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Operational matters

For approval

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

Draft Burundi interim country strategic plan (2018–2020)

Duration	1 April 2018–31 December 2020
Total cost to WFP	USD 164,330,079
Gender and age marker*	2A

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

Executive summary

WFP's Burundi interim country strategic plan (2018–2020) will address the challenges and gaps hindering the elimination of hunger that were identified through a consultative process with the Government and stakeholders. Burundi's per capita gross domestic product is the second lowest in the world and almost 65 percent of the population lives in poverty.

WFP will expand innovative activities in its life-saving interventions, support to smallholder farmers and food markets, resilience building and work to address undernutrition. WFP will work on integrating safety nets into the social protection system, contributing to sustainable progress in achieving zero hunger, including supporting national policies and strengthening systems and institutions. The interim country strategic plan will emphasize women's economic empowerment and gender-transformative approaches that promote gender equity and challenge gender-based norms and assumptions.

This interim country strategic plan will support achievement of the country's objectives in addressing poverty and undernutrition and ending hunger through five strategic outcomes:

- *Strategic outcome 1:* Crisis-affected populations, including refugees in camps, internally displaced persons and returnees in targeted areas are able to meet their basic food needs all year round.

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- *Strategic outcome 2:* Food-insecure households in targeted areas have safe access to adequate and nutritious food all year round.
- *Strategic outcome 3:* Children aged 6–59 months, adolescent girls and pregnant and lactating women and girls in the targeted provinces and communes have improved nutrition status all year round.
- *Strategic outcome 4:* Food-insecure smallholders and communities in targeted areas have enhanced livelihoods that better support food security and nutrition needs by 2020.
- *Strategic outcome 5:* Government, humanitarian and development partners have access to effective supply chain management and logistics all year round.

The interim country strategic plan is aligned with Burundi's Poverty Reduction Strategy Paper II and focuses on Sustainable Development Goals 2 and 17 while also contributing to goals for quality education, gender equality and climate action. It operationalizes WFP's Strategic Plan (2017–2021), contributing specifically to Strategic Results 1, 2, 3 and 8.

The multi-sector platform for food and nutrition security headed by the Presidency ensures integration of and synergies among partners that support achievement of the Government's targets for ending hunger. WFP is engaged in joint programming and implementation with other United Nations agencies, particularly the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Children's Fund, the United Nations Development Programme, the United Nations Population Fund, UN-Women and the World Health Organization.

Draft decision*

The Board approves the Burundi interim country strategic plan (2018–2020) (WFP/EB.1/2018/6-B) at a total cost to WFP of USD 164,330,079.

* 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. Burundi is a land-locked, low-income, food-deficit country in a fragile situation. Social and political tensions resulting from the contested presidential elections in April 2015 have adversely affected the economic activity and food and nutrition security of the population. Burundi ranks 184th of 188 countries in the 2016 human development index and 108th of 159 in the gender inequality index.¹
2. With an estimated population of 11.7 million people in 2017, Burundi has the second highest population density in sub-Saharan Africa. Population growth of 3.1 percent per year is among the highest rates in the world and aggravates pressure on land.² More than 45 percent of Burundians are children under 15 years of age.
3. Of the almost 65 percent of the population living below the poverty line, the vast majority is in rural areas. Poor people are heavily reliant on the agriculture and informal employment sectors, which are characterized by unreliable production and income. In the 2014 global hunger index, Burundi has the highest hunger score in the world.³
4. The country's hilly topography and high elevation make the population particularly vulnerable to natural risks and disasters. The National Strategy for Risk Prevention and Disaster Management (2012–2015) reported that the major risks are droughts, flooding of swamps and lowlands and mudslides.
5. In 2015, more than a third of the population was affected by extreme climate events, which triggered the displacement of 42,000 people. Political unrest resulted in about 150,000 people being internally displaced,⁴ and more than 400,000 Burundians, half of whom were women, sought refuge in neighbouring countries.⁵

1.2 Progress towards SDG 2

6. Several factors prevented Burundi from achieving the targets of Millennium Development Goal 1: weak economic growth, widening economic and social disparities and the agriculture sector's declining contribution to national wealth. Major challenges remain, including widespread poverty among the rural population, food insecurity, undernutrition, gender inequality, high demographic growth and population density and poor economic and development governance. The recent political instability poses an additional challenge to ending hunger by 2030.
7. *Access to food.* In March 2017, 46 percent of the population was food insecure – 5.3 million people,⁶ of whom 1 million were severely food-insecure. Seventy percent of the households that rely on agriculture or daily labour are food-insecure.⁷
8. Food insecurity is mainly the result of land scarcity, which leads to overexploitation, fragmentation and the use of marginal land, resulting in soil degradation and low agricultural productivity. This situation is exacerbated by insufficient access to quality inputs and factors of production, inflation, intensifying climate shocks and declining non-farm income opportunities. Rural women face discrimination in access to arable land and productive resources.

¹ United Nations Development Programme (UNDP). 2016. *Human Development Report 2016*. Available at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf.

² http://databank.worldbank.org/data/Views/Reports/ReportWidgetCustom.aspx?Report_Name=CountryProfile&Id=b450fd57&tbar=y&dd=y&inf=n&zm=n&country=BDI.

³ <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/128360/filename/128571.pdf>

⁴ International Organization for Migration (IOM) displacement tracking matrix, March 2017.

⁵ Office of the United Nations High Commissioner for Refugees (UNHCR), Regional Update, May 2017.

⁶ WFP. 2017. *Emergency food security assessment*, March 2017. Sex- and age-disaggregated data were not available during the drafting of this document.

⁷ Sex-disaggregated data are not available.

9. Nearly half of households have marginal or poor food consumption. In crises or emergencies, one third of households use livelihood coping strategies that deplete their productive and domestic assets, with serious and sometimes irreversible consequences for their capacity to produce food or generate income. Prices of staple foods such as maize and cassava more than doubled between 2014 and 2017.⁸
10. Households headed by women have limited access to productive or domestic assets because they are more likely to be landless than households headed by men. Half of Burundi's women are food-insecure, with food consumption scores below the "acceptable" level and low dietary diversity. Single-parent households, frequently headed by women, have higher dependency ratios and are economically more vulnerable to food insecurity and malnutrition⁹.
11. More than 36,000 refugees,¹⁰ mainly from the eastern Democratic Republic of the Congo, are hosted in four camps and rely on WFP assistance to cover their basic food and nutrition needs. The refugee camps are located in food-insecure areas where livelihoods are fragile and prone to climate shocks. Host communities are generally asset-poor, with limited access to land and income. As at April 2017, the food security situation in these areas was at "crisis" level as defined by the Integrated Food Security Classification System. A recent post-distribution monitoring assessment indicates that 80 percent of refugee households have "acceptable" food consumption scores compared with only half of the host community households living near refugee camps.
12. *End malnutrition.* The prevalence of chronic malnutrition is among the highest in the world: 56 percent of children under 5 are stunted, which is a marginal improvement from 58 percent in 2010 but still well above the 40 percent threshold for "critical" chronic malnutrition established by the World Health Organization (WHO).¹¹ The prevalence of global acute malnutrition is 5 percent at the national level, with prevalence in the provinces ranging from 1.5 to 8.1 percent. Anaemia rates are increasing, with 61 percent of children affected in 2016 compared with 45 percent in 2010; the rate among women has almost doubled to 35 percent over the same period.¹² Malnutrition prevalence is also high among people living with HIV.
13. Children in rural areas suffer more from acute and chronic malnutrition than children in urban areas. The highest rates of stunting are found among the poorest quintile of the population. Stunting is also closely linked to the nutrition status and education level of a child's mother, with the highest rates found among the children of women who are underweight and have not completed secondary school.¹³
14. The main determinants of malnutrition are related not only to poverty and food insecurity but also to poor infant and young child feeding and care practices, high prevalence of diseases, limited access to quality health services, poor hygiene and sanitation practices and gender inequality in access to and control over resources. It is estimated that the malnutrition burden results in economic losses amounting to nearly USD 102 million per year.¹⁴

⁸ WFP. 2017. *Emergency food security assessment*, March 2017.

⁹ *Ibid.*

¹⁰ Sex- and age-disaggregated data will be available during implementation of the interim country strategic plan.

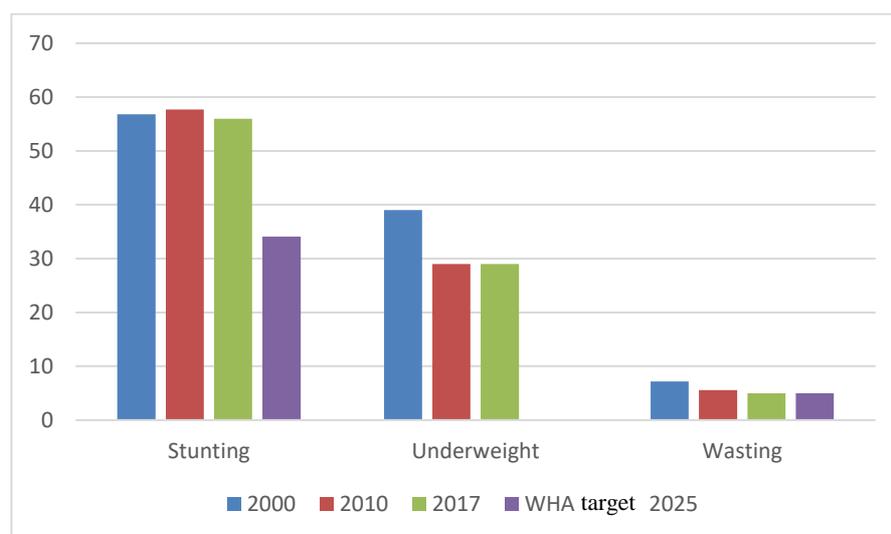
¹¹ Institut de Statistiques et d'Études Économiques du Burundi (ISTEEBU – Institute of Statistics and Economic Studies of Burundi). 2012. *Enquête Démographique et de Santé Burundi 2010* (Burundi demographic and health survey). <https://dhsprogram.com/pubs/pdf/FR253/FR253.pdf>.

¹² ISTEEBU. 2017. *Troisième Enquête Démographique et de Santé au Burundi (EDSB-III)* (Third Burundi demographic and health survey). *Indicateurs Clés (Key indicators)*. <http://www.isteebu.bi/images/rapports/eds%20burundi%20%202016-2017%20-%20rapport%20des%20resultats%20preliminaires.pdf>.

¹³ *Ibid.*

¹⁴ UNICEF website: Fighting chronic malnutrition in Burundi, August 2014. https://www.unicef.org/about/annualreport/files/Burundi_COAR_2013.pdf.

Figure 1: Trends in undernutrition among children under 5 2000–2017 and targets for 2025 (percentages)



WHA = World Health Assembly

15. *Smallholder productivity and incomes.* The agriculture sector employs 90 percent of the workforce and accounts for nearly 35 percent of gross domestic product (GDP). Women constitute 55 percent of the agricultural labour force and carry out 70 percent of farm work. Land is extremely scarce with households owning an average of 0.5 ha each. Agriculture is dominated by subsistence farming, with 80 percent of land used for food crops, of which 80 percent is for households' own consumption. Crop yields are very low, resulting in low and unpredictable incomes for smallholder farmers. Price increases and depreciation of the local currency have resulted in high input costs, further limiting food production.
16. Although women play essential roles in the agriculture sector, they remain marginalized in household decision-making over resources and men typically collect the income from farm produce.¹⁵ Women have limited access to the resources needed for production, including agricultural inputs, customary laws often block women's access to or inheritance of family land, and comparatively higher levels of poverty among women prevent them from buying land.
17. *Sustainable food systems.* The food deficit has increased over the years, reaching 51 percent of needs in 2012.¹⁶ Per capita food production decreased by 24 percent between 1993 and 2012, jeopardizing the country's food self-sufficiency and leaving it dependent on imports and humanitarian food assistance. To reverse this trend, food production will have to increase by 6 percent per year.
18. More than a third of the land is highly degraded.¹⁷ Increasing climate variability adversely affects food production, which is mainly rainfed, resulting in reduced marketable surpluses and incomes for rural households. Competition for scarce land results in population displacement and land disputes.

¹⁵ UN-Women. Country overview: Burundi. <http://africa.unwomen.org/en/where-we-are/eastern-and-southern-africa/burundi>.

¹⁶ WFP. 2014. Comprehensive food security and vulnerability analysis and standardized monitoring and assessment of relief and transitions.

¹⁷ WFP. January 2015. Integrated context analysis.

Macroeconomic environment.

19. GDP growth averaged 4.8 percent per year from 2010 to 2014, which was far below the 7.2 percent required to halve the poverty rate by 2015. The economy contracted sharply in 2015, by 4 percent, and projections indicate that the economic recession will last until 2018. Per capita GDP shrank by an estimated 9.4 percent between 2015 and 2017,¹⁸ making Burundi the second poorest country in the world, with per capita GDP of USD 263.¹⁹
20. The economy lacks diversification. Living conditions are particularly harsh in regions with limited access to social infrastructure and high rates of poverty. The private sector is stagnant, operates in a degraded business environment and is not creating the jobs that are needed to reduce unemployment, particularly among young people.
21. Burundi's economy is highly dependent on international development assistance, which funds more than 50 percent of the national budget. A decrease of nearly 50 percent in contributions from major donors resulting from political uncertainty will have a significant impact on the country's economic performance, particularly the social sectors.

Key cross-sector linkages

22. The low level of urbanization leaves a high share of the population living in rural areas, which depend on an underperforming primary sector that is unable to create employment and income opportunities.
23. Progress in improving primary school enrolment rates is noteworthy, with almost 97 percent of children enrolled and the achievement of parity between boys and girls. The primary school completion rate of 76 percent, however, is falling short of targets, and only 32 percent of children complete lower secondary education, with a gender ratio of seven girls to ten boys. Non-completion of secondary education is a determining factor of poverty,²⁰ and the lower completion rate for girls hinders the achievement of gender equality in opportunities.
24. Women still face major challenges in attaining socio-economic empowerment. Women usually work for free on family holdings and have limited access to appropriate production and conservation technologies. Gender-based violence is widespread, affecting one out of two women. Survivors of gender-based violence often face exclusion, discrimination or stigma, discouraging them from reporting and therefore receiving the assistance they need.
25. The social protection strategy formulated in 2015 addresses the need for a common and coherent approach to tackling poverty and social and economic vulnerabilities, including gender inequality, by ensuring food security and a minimum income. Reducing chronic malnutrition among children is a government priority.

1.3 Hunger gaps and challenges

26. Underperformance in the agriculture sector necessitates long-term investments that will ensure increased yields and production. Efficient sustainable programmes require synergies and partnerships with development actors and the private sector, capacity development, community empowerment and consideration of the specific needs of the most vulnerable people, particularly rural households headed by women.
27. The poor performance of the education sector results from insufficient and imbalanced resource allocation leading to regional disparities in enrolment and retention rates. The education budget was reduced by 30 percent in 2016 because of lack of external funding. A more effective,

¹⁸ International Monetary Fund (IMF). October 2016. *Regional Economic Outlook, sub-Saharan Africa, Multispeed Growth*. Washington, DC. Available at <https://www.imf.org/en/Publications/REO/SSA/Issues/2017/02/01/Multispeed-Growth>.

¹⁹ IMF. October 2016. *World Economic Outlook: Subdued Demand: Symptoms and Remedies*. Washington, DC. Available at <http://www.imf.org/external/pubs/ft/weo/2016/02/>.

²⁰ ISTEEDU. 2015. *Survey on household living conditions of Burundi 2013/2014*. <http://www.isteebu.bi/images/isteebu/burundi%20-%20profil%20et%20determinants%20de%20la%20pauvrete%20-%20rapport%20final-%20isteebu%20df.pdf>.

- sustainable and equitable education system with higher performance requires improved management, guidance and programming and increased resources.
28. Progress has been achieved in the health sector, with free health care for children under 5 and pregnant and lactating women and girls. The quality of health care is deficient, however, the distribution of services in rural areas is unequal and sexual and reproductive health services are inadequate. Access to health care is constrained by the cost of services and a shortage of resources. Combating undernutrition requires an integrated response to prevention and treatment with a strengthened multisector framework to ensure linkages to complementary activities. Streamlined financing for health is jeopardized by the 54 percent budget decrease in 2016.
 29. Burundi is vulnerable to ecological deterioration and disasters and has limited capacity for investment in environmental infrastructure and management. Environmental degradation hampers economic growth and poverty reduction. Promotion of secure land tenure, soil conservation and protection and efficient and sustainable water resource management is essential.
 30. Public spending has not boosted economic activity or significantly reduced income poverty, and Burundi is still affected by widespread corruption and other governance-related challenges, including the underrepresentation of women and other population groups, which seriously undermine the effectiveness of public management. The unpredictability of external financial support remains a major constraint.

1.4 Country priorities

Government

31. The country's Poverty Reduction Strategy Paper II (PRSP II) for 2012–2016 has been extended to 2018 and is anchored in Burundi Vision 2025. It provides a common framework based on four pillars: consolidating good governance and promoting gender equality; generating sustainable growth that creates jobs; improving access to and the quality of basic social services and strengthening social safety nets; and promoting development through sustainable environmental and land management.
32. Various policies deriving from PRSP II contribute to the achievement of Sustainable Development Goal (SDG) 2. The Government prioritizes transformation of the food system from subsistence farming to market-oriented agriculture to ensure adequate food security and incomes for households while managing natural resources in ways that are integrated and sustainable. In the health sector, reduction of chronic malnutrition among children under 5 is a priority. Development work should use gender-transformative approaches to promote the establishment of an enabling environment for gender equality.
33. Burundi is an active member of the Scaling Up Nutrition (SUN) movement and participates in the Renewed Efforts Against Child Hunger (REACH) initiative. The Government has put in place a legal and strategic framework for local food fortification and a multi-sector platform for food security and nutrition coordinates the fight against child malnutrition.

United Nations and other partners

34. The current United Nations development assistance framework (UNDAF), covering the period 2012–2016, has been extended to 2018 in line with PRSP II. It marks a major shift from peacebuilding and recovery to resilience building and disaster risk reduction with a focus on hunger and nutrition goals. Programmes are based on the comparative advantages of United Nations agencies in Burundi.
35. Humanitarian challenges resulting from political tension prompted the reactivation of the United Nations humanitarian country team. The humanitarian response plan for 2017 supports local communities affected by deteriorating social and economic conditions and natural disasters. It focuses on emergency assistance, access to basic services, resilience and preparedness and systems for collecting and analysing data on risks and vulnerability.
36. In addition to its close collaboration with the United Nations Children's Fund (UNICEF) on education, social protection and nutrition, WFP also works with the Office of the United Nations High Commissioner for Refugees (UNHCR) on the coordination of refugee operations. WFP has

jointly designed and is implementing integrated projects with the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD), working with FAO on a nutrition project at the provincial level, in which WFP leads the food fortification component, supporting the local production and fortification of cereals through local purchases and the provision of technical support in another project coordinated by IFAD. WFP also partners with two major donors: the United States Agency for International Development, whose overall goal in its Food Security Country Framework for Burundi (FY2014–FY2019) is to reduce chronic malnutrition and food insecurity among vulnerable households; and the Netherlands, whose Multi-Annual Strategic Plan (2014–2017) focuses on increased, sustainable and climate-smart agricultural productivity.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

37. WFP is an active partner of the Government in long-term resilience programming to help vulnerable communities to address the impacts of climate change. The innovative activities and transfer modalities implemented by WFP include “purchase for progress” activities, food assistance for assets, cash-based transfers (CBTs) and the distribution of fuel efficient stoves as part of the safe access to fuel and energy (SAFE) initiative. WFP has direct, practical experience of food fortification and is well placed to support the national social protection programme by sharing its experiences with CBTs, food security and nutrition assessments and targeting. WFP has also succeeded in mainstreaming gender throughout its interventions and introducing gender-transformative innovations to support rural women's livelihoods.
38. Recommendations in the 2016 country portfolio evaluation²¹ called for enhancing emergency preparedness, strengthening geographical and programme integration, enhancing coordination with government and non-governmental implementing partners, improving women's economic empowerment, expanding social safety nets and nutrition programming for social protection, supporting national school meals programmes by linking them to home-grown school meals (HGSM) and purchase for progress activities, implementing integrated community-based resilience programming and enhancing consistency in the monitoring and analysis of outcome data.

2.2 Opportunities for WFP

39. The interim country strategic plan (ICSP) will include activities for both humanitarian assistance and longer-term development and will focus WFP's support for Burundi's efforts to achieve zero hunger on the following areas:
- *Crisis preparedness and response:* WFP will ensure the timely provision of emergency assistance to the most severely food and nutrition-insecure populations while supporting preparedness and contingency planning at the national and local levels and strengthening the emergency preparedness and humanitarian response capabilities of the Government and partners.
 - *Food security and nutrition:* WFP will support implementation of the national multi-sector strategy for combating malnutrition and food insecurity, including through food fortification and climate adaptation initiatives.
 - *Resilience building:* WFP's support for the strengthening of national safety nets and social protection mechanisms will enable vulnerable people, communities and systems to recover from crisis and prepare better for shocks. Relevant activities will be complemented by the integration of comprehensive, sustainable and gender-transformative packages of activities and assistance for resilience building in community development plans. These activities include malnutrition prevention, establishment of village savings and loan associations, school meals and family planning.

²¹ WFP. 2016. *Burundi: An evaluation of WFP's Portfolio (2011–2015). Evaluation Report.* <https://www.wfp.org/content/burundi-evaluation-wfps-portfolio-2011-2015-terms-reference>.

- *Strengthening of smallholder farmers' capacity and access to markets and finance:* To increase the food security and incomes of poor rural households, particularly those of women smallholders, WFP will contribute to the creation of systems for aggregating the produce of smallholder farmers and to the improvement of post-harvest management.
- Strengthening of national-level policies, strategies and sector plans that seek to contribute to outcomes related to zero hunger: WFP will support the Government in drafting an HGSM policy and related strategy and action plan and designing and managing a single registry for the national social protection programme and social safety nets.

2.3 Strategic changes

40. WFP will support the Government in delivering on its commitments to ending hunger by promoting a more integrated approach with mutually reinforcing activities for enhanced sustainable outcomes. WFP will refine the beneficiary targeting system and enhance the convergence of activities in provinces where high food insecurity coexists with high levels of chronic malnutrition and high recurrence of social and climate shocks. WFP will support the development of a national strategy for stunting reduction, linking nutrition-specific activities to nutrition sensitive resilience building interventions. The goal will be to empower communities so that they are better prepared to plan for and respond to economic shocks and natural and human made hazards. Strategic partnerships will contribute to the effectiveness and improved value for money of interventions.
41. Resilience building interventions, including HGSM and nutrition programmes, will be gradually integrated into the national social protection system and programmes as a viable response for reducing short-term humanitarian needs and preparing for a successful exit strategy.
42. Structural determinants of food insecurity include high demographic growth and a lack of social recognition of women, particularly of their role in the productive sector. Reinforced collaboration with the United Nations Population Fund (UNFPA), UN-Women and civil society organizations will facilitate complementary actions to address these issues, which require long-term commitments and transformative policies, strategies and legal arrangements. Joint proactive mobilization of resources will facilitate the implementation of complementary activities.

3. WFP's strategic orientation

3.1 Direction, focus and intended impacts

43. The three-year ICSP for 2018–2020 will allow sufficient time for the transition to a country strategic plan (CSP) based on a national zero hunger strategic review, PRSP II, the UNDAF and other sector assessments. Implementation of the CSP is expected to start in January 2021.
44. The ICSP is centred on five strategic outcomes focusing mainly on SDGs 2 and 17, but activities will also contribute to SDG 4 on quality education, SDG 5 on gender equality and SDG 13 on climate action. The ICSP operationalizes WFP's Strategic Plan (2017–2021), contributing specifically to Strategic Results 1, 2, 3 and 8.

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

Strategic outcome 1: Crisis-affected populations, including refugees in camps, internally displaced persons and returnees in targeted areas are able to meet their basic food needs all year round

45. WFP will continue to provide conditional and non-conditional food and CBTs to meet the needs of people affected by socio-political instability or natural disasters. The number of refugees from the Democratic Republic of the Congo may increase as a result of continuous turmoil in eastern parts of their country and a high birth rate among refugees. A gradual shift from unconditional to conditional relief interventions is envisioned as households become self-reliant.
46. WFP will support the Ministry of Human Rights, Social Affairs and Gender in developing social safety nets for crisis-affected people; the safety nets will become nationally led in the medium term. Implementation of a national strategy for ensuring that the survivors of natural and human-made disasters are included in social safety nets will be guided by a humanitarian action plan.

WFP will support and strengthen the national platform for disaster risk reduction and early warning capacities.

Focus area

47. This strategic outcome focuses on crisis response.

Expected outputs

48. The outcome will be achieved through four outputs:

- Refugees receive unconditional food and/or cash-based assistance to enable them to meet their basic needs.
- Crisis-affected local populations, internally displaced persons and returnees receive unconditional and/or conditional food and/or cash-based assistance to enable them to meet their basic food needs.
- Crisis-affected populations, internally displaced persons and returnees receive nutritious food and/or CBTs to meet their basic food and nutrition needs.
- Crisis-affected people benefit from strengthened nationally owned emergency preparedness and response mechanisms.

Key activities

Activity 1: Provide unconditional food and/or cash-based assistance to refugees in camps.

49. Refugees will receive a combination of food and CBTs. Cash transfers will gradually replace vouchers as retailers' supply chains are strengthened; cash is also the preferred option of beneficiaries, according to information gathered during gender analyses. Protection risks will be taken into account to avoid increased rates of gender-based or other violence arising from the use of CBTs. The CBT modality is meant to facilitate refugees' access to a more diverse diet by allowing the purchase of fresh vegetables. The gradual scale-up of cash transfers will be accompanied by a robust behaviour change component to ensure that beneficiaries make nutritionally sound decisions for their purchases and are aware of the importance of providing age-appropriate foods to their children. In-kind food assistance will be provided during the lean season to avoid putting additional pressure on food availability and prices.

Activity 2: Provide unconditional and/or conditional food and/or cash-based assistance to severely food-insecure households in populations of local people, internally displaced persons and returnees.

50. WFP will provide unconditional food transfers to address immediate food and nutrition needs and restore households' food and nutrition security. Where security and market conditions allow, CBTs will be provided in conjunction with the nutrition-sensitive behaviour change activities. Targeting criteria will include household status such as internally displaced, returnees, landless, etc., gender of head of household, occurrence of shocks, and loss of productive assets in provinces most affected by food insecurity. Close monitoring through the countrywide food security and monitoring system using mobile vulnerability analysis and mapping will enable WFP to identify and assist the most vulnerable men, women, girls and boys.

51. Local administration and cooperating partners will prioritize women as participants in community relief committees and in beneficiary targeting and food assistance activities, in line with WFP's gender policy. WFP will improve mechanisms for providing accountability to affected people through capacity building for cooperating partners and consultations with women, men, girls and boys to inform the design of programmes, enhanced gender responsive monitoring and the establishment of an effective and functional complaint and feedback mechanism.²²

²² A call centre using a toll-free number and digital management systems will be established in the country office to receive complaints and feedback on all projects and ensure that any complaints are resolved within acceptable time limits. The system will take into account women's access to and control over mobile phones and will include a desk at which complaints and feedback are received directly from beneficiaries.

52. As the precarious social, economic and political situation continues to deteriorate, social protection will have to be maintained. WFP will continue to assist vulnerable people living in facilities managed by charity organizations or hospitals. Progress in implementing the national social protection policy has been delayed by the current budgetary restrictions and hand-over cannot be envisaged in the short term.

Activity 3: Provide capacity strengthening to government and humanitarian partners with regard to early warning systems, emergency food security assessments and analysis and food security and market monitoring.

53. WFP will develop further the capacities of relevant ministries and technical departments in the Government to improve their skill sets in emergency preparedness and response, vulnerability analysis and mapping, sector assessments and food security and nutrition monitoring, ensuring gender-responsive collection, analysis and use of information that reflects the diverse needs of women, men, girls and boys. WFP will reinforce the national platform for disaster risk reduction and support implementation of the risk mitigation strategy, including by supporting a well-functioning, inclusive, community-based and integrated early warning system. This will be undertaken in collaboration with other United Nations agencies, particularly the United Nations Organization for the Coordination of Humanitarian Affairs (OCHA), civil society and the private sector. OCHA will share its expertise in contingency planning and coordination, while the decentralized structures of civil society organizations and WFP's private-sector partners will be trained in early warning intelligence and information dissemination.
54. As part of a joint capacity strengthening initiative with the International Federation of the Red Cross, WFP will build the capacities of the Burundi Red Cross to respond effectively to emergencies in the provinces prone to recurring food insecurity and high risk of natural shocks identified through integrated context analysis (ICA). Areas identified as requiring capacity strengthening include community-based early warning, in-kind food assistance for emergency preparedness and response, cash-based assistance, supply chain management and gender issues.

Strategic outcome 2: Food-insecure households in targeted areas have safe access to adequate and nutritious food all year round

55. The Government is building sustainable safety nets for integration into the social protection system to address the structural vulnerabilities of extremely poor and chronically food-insecure households. The social transfers involved are intended to improve food consumption and incomes, linking resilience building, access to education and health services through the provision of conditional cash-based or in-kind transfers with the overall goal of reducing undernutrition.
56. WFP will support the creation of productive assets and livelihood diversification in provinces identified by ICA as having high food insecurity and stunting prevalence and facing recurrent natural disasters.
57. The gradual integration of HGSM into the social protection system has started. WFP will support the development of a national school meals policy, strategy and action plan and the strengthening of government capacities in order to enable progress towards a nationally managed safety net. Management of the single registry for social protection programmes will benefit from WFP's food security knowledge base and experience with CBTs.

Focus area

58. This strategic outcome focuses on resilience building.

Expected outputs

59. The outcome will be achieved through five outputs:
- Food-insecure people in targeted areas receive food and/or cash-based assistance to enable them to meet their basic food and nutrition needs.
 - Food-insecure people in targeted areas benefit from the construction or restoration of household or community productive assets in order to improve their food security and nutrition.

- Community members benefit from enhanced capacities and knowledge to reduce risk and improve their resilience (SDG 13).
- School-aged children in targeted areas each receive a nutritious meal every day that they attend school in order to meet basic food and nutrition needs and increase school enrolment (SDG 4).
- School-aged children benefit from increased government capacity to develop a national HGSM policy and social protection programme in order to improve their basic food and nutrition needs.

Key activities

Activity 4: Provide conditional food and/or cash-based assistance to food-insecure households through productive asset creation, livelihood diversification and nutrition counselling activities.

60. Activities will be designed on the basis of seasonal livelihood programming and community-based participatory processes to identify the priorities for building or rehabilitating assets that will benefit diverse population groups in the community. Environmental screening to assess potential effects on the environment will ensure that activities are designed to be environmentally friendly and that any potential risk to the environment is avoided or mitigated. Special consideration will be given to ensuring the meaningful participation of both men and women. Joint programming will associate resilience building and malnutrition prevention through nutrition sensitive activities such as home gardening.
61. Unconditional CBTs will be used to promote gender-transformative, non-farm income generating activities for vulnerable households, women headed households and households with people who are elderly, have disabilities or are living with HIV. To ensure that incomes are sustainable, households will benefit from the development of capacities in marketable skills and packages of activities and assistance to support the start-up of small businesses. Among other initiatives promoting social enterprises, fuel-efficient stoves will be produced under WFP's SAFE project, helping to reduce respiratory diseases, the environmental impact of deforestation and the protection risks associated with collecting fuelwood.
62. Transfer modalities will be selected on the basis of analyses of market conditions and protection and gender concerns. When feasible, CBTs will be used because they offer more flexibility for procuring diversified foods and facilitate investments in productive assets or participation in community loan associations. CBTs will thus act as an accelerator of local development, economic growth and markets.
63. Interventions to complement these activities will be provided mainly by FAO, IFAD, UNICEF and non-governmental organizations (NGOs), while the Ministry of Decentralization and Community Development will ensure that projects respond to the priority needs of communities, minority groups²³ and women with specific needs, as articulated in community development plans. Particular attention will be given to mitigating gender inequalities in access to land. Gradual handover to the Government will entail the planning of activities related to preparation of the national budget, advocacy and the mobilization of funds.

Activity 5: Provide home-grown school meals to school aged children and support national institutions in formulating a national HGSM policy and social protection programmes.

64. To safeguard the nutrition and learning capacities of schoolchildren and promote retention in school, WFP will provide nutritious meals to nearly 700,000 preschool and primary school children, of whom 50.5 percent will be girls, in 1,000 schools. Targeting will be based on a combination of low school completion rates and high food insecurity and chronic malnutrition prevalence. Coverage of the programme will be intensified by adding more schools in targeted provinces, and a limited expansion of the programme to more provinces based on education and nutrition indicators is envisioned.

²³ Including the members of the minority *Batwa* tribe, internally displaced persons, returnees and refugees.

65. WFP's school meals programme will be complemented by multi-sector interventions such as water and sanitation improvements and deworming, which will be provided by the Ministry of Public Health. WFP will also support nutrition and health education, the use of fuel "briquettes" and fuel-efficient stoves and school gardens as part of an integrated approach that promotes dietary diversity.
66. A feasibility study will determine how to introduce direct cash transfers to schools in order to increase local purchases, reduce costs and foster local food markets and the local economy. This approach will be linked to resilience building and income generating activities for vulnerable households, taking into account existing labour and income inequalities.
67. WFP will continue to support the implementation of actions in the road map for a nationally owned HGSM. A plan of action developed after a Systems Approach for Better Education Results (SABER) exercise provides a solid basis for identifying the technical support required for a financially sustainable and technically sound strategy and will guide the transfer of capacities. South-South cooperation with countries in the region will facilitate the adaptation of successful models to the national context.

Strategic outcome 3: Children aged 6–59 months, adolescent girls and pregnant and lactating women and girls in the targeted provinces and communes have improved nutrition status all year round

68. The nutrition challenges in Burundi require greater integration of interventions and synergies to ensure a continuum of care and a multi-sector approach. Nutrition programmes will continue to target the staff and managers of health facilities and community actors for capacity building relevant to implementation of the national protocol for community-based management of acute malnutrition.
69. Interventions to address stunting will be aligned with the Government's plan for improving food and nutrition security and designed in collaboration with United Nations agencies and SUN networks. WFP will integrate nutrition-specific interventions into nutrition sensitive and gender transformative food assistance for assets, purchase for progress and school feeding activities to address the immediate and underlying causes of undernutrition holistically and sustainably.

Focus area

70. This outcome focuses on resilience building.

Expected outputs

71. The outcome will be achieved through three outputs:
 - Moderately acutely malnourished children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious foods and participate in a set of appropriate social and behaviour change communication (SBCC) interventions with a view to improving their nutrition status.
 - Children aged 6–23 months, adolescent girls and pregnant and lactating women and girls receive appropriate and sufficient amounts of food and/or CBTs, including specialized nutritious foods and SBCC interventions, to enable them to meet their food and nutrition needs.
 - Nutritionally vulnerable populations benefit from improved capacities of the Government and private sector entities to support implementation of the national food fortification policy and strategy.

Key activity

Activity 6: Provide specialized nutritious foods in combination with SBCC activities to children, adolescent girls and pregnant and lactating women and girls and support the implementation of a national food fortification policy and strategy.

72. Prevention of undernutrition will be integrated into undernutrition treatment programmes. WFP will continue to support the treatment of moderate acute malnutrition among children aged 6–59 months and pregnant and lactating women and girls in provinces with global acute malnutrition prevalence of more than 10 percent or between 5 and 9 percent with aggravating factors such as high food insecurity and population displacement. The treatment will be provided at health facilities in the existing health infrastructure.
73. Undernutrition prevention will be implemented in the same provinces as are targeted for moderate acute malnutrition treatment, using a community-based approach to avoid placing an excessive burden on health centres. Programmes for preventing chronic and acute malnutrition will target children aged 6–23 months and pregnant and lactating women and girls with specialized foods complemented by increased community mobilization through a large-scale SBCC strategy incorporated into the community-based moderate acute malnutrition treatment programme.
74. Interventions for preventing micronutrient deficiencies will include home fortification for children aged 6–23 months, in collaboration with UNICEF; distribution of micronutrients to adolescent girls in schools and at other community locations and provision of relevant technical support to the Burundi Bureau of Standards and Quality Control and the National Centre for Food Technology.
75. The integrated approach will allow the same households to benefit from conditional transfers and capacity development for resilience building, asset creation, access to markets and HGSM; this will help prevent the sharing of specialized foods and safeguard the sustainability of results.
76. WFP, UNICEF and other partners will share their resources in undertaking health facility capacity development and community-level SBCC. Partners including UNFPA and UN-Women will organize training on reproductive health, family planning, leadership skills and prevention of gender-based violence, which will be tailored and delivered to women, men, girls and boys. FAO and WHO will support complementary activities for improving the food and nutrition security of rural communities. Technical support for the Ministry of Public Health will have the aim of handing over a fully operational nutrition surveillance system while improving the implementation of nutrition programmes.
77. WFP will play a leading role in facilitating implementation of the national food fortification policy and strategy, including by strengthening food fortification facilities and cooperatives of small-scale millers. WFP will support the Burundi Bureau of Standards and Quality Control and the National Centre for Food Technology through capacity strengthening, assistance in identifying potential sources of micronutrients and, on request, assistance with procurement. The objective is to increase the availability, ensure the quality control and scale up the distribution of fortified foods. WFP will continue to advocate for the consumption of enriched staples through social marketing and communication campaigns.

Strategic outcome 4: Food-insecure smallholder farmers and communities in targeted areas have enhanced livelihoods that better support food security and nutrition needs by 2020

78. To improve the incomes of food-insecure farming households, WFP will promote increased productivity and access to markets for smallholder farmers. The linking of national safety net programmes such as school meals programmes to local food purchases can provide steady demand for smallholders' production, thereby stabilizing incomes. In addition, WFP will provide training to strengthen the capacity of smallholder farmers to mitigate post-harvest losses.
79. Combined with enhanced post-harvest management, increased agricultural productivity and production and the diversification and transformation of food production, local procurement will facilitate improved market functioning and a gradual shift from subsistence farming. As stated in PRSP II, commercial agriculture contributes to better incomes for households and development of the local economy, with multiplier effects.

Focus area

80. This outcome focuses on root causes.

Expected outputs

81. The outcome will be achieved through two outputs:

- Targeted smallholder farmers, including women farmers, benefit from improved skills, equipment and facilities for improving their access to markets, including through HGSM, in order to enhance their food and nutrition security (SDG 5).
- Through targeted farmers organizations and cooperatives, smallholder farmers, particularly women, benefit from affordable post-harvest solutions in order to improve their productivity and food security (SDG 5).

Key activities

Activity 7: Provide smallholder farmers and farmer organizations and cooperatives with technical support in post-harvest solutions, equipment and capacity building, including SBCC, in order to improve post-harvest management and enhance food diversification.

82. WFP will support smallholder farmers in food processing, labelling, quality standards and marketing so that they can become effective actors in agricultural markets. Strengthened technical capacities will enable smallholder farmers to increase productivity in an environmentally sustainable way, thereby improving subsistence farming and generating marketable surpluses of diverse and nutrient-dense foods. Through strategic partnership agreements, FAO, IFAD, the Ministry of Agriculture and Livestock and specialized NGOs will provide quality inputs, extension services and access to credit for smallholders, targeting mainly women farmers to help decrease gender gaps in access to working capital and productive resources.
83. WFP will leverage the benefits of purchasing food for the HGSM programme from local smallholder cooperatives in provinces with high potential for increased food production. Triangular contracts involving smallholder cooperatives, mills engaged in food fortification and WFP will help to increase cooperatives' incomes while spurring demand for nutrient dense foods.
84. WFP will provide smallholder farmers with high quality equipment and training, including SBCC activities to promote improved post-harvest management and food diversification. Techniques and equipment already used in the region will be tested and scaled up. WFP will facilitate the supply of inputs for the manufacture of bags, tarpaulins and silos by the private sector, including cooperatives, and access to microfinance. In the medium term, the Government is expected to integrate these services into the package of support it provides to cooperatives, which includes subsidized fertilizers. In this process, WFP will support the Government in managing the supply chain.

Strategic outcome 5: Government, humanitarian and development partners have access to effective supply chain management and logistics all year round

85. Building on its ongoing experience with the Burundi Red Cross and past experience with the Ministry of Public Health, WFP will continue to provide common services such as fuel, storage, transport and supply chain-related capacity development, supporting the activities of humanitarian and development actors. This service provision will represent the first step in a gradual hand-over of logistics responsibilities to government authorities and civil society organizations.

Focus area

86. This outcome focuses on resilience building.

Expected outputs

87. The outcome will be achieved through one output:

- Vulnerable populations in Burundi benefit from WFP's cost-efficient supply chain services for the Government and the humanitarian and development community.

Key activity

Activity 8: Provide external services to the Government and humanitarian and development partners.

88. As leader of the logistics and information and communication technology working groups, WFP will continue to extend logistics and information technology support to United Nations agencies, NGOs, government counterparts and other humanitarian actors such as the Burundi Red Cross. It will leverage its strengths and capacity to provide services at competitive rates. Among others, these services will include the construction and maintenance of secondary roads and bridges; training in commodity management, procurement and transport; distribution of equipment for reducing post-harvest losses; support for the national supply chain for health services, including for people living with HIV; and the provision of fuel. Technical services in telecommunication will be provided to partners.

3.3 Transition and exit strategies

89. To support the gradual transition to national ownership, WFP will help guide the implementation of national policies, strategies and plans of action for food fortification, agriculture, nutrition, education, disaster risk reduction and social protection. It will also provide advice to the coordination platforms for these policies, strategies and plans.

90. WFP's comparative advantages in the management of humanitarian assistance and social safety net programmes are recognized, and WFP will continue to play a catalytic role in the dissemination of innovative approaches that have been tested and adapted to local conditions. To facilitate a successful transition and exit strategy, WFP will work with the Government and partners on advancing gender equality throughout its interventions.

4. Implementation arrangements**4.1 Beneficiary analysis**

Strategic outcome	Activity	Women/girls	Men/boys	Total
1	Activity 1.1: Provide unconditional food and/or cash-based assistance to refugees in camps (ISCP activity 1)	20 400	19 600	40 000
	Activity 1.2: Provide unconditional and/or conditional food and/or cash-based assistance to severely food-insecure households in populations of local people, internally displaced persons and returnees (ISCP activity 2)	229 500	220 500	450 000
2	Activity 2.1: Provide conditional food and/or cash-based assistance to food-insecure households through productive asset creation, livelihood diversification and nutrition counselling activities (ISCP activity 4)	57 375	55 125	112 500
	Activity 2.2: Provide home-grown school meals to school aged children and support national institutions in formulating a national HGSM policy and social protection programmes (ISCP activity 5)	356 918	342 922	699 840

TABLE 1: FOOD AND CBT BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY				
Strategic outcome	Activity	Women/girls	Men/boys	Total
3	Activity 3.1: Provide specialized nutritious foods in combination with SBCC activities to children, adolescent girls and pregnant and lactating women and girls and support the implementation of a national food fortification policy and strategy (ISCP activity 6):			
	Treatment of moderate acute malnutrition: ➤ Children aged 6–59 months receive lipid-based nutrition supplements	84 150	80 850	165 000
	Treatment of moderate acute malnutrition: ➤ Pregnant and lactating women and girls receive fortified blended food	22 500	-	22 500
	Prevention of undernutrition: ➤ Children aged 6–23 months receive lipid-based nutrition supplements	33 660	32 340	66 000
	Prevention of undernutrition: ➤ Pregnant and lactating women and girls receive fortified maize flour, vegetable oil and sugar	63 000	-	63 000
	Prevention of micronutrient deficiencies: ➤ Children aged 2–23 months receive micronutrient powders	122 400	117 600	240 000
	Prevention of micronutrient deficiencies: ➤ Adolescent girls receive multiple micronutrients	45 000	-	45 000
Total*		1 034 903	868 937	1 903 840

* The total excludes overlaps in the beneficiaries of general distributions and nutrition interventions.

91. Interventions will target areas where the prevalence of both food insecurity and stunting is high; areas classified as prone to natural disasters through ICA will also be considered. Seasonal livelihood programming will be used to inform activity selection. The targeting of beneficiaries will be based on assessed needs, which will be determined jointly with stakeholders according to quantitative and qualitative analyses, with beneficiaries listed by sex and age group. Throughout implementation of the ICSP, WFP will adhere to the principles of accountability to affected people and will adjust activities and programmes to ensure that gender considerations are mainstreamed in order to achieve gender equality.
92. With its focus on enhancing synergies and complementarities, the overall approach of the ICSP will create ripple and multiplier effects that reach far beyond the populations, institutions and areas targeted for ICSP activities. WFP will address the needs of direct beneficiaries and their communities through resilience building, the needs of local authorities and cooperating partners through capacity development, and the needs of farmer associations and cooperatives and the private sector through technical assistance and market support.
93. The food assistance, technical support and services provided will be mutually reinforcing to avoid the fragmentation of activities. The expansion of activities to tackle the gaps that hinder achievement of zero hunger targets in Burundi will depend on the availability of additional resources.

4.2 Transfers

Food and CBTs

94. Recipients of cash transfers appreciate the flexibility in deciding what to purchase that such transfers give them. The CBT modality will be expanded either alone or in combination with food transfers as market conditions and retail supply chains permit.²⁴ Decisions regarding the use of CBTs will be informed by gender analyses and the preferences of women and men beneficiaries.
95. The use of CBTs will contribute to stimulating food trade and commercial activities that are currently constrained primarily by a lack of working capital and reduced consumer purchasing power.²⁵ WFP will monitor market information to inform the selection of appropriate modalities. The joint feasibility study in respect of CBTs conducted in May 2017 by WFP, the Government, OCHA, UNHCR and UNICEF²⁶ resulted in recommendations for establishing a multi-sector coordination platform led by the Government, strong commitments from partners and developing a national plan of action for CBTs, including joint advocacy and resource mobilization.

²⁴ WFP. May 2017. *Retail supply chain assessments*.

²⁵ WFP. May 2017. *Etude de faisabilité des transferts monétaires au Burundi (Feasibility study on CBTs in Burundi)*.

²⁶ *Ibid.*

TABLE 2: FOOD RATIONS (g/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

Food type/CBTs	Strategic outcome 1		Strategic outcome 2		Strategic outcome 3						
	Activity 1.1: Provide unconditional food and/or cash-based assistance to refugees in camps	Activity 1.2: Provide unconditional food and/or cash-based assistance to severely food-insecure crisis-affected local populations	Activity 2.1: Provide conditional food and/or cash-based assistance to food-insecure households through productive asset creation, livelihood diversification and nutrition counselling activities.	Activity 2.2: Provide home-grown school meals to school-aged children	Activity 3.1: Provide specialized nutritious foods in combination with SBCC activities to children, adolescent girls and pregnant and lactating women and girls						
	Refugees	Crisis-affected people	Food-insecure households	Preschool children	Primary school children	Treatment of moderate acute malnutrition – children aged 6–59 months	Treatment of moderate acute malnutrition – pregnant and lactating women and girls	Prevention of undernutrition – children aged 6–23 months	Prevention of undernutrition – pregnant and lactating women and girls	Prevention of micronutrient deficiencies – children aged 6–23 months	Prevention of micronutrient deficiencies – adolescent girls
Cereals	360	360	360	80	150				240		
Pulses	120	120	120	30	40						
Oil	25	25	25	10	10				30		
Salt	5	5	5	3	3						
Sugar									15		
Super Cereal											
Super Cereal Plus							250				
Micronutrient tablets											1
Micronutrient powder										1	
Plumpy'Sup						92					

TABLE 2: FOOD RATIONS (g/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

Food type/CBTs	Strategic outcome 1		Strategic outcome 2			Strategic outcome 3					
	Activity 1.1: Provide unconditional food and/or cash-based assistance to refugees in camps	Activity 1.2: Provide unconditional food and/or cash-based assistance to severely food-insecure crisis-affected local populations	Activity 2.1: Provide conditional food and/or cash-based assistance to food-insecure households through productive asset creation, livelihood diversification and nutrition counselling activities.	Activity 2.2: Provide home-grown school meals to school-aged children		Activity 3.1: Provide specialized nutritious foods in combination with SBCC activities to children, adolescent girls and pregnant and lactating women and girls					
	Refugees	Crisis-affected people	Food-insecure households	Preschool children	Primary school children	Treatment of moderate acute malnutrition – children aged 6–59 months	Treatment of moderate acute malnutrition – pregnant and lactating women and girls	Prevention of undernutrition – children aged 6–23 months	Prevention of undernutrition – pregnant and lactating women and girls	Prevention of micronutrient deficiencies – children aged 6–23 months	Prevention of micronutrient deficiencies – adolescent girls
Plumpy' doz								50			
Total kcal/day											
% kcal from protein											
CBTs (USD/person/day)	0.53	0.53	0.53		0.30						
Number of feeding days	180	90	132	180	180	90	180	360	360	180	180

TABLE 3: TOTAL FOOD AND CBT REQUIREMENTS AND VALUES		
Food type/CBTs	Total (mt)	Total (USD)
Cereals	71 344	29 198 035
Pulses	19 518	13 842 551
Oil and fats	5 144	4 715 205
Mixed and blended foods	3 355	6 682 780
Other	1 528	1 057 952
Total (food)	100 889	55 496 523
CBTs		17 451 000
Total (food and CBTs value)	100 889	72 947 523

Capacity strengthening including South–South cooperation

96. In partnership with the WFP Centre of Excellence against Hunger located in Brazil, the country office is supporting the establishment of a technical department in the Ministry of Education. Staff of the department are trained in school feeding management and have the capacity to provide up to date monitoring and evaluation services. A two-year work plan for this partnership was developed in May 2017. This collaboration will accelerate knowledge transfer and investments in support of HGSM, nutrition sensitive resilience building and social safety net programmes and will continue throughout the duration of the ICSP.
97. WFP will scale up its capacity development work to prepare for a gradual handover of safety nets to the Government. The scale-up will be based on capacity gap analysis in core areas including gender analysis and will help identify the entry points for WFP's engagement. The aim is to develop sustainable competence in the Government in important areas where WFP plays a major role such as CBTs, nutrition sensitive programming and resilience building. WFP will work in close collaboration with other United Nations agencies to ensure complementarity among sectors and the mainstreaming of gender.

4.3 Supply chain

98. The supply chain faces a number of challenges under the current unstable socio-political and macro-economic conditions. The effects of inflation-related price volatility and the restriction of commodity movements among some provinces are aggravated by limited import capacity and a ban on imports from neighbouring Rwanda. These factors, combined with deterioration of the road network, affect the cost efficiency of the supply chain services that WFP provides to the Government and humanitarian and development partners.
99. To address these issues, WFP will advocate for the inclusion of supply chain analysis and the recognition of gaps in national policies so that challenges can be tackled to ensure the effective implementation of national strategies. Improving the effectiveness of the supply chain, including by lifting restrictions on commodity movements, will allow flexibility in the selection of transfer modalities, for example by facilitating the free circulation of goods among provinces so that traders are able to increase their sources of supply.

4.4 Country office capacity and profile

100. To implement the ICSP, WFP will need to increase staff understanding of the agriculture value chain and how best to work with communities. The country office will review its organizational structure with a view to increasing the effectiveness and efficiency of its service delivery. Implementation of the ICSP will require 120 staff members, including an estimated 13 international staff members. WFP will establish a third sub-office to manage operations that were previously monitored from the Bujumbura office; this will promote improved support for operations and allow country office staff to focus on strategic planning and enhanced engagement

with the Government, donors and United Nations and NGO partners. To enhance operational performance, WFP will improve its local market intelligence to inform the selection and use of transfer modalities and systems, including by conducting a gender analysis of market dynamics.

4.5 Partnerships

101. A multi-sector platform for food and nutrition security headed by the office of the vice president of Burundi will ensure integrated approaches and synergies among actors, including at the provincial level, supporting the Government's efforts to achieve SDG 2 targets and promote gender equality. Coordination of the national social protection policy under the leadership of the president fosters the integration of social programmes and avoids a fragmented approach at the community level.
102. Burundi is one of the countries in which the United Nations is following its Delivering as One approach, which facilitates joint programming and implementation among United Nations agencies. WFP will coordinate its activities with those of the Rome-based agencies – FAO and IFAD – UNDP, UNFPA, UNICEF, the Joint United Nations Programme on AIDS, WHO and civil society organizations in interventions that are relevant to WFP's priorities. Partnerships will also be strengthened with international and national NGOs, the Red Cross, the Global Fund to Fight AIDS, Tuberculosis and Malaria and the private sector to support mills for food fortification, the processing of milk for HGSM and the manufacturing of post-harvest equipment.
103. WFP will introduce its corporate digital beneficiary and transfer management platform, SCOPE, and transfer the technology to the Government to facilitate management of the national social protection programme through a single registry that is likely to be supported by World Bank funding.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

104. To measure performance, WFP will develop a gender-responsive monitoring and evaluation strategy and plan for each strategic outcome, in line with the new corporate results framework and based on a clear and simple theory of change that outlines the desired results of activities and how they are expected to be attained. The main outcome indicators for food security and nutrition will be measured in annual surveys. Person related data will be collected and analysed by sex and age group.
105. Thematic evaluations will be undertaken of the effectiveness of combining specialized nutritious foods and CBTs to prevent malnutrition and of the impact of post-harvest solutions and the linking of smallholder farmers, especially women, to HGSM and purchase for progress programmes.
106. WFP's logistics execution support system and country office tool for managing for effectively (COMET) will provide information for standard project reports and other performance reports. Beneficiaries of the following activities will be managed through SCOPE by the end of 2018: unconditional food and/or cash-based assistance for refugees in camps (activity 1); unconditional food and/or cash-based assistance for severely food-insecure households, internally displaced persons and returnees (activity 2); prevention of undernutrition (activity 6); treatment of moderate acute malnutrition (activity 6); food assistance for asset creation (activity 4), provision of school meals (activity 5) and support to smallholder farmers (activity 7).

5.2 Risk management

Contextual risks

107. Burundi is at high risk of political instability, which could lead to additional displacement of populations. Triggers of political instability include the violence that followed the 2015 elections, and land disputes resulting from high population density and the reintegration of returnees, including Burundian migrants expelled from the United Republic of Tanzania. Burundi is currently rated at security level 3 by the United Nations Department of Safety and Security. The security of United Nations staff is managed by an integrated security team chaired by the Secretary-General's Special Representative and Head of the United Nations Office in Burundi,

who serves as the designated official responsible for security. The United Nations security team includes an officer in charge of security for WFP.

Programmatic risks

108. The ICSP takes into account the main programmatic risks such as lack of partner capacity, supply and security issues and inflation. Additional risks in Burundi include widespread conflict, monopolies and cartels and food diversions. To mitigate these risks, WFP will work only with officially registered traders and financial partners with previous experience. It will also adhere strictly to the new directive on the management of field-level agreements with NGOs. As failure to advance gender equality may hinder achievement of the strategic outcomes, WFP will pursue a gender-transformative approach in line with its gender action plan throughout the ICSP and will partner with entities committed to promoting gender equality and women's empowerment.
109. Price volatility, unstable macroeconomic conditions and a deteriorated road network may affect prices and the services provided to partners. To mitigate these risks, WFP will continue to monitor prices through its mobile vulnerability analysis and mapping platform and plans to establish extended delivery points.

Institutional risks

110. The risks associated with CBTs include fraud and corruption. To mitigate these risks, WFP will use SCOPE and will conduct regular assessments of partners' capacities. WFP will also ensure that the risk of conflict is taken into account in the implementation of all programmes and that activities do not exacerbate the risk of conflict and tension in affected areas.

6. Resources for results

6.1 Country portfolio budget

111. The budget for this three-year ICSP is USD 164.3 million, with life-saving activities accounting for 28 percent of the total and school meals 38.6 percent – the largest share. If the current situation persists, requirements will increase and will have to be met using supplementary resources made available by donors willing to channel them through partners.

Strategic outcome	Year 1 2018	Year 2 2019	Year 3 2020	Total
1	15 413 907	17 658 901	18 272 568	51 345 375
2	21 072 727	29 841 712	30 790 491	81 704 930
3	6 837 611	8 155 530	7 876 722	22 869 864
4	1 163 615	1 477 999	1 475 668	4 117 282
5	1 388 595	1 435 462	1 468 570	4 292 627
Total	45 876 456	58 569 605	59 884 018	164 330 079

6.2 Resourcing outlook

112. The budget projections for the three-year ICSP are USD 35.9 million for 2018, USD 36.3 million for 2019 and USD 35.2 million for 2020; these amounts are consistent with historical trends.²⁷ The country office has good relationships with its funding partners and is engaging with core donors, the Government and donors of multiyear funding. Efforts are being made to broaden the donor base to include international financial institutions and other new donors. Joint fundraising is pursued, particularly with UNFPA and UN-Women, to fund longer-term social communication work. The resource mobilization strategy is based on mapping of potential donors.
113. WFP will align its fundraising with the ICSP strategic outcomes, accelerating resource mobilization efforts and ensuring the effective use of resources to attract humanitarian resources for addressing growing needs and multilateral development resources to reduce its dependence on bilateral funding for development activities.
114. Innovations such as local food purchases for HGSM and the integration of nutrition sensitive activities into resilience building activities have stimulated donors' interest. Some donors have already provided multiyear funding for innovative programmes and WFP expects more donors to do so during implementation of the ICSP.
115. WFP will present the planned activities to traditional and non-traditional donors seeking contributions that are diverse, flexible and sustainable to ensure that activities are effective.

²⁷ Of the total budget, 13 percent is allocated to gender-transformative activities; during the ICSP period, WFP will strive to meet the corporate target of 15 percent.

ANNEX I

LOGICAL FRAMEWORK FOR BURUNDI INTERIM COUNTRY STRATEGIC PLAN (APRIL 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 (SDG target 2.1)

Strategic outcome 1: Crisis affected populations including refugees in camps, internally displaced people (IDPs) and returnees in targeted areas are able to meet their basic food needs all year round

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

Nutrition Sensitive

Focus Area: Crisis Response

Assumptions:

Conductive and stable macro-economic, political and security environment in the country to allow for access and delivery of food and CBTs.
The supply of food is assured and there are no pipeline breaks

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Dietary Diversity Score

Emergency Preparedness Capacity Index

Food Consumption Score

Food Consumption Score – Nutrition

Food Expenditure Share

Minimum Dietary Diversity – Women

Activities and outputs

1 Provide unconditional food and or cash-based assistance to refugees in camps (URT: Unconditional resource transfers to support access to food)

Refugees receive unconditional food and/or cash-based assistance to enable them to meet their basic food needs (A: Resources transferred)

2 Provide unconditional and/or conditional food and/or cash-based assistance to severely food-insecure households in populations of local people, internally displaced persons and returnees (URT: Unconditional resource transfers to support access to food)

Crisis-affected local populations, IDPs and returnees receive unconditional and/or conditional food and/or cash-based assistance to enable them to meet their basic food needs. (A: Resources transferred)

Crisis-affected populations, IDPS and returnees receive nutritious food and/or cash transfers in order to meet their basic food and nutrition needs (A: Resources transferred)

3 Provide capacity strengthening to government and humanitarian partners with regard to early warning systems, emergency food security assessments and analysis and food security and market monitoring (EPA: Emergency preparedness activities)

“Crisis-affected people benefit from strengthened nationally owned emergency preparedness and response mechanisms”
(C: Capacity development and technical support provided)

Strategic outcome 2: Food-insecure households in targeted areas have safe access to adequate and nutritious food all year round

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

Nutrition Sensitive

Focus area: resilience building

Assumptions:

Conductive and stable macro-economic, political and security environment in the country to allow for access and delivery of food and CBTs.

The supply of food and nutritional inputs is assured and there are no pipeline breaks.

Partners adhere to partnership agreements and prioritize WFP activities.

Timely contribution of funds and secure food availability.

Potential synergies with other partners.

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Dietary Diversity Score

Enrolment rate

Food Consumption Score

Food Expenditure Share

Livelihood-based Coping Strategy Index (Average)

Minimum Dietary Diversity – Women

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

Retention rate

Activities and outputs**4 Provide conditional food and/or cash-based assistance to food-insecure households through productive asset creation, livelihood diversification and nutrition counselling activities (ACL: Asset creation and livelihood support activities)**

Community members benefit from enhanced capacities and knowledge to reduce risk and improve their resilience

(C: Capacity development and technical support provided)

Food insecure people in targeted areas benefit from the construction or restoration of household or community productive assets in order to improve their food security and nutrition. (D: Assets created)

Food insecure people in targeted areas receive food and/or cash-based assistance to enable them to meet their basic food and nutrition needs.

(A: Resources transferred)

5 Provide home-grown school meals to school aged children and support national institutions in formulating a national HGSM policy and social protection programmes (SMP: School meal activities)

School-aged children benefit from increased Government capacity to develop a national HGSM policy and social protection programme in order to improve their basic food and nutrition needs. (C: Capacity development and technical support provided)

School-aged children in targeted areas 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 (SDG target 2.2)

Strategic outcome 3: Children 6-59 months, adolescent girls, and pregnant and lactating women and girls (PLW/G) in the targeted provinces and communes have improved nutrition status throughout the year.

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

Focus area: resilience building

Assumptions:

Conductive and stable macro-economic, political and security environment in the country.

The supply of food and nutritional inputs is assured and there are no pipeline breaks.

Adequate capacity of cooperating partners.

Potential synergies with other partners.

Outcome indicators

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

6 Provide specialized nutritious foods in combination with SBCC activities to children, adolescent girls and pregnant and lactating women and girls and support the implementation of a national food fortification policy and strategy (NPA: Malnutrition prevention activities)

Children 6-23 months, adolescent girls and PLW/G receive appropriate and sufficient amount of food and/or CBT, including specialized nutritious foods and SBCC interventions to enable them to meet their food and nutrition needs. (A: Resources transferred)

Children 6-23 months, adolescent girls and PLW/G receive appropriate and sufficient amount of food and/or CBT, including specialized nutritious foods and SBCC interventions to enable them to meet their food and nutrition needs
(B: Nutritious foods provided)

Children 6-23 months, adolescent girls and PLW/G receive appropriate and sufficient amount of food and/or CBT, including specialized nutritious foods and SBCC interventions to enable them to meet their food and nutrition needs
(E: Advocacy and education provided)

Moderately acute malnourished children 6-59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious foods as well as a set of appropriate social behaviour change communication (SBCC) interventions to improve their nutritional status
(A: Resources transferred)

Moderately acute malnourished children 6-59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious foods as well as a set of appropriate social behaviour change communication (SBCC) interventions to improve their nutritional status
(E: Advocacy and education provided)

Nutritionally vulnerable population benefit from improved Government and private sector capacities to support the implementation of the national food fortification policy and strategy.
(C: Capacity development and technical support provided)

Strategic Objective 3: Achieve food security**Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes (SDG target 2.3)**

Strategic outcome 4: Food-insecure smallholders and communities in targeted areas have enhanced livelihoods that better support food security and nutrition needs by 2020

Outcome category: increased smallholder production and sales

Nutrition Sensitive

Focus area: root causes

Assumptions:

Conducive political and security environment in the country;
Complementary resources provided to the project by partners;
Capable cooperating partners are available to manage the programme.

Outcome indicators

Minimum Dietary Diversity – Women

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

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

Rate of post-harvest losses

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

Activities and outputs

7 Provide smallholder farmers and farmer organizations and cooperatives with technical support in post-harvest solutions, equipment and capacity building, including SBCC, in order to improve post-harvest management and enhance food diversification (SMS: Smallholder agricultural market support activities)

Smallholder farmers, with a focus on women, through targeted farmers' organizations and cooperatives, benefit from affordable post-harvest solutions in order to improve their productivity and food security. (C: Capacity development and technical support provided)

Smallholder farmers, with a focus on women, through targeted farmers' organizations and cooperatives, benefit from affordable post-harvest solutions in order to improve their productivity and food security. (E: Advocacy and education provided)

Targeted smallholder farmers, including women farmers, benefit from improved skills, equipment and facilities to access markets, including HGSF, in order to enhance their food and nutrition security. (A: Resources transferred)

Targeted smallholder farmers, including women farmers, benefit from improved skills, equipment and facilities to access markets, including HGSF, in order to enhance their food and nutrition security. (F: Purchases from smallholders completed)

Strategic Goal 2: Partner to support implementation of the SDGs

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 (SDG target 17.16)

Strategic outcome 5: Government, humanitarian and development partners have access to effective supply chain management and logistic all year round

Outcome category: Enhanced strategic partnerships with the public and private sectors, Rome-based agencies and other operational partners

Focus area: resilience building

Assumptions:

Socio-political conditions are adequate

Partners adhere to partnership agreements and prioritize WFP activities

Outcome indicators

Effectiveness, coherence and results of partnerships (as per qualitative review)

User satisfaction rate

Activities and outputs**8 Provide external services to the Government and humanitarian and development partners (CPA: Service provision and platforms activities)**

“Vulnerable populations in Burundi benefit from WFP’s cost efficient supply chain services to the Government and the humanitarian and development community”
(K: Partnerships supported)

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

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

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1, SDG target 2.1	Strategic Result 1, SDG target 2.1	Strategic Result 2, SDG target 2.2	Strategic Result 3, SDG target 2.3	Strategic Result 8, SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Transfers	39 580 202	59 935 942	13 994 520	2 460 737	3 579 365	119 550 766
Implementation	4 200 535	9 723 732	5 507 926	1 049 976	81 131	20 563 300
Adjusted direct support costs	4 205 595	6 700 074	1 871 259	337 214	351 305	13 465 447
Subtotal	47 986 332	76 359 748	21 373 705	3 847 927	4 011 801	153 579 513
Indirect support costs (7%)	3 359 043	5 345 182	1 496 159	269 355	280 826	10 750 566
Total	51 345 375	81 704 930	22 869 864	4 117 282	4 292 627	164 330 079

Acronyms used in the document

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
HGSM	home-grown school meal
ICSP	interim country strategic plan
ICA	integrated context analysis
IFAD	International Fund for Agriculture Development
IPC	Integrated Phase Classification
ISTEEBU	<i>Institut de Statistiques et d'Études Économiques du Burundi</i> (Institute of Statistics and Economic Studies of Burundi)
NGO	non-governmental organization
P4P	purchase for progress
PRSP II	Poverty Reduction Strategy Paper II
SAFE	safe access to fuel and energy
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNDAF	United Nations development assistance framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization