vegetable oil and 3 g of iodized salt per child.
86. To help smallholder households bridge the hunger gap, FFA rations will include 200 g of cereals, 60 g of pulses, 20 g of vegetable oil and 5 g of iodized salt. Alternatively, a CBT monthly FFA ration of between XAF 16,000 (USD 26) and XAF 25,000 (USD 40) will be provided based on a family size of five. Food availability and the changing preferences of women, men and children will be monitored by regular food security assessments and post-distribution monitoring with the rations for target groups adjusted accordingly.

4.2.1 Food and Cash-Based Transfers

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

Strategic outcome	Strategic outcome 1		Strategic outcome 2						Strategic outcome 3	
	Activity 1	Activity 2	Activity 3	Activity 4			Activity 6	Activity 7		
Beneficiary type	Refugees, IDPs, returnees, crisis-affected host communities	School-age children	Children 6–23 months	Children 6–59 months	Food by prescription ART patients	Food by prescription beneficiaries (family)	Caretakers	School-age children	FFA/FFT beneficiaries	
Modality	Food (g/p/d) CBTs	Food (g/p/d)	Food (g/p/d)	Food (g/p/d)	Food (g/p/d)	Food (g/p/d)	CBTs	Food (g/p/d)	Food (g/p/d)	Food (g/p/d) and CBTs
Cereals	350	120					350	120	200	
Pulses	90	40					90	40	60	
Vegetable oil	35	15			25		35	15	20	
Iodized salt	5	3					5	3	5	
Super Cereal	60						60			
Super Cereal Plus			150		250					
Plumpy' Sup				92						
Total (g/person/day)	540	178	150	92	275		540	178	285	
Total (kcal/day)	2 102	701	591	500	1 160		2 102	701	1 101	

⁴⁶ CBT values are calculated based on the local food basket value of 2,100 kcal. Each person receives USD 0.333/day for 30 days (USD 10/month). The overall value for a family of five ration is therefore USD 50 at an exchange rate of XAF 580 = 1 USD.

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

Strategic outcome	Strategic outcome 1		Strategic outcome 2						Strategic outcome 3
Activity	Activity 1	Activity 2	Activity 3	Activity 4			Activity 6	Activity 7	
% kcal from protein	10.4	10.1	16.6	10.7	13.2	10.4	10.1	10.2	
Cash (USD/person/day)	0.333				0.333			0.184	
Number of assistance days per month	30	30	18	30	30	30	21	18	15

TABLE 3: TOTAL FOOD/CBT REQUIREMENTS AND VALUE

Food type/CBTs	Total (mt)	Total (USD)
Cereals	57 242	21 005 471
Pulses	16 001	9 079 205
Vegetable oil	6 045	5 183 500
Iodized salt	1 040	168 495
Super Cereal	6 525	3 291 338
Super Cereal Plus	4 455	4 647 024
Plumpy'Sup	73	187 644
Total (food)	91 381	43 562 677
CBT		57 415 006
TOTAL (food and CBT)		100 977 683

4.2.2 Capacity strengthening, including South–South cooperation

87. WFP's country capacity strengthening in the Central African Republic will be channelled along five pathways:

- i) **Policies and legislation:** partner with UNICEF, FAO and UNHCR to support national zero hunger policies under MINEPC, MINADR and MINSANTE and align gender-sensitive social safety-net policies and practices with the expansion of CBTs.
- ii) **Institutional accountability:** work with FAO and UNICEF to train government and national NGO staff in ensuring AAP principles and mechanisms that promote gender equality are integrated into all zero hunger programmes.
- iii) **Strategic planning and financing:** work with regional and national partners to reinforce the preparedness and response capacities of the Government (collection, analysis and use of contextual, gender disaggregated data to monitor zero hunger efforts and support the expansion of social safety nets for vulnerable groups).
- iv) **Stakeholder programme design and management:** support the Government in setting objectives, coordinating interventions, evaluating progress and resetting priorities through a combination of mechanisms, including the ZHSR.
- v) **Engagement of non-state actors:** support the Government and national NGOs to encourage the participation of women and young people together with host and displaced groups in the design, implementation and monitoring of national zero hunger programmes,

including community-led approaches for the prevention of malnutrition and smallholder livelihood recovery.⁴⁷

88. South–South learning for the introduction of national social safety-net policies will draw from the WFP Centre of Excellence in China and efforts to transition to national school meals will be developed in collaboration with the Centre of Excellence in Brazil. Through the ETC, WFP will liaise with the Dubai centre to introduce the ICT4Gov package and strengthen government capacities in emergency telecommunications services.

4.3 Supply chain

89. Six of the eleven planned activities of the ICSP have a food component, with a total food basket of 91,380 mt over three years (84 percent purchased internationally under the Global Commodity Management Facility, 13 percent from local producers and 3 percent from regional suppliers). All international food supplies will rely on the Douala corridor,⁴⁸ with MINUSCA security escorts limited to twice weekly from the Cameroon border to Bangui and once weekly between Bangui, Kaga Bandoro and Bambari.
90. WFP will work with the logistics cluster to provide common transport services for NGOs and rehabilitate logistics infrastructure to improve humanitarian access to remote locations. WFP will expand its storage capacities and propose common storage facilities to logistics cluster members in Kaga Bandoro and Bambari. Direct deliveries from Douala to sub-offices will reduce lead times and allow WFP to increase the pre-positioning of food. WFP will continue to rely on its own fleet for the second leg of food deliveries to address the lack of commercial transport providers. Periodic quality control for transported and warehoused goods will follow practices in line with WFP's Logistics Operational Guide.⁴⁹
91. To reduce reliance on imported food, WFP will scale up the use of CBTs to strengthen local value chains and increase P4P procurement from smallholder farmer associations.⁵⁰ The CBT modality will be informed by field assessments and market analyses informed by mobile VAM (mVAM).
92. UNHAS will continue to provide humanitarian air services in the country and will explore the development of a subregional air service and financing arrangements to support actors working across the Bangui, N'Djamena and Maiduguri triangle.

4.4 Country office capacity and profile

93. WFP will strengthen its internal capacity significantly so that it can deliver on the ICSP outputs and outcomes. To that end, WFP has initiated a review of its structures and processes to assess its capacity development needs. Key roles and responsibilities have been identified and some adjustments to WFP's organigram are anticipated. Planned improvements include increasing staff strength in key areas and in field operations and improving on staff contract types. Investments are being made to improve staff welfare, including office and living conditions in the country office and sub-offices. New sub-office heads with proven capabilities were appointed in 2017 for the sub-offices in Bouar, Bambari and Bossangoa. Strong communication will ensure that staff are informed of anticipated changes and provided with opportunities to give feedback. Staff development will follow the 70/20/10 performance management approach, with opportunities for on-the-job learning combined with direct support through missions from Headquarters and the regional bureau and the use of WFP's learning management system.

⁴⁷ Introduction of the 3PA with the Rome-based agencies and MINADR will support social inclusion in the design and management of integrated livelihood recovery and resettlement programmes in stable areas.

⁴⁸ While a back-up corridor using river transport between Matadi, Kinshasa and Bangui has been used three times in two years, it is subject to delays and is navigable only from June to December, making Douala the only reliable logistics corridor for the ICSP period.

⁴⁹ See Logistics Cluster [Logistics Operational Guide](#).

⁵⁰ Over the course of the ICSP, WFP procurement will scale up the use of P4P from a baseline of 1,800 mt in 2017 to 3,000 mt in 2018, 4,000 mt in 2019 and 5,000 mt in 2020.

94. WFP has a deep field presence in the country, with five sub-offices located in Bouar, Paoua, Bossangoa, Kaga Baandoro and Bambari. The country office and a central logistics office are both located in Bangui. As a measure to further improve WFP delivery capacity and reach, WFP will establish a field presence, including logistics capacity, in Bria in Haute Kotto prefecture from 2018; this will provide coverage for the northeast and nearby regions and increase proximity to beneficiaries in these areas of the country. Work to increase warehousing capacity in all five sub-offices is also currently in progress.

4.5 Partnerships

95. Given the limited government capacity, WFP will develop partnerships with both capable national and international NGOs for the implementation of the ICSP. Partnerships with current partners, including Médecins Sans Frontières, Caritas, World Vision and OXFAM, will be strengthened. WFP works with food security and nutrition actors to coordinate the food security and nutrition response. WFP co-leads the Food Security Cluster with FAO and participates in the Nutrition Cluster led by UNICEF. In addition, WFP participates in the Global Protection Cluster and ensures that food assistance integrates protection risks. WFP is the lead for the Logistics and Emergency Cluster and the Emergency Telecommunication Cluster, which provide the humanitarian community with augmented logistics and emergency telecommunications support services. In line with IAHE recommendations, WFP will also participate in the inter-agency gender thematic group and support the Government in making a transition to sectoral coordination mechanisms under the RCPCA and UNDAF+. ⁵¹
96. WFP has developed strong partnerships with several line ministries of the Government, including the Ministry of Economy, Planning and Cooperation, the Ministry of Agriculture and Rural Development, the Ministry of Education, the Ministry of Health, and the Ministry of Social Welfare and National Reconciliation. For the implementation of the ICSP, annual Memoranda of Understanding (MOU) will be concluded with each ministry to detail the responsibilities of WFP and the ministry. Similar MOUs will be concluded with key United Nations agencies such as UNICEF, FAO, WHO and UNHCR. WFP will also develop a joint annual operational plan for each ministry or United Nations body agency with regard to strategic outcomes. Annual operational plans will detail the gender equality activities and commitments of each partner and will align ICSP activities and outcomes with the RCPCA and UNDAF+. WFP will also work with the Government to strengthen the capacities of civil society groups in gender equality, the exchange and analysis of information and the coordinated provision of services. WFP will continue to work closely with the rapid response mechanism to ensure the timely delivery of joint humanitarian assistance.

5 Performance management and evaluation

5.1 Monitoring and evaluation arrangements

97. WFP will develop evidence-based programming using information drawn from gender-responsive monitoring and evaluation (M&E) systems, research studies and analyses that build on baseline data collected under the regional emergency operation (EMOP 200799). Gender will be integrated into all WFP M&E procedures, which will be aligned with the regional M&E strategy and the needs of the RCPCA and UNDAF+. An independent country portfolio evaluation for the period 2012–2016 is planned in 2017 and will inform the ZHSR process and support policy and programme coherence with the Rome-based agencies. Overall performance will be assessed using early action reviews and decentralized evaluations. ⁵²
98. Beneficiary data disaggregated by sex, age and vulnerability will be collected each month from partner distribution reports and processed through COMET, ⁵³ and bi-monthly data collection using mVAM will observe food security trends. Quarterly post-distribution monitoring will be conducted with the Government and NGOs to capture food security and nutrition outcomes

⁵¹ See Inter-Agency Standing Committee, IAHE. 2016.

⁵² Recommendations are in line with the December 2016 regional bureau in Dakar review of the country office M&E systems.

⁵³ See country office tool for managing effectively (COMET).

alongside cross-cutting results covering gender, protection and accountability to affected populations. Regular M&E feedback will be provided to beneficiaries and cooperating partners on monitoring findings.

99. Standard operating procedures for M&E are in place to identify staff roles and responsibilities at the country and sub-office levels. An M&E toolkit will provide the basis for training and support for WFP and partner staff. Digitalization of the monitoring tools alongside personalized vouchers with security parameters (barcodes) will allow WFP to improve the quality and speed of data collection, tracking, analysis and response. In remote areas and localities with high levels of insecurity, third-party monitoring and mobile post-distribution monitoring will be introduced.
100. Performance will be assessed using early action reviews and decentralized evaluations. The 2017 gender decentralized evaluation and another decentralized evaluation of priority AAP activities in 2018 will inform the general food distribution, FFA and P4P strategies.

5.2 Risk management

Contextual risks

101. The failure or inadequacy of the demobilization, disarmament and reintegration process leading to continued armed conflict between non-state groups, a coup d'état or political upheaval will remain a risk over the ICSP period. Subsequent refugee and IDP movements will limit resettlements, placing increased pressure on host communities and escalating demands for humanitarian assistance. Impacts on food supplies will create price volatility and reduce the availability of essential items. In response, the ICSP balances the need to build long-term resilience in stable areas while responding to emergency needs in crisis-affected localities. Improved data and monitoring and accountability systems for monitoring food and nutritional security will support this twin-track approach.
102. The deterioration of the security situation will increase the challenges related to access to vulnerable peoples who are in need of emergency food assistance. WFP is cognizant of this and will work closely through the civil military coordination structure chaired by OCHA for the latest information on access on routes in areas where security may be an issue and where escorts may be required; WFP will work with the coordination structure to provide escorts for WFP and its partners. WFP will also work with the coordination structure to improve decision-making and information-sharing with regard to routes that are classified as requiring escorts and routes that are no longer so classified.
103. The deterioration of the security situation may also increase the risks to staff physical security. WFP will ensure that all staff complete mandatory training on security in the field and will ensure all its offices, including sub-offices, comply with United Nations minimum operating security standards. WFP will also continue to update its minimum preparedness actions and will implement a second simulation exercise to maintain an adequate level of preparedness for its staff.

Programmatic risks

104. Increased government support for effective delivery will rely on adequate long-term financial commitments, advancing gender equality within programmes and building staff capacities and infrastructure across relevant national and regional departments. WFP will therefore support the Government with a robust framework for fund mobilization and national staff capacity strengthening and support that integrates gender equality objectives.

Institutional risks

105. Reputational risks may result from poor funding of activities, an operating environment that leads to the inefficient or poor management of resources relative to planned activities or the misuse of assets by staff or partners. In response, WFP will invest in resource mobilization, intensify the training and support of staff and country partners in the implementation of standard operating procedures, and ensure that adequate controls are implemented and monitored by WFP staff.

6 Resources for Results

6.1 Country portfolio budget

TABLE 4: INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)				
	Year 1	Year 2	Year 3	Total
	2018	2019	2020	
Strategic outcome 1	61 871 485	55 540 066	46 977 676	164 389 227
Strategic outcome 2	6 078 021	10 103 977	6 658 880	22 840 878
Strategic outcome 3	9 998 140	10 797 888	22 081 891	42 877 920
Strategic outcome 4	607 429	456 570	390 630	1 454 629
Strategic outcome 5	19 004 971	19 076 593	19 155 175	57 236 738
Total	97 560 045	95 975 095	95 264 252	288 799 392

6.2 Resourcing outlook

106. This ICSP has an estimated budget of USD 288 million. Average annual costs are USD 96.2 million. The country office has a stable group of donors for emergency/early recovery, nutrition, school meals and common services activities under strategic outcomes 1, 2 and 5. These activities account for 82 percent of the total budget. By 2020, 15 percent of funds will be allocated to gender equality activities. A multi-donor pledging conference held in Belgium, in November 2016, resulted in commitments totalling USD 2.2 billion to support the Central African Republic over the period of the RCPCA, 137 percent of the amount requested.⁵⁴ While it is not yet clear how these funds will be allocated, a minimum of 28 percent has been reserved for the support of humanitarian programmes.

6.3 Resource mobilization strategy

107. WFP will help the Government set and secure its zero hunger targets through new longer-term funding arrangements with traditional and non-traditional donors. To this end, WFP will develop its partnerships with existing donors through regular proactive collaboration and support for their strategic efforts. WFP will also seek to expand and diversify its donor base by targeting new relationships with non-traditional donors already active in the Central African Republic. WFP has also identified several potential new donor partners, including China, the French Development Agency (*Agence Française de Développement*) and United Nations pooled funds. A detailed donor and partner mapping and planning exercise will be undertaken in collaboration with the Rome-based agencies to explore new opportunities, including with regard to peacebuilding, resettlement and climate-change-mitigation interventions.

⁵⁴ See [Brussels Conference for the Central African Republic \(2016\)](#).

ANNEX I

LOGICAL FRAMEWORK FOR CENTRAL AFRICAN REPUBLIC COUNTRY STRATEGIC PLAN (JANUARY 2018–DECEMBER 2020)
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 households and communities in targeted areas can meet their basic food and nutrition needs both during and in the aftermath of crises	Outcome category:	nutrition-sensitive
	Maintained/enhanced individual and household access to adequate food	
	Focus area: crisis response	

Assumptions:

Security situation remains stable; and target groups and intervention areas are accessible by humanitarian actors.

Complementary services and items such as healthcare, water, sanitation, hygiene, protection, non-food items, among others, are provided by UNHCR, UNICEF, the Government of the Central African Republic, other United Nations agencies and NGOs.

Access to beneficiaries and areas of influx is possible.

Outcome indicators

Consumption-based coping strategy index (percentage of households with reduced CSI)

Dietary diversity score

Enrolment rate

Food consumption score

Food consumption score – nutrition

Food expenditure share

Minimum dietary diversity – women

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

Retention rate

Activities and outputs

1. Provide general food distributions, nutritious food and/or CBTs to refugees, IDPs, returnees and crisis-affected host communities. (Unconditional resource transfers to support access to food)

Refugees, IDPs, returnees and crisis-affected host communities in food insecure regions receive nutritious food or CBTs to meet their basic food and nutrition needs (A: Resources transferred)

Refugees, IDPs, returnees and crisis-affected host communities in food insecure regions receive nutritious food or CBTs to meet their basic food and nutrition needs (B: Nutritious foods provided)

2. Distribute emergency school meals to primary school children from crisis-affected families in targeted localities (School meal activities)

Children of refugees, IDPs and returnees and children from crisis-affected host families attending primary schools receive a nutritious meal every day they attend school in order to meet basic food and nutrition needs and increase school enrolment (A: Resources transferred)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 2: Vulnerable groups, including persons with disabilities, children, pregnant and lactating women and girls and malnourished ART clients living in target regions, have an improved nutritional status in line with national targets by 2020

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

Focus area: resilience-building

Assumptions:

Food pipeline and cash flow remain healthy all year round

Other non-food items and complementary services are provided by other partners (Government of the Central African Republic, other United Nations agencies and NGOs)

No major disruptions of operations resulting from insecurity or drought

Outcome indicators

Attendance rate

Enrolment rate

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

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

Proportion of eligible population that participates in programme (coverage)

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

Activities and outputs**3. Implement a BSFP for the prevention of MAM among children aged 6–23 months (Malnutrition prevention activities)**

Children aged 6–23 months in targeted health districts receive blanket supplementary feeding in order to prevent malnutrition (A: Resources transferred)

Children aged 6–23 months in targeted health districts receive blanket supplementary feeding in order to prevent malnutrition (B: Nutritious foods provided)

Children aged 6–23 months in targeted health districts receive blanket supplementary feeding in order to prevent malnutrition (E: Advocacy and education provided)

4. Provide a comprehensive package for the prevention and treatment of malnutrition to children with MAM aged 6–59 months and PLW/G and provide food by prescription to ART patients (Nutrition treatment activities)

Children aged 6–59 months, pregnant and lactating women and girls (PLW/G), and ART patients receive a comprehensive package of nutrition services and sensitization on community measures in order to prevent and treat malnutrition (A: Resources transferred)

Children aged 6–59 months, pregnant and lactating women and girls (PLW/G), and ART patients receive a comprehensive package of nutrition services and sensitization on community measures in order to prevent and treat malnutrition (B: Nutritious foods provided)

Children aged 6–59 months, pregnant and lactating women and girls (PLW/G), and ART patients receive a comprehensive package of nutrition services and sensitization on community measures in order to prevent and treat malnutrition (E: Advocacy and education provided)

5. Provide capacity strengthening to health district authorities, health centre staff and CHWs in programme design, implementation and monitoring to deliver the SUN agenda (Institutional capacity strengthening activities)

Vulnerable groups benefit from enhanced capacities of health districts in delivering the SUN agenda in order to prevent malnutrition (C: Capacity development and technical support provided)

6. Provide nutritious school meals to schoolchildren in targeted areas (School meal activities)

Schoolchildren receive nutritious home-grown school meals every day they attend school in order to meet their basic food and nutrition needs and increase school enrolment (A: Resources transferred)

Schoolchildren receive nutritious home-grown school meals every day they attend school in order to meet their basic food and nutrition needs and increase school enrolment (B: Nutritious foods provided)

Schoolchildren receive nutritious home-grown school meals every day they attend school in order to meet their basic food and nutrition needs and increase school enrolment (E: Advocacy and education provided)

Strategic Objective 3: Achieve food security**Strategic Result 3: Smallholders have improved food security and nutrition**

Strategic outcome 3: Food-insecure women and men living in targeted areas have enhanced livelihoods to support the food security and nutrition needs of their households and communities by 2020 Outcome category: Increased smallholder production and sales

Focus area: resilience-building

Assumptions:

Other non-food items and complementary services are provided by other partners (the Government of the Central African Republic, FAO, other United Nations agencies and NGOs)

Local production and marketing are efficient

Market prices are stable

Local products meet requirements at competitive prices

Outcome indicators

Consumption-based coping strategy index (average)

Consumption-based coping strategy index (percentage of households with reduced CSI)

Food consumption score

Food expenditure share

Livelihood-based coping strategy index (average)

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

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

Percentage of WFP food procured from pro-smallholder farmer aggregation systems

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

Rate of post-harvest losses

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

Activities and outputs

7. Provide smallholder farmers with transfers to support asset creation and technical assistance to increase their access to markets, including purchases by WFP-supported school meals programmes (Asset creation and livelihood support activities)

Smallholder farmers living in at-risk environments receive conditional transfers in order to support productive assets creation and restoration (D: Assets created)

Smallholder households and communities living in at-risk environments benefit from restored and enhanced productive assets in order to improve their productivity and food security (A: Resources transferred)

Women and men smallholders have increased access to markets in order to benefit from local value chains (C: Capacity development and technical support provided)

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 4: National and subnational institutions have strengthened capacities to establish an adequate social protection system and manage food security and nutrition policies and programmes by 2020

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: root causes

Assumptions:

Availability of resources to support the implementation of capacity-strengthening activities

Turn-over of staff at national and sub-national institutions

Complementary services are provided by the Government, other United Nations agencies, NGOs and private sector institutions

The political, social and economic contexts are stable

Outcome indicators

Emergency preparedness capacity index
User satisfaction rate
Zero hunger capacity scorecard

Activities and outputs**8. Provide capacity strengthening in zero hunger policies, strategic planning and delivery of programmes to public officials (Institutional capacity-strengthening activities)**

Vulnerable populations, including persons with disabilities, benefit from national and local social safety nets, including in-kind and cash-based transfers and livelihood support, in order to improve food security (C: Capacity development and technical support provided)

Vulnerable populations, including persons with disabilities, benefit from national and local social safety nets, including in-kind and cash-based transfers and livelihood support, in order to improve food security (I: Policy engagement strategies developed/implemented)

Vulnerable populations, including persons with disabilities, benefit from national and local social safety nets, including in-kind and cash-based transfers and livelihood support, in order to improve food security (K: Partnerships supported)

Vulnerable populations, including persons with disabilities, benefit from national and local social safety nets, including in-kind and cash-based transfers and livelihood support, in order to improve food security (M: National coordination mechanisms supported)

Vulnerable populations, including persons with disabilities, benefit from national data, monitoring and accountability systems that track progress towards SDG 2 in order to improve their food security (H: Shared services and platforms provided)

9. Provide capacity strengthening to the Government to establish a national social safety-net platform in collaboration with the World Bank and MINEPC, informed by national and subnational zero hunger data, monitoring and accountability systems (Service provision and platforms activities)

Food-insecure and malnourished people benefit from an enhanced and coherent policy and strategic framework for zero hunger in order to meet their basic food and nutrition needs (C: Capacity development and technical support provided)

Food-insecure and malnourished people benefit from an enhanced and coherent policy and strategic framework for zero hunger in order to meet their basic food and nutrition needs (I: Policy engagement strategies developed/implemented)

Food-insecure and malnourished people benefit from an enhanced and coherent policy and strategic framework for zero hunger in order to meet their basic food and nutrition needs (J: Policy reform identified/advocated)

Food-insecure and malnourished people benefit from an enhanced and coherent policy and strategic framework for zero hunger in order to meet their basic food and nutrition needs (M: National coordination mechanisms supported)

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 5: Humanitarian community (partners and donors) have enhanced capacity to reach and operate in areas of humanitarian crisis all year-round Outcome category: Enhanced common coordination platforms
Focus area: crisis response

Assumptions:

Funds are available on time to support the set-up and implementation of common services

United Nations agencies, NGOs and development partners, including donors agencies, are willing to use and support the common services platform

Political context is favourable

Outcome indicators

User satisfaction rate

Activities and outputs

10. Provide common logistic and ETC services to Government, United Nations and NGO partners to run effective field operations and provide for staff security (Service provision and platforms activities)

Targeted populations benefit from common logistic and ETC services provided by WFP to partners to enable to provide humanitarian and development assistance (H: Shared services and platforms provided)

11. Provide humanitarian air services to all partners until appropriate alternatives are available (Service provision and platforms activities)

Vulnerable populations in targeted areas benefit from air services provided by WFP to partners to enable them to provide adequate 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.2.1. Proportion of targeted people accessing assistance without protection challenges

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

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

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

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

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

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic objective 1	Strategic objective 2	Strategic objective 3	Strategic objective 4	Strategic objective 5	Total
Transfer value	67 576 223	10 431 798	24 203 872	1 269 773	43 015 879	146 497 544
Transfer costs	61 076 398	6 822 982	13 670 544	–	–	81 569 925
Implementation costs	16 873 590	2 963 812	69 338	18 000	7 648 769	27 573 509
Adjusted direct costs	8 108 581	1 128 023	2 129 068	71 693	2 827 631	14 264 996
WFP direct costs	153 634 792	21 346 615	40 072 822	1 359 466	53 492 279	269 905 974
Indirect support costs (7.0 percent)	10 754 435	1 494 263	2 805 098	95 163	3 744 459	18 893 418
Total	164 389 227	22 840 878	42 877 920	1 454 629	57 236 738	288 799 392

ANNEX III**Acronyms used in the document**

3PA	three-pronged approach
AAP	accountability to affected populations
ART	anti-retroviral treatment
BSFP	blanket supplementary feeding programme
CBT	cash-based transfer
CHW	community health worker
EMOP	emergency operation
ETC	Emergency Telecommunications Cluster
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GAM	global acute malnutrition
GDP	gross domestic product
IAHE	Inter-Agency Humanitarian Evaluation
ICSP	interim country strategic plan
ICT4Gov	ICT Emergency Management for Governments and Partners
IDP	internally displaced person
M&E	monitoring and evaluation
MAM	moderate acute malnutrition
MINADR	Ministry of Agriculture and Rural Development
MINEPC	Ministry of Economy, Planning and International Cooperation
MINSANTE	Ministry of Public Health
MINUSCA	Multidimensional Integrated Stabilization Mission in the Central African Republic
MOU	Memorandum of Understanding
mVAM	mobile vulnerability analysis and mapping
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
P4P	Purchase for Progress
PLW/G	pregnant and lactating women and girls
RCPCA	National Recovery and Peacebuilding Plan
SABER	Systems Approach for Better Education Results
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition (movement)
UNDAF+	United Nations Development Assistance Framework Plus
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WHO	World Health Organization
ZHSR	zero hunger strategic review