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Operational matters – country strategic plans

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Draft Côte d'Ivoire country strategic plan (2019–2023)

Duration	1 January 2019–31 December 2023
Total cost to WFP	USD 82,768,485
Gender and age marker*	3

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

Executive summary

Although Côte d'Ivoire is considered a low-middle-income country, it ranks 171st of 188 countries in the Human Development Index. It is subject to pervasive food insecurity, malnutrition and gender inequalities, which severely affect smallholder farmers as they struggle with issues of land access and frequent climate-related shocks. Côte d'Ivoire has a population of 25 million people, of which 48.4 percent are female¹ and 46 percent live below the poverty line. It is ranked 155th on the Gender Inequality Index.

A 2018 nationally led consultative zero hunger strategic review identified several legal instruments and policies that promote food security and nutrition in Côte d'Ivoire. However, poor coordination, weak national capacities and slow implementation of national programmes impede progress towards Sustainable Development Goal 2. Food insecurity is strongly linked to poverty, unsustainable food production, recurrent climate shocks, high food prices and low household and community resilience.

This country strategic plan marks a shift in WFP's approach in Côte d'Ivoire, with stronger emphasis on capacity strengthening with a view to shifting WFP-led programmes to government and community ownership. At the core of this strategic approach is the sustainability of the national school meals programme, in which WFP assists 613 schools, or 10 percent of the schools covered by the programme, as a platform for promoting education, nutrition and gender equality and stimulating local food production and rural economies. The country strategic plan constitutes of

¹ National Institute of Statistics. 2018. (Not available online.)

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an opportunity for the Government to support women smallholder farmers in a holistic way and to diversify food consumption by introducing policies to reduce post-harvest losses and promote sustainable access to markets. This will lay the foundations for a more robust economy that is less reliant on imports, offers better livelihood options for vulnerable populations and fosters resilient and sustainable national food systems.

WFP's assistance to the Government in achieving food and nutrition security will be based on five mutually reinforcing strategic outcomes:

- Strategic outcome 1: Primary-school-age children and their households in food-insecure areas have access to adequate and nutritious food all year
- Strategic outcome 2: Populations affected by shocks have access to food to cover their basic food and nutritional needs during and in the aftermath of shocks
- Strategic outcome 3: Vulnerable food-insecure populations in targeted areas – in particular children, women of child-bearing age and people living with HIV – have improved nutritional status by 2023
- Strategic outcome 4: Targeted populations and communities have stronger livelihoods, are more resilient to climate and other shocks and benefit from more efficient and equitable value chains and sustainable food systems by 2023
- Strategic outcome 5: National institutions have strengthened capacity to better target and manage food security, nutrition and social protection programmes by 2023

WFP's strategic direction for the next five years will prioritize nutrition programmes by strengthening national capacities to deliver community-focused initiatives. The school meals programme provides a solid base for improving household and community resilience and women's empowerment through support for smallholder farmers' networks. Capacity strengthening will be extended to a broad range of stakeholders to ensure that smallholders, especially women, participate in more structured and equitable value chains and have market access support – including through the school meals programme – to link them to stable demand. WFP will support national crisis response, maintaining contingency plans for addressing the immediate food and nutrition needs of populations affected by sudden shocks.

The Country Strategic Plan emphasizes gender equality, young people and people living with disabilities. National capacities to generate evidence will be enhanced to enable the identification of scalable solutions to hunger and malnutrition that acknowledge the specific and various challenges faced by vulnerable people as a result of their gender, age, geographic location and economic circumstances.

The Country Strategic Plan is fully aligned with the national development plan for 2016–2020 and the United Nations development assistance framework for 2017–2020. It seeks to harness the comparative advantages of the various United Nations agencies operating in Côte d'Ivoire to provide a holistic response to food security and nutrition needs. This document was developed through a participatory approach and in close collaboration with Ivorian stakeholders and the other Rome-based agencies: the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development. Collaboration among the Rome-based agencies will focus on enhancing the implementation of the 2016–2020 national multisectoral nutrition plan, facilitating access to education and nutritious food and equitably improving the production and livelihoods of smallholders through joint action plans.

Draft decision*

The Board approves the Côte d'Ivoire country strategic plan (2019–2023) (WFP/EB.1/2019/6-A/4) at a total cost to WFP of USD 82,768,485.

1. Country analysis

1.1 Country context

1. Côte d'Ivoire has enjoyed steady economic growth since the end of the 2011 post-electoral crisis, establishing itself as a lower middle-income country working to attain upper-middle-income status by 2020. Despite a per capita gross domestic product (GDP) of USD 1,526, the annual GDP growth rate of 7.1 percent² has not translated into inclusive socio-economic development for the majority of the population. Poverty, food insecurity, malnutrition and gender inequalities remain pervasive.
2. Of the total population of 25 million, 48.4 percent are female, 60 percent are under 25³ and 46 percent live below the poverty line. Côte d'Ivoire ranks 171st on the Human Development Index and 155th on the Gender Inequality Index. The fertility rate is 3.5 children per woman.⁴ Child labour is a concern, with 25 percent of children between 5 and 17 (5 percent more girls than boys) working; 53.4 percent of them in agriculture.⁵
3. Gender inequalities are a major impediment to sustainable economic and social well-being. Despite legislative gains, women continue to face discrimination in the labour market (women account for 11.5 percent of private-sector employees⁶), education and access to health care (just 10 percent of women report making decisions regarding their own health care),⁷ and there is a lack of family planning.⁸ Sociocultural barriers limit access to land and participation in decision making over the use of common resources; women are underrepresented in decision making bodies.⁹ Although women account for 90 percent of the agricultural labour force,¹⁰ only 8 percent hold land titles, compared with 22 percent of men.¹¹
4. The country is prone to floods and droughts, which cause loss of livelihoods, particularly crop failures, in the north and south. Sporadic inter-communal conflicts persist due to land tenure issues, with subsequent localized population displacements.

* 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.

² The Economist Intelligence Unit: Côte d'Ivoire Country Report, 2018. (Not available online.)

³ National Institute of Statistics.

⁴ Central Intelligence Agency: *World Fact Book*, 2018.

⁵ *National survey of employment and child labour 2013 (Enquête nationale sur la situation de l'emploi et du travail des enfants (ENSETÉ 2013))*

⁶ United Nations Committee on the Elimination of Discrimination against Women. 2011. *Concluding observations of the Committee on the Elimination of Discrimination against Women*.

⁷ *Demographic and Health Multiple Indicator Cluster Survey 2011–2012 (Enquête Démographique et de Santé et à Indicateurs Multiples (2011–2012))*. Available (in French) at <https://www.dhsprogram.com/pubs/pdf/FR272/FR272.pdf>.

⁸ World Bank Report. 2017. *Situation Economique en Côte d'Ivoire: Et si l'émergence était une femme (And if the emergence was a woman?)*.

⁹ Ministry of Planning and Development. 2017. *National development plan 2016–2020 (Plan national de développement 2016–2020)*.

¹⁰ Prime Minister's Office and Ministry of Agriculture. 2009. *State of plant genetic resources for food and agriculture: second national report (État des ressources phytogénétiques pour l'alimentation et l'agriculture: second rapport national)*.

¹¹ World Bank. 2017. . *Situation Economique en Côte d'Ivoire: Et si l'émergence était une femme (And if the emergence was a woman?)*.

5. The Government is halfway through the implementation of a national development plan designed to reduce poverty, food insecurity and malnutrition and encourage the development of the agricultural processing industry.¹² A 2017 government progress report reveals that while some gains have been made, particularly in infrastructure development, more efforts are needed in the development of human capital to diversify the economy and meet labour market needs. Substantial investments are also required to extend agro-industrial networks beyond commercial crops to tackle the root causes of hunger and malnutrition and benefit smallholder farmers.¹³

1.2 Progress towards Sustainable Development Goal 2

Progress on SDG 2 targets

6. *Access to food.* Although Côte d'Ivoire's favourable agro-ecological conditions support varied food production systems, food security continues to be a challenge.¹⁴ The country's Global Hunger Index score fell from 32.6 to 26.5 between 2000 and 2017, but the current score is still classified as "serious".¹⁵
7. An estimated 12.8 percent of the people were food insecure in 2015,¹⁶ including 4.2 who were severely food insecure. Food insecurity is worse among agricultural households (14.3 percent), particularly in the north, northeast and west, and among rural households, where access to sustainable food sources is constrained by poor agricultural practices, environmental degradation, climate shocks, post-harvest losses, poor access to markets and poor dietary diversity. There is no significant difference in rates of food insecurity between households headed by women (14.5 percent) and those headed by men (14.1 percent).
8. Several food security assessments and a zero hunger strategic review indicate that food availability is particularly affected by climate shocks, especially in the north, due to a lack of wholesale markets and poor rural infrastructure. This results in high food prices across the country that, combined with pervasive poverty and limited purchasing power, limit access to food. In 2015 rural households spent over 55.8 percent of their income on food, compared with 39.1 percent in urban areas. Nationally, poor households spend 50.2 percent of their income on food compared with 40.7 percent spent by non-poor households. Poverty affects more women (47.4 percent) than men (45.4 percent), partly due to the precariousness and informal nature of women's work and productive activities.¹⁷
9. *End malnutrition.* Malnutrition affects all age groups, particularly children under 5, pregnant and lactating women and girls (PLWG), people living with HIV (PLHIV), orphans and food-insecure vulnerable children. The Government has given high priority to nutrition and is committed to achieving the goals of the Decade of Action on Nutrition.¹⁸ Côte d'Ivoire joined the Scaling Up Nutrition movement in 2013 and in 2016 created a national nutrition council led by the Prime Minister to ensure high-level coordination of nutrition activities. Nutrition indicators improved between 2012 and 2016; however, 16.7 percent of children

¹² *Ibid.*, at 8.

¹³ Ministry of Planning and Development. 2017. National development plan, 2016–2020 (*Plan national de développement 2016–2020*).

¹⁴ Zero hunger strategic review for Cote d'Ivoire (2018).

¹⁵ International Food Policy Research Institute. 2017. *2017 Global Hunger Index: The Inequalities of Hunger*. Available at <https://www.globalhungerindex.org/pdf/en/2017.pdf>.

¹⁶ National Institute of Statistics (INS). 2015. Survey of household living conditions in Côte d'Ivoire (*Enquête sur le niveau de vie des ménages en Côte d'Ivoire*).

¹⁷ Prime Minister's Office. 2017. *National zero hunger strategic review (Examen stratégique national faim zero)*, p23.

¹⁸ See <http://scalingupnutrition.org/progress-impact/un-decade-of-action-on-nutrition/>, 2016.

had low birth weight in 2016.¹⁹ Stunting rates stand at 29.6 percent in the north and 25.6 percent in the west,²⁰ although overall rates decreased from 29.8 percent in 2012 to 21.6 percent in 2016. Among children under 5, the prevalence of wasting fell from 7.5 percent to 6 percent over the same period. For all these indicators, boys are more affected than girls.²¹ For women aged 15–49, the prevalence of acute malnutrition is 7.7 percent.²² Around 24.5 percent of PLHIV are malnourished, a slight decrease since 2009 but a major cause for concern nonetheless.²³

10. Anaemia affects 75 percent of children under 5, 54 percent of women of childbearing age and 30 percent of men between 15 and 49. Côte d'Ivoire, like many countries in the region, suffers from the double burden of malnutrition: overweight and obesity are rising, affecting 25.6 percent of women of childbearing age.
11. For the average Ivorian, 65 percent of daily dietary energy comes from roots, tubers and cereals, which signals a lack of dietary diversity. Nationally, only 14.3 percent of children aged 6–23 months have access to a minimum acceptable diet, with rates as low as 5.7 percent in the north.²⁴ Food-insecure households consume animal protein two days a week and fruit and vegetables two to three days a week, less frequently than cereals and tubers (three to six days a week) and oil (three to four days a week). Severely food-insecure households consume virtually no fruit or animal protein.²⁵
12. Nutritional practices are negatively affected by low levels of formal education, particularly among women, just 25 percent of whom are literate in rural areas, compared with the national average of 45 percent.²⁶ The quality of education is poor, especially in rural northern areas, where enrolment is the lowest. Gross enrolment in primary schools has increased from 85.7 percent to 95.4 percent in the last four years, although significant regional disparities persist. The net national enrolment rate in primary schools rose from 72.9 percent in 2012 to 91 percent in 2016, including 90.1 percent of girls and 92 percent of boys.²⁷ In 2015, the Government instituted free compulsory schooling for every child up to 16 years old and introduced a strategic plan for boosting girls' education²⁸ aimed at supporting and increasing girls' enrolment and retention in primary education to age 16, combating gender-based violence and strengthening national coordination to make the programme sustainable.
13. Other factors affecting nutrition include a lack of awareness of good nutrition and hygiene practices and sociocultural beliefs that place taboos on the consumption of certain foods by specific gender and age groups.

¹⁹ Ministry of Planning and Development. 2017. *The situation of women and children in Côte d'Ivoire (La situation des femmes et des enfants en Côte d'Ivoire)* (2016).

²⁰ Ministry of Health. *Demographic and Health Survey Multiple Indicator Cluster Survey (Enquête démographique et des Santé et à indicateurs multiples)* (2011–2012).

²¹ Ministry of Planning and Development. 2017. *The situation of women and children in Côte d'Ivoire (La situation des femmes et des enfants en Côte d'Ivoire)* 2016.

²² Ibid. at 19

²³ National School for Active Non-Commissioned Officers (École nationale des Sous-officiers d'active). 2015.

²⁴ Ministry of Planning and Development. 2017. *The situation of women and children in Côte d'Ivoire (La situation des femmes et des enfants en Côte d'Ivoire)* 2016, p. 18.

²⁵ National Institute of Statistics. 2016. *Enquête de suivi de la saison agricole et de la vulnérabilité alimentaire (SAVA 2016) (Agricultural season and food vulnerability monitoring survey)*.

²⁶ Prime Minister's Office. 2016. *State report on the national education system (Rapport d'état sur le système éducatif national 2016)*.

²⁷ Ministry of National Education, Technical Education and Vocational Training (Ministère de l'éducation nationale, de l'enseignement technique et de la formation professionnelle). 2017.

²⁸ Strategic Plan for Accelerating the Education of Girls (*Plan Stratégique d'Accélération de l'Éducation des Filles*), 2016–2018.

14. *Double the productivity and incomes of smallholder food producers.* The majority of food producers (2,300,000) in Côte d'Ivoire are women.²⁹ An estimated 75 percent of the people depend on agricultural activities for their basic livelihoods³⁰ and 77 percent are engaged in informal activities such as self-employment on family farms or selling goods and services.³¹ These activities tend to be less economically productive. Agriculture is dominated by subsistence and labour-intensive manual cultivation practices managed by smallholder producers, who work 84 percent of the arable land.³²
15. The average agricultural holding ranges from 0.5 to 3 hectares, and food crop farmers have little or no access to improved seeds, fertilizers or pesticides. Women farmers are disproportionately affected because of their lack of access to credit, labour, capital and know-how. Ninety percent of households relying on agriculture are headed by men and only 8 percent of women have their own land, although they are responsible for 75 percent of basic food production at the household level.³³ Yields from land owned by women are lower than those from land owned by men, although this productivity gap decreased from 43 percent in 2008 to 24 percent in 2016, mainly due to an increase in the use of fertilizers provided to households headed by women.
16. Over 70 percent of smallholder farming households are estimated to be living below the poverty line,³⁴ and 34 percent live in extreme poverty,³⁵ with poverty affecting more women (47.4 percent) than men (45.4 percent). Smallholder food crop production continues to suffer from limited support compared with the well developed cash crop sector.³⁶ This factor, coupled with poor access to good quality inputs, land, water, energy, credit and markets, continues to have a negative impact on the productivity and incomes of smallholder producers, especially in terms of post-harvest loss management and access to markets. Women comprise the majority of workers, but as their labour is often not remunerated, these issues affect them and their households more.
17. *Sustainable food systems and resilient agricultural practices.* Endowed with favourable agro-ecological conditions and abundant water resources, Côte d'Ivoire has the potential to become self-sufficient in meeting national food crop needs, including for the staple foods of rice and maize. However, between 2010 and 2012, rice imports increased by 51 percent and maize imports rose by 43 percent.³⁷ Food value chains are poorly organized, and post-harvest losses are as high as 40 percent for major staples. Food crop production is characterized by low productivity, environmental degradation and high risk of food contamination from polluted water and the improper use of pesticides.
18. Food systems are increasingly affected by climate shocks, large-scale deforestation and unsustainable agricultural practices such as slash and burn techniques. The country has lost up to 80 percent of its forest cover, which has negative effects on the climate and agricultural sustainability, including through lost soil fertility, reduced rainfall, reduced river flows and groundwater abundance in some areas and extreme rainfall and flooding in others.

²⁹ Zero hunger strategic review, 2018; data disaggregated by sex unavailable.

³⁰ Sex and age-disaggregated data unavailable.

³¹ World Bank. 2017. *Jobs Diagnostic: Employment, Productivity, and Inclusion for Poverty Reduction*.

³² Ministry of Agriculture and Rural Development. 2017. *Agricultural census (Recensement des exploitations et exploitants agricoles) (2015-2016)*.

³³ UNDP. 2016. *Africa Human Development Report 2016: Accelerating gender Equality and Women's Empowerment in Africa*. Available at <http://www.undp.org/content/undp/en/home/librarypage/hdr/2016-africa-human-development-report.html>.

³⁴ Earning less than USD 2.50 a day.

³⁵ Earning less than USD 1.25 a day.

³⁶ The Economist Intelligence Unit: Côte d'Ivoire Country Report, 2018. (Not available online.)

³⁷ Zero hunger strategic review for Cote d'Ivoire (2018).

19. The zero hunger strategic review underlined the importance of promoting efforts to improve agricultural resilience by optimizing water resource management, adapting crop calendars, using drought-resistant crop varieties, combatting deforestation and adopting techniques for restoring soil fertility.

Macroeconomic environment

20. After five years of strong growth, the Ivorian economy is showing signs of deceleration, which is affecting fiscal policy management and leading to a reduction in public spending that disproportionately affects women. Nevertheless, Côte d'Ivoire remains one of the stronger economies on the continent, and its economic outlook is favourable for the foreseeable future. Addressing gender inequalities will be key to ensuring inclusive growth.

Key cross-sectoral linkages

21. The national development plan for 2016–2020 is the reference framework for public and private sector development projects. It allows for political dialogue and the development of guidelines to enable Côte d'Ivoire to achieve upper-middle-income country status by 2020, as well as the SDGs. The high poverty rates, which fell marginally from 49 to 46 percent between 2008 and 2015, will continue to influence this process.³⁸
22. The elimination of malnutrition is one of the national development plan priorities. The Government, through the leadership of the Ministry of Health and Public Hygiene, has developed and adopted a national multisectoral nutrition plan for 2016–2020, which includes measures to combat HIV and malaria.
23. HIV prevalence fell from 3.7 percent in 2012 to 2.8 percent in 2016. Prevalence among adult women is 3.7 percent and 1.9 percent among adult men. Malaria rates declined from 50 percent in 2010 to 33 percent in 2014, but there is no breakdown of data by sex and age.³⁹ The most recent disaggregated figures date from 2012, when prevalence in children aged 0–59 months and in PLWG aged 15–49 was estimated at 18 percent.⁴⁰
24. Gender inequality is still not being adequately addressed. Women remain under-represented in decision making bodies.⁴¹ Unemployment rate is higher for women (11.9 percent) than for men (7.4 percent) and women hold just 8.6 percent of salaried jobs.
25. Pervasive inequalities reduce the educational and employment opportunities for younger women and men. Nationally, 23.2 percent of people are unemployed; 54.2 percent of the unemployed are aged 14–34. A large share of unemployed women and men are young people making the transition from school to full-time employment.⁴²

1.3 Hunger gaps and challenges

26. The zero hunger strategic review identifies the following challenges to achieving SDG 2 in Côte d'Ivoire:
- *Access to food.* A lack of sex and age-disaggregated data makes it difficult to pinpoint the particular issues faced by women and men, girls and boy, in obtaining food. Other issues include insufficient coherence among food security projects; a lack of recognition of the role of smallholder producers in food security when formulating

³⁸ UNDP. 2016. Human Development Report on Côte d'Ivoire.

³⁹ Ministry of Health. 2016. National health development plan (*Plan national de développement sanitaire* (2016–2020)).

⁴⁰ Demographic and Health Multiple Indicator Cluster Survey 2011–2012 (Enquête Démographique et de Santé et à Indicateurs Multiples (2011–2012)).

⁴¹ Ministry of Planning and Development. 2017. National Development Plan (Plan national de développement) 2016–2020.

⁴² World Bank. 2017. *Jobs Diagnostic: Employment, Productivity, and Inclusion for Poverty Reduction*. Disaggregated data unavailable.

commercial and fiscal policies; and insufficient collection, analysis and use of data to identify vulnerable people.

- *Nutrition.* Many sectors – including agriculture and social protection – could contribute to nutrition outcomes through nutrition-sensitive initiatives but this potential remains untapped. Progress is also hindered by the ‘silo’ approach of ministries responding to interrelated issues such as food security, nutrition, health and education; the limited scale of food fortification initiatives; the limited scale of social behavioural change communication (SBCC) initiatives on dietary diversity, hygiene and food safety issues; and the need for increased focus on adolescent girls.
- *Smallholder productivity and sustainable food systems.* There is an urgent need to support smallholder women and men in establishing food crop value chains for high performing, self-sufficient and sustainable cereals, roots and tubers, vegetables and animal protein. Other limiting factors include a chronic lack of financial and human resources for inputs, extension and research services; a need for systematic investment in infrastructure to improve production, storage, transportation capacities and access to markets; the inequity of land allocation, particularly for women and young people; inadequate skills for managing ecosystems sustainably; and a lack of a systematic approach to addressing gender inequalities.
- *Social protection.* Insufficient resources are invested in gender-responsive social protection. The coverage of the national school meals programme (SMP) is limited, as is the coverage of and synergy between safety net programmes. Other obstacles include challenges in implementing a strategy for extending safety nets to rural populations and a need for more inclusive and equitable safety net policies, including for school meals.

1.4 Key country priorities

Government

27. The Government’s Vision 2040 sets out a vision of Côte d’Ivoire as a country with “an industry-driven economy, united in its cultural diversity and democracy and open to the rest of the world,” where everyone can reach their full potential, with a focus on the most vulnerable, and where inequality gaps caused by poverty, food insecurity, malnutrition, lack of education and gender inequalities are effectively addressed.⁴³
28. One pillar of this vision has been translated into action through the national social protection strategy for 2015–2020, which aims to protect the most vulnerable groups through gender-responsive social safety nets, gradually building a social protection system that strengthens their capacity to mitigate risks. WFP supports the implementation of this strategy through its support for the SMP and for women smallholder farmers’ groups, while assisting all stakeholders to work towards the achievement of SDG 2 and a sustainable national food system.
29. Progress has been made in transforming the agricultural sector into a driver of economic growth and a priority for government investment, as reflected in the national programme for agricultural investment for 2018–2025. However, government-led investment has concentrated on increasing support for the agricultural processing industry in order to raise the market value of cash crops such as cocoa and cashews.⁴⁴ Only 8 percent of households led by women produce export crops, and the productivity gap between men and women is

⁴³ Ministry of Planning and Development. 2016. Côte d’Ivoire national prospective study 2040 (*Étude nationale prospective Côte d’Ivoire 2040*).

⁴⁴ World Bank. 2017. *Jobs Diagnostic: Employment, Productivity, and Inclusion for Poverty Reduction*. The report does not provide a breakdown of data by sex.

high for food crops (34 percent in 2016 against 17 percent for export crops for women producers). In 2016, women farmers used 1.9 times less fertilizer and 1.7 times less pesticide than men, limiting the productivity of their food and commercial crops.⁴⁵ Government funding to improve the production of certified seeds focuses on cash crops.⁴⁶

30. Priorities under the national multisectoral nutrition plan include enhancing nationwide awareness of good nutritional practices and preventive measures against malnutrition; better management of malnutrition, including community-based approaches; increased availability of and access to nutritious and diversified foods; greater household resilience to food and nutrition shocks; and the fostering of good nutrition and stronger governance across the sector.
31. The Government, with WFP's support, has developed its first national policy on school meals, which covers the period 2018–2025.⁴⁷ The policy envisages that by 2025 all school-age children will be attending school and receiving nutritionally balanced daily hot meals. Objectives for reaching health, nutrition, local production and environmental protection goals will contribute to a gender-inclusive and equitable educational system. The government-led flagship initiative, "one school, one canteen, one farmers' group," continues to promote a sustainable approach to the SMP and demonstrates the Government's commitment to empowering local farmers' groups (especially those led by women).

United Nations and other partners

32. The United Nations development assistance framework for 2017–2020 (UNDAF) is fully aligned with the national development plan and harnesses the comparative advantages of each United Nations agency working in Côte d'Ivoire. Priority areas include increasing access to basic social services, such as education and nutrition; improving social protection mechanisms; strengthening national institutions; and fostering resilience to climate change and natural hazards. This translates into three strategic results: stronger governance and social cohesion; the development of human capital through equitable access to basic social services and social protection; and sustainable development through the promotion of public policies, guaranteeing sustainable production and consumption patterns and supporting the fight against climate change.
33. The UNDAF includes measures to mainstream protection and gender across all its areas of support to the Government, tackling gender-based violence, gender inequalities, discrimination and exclusion.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

34. While developing the CSP, the country office held regular consultations and workshops with government counterparts, development partners and other stakeholders. These consultations, together with a review of evaluations and studies of WFP's work in Côte d'Ivoire, have provided the foundations for mapping the way forward. The evaluations and studies include a January 2018 decentralized evaluation of protracted relief and recovery operation 200464; an August 2017 synthesis of operation evaluations covering work in the countries managed by the Dakar regional bureau; and a December 2015 mid-term evaluation of development project 200465. A mid-term decentralized evaluation of WFP's support for the SMP, funded by the United States Department of Agriculture, is expected to be completed by December 2018.

⁴⁵ World Bank. 2017. *Economic situation in Côte d'Ivoire: and if the emergence was a woman? (Situation économique en Côte d'Ivoire : et si l'émergence était une femme)?*

⁴⁶ National development plan 2016–2020.

⁴⁷ Ministry of Education. 2018. *National school feeding policy (Politique nationale d'alimentation scolaire 2018–2025)*.

35. These evaluations and consultations were positive in their appraisal of WFP's contribution to achieving food security and nutrition in Côte d'Ivoire and identified the following comparative advantages of WFP:
- a) Its leadership in the nutrition sector, making it a partner of choice in supporting the Government's implementation of the national multisectoral nutrition plan;
 - b) Its deep field presence in the areas of the country most vulnerable to poverty, food insecurity, malnutrition and low primary school completion rates;
 - c) Its close partnership with the Government and national and inter-agency coordination and technical committees, as well as its strong partnerships with other United Nations agencies and non-governmental organisations (NGOs). The coherence of interventions and complementary partnerships are the backbone of WFP's response in Côte d'Ivoire;
 - d) Its success in establishing and supporting school meals programmes, and providing support for nutrition (malnutrition prevention), resilience (agricultural production groups) and capacity building (school meals, supply chain, warehouse management, food security and nutrition assessments and baselines);
 - e) Good practices and lessons learned regarding the transition to a nationally owned school meals programme; coordination of food-by-prescription for PLHIV receiving antiretroviral therapy; introduction of gender-transformative actions to tackle the inequalities that undermine food security and nutrition; managing rapid response to emergencies (population displacements); and the use of food assistance for assets and cash-based transfers to restore social cohesion (for returnees in the west).
36. Stakeholders have emphasized that despite considerable funding constraints, WFP's activities have proven essential to ensuring that national humanitarian and development priorities are achieved. The organization is well positioned to continue to make meaningful contributions over the coming years, particularly through equitable support for smallholder farmers through the SMP.
37. Improvements have been recommended for the following areas:
- a) *Sustainability of resilience initiatives*: Focus on enabling households to improve their livelihoods sustainably by strengthening partnerships to ensure the complementarity of activities and ownership of assets created by the community as a whole.
 - b) *WFP's coordination role*: Continue to support and participate in multisectoral and multi-stakeholder coordination systems and platforms, particularly for nutrition.
 - c) *Nutrition impact*: Ensure that all interventions are nutrition-sensitive. Focus on strengthening the impact of the SMP on SBCC and supporting local food fortification.
 - d) *Gender equality impact*: Improve gender analysis and targeting across operations. Strengthen the capacity of WFP employees and partners regarding gender and continue to empower rural women through women farmers' groups, services, institutions and markets.
 - e) *Information and monitoring systems*: Strengthen the Government's capacity to conduct regular analyses and manage monitoring and beneficiary feedback systems for food security and nutrition, particularly for the SMP. Ensuring systematic collection, analysis and use of sex- and age-disaggregated data for all national food security and nutrition initiatives is key.
 - f) *Social protection mechanisms*: Strengthen social protection mechanisms by linking the national social protection strategy with the school meals strategy to cater for children from financially vulnerable families.

38. Information and monitoring systems are part of WFP's commitment to support evidence-based gender-transformative approaches to food security and nutrition. WFP will assist the Government in conducting studies of the impact of supporting community groups, the sustainability of women farmers' groups and the effectiveness of the SMP.

2.2 Opportunities for WFP

39. The holistic approach adopted through the national multisectoral nutrition plan enables WFP and other development partners to address the root causes of malnutrition at the community level. Together with the Government's robust agricultural investment strategy, the plan presents WFP with a unique opportunity to provide technical assistance to promote sustainable and inclusive solutions to hunger and malnutrition, with specific attention to meeting the needs of food-insecure and nutritionally vulnerable women, school-aged girls and boys and PLHIV. The Government has ambitions to transform and modernize the agricultural sector with substantial investments over the next seven years. This will require significant efforts to strengthen the capacities of smallholder farmers, to enable them to contribute to the development of robust and equitable food systems and value chains.
40. Good practices from WFP's ongoing small-scale capacity-strengthening support to women farmers' groups can be replicated to enhance the sustainability of the SMP; increase and diversify food crop production; reduce malnutrition through the availability of more nutrient-rich foods and through SBCC; increase farmers' incomes; promote gender equality and women's empowerment through training on functional literacy, basic accounting and cooperative organizational skills; and provide opportunities to introduce climate change adaptation activities. The Government and partners welcome this approach and endorse WFP's continued engagement to scale up this model among farming communities in areas where links can be established with the SMP.
41. Through its recognized leadership in the nutrition sector, WFP is well positioned to support the Government in implementing the national fortification strategy and adapt nutritional education through the development and implementation of a national SBCC strategy, particularly for pre-school and primary school children.
42. A renewed government commitment to re-establish annual national food security and nutrition studies from 2019 will help close the information gap across several sectors, making data collection and analysis more systematic. Drawing on WFP's data expertise and use of innovative technologies, technical support will be provided to enhance national information systems for food security and nutrition that are gender and age responsive.

2.3 Strategic changes

43. This CSP highlights the changing nature of WFP's food security and nutritional support in Côte d'Ivoire. WFP will move from providing direct food assistance to engaging in a technical partnership with the Government to strengthen institutional capacities to develop and implement food security and nutrition programmes, and build the resilience of food-insecure communities. WFP's response is anchored in the national multisectoral nutrition plan and the SMP. Combined, these will contribute to meeting national nutrition, education and food security goals and will provide a solid base for increasing household and community resilience and women's empowerment.
44. The zero hunger strategic review revealed that current national hunger and malnutrition-related policies and programmes are comprehensive; however, technical capacity to coordinate and implement them is still a challenge. WFP has provided technical assistance to the Government in developing these national school meal, nutrition and social protection policies and plans. Throughout the implementation of the CSP, WFP will support the development of national capacities at all levels with a view to gradually transferring programmes managed by WFP to the Government, with an emphasis on emergency preparedness, holistic nutrition responses and sustainable food systems underpinned by

sound gender competencies. The number of beneficiaries supported directly by WFP will decline gradually throughout the course of the CSP, as government programmes progressively take the lead.

45. Implementation and coordination of the multisectoral national nutrition plan will be reinforced through the *communes de convergence* model.⁴⁸ WFP will continue to support and promote the rollout of this community diagnostic tool to inform local collective action. It will also promote the equitable inclusion of marginalized smallholder farmers so that they can benefit from the facilities and services of the nine *agropoles*⁴⁹ being created by the Ministry of Agriculture, which will cover the 31 regions of Côte d'Ivoire.
46. The sustainability of the SMP remains a top national priority. WFP will pursue the implementation of a transition action plan developed jointly with the Government. The plan calls for gradually incorporating WFP-assisted schools into the SMP throughout the duration of the CSP. At the same time, national capacities will be improved in order to bring in cost-efficient models based on local production.
47. The implementation of this CSP is based on nutrition-sensitive and gender-transformative approaches. Throughout all its activities, WFP will support the strengthening of national information systems and generate evidence for gender-transformative, innovative and cost-effective solutions to hunger and malnutrition.
48. Partnerships for zero hunger will be explored, particularly with the private sector, civil society and research institutions for flagship initiatives such as the national fortification plan and SBCC at the local level. These initiatives will have gender equality measures at their core.

3. WFP strategic orientation

3.1 Direction, focus and intended impact

49. This CSP outlines WFP's work in Côte d'Ivoire from 2019 to 2023. The proposed strategic outcomes are mutually reinforcing and aim to support national development priorities contributing to SDG 2 (on zero hunger) and SDG 17 (on partnerships for the SDGs), as well as SDGs 3 (on healthy lives), 4 (on quality education) and 5 (on gender equality).
50. Nutrition will remain a cross-cutting strategic priority. WFP will focus on supporting the Government to implement the national fortification policy and the national rollout of the SBCC strategy. WFP will continue to provide supply chain services for the delivery of the national nutrition programme while strengthening national capacities to take over this role.
51. WFP is widely recognized as having played a fundamental role in the development of the SMP in Côte d'Ivoire. WFP will leverage the SMP to achieve multiple development objectives in communities where the SMP is being implemented. By 2025, the Government plans to scale up the SMP to cover 60 percent of public primary schools, prioritizing those in areas most vulnerable to food insecurity and malnutrition, and where enrolment rates are low.
52. WFP will maintain emergency response capacities to address the immediate food and nutrition needs of populations during and in the aftermath of shocks, ensuring that attention is given to food-insecure and nutritionally vulnerable groups such as women, children, the elderly and people with disabilities.

⁴⁸ A model based on strengthening resilience originally developed in Niger with the support of United Nations agencies.

⁴⁹ The nine *agropoles* are designated areas of the country where the Government and partners will invest in agro-sylvo-pastoral and fisheries programmes that respect the environment and agro-ecological zones as well as the needs and capacities of local women and men. These investments should benefit all stakeholders, whether local, national or regional.

53. Across all sectors, WFP will strengthen national capacities for the implementation and delivery of equitable and inclusive policies, plans and programmes, drawing on internal expertise and partnerships with the WFP centres of excellence in Brazil and China. Work will focus on improving capacities relevant to vulnerability analysis and enhancing and managing national information and monitoring systems, to generate evidence for innovative and cost-effective hunger and nutrition solutions.
54. Capacity strengthening will be included across all WFP activities to address the cross-cutting areas of food security analysis, emergency preparedness and response and supply chain management. WFP will also complement and support the design and management of Government-led, gender and shock-responsive social protection systems. Training, technical and material support will be provided, and peer exchanges will be organized through South-South cooperation.
55. Women will continue to play a central role in all WFP programmes as beneficiaries and decision makers. WFP will promote gender equality through its capacity strengthening activities with the Government and partners, engaging men in the process of transforming discriminatory practices and institutions, and fostering policy dialogue to address practices that impede women's agency and advancement.

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

Strategic outcome 1: Primary-school-age children and their households in food-insecure areas have access to adequate nutritious food all year

56. Persistently high rates of food insecurity and malnutrition converge with low education indicators in rural areas. WFP will continue to provide nutritious school meals to improve access to food for children in food-insecure rural areas throughout the school year. Girls' and boys' education will be supported through take-home rations to encourage completion of the primary education cycle. School meal activities will be planned and implemented through the Ministry of Education (Directorate of School Canteens).

Focus area

57. This strategic outcome is focused on root causes.

Expected outputs

58. This strategic outcome will be achieved through four outputs:
 - Children attending targeted schools receive a safe and nutritious meal that meets their basic food and nutrition needs every day they attend school.
 - The households of children attending targeted schools receive take-home rations or cash-based transfers that support household food security and increase school attendance and retention.
 - Children attending targeted schools benefit from learning support that improves their reading skills.
 - Children attending schools covered by the school meals programme benefit from strengthened government capacities to implement the SMP at scale.

Key activity

Activity 1: Provide school meals, take-home rations and complementary services to primary-school-age children during the school year and promote the purchase of locally produced food for school meals

59. WFP will provide school meals for 125,000 girls and boys through 2020, funded by the McGovern-Dole International Food for Education Program in support of the SMP. Targeting will be based on the prevalence of low education outcomes, chronic malnutrition, food insecurity and gender disparities. Furthermore, 15,000 girls and boys in their last two years of primary school will receive take-home rations to increase retention and reduce dropout

rates. Through modalities defined with the Ministry of Education, WFP will progressively transfer the schools that it currently supports to the national programme.

60. Targeted school-age children will benefit from complementary services such as school gardens; deworming; SBCC-related activities; and learning tools and materials, including training for teachers and school managers to improve the teaching of reading skills. In partnership with the United Nations Population Fund (UNFPA), WFP will deliver modules on sexual reproductive health issues, including HIV, through the *communes de convergence* model. Schools will continue to construct and use fuel-efficient stoves with the aim of strengthening the sustainability of a climate-smart SMP.
61. Simultaneously, WFP will work to strengthen the capacities of smallholder farmers' groups established near schools and supported under strategic outcome 4 in order to increase the community contribution to the SMP. WFP will gather evidence relevant to cost-effectiveness and support the scale-up of a gender-responsive and nutrition-sensitive home-grown school meals model, in line with the national sustainability strategy of "one school, one canteen, one farmers' group". WFP will foster the purchase of locally produced food from smallholder farmers and thus contribute to diversifying school meals and increasing community involvement. The school meal food basket will be further diversified, where possible, through the inclusion of locally fortified foods.

Strategic outcome 2: Populations affected by shocks have access to food to cover their basic food and nutritional needs during and in the aftermath of shocks

62. During the CSP, WFP will maintain its capacity to respond, in close coordination with the Ministry of Solidarity and Social Cohesion, other United Nations agencies and other emergency response actors to emergencies in order to address the immediate food and nutrition needs of affected women, girls, boys and men. In response to such emergencies food and cash-based transfers will be provided, as appropriate, through gender-responsive and nutrition-sensitive approaches.

Focus area

63. This strategic outcome is focused on crisis response.

Expected outputs

64. This strategic outcome will be achieved through three outputs:
 - Populations affected by shocks receive timely and adequate food or cash-based transfers that meet their immediate food and nutrition requirements.
 - Populations affected by shocks receive social behaviour change communication-related activities aimed at improving nutrition-related practices.
 - Children aged 6–59 months, pregnant and lactating women and girls, people living with HIV and their households affected by shocks receive adequate and timely specialized nutritious food and social behaviour change communication aimed at the prevention of moderate acute malnutrition that targets beneficiaries and their households.

Key activities

Activity 2: Provide an integrated assistance package to affected populations, including food assistance, SBCC and specialized nutritious food to children aged 6–59 months, pregnant and lactating women and girls and people living with HIV, to improve access to food and prevent malnutrition

65. Targeted food-insecure and nutritionally vulnerable women, girls, boys and men will receive assistance – including gender-responsive SBCC – in sudden onset emergencies. Children aged 6–59 months, PLWG, PLHIV and their households will receive specialized nutritious supplementary foods that prevent malnutrition.

66. Assistance is designed to meet targeted beneficiaries' immediate food and nutrition requirements and ensure that their rights are understood and respected. It includes measures to prevent gender-based violence and sexual exploitation and abuse. A beneficiary feedback and complaint mechanism will be established as part of WFP's commitment to ensuring accountability to crisis-affected populations.

Strategic outcome 3: Vulnerable food-insecure populations in targeted areas – particularly children, women of child-bearing age and people living with HIV – have improved nutritional status by 2023

67. WFP will work to ensure the gender-responsive implementation of the national multisectoral nutrition plan, focusing on the national fortification strategy; the development of a nutrition education curriculum for primary schools; the national rollout of SBCC; and the application of the *communes de convergence* model in priority districts. Evidence generation, documentation and the sharing of good practices will be key components under this strategic objective.

Focus area:

68. This strategic outcome is focused on root causes.

Expected outputs

69. This strategic outcome will be achieved through six outputs:
- Targeted populations benefit from social behaviour change communication that increase knowledge and consumption of healthy diets based on nutritious local foods.
 - Targeted populations in high burden areas equitably benefit from better government social behaviour change communication capacities that promote improved gender-transformative nutrition-related practices.
 - Targeted populations benefit from improvements in the ability of industrial and community-level food processors to produce and market safe and high-quality specialized nutritious foods and fortified foods, such as rice and *attiéké*, at affordable prices.
 - Targeted populations benefit from enhanced access to fortified, nutritious and healthy local foods to meet their basic nutrition needs.
 - Vulnerable food-insecure and malnourished populations benefit from evidence-based, gender-responsive and gender-transformative nutrition programmes.
 - Primary school children across the country benefit from an enhanced primary education curriculum that includes nutrition education.

Key activity

Activity 3: Support the implementation of the national nutrition programme, with a focus on the development and implementation of a gender-responsive social behaviour change communication strategy; the implementation of the national strategy for the fortification of regularly consumed staples; enhancement of the primary education curriculum to include nutrition; and the generation of evidence on the activities in the national multisectoral nutrition plan

70. WFP will support the national nutrition council in the development and implementation of an SBCC strategy based on innovative, inclusive and equitable participatory community approaches that address gender- and age-related differences and inequalities as well as food and malnutrition issues. SBCC will also target decentralized health service centres and community actors through radio programmes and community platforms on the value of locally produced nutritious food and good maternal and infant health practices during the first 1,000 days of life. Cooking demonstrations will be organized using local products, based

on the national food meals guidelines. Gender-responsive community-level monitoring of the nutritional status of children under 5 and PLWG will also be an integral part of the approach.

71. WFP will provide the Government with technical support in the development of a gender-responsive nutrition curriculum for primary education and the promotion of good nutrition and hygiene practices, as well as increased awareness of HIV among schoolchildren. This work will be carried out in partnership with the Ministry of Education, the Ministry of Health, the United Nations Food and Agriculture Organization (FAO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the United Nations Children's Fund (UNICEF).
72. WFP will support the Government in its implementation of the national fortification strategy through a national campaign to promote the consumption of fortified and bio-fortified foods, (e.g., flour for infants, rice and *attiéké*), processed by small-scale and industrial producers. The campaign will differentially target women, girls, boys and men in the targeted communities and the training of community health workers.

Strategic outcome 4: Targeted populations and communities have stronger livelihoods, are more resilient to climate and other shocks and benefit from more efficient and equitable value chains and sustainable food systems by 2023

73. WFP will support smallholder farmers' groups and cooperatives in food-insecure and nutritionally vulnerable areas. Given the prevailing gender inequalities, this support predominantly targets women's groups and will reach 1,250 farmers' groups (approximately 125,000 farmers) over the five-year period of the CSP. Assistance will include promotion of the sharing and adoption of good agricultural practices and technologies that improve food production and processing and reduce post-harvest losses. The objective is to stimulate food production by promoting predictable public and private institutional demand and identifying collective marketing platforms to increase incomes and improve rural household food security and safety. WFP will work with the Government, the other Rome-based agencies and the private sector for the development of sustainable national food systems.

Focus area

74. This strategic outcome is focused on resilience building.

Expected outputs

75. This strategic outcome will be achieved through five outputs:
 - Targeted smallholder farmers benefit from strengthened capacities in sustainable food production, improved resilience to climate change and diversification of the food system, based on local agricultural potential.
 - Targeted smallholder farmers benefit from strengthened capacities to transform, conserve and commercialize their production and thus to reduce post-harvest losses and to gain access to reliable markets, including through the school meals programme.
 - Targeted smallholder farmers and their households benefit from social behaviour change communication-related activities that enable them to diversify their production and diets and improve their nutritional status.
 - Targeted food-insecure smallholder farmers and their households benefit from conditional food assistance that improves their food security and nutritional status, particularly during the lean season.
 - Targeted food-insecure smallholder farmers and their households benefit from support in asset creation and rehabilitation that improves their food security and nutritional status, particularly during the lean season.

Key activity

Activity 4: Provide an integrated and gender-transformative assistance package to smallholder farmers, especially women's farmer groups, comprising training on good agricultural practices, equipment and social behaviour change communication-related activities that place value on local agricultural potential, asset creation and targeted food assistance; and provide technical support for generating evidence to inform the scale-up of farmer groups' activities

76. WFP will work with the Ministry of Agriculture to provide technical assistance to smallholder farmers in order to strengthen their organizational, technical and resilience capacities, improve access for women farmers to capacity development in crop diversification and improve the use of phytosanitary products, value addition, quality control, collective marketing, equipment, technologies and extension services.
77. Innovations will include support with regard to improved processing, conservation, the use of marketing equipment and the use of hermetic storage technologies to reduce post-harvest losses and improve food quality. Measures will include the targeting and integration of unemployed young women and men in rural areas. Coordination and participation goals will be achieved through the establishment of platforms that link different actors in the value chains and facilitate the exchange of information on local markets, including demand generated by institutions and the SMP.
78. SBCC campaigns will be supported to promote good nutrition and hygiene practices and the increased production and consumption of nutritious and diversified foods. To ensure sustainability, WFP will conduct evaluations and will share lessons learned and best practices and explore the potential scale-up of activities in a gender and age-responsive way.
79. WFP, the other Rome-based agencies, the United Nations Development Programme (UNDP), UN-Women and UNESCO will look for synergies when addressing the needs of farmers' groups and communities. WFP will promote South-South cooperation, particularly through partnerships with WFP's centres of excellence in Brazil and China, to promote learning exchanges and the adoption of best practices.

Strategic outcome 5: National institutions have strengthened capacity to better target and manage food security, nutrition and social protection programmes by 2023

80. As part of its handover strategy, WFP will work towards enhancing the capacity of the Government and partners at the national, subnational and community levels to design and manage gender-transformative, nationally owned food security, nutrition and social protection policies and programmes. Activities will comprise training and technical support in food security and nutrition analysis, early warning, insurance index design, supply chain management and emergency preparedness and response.

Focus area

81. This strategic outcome is focused on root causes.

Expected outputs

82. This strategic outcome will be achieved through four outputs:
 - Vulnerable populations benefit from a scaled-up, cost-effective and equitable national school meals programme and local purchase mechanisms that support their livelihoods and access to nutritious food and education.
 - Vulnerable populations benefit from improved information systems for social protection, early warning and emergency preparedness that contribute to improving their access to food and their nutrition status.
 - People benefit from stronger and more equitable food supply chains that improve their access to high-quality food and their nutrition status.

- People benefit from the national nutrition council's increased capacity to coordinate the implementation of the national multisectoral nutrition plan, which contributes to the improvement of targeted people's nutrition status.

Key activity

Activity 5: Provide technical support to national institutions in their efforts to address school feeding, food security, nutrition, social protection and emergency preparedness and response

83. Support will be provided through multisectoral policy coordination, the preparation of strategic documents and the operationalization of strategies and programmes, in partnership with the Government and other stakeholders, with a focus on strengthening social protection and information systems (including early warning systems), international and local purchase mechanisms and the food supply chain.
84. WFP will also support training and learning exchanges, including South–South cooperation with the Government and other sectoral partners, to build national emergency preparedness and response capacities. This support to the Government will include cross-cutting training modules on how to integrate gender equality measures and environmental and social considerations.
85. WFP will continue to provide technical assistance to the Government and partners to improve the implementation of the SMP. The WFP centre of excellence in Brazil will continue to provide technical support to the Government for institutional capacity strengthening in the areas of school feeding, policy advocacy and engagement. Partnerships will enable coordination and complementarity among WFP activities and government efforts; this will lead to better results and the development of models that can be replicated and scaled up. Continental and regional partnerships with the African Union fostered by the Government and the WFP centre of excellence in Brazil will enable knowledge exchange and policy networking to strengthen national capacity needed to make the SMP comprehensive.

3.3 Transition and exit strategies

86. WFP will seek to reinforce the self-reliance of targeted women and men while working with the Government to improve food security and reduce malnutrition in a way that addresses gender, socioeconomic and other inequalities. Through the implementation of the transition action plan jointly developed with the Ministry of Education, the WFP-assisted part of the SMP and all its sub-components will gradually be handed over to the national SMP, which currently reaches 800,000 children in approximately 6,000 schools.
87. WFP will work with the Government and partners to increase sustainable and equitable livelihood opportunities for targeted smallholder women and men. Through enhanced institutional capacities and national coordination structures for nutrition, social protection and emergency preparedness, the Government will be able to sustainably manage nationally owned food and nutrition programmes. Evidence generated through systematic data collection and analysis will inform policy and improve programme design and the management of gender-responsive and nutrition-sensitive services provided by the Government.

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activities (by sub-component)	Girls		Boys		Women	Men	Total
		< 5 years	>5 years <18 years	< 5 years	>5 years <18 years			
1	1: Provide school meals and complementary services to primary-school-age children during the school year.	-	61 250	-	63 750	0	0	125 000
	1: Provide take-home rations (food) and complementary services to primary-school-age children during the school year.	-	10 050	-	4 950	-	-	15 000
2	2: Provide an integrated assistance package (cash) to affected populations.	150	360	90	240	1 500	660	3 000
	2: Provide an integrated assistance package (food) to affected populations.	150	360	90	240	1 500	660	15 000
	2: Provide specialized nutritious food to children to prevent malnutrition.	980	-	1 020	-	-	-	2 000
	2: Provide specialized nutritious food to PLWG to prevent malnutrition.	-	-	-	-	1 000	0	1 000
	2: Provide specialized nutritious food to PLHIV to prevent malnutrition.	70	180	240	70	190	250	1 000
4	4: Provide an integrated assistance package to smallholder farmers	450	750	300	600	4 500	900	7 500
Total		1 800	72 950	1 570	69 970	8 740	2 470	169 500
Adjusted total		980	62 360	1 020	64 590	6 000	1 560	136 510

88. *Strategic outcome 1:* Geographic areas will be prioritized according to their levels of food insecurity, gross enrolment rate, gross completion rate and prevalence of chronic malnutrition. Household-level food and cash-based transfers for girls and boys in the last two years of primary school will enable all household members to receive assistance as indirect beneficiaries. Capacity strengthening for government employees and the community will improve the management and sustainability of school canteens.

89. *Strategic outcome 2:* The Government-led vulnerability analysis⁵⁰ will allow the identification and mapping of vulnerability across the country. Depending on the nature of a given crisis, WFP assessment tools will be used to identify food-insecure and nutritionally vulnerable households.
90. *Strategic outcome 3:* SBCC targeting mothers and other carers of young children, men grandparents, community leaders, women's groups, youth associations and religious leaders (men and women) will be provided in local languages through radio and community forums. The targeting criteria for identifying food processors will be defined with the Government and other key partners in the field.
91. *Strategic outcome 4:* WFP assessment tools will be used to identify households that are vulnerable to food insecurity and malnutrition. The Government-led vulnerability study will also be used to identify eligible groups. Criteria for production potential, the ownership of innovations, the existence of school canteens and the guarantee of community support have been set.
92. Across all strategic outcomes, assessments will focus on gender, age and disabilities, and beneficiaries will be registered using SCOPE.

4.2 Transfers

Food and cash-based transfers

	Strategic outcome 1		Strategic outcome 2				Strategic outcome 4
	Activity 1		Activity 2				Activity 4
Beneficiary type	School-age children	School-age children	General food distribution	Children aged 6-59 months	PLWG	PLHIV	Food for assets
Modality (food or cash-based)	Food	Food/CBTs	Food/CBTs				CBTs
Cereals	150	555.5	420				
Pulses	30		50				
Oil	10		30				
Salt	3		5				
Sugar							
SuperCereal			50				
SuperCereal Plus				200	200	200	
Micronutrient powder							
Total kcal/day	751			806			
% kcal from protein	10			16			

⁵⁰ Ministry of Agriculture and Rural Development. *Cadre Harmonisé report on the classification of food security (Rapport du Cadre Harmonisé de classification de la sécurité alimentaire).*

	Strategic outcome 1		Strategic outcome 2				Strategic outcome 4
	Activity 1		Activity 2				Activity 4
Beneficiary type	School-age children	School-age children	General food distribution	Children aged 6-59 months	PLWG	PLHIV	Food for assets
Modality (food or cash-based)	Food	Food/CBTs	Food/CBTs				CBTs
Cash-based transfers (<i>USD/person/day</i>)		0.4	0.54				0.54
Number of feeding days per year	120	90	90	90	90	90	66

Food type/cash-based transfer	Total (<i>mt</i>)	Total (<i>USD</i>)
Cereals	20 153	9 500 003
Pulses	1 910	1 076 691
Oil and fats	677	639 746
Mixed and blended foods	374	252 950
Salt	191	25 867
Total (food)	23 306	11 495 256
Cash-based transfers	-	413 100
Total (food and cash-based transfer value)	23 306	11 908 356

93. The WFP-assisted part of the SMP will continue to provide hot meals consisting of cereals, pulses, oil and iodized salt, complemented by local produce when available. Around 15,000 girls and boys in the last two years of primary school will receive a take-home ration of 50 kg of rice each trimester. The cash modality will be used in areas with stable food availability and functional local markets.
94. In the event of an emergency response, WFP will provide an integrated assistance package to affected populations comprising cereals, pulses, oil, Supercereal and salt (or the cash equivalent). To prevent malnutrition among shock-affected people, WFP will provide 200 grams per day of Supercereal Plus for children aged 6–59 months, PLWG and PLHIV. Targeted households recovering from shocks will benefit from food for assets activities to help restore their livelihoods.

Capacity strengthening including South–South cooperation

95. WFP will facilitate South–South and triangular cooperation exchanges of knowledge and expertise relevant to innovative sustainable solutions to hunger, particularly through support for SMPs and better linkages with local production and social protection. New opportunities for partnership with the WFP centres of excellence in Brazil and China and the Global Post-Harvest Knowledge and Operations Centre in Uganda will be explored and existing partnerships will be reinforced. The exchange of best practices will seek to strengthen smallholder value chains and link them to the SMP and other public and private markets. The WFP centre of excellence in Brazil will continue to provide technical support to reinforce partnerships for South–South cooperation exchanges. Côte d'Ivoire already works with the African Union Commission, on the establishment of an African school meals network.⁵¹
96. The Rome-based agencies have committed to working together to enhance the production and livelihoods of smallholder farmers. A joint action plan of WFP and FAO will help ensure the sustainability of production and reduce post-harvest losses for smallholder producers, linking production, income generation, food and nutrition. The International Fund for Agricultural Development (IFAD) will work with WFP on scaling up support for smallholder farmers to enhance the sustainability of the SMP, as well as to strengthen community resilience and food security through market access support programmes. (This commitment is included in IFAD's strategic plan for 2019–2022).

4.3 Supply chain

97. The country office will use a combination of cash-based transfers and in-kind food sourced internationally and locally for the duration of the CSP. Cash-based transfer engagement will include analysis of retail markets and logistics assessments, procurement and contracting, supply chain continuity and monitoring and modality selection, in collaboration with other units. A procurement plan for local food purchases will be developed, based on a gender-sensitive assessment of local food supply and supply chain players.
98. In line with WFP strategic changes, the supply chain Unit will progressively enhance its enabling role, by leveraging WFP supply chain expertise to strengthen the capacity of partners, including the Ministry of Education as part of the SMP transition action plan, including with regard to supply chain management and operations, especially in the areas of international and local sourcing, planning, storage capacity and management, transportation, commodity tracking and reporting.
99. WFP will work with farmers' organizations on storage, transportation, food safety and quality management to improve food conservation, reduce barriers to the supply of diversified local food and enhance access to markets. WFP will continue to evaluate and provide technical support for community-level and industrial food processors on the production of fortified food, food safety and quality assurance.
100. Through the SOLVE⁵² project, WFP will provide a capacity-strengthening to the Ministry of Health, through the latter's *Nouvelle Pharmacie de la Santé Publique* initiative⁵³ and its partner institutions, aimed at strengthening national health supplies and nutritious-food supply chains, especially in the areas of information management, staffing capacity and last-mile

⁵¹ "Sustainable School Feeding across the African Union". Available at http://centrodeexcelencia.org.br/wp-content/uploads/2018/03/SUSTAINABLE-SCHOOL-FEEDING_FINAL.pdf.

⁵² The SOLVE project is a Bill and Melinda Gates Foundation initiative aimed at analyzing and strengthening supply-chain systems of national health sectors.

⁵³ The New Pharmacy for Public Health (*Nouvelle pharmacie de la santé publique*) is the government agency in charge of stocking and distributing medicines nationally to hospitals and pharmacies.

distribution, in collaboration with UNICEF, the United States Agency for International Development and other partners.

101. Supply chain colleagues will help to coordinate with United Nations agencies and partners to foster joint supply chain practices that enhance the efficiency, effectiveness and equity of the supply chain system. Depending on the context and where required, the country office will provide logistics services during emergency responses.

4.4 Country office capacity and profile

102. To ensure organizational readiness for the changes linked to the CSP, the country office will ensure that:
 - a) There is regular two-way communication among all employees to share information and that their engagement is effective.
 - b) A review of the country office organizational structure is undertaken to ensure that it is fit to achieve the strategic outcomes and implement the activities of the CSP. The strategy of gradually nationalizing the country office workforce, implemented since 2017, has led to 94 percent of the workforce being recruited locally. This approach will be maintained. The review will also be a means of ensuring gender parity and the correct application of contractual modalities.
 - c) Technical experts are hired on short-term contracts as needed to provide support in areas such as sustainable food systems; food technology and safety; post-harvest loss management; value chain analysis and development; and youth, gender, age and disability analysis and programming. The country office will optimize the use of technical missions and expert support from the centres of excellence, WFP headquarters and the regional bureau to advance the goals of the CSP.
 - d) The skills needed to implement the CSP are available and the current workforce is trained in the new systems, tools, processes and deliverables required. Staff development will remain a priority and investments will be made to implement a learning and development strategy for the country team.
 - e) Any talent gaps are proactively identified and addressed through talent management initiatives such as succession planning and a talent acquisition and sourcing strategy.

4.5 Partnerships

103. WFP will strengthen its strategic and operational partnerships with the Office of the Prime Minister; the Ministry of Health; the Ministry of Education; the Ministry of Agriculture; the Ministry of Livestock and Fishery Resources; the Ministry of Employment and Social Protection; the Ministry of Women, Child Protection and Family; the Ministry for the Promotion of Youth Employment; the Ministry of Solidarity, Social Cohesion and Poverty Reduction; the Ministry of Planning; the Ministry of Commerce and Industry; the National Institute of Statistics; and regional and district authorities. These bodies will continue to be involved in the formulation and implementation of activities to strengthen national ownership and transfer expertise.
104. Jointly with other United Nations agencies and other development partners, WFP will foster zero hunger partnerships in support of the Government's *Communes de Convergence* approach, which promotes integrated development action at the community level. The CSP was developed through a participatory approach and in close collaboration with Ivorian stakeholders and the other two Rome-based agencies: FAO and IFAD. The Rome-based agencies will have a prominent role in scaling up support to smallholder farmers and building resilient food systems. Synergies will be reinforced with UNICEF, UNFPA, UN-Women, UNESCO and others who operate in the same geographic areas as WFP in order to achieve collective outcomes. Partnerships for education and nutrition will be supported through country-level coordination forums such as the Local Group of Partners for Education (*Groupe*

locale des partenaires pour l'éducation) and the nutrition working group, comprising development partners, including United Nations agencies, NGOs and donors.

105. Civil society organizations, including Helen Keller International, Action Against Hunger (*Action contre la faim*), CARITAS, Western Rural and Agricultural Development (*Développement rural et agricole à l'ouest*) and the Development Training and Advisory Bureau (*Bureau de formation et de conseil en développement*), will continue to play a key role in supporting national initiatives, particularly those related to SBCC. WFP is committed to developing partnerships with academia, research institutions and the private sector to generate evidence and develop innovative and gender-transformative hunger solutions. Partnerships with organizations for young people, women's rights, people living with disabilities and PLHIV will be explored to promote inclusive responses to the specific needs of these groups across WFP's activities and national programmes.

5. Performance Management and Evaluation

5.1 Monitoring and evaluation arrangements

106. The country office will develop a comprehensive gender-responsive five-year monitoring and evaluation strategy for process, output and outcome indicators. The monitoring and evaluation strategy will support improved programme quality, effectiveness, efficiency, accountability and technical support to the Government. The office will also develop a detailed monitoring, review and evaluation plan, including a detailed budget, for implementation. Where relevant, this plan will include joint monitoring activities with the Government and other stakeholders.
107. The Government will use digital technology for data collection and analysis. The country office will also train its staff and partners on the use of WFP's results framework. Gender-responsive measures will be monitored and analysed regularly to ensure that gender equality measures remain central to the implementation and monitoring of all WFP programmes. Successes and challenges will be shared in twice-yearly performance monitoring reports.
108. The office will strengthen and expand its price and commodity information system for smallholder farmers and market price monitoring for cash-based transfer initiatives. Twenty-one markets are currently monitored through the system, with this number expected to increase over the five years of the CSP.
109. The monitoring, review and evaluation plan will set out requirements for baselines, monitoring, review and evaluation. It will include a baseline survey, a mid-term review and a final evaluation for the proposed CSP, which will be conducted by independent evaluation teams. The mid-term review, in 2021, will guide continued alignment of the CSP with the new national development plan and UNDAF, which both end in 2020. A CSP evaluation in 2022 managed by the Office of Evaluation is also planned. It will meet accountability requirements regarding WFP's overall country portfolio performance and results and will inform future strategic orientation.
110. Three decentralized evaluations are budgeted for during the implementation period. As part of the WFP-assisted part of the SMP, funded by the McGovern-Dole International Food for Education Program, a final evaluation is planned in 2020, which will reflect programme impact and learning needs. Decentralized evaluations of small agricultural market support projects and the community-based approach to nutrition will occur in 2021 and 2023, respectively. Other thematic studies and reviews may be conducted during the implementation of the CSP.
111. WFP will use SCOPE to manage beneficiary information and will work with partners to increase the use and monitoring of data collection and reporting technologies. Beneficiary feedback mechanisms will be established to facilitate follow-up on issues and complaints

raised by WFP beneficiaries and implementing partners, including issues pertaining to reports of gender-based violence and sexual exploitation and abuse. Successes and challenges will be systematically assessed, with the results reported in quarterly performance reports that record lessons learned to inform the continued implementation of the CSP.

5.2 Risk management

112. WFP has a risk register and a preparedness plan, which are regularly updated.

Strategic risks

113. The overall operational environment is calm and stable. However, the country will be sensitive to political and social perturbations in the lead-up to the 2020 presidential elections. Potential terrorist attacks remain a national security priority, and the effects of climate change, including floods and reduced rainfall, are felt every year. Considering these risks, WFP will maintain its focus on long-term development goals that mitigate the negative impacts of climate change through climate responsive programming, taking a gender-transformative approach. Emergency response action plans will be activated, should the need arise.

114. Severe funding shortfalls would negatively affect the delivery of this CSP. WFP will continue to advocate for resources and pursue a blended financing strategy that includes resources from the Government.

115. The success of the CSP will be subject to the Government's continued leadership and ownership of the SMP and the agenda for the provision of strategic and systematic support to smallholder farmers. Lack of coordination, fragmentation and the overlapping interpretation of mandates among national institutions remain potential risks. The country office will promote consistency through a partnership-oriented, gender-transformative and demand-driven approach to all capacity-strengthening and technical support efforts.

Operational risks

116. A supply chain analysis will be done in the early stages of CSP implementation to avoid or mitigate future risks associated with scaling up support to smallholder farmers to promote home-grown school feeding.

117. Other operational risks may be faced due to a failure to comply with operational procedures and timelines for corporate change initiatives. Internal control and learning processes will be strengthened through regular risk review exercises and the implementation of approved mitigation measures.

6. Resources for Results

6.1 Country Portfolio Budget

Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	7 445 439	7 433 164	5 631 936	5 525 958	5 103 260	31 139 756
2	487 834	663 704	513 259	504 276	509 559	2 678 631
3	651 372	664 579	590 262	343 027	347 793	2 597 034
4	3 369 355	5 555 156	9 008 012	10 911 801	13 018 439	41 862 763
5	1 903 579	1 281 085	576 828	359 821	368 989	4 490 301
Total	13 857 580	15 597 687	16 320 296	17 644 882	19 348 040	82 768 485

118. The 2019–2023 CSP budget is estimated at USD 82.8 million. It reflects a realistic programme portfolio that emphasizes the progressive transition of food security and nutrition programmes to Government and community ownership through a focus on institutional capacity support and resilience building for communities and food systems. The portfolio covers:
- a) The implementation of the transition action plan for the SMP;
 - b) Increased institutional capacity strengthening relevant to the development and implementation of food security and nutrition programmes;
 - c) A reduced caseload of food assistance for humanitarian response;
 - d) Strengthened community resilience and local food systems for improved food and nutrition security and the sustainability of the SMP; and
 - e) Strengthened partnerships for joint programmes and resource mobilization.
119. Gender equality and women’s empowerment will account for 15 percent of the CSP budget.

6.2. Resourcing outlook

120. The CSP is expected to be funded mainly by government donors, including the Government of Côte d’Ivoire. The country office will gradually expand its donor base to include non-traditional donors, particularly among the private sector and foundations. Based on recent funding trends and medium probability funding forecasts, it is estimated that the CSP will be 60 percent funded.
121. The funding required for the first two years of WFP’s support for the SMP have already been secured through multi-year funding from the United States Department of Agriculture through the McGovern-Dole Food for Education Program. The country office will continue to seek multi-year funding to increase the predictability of resources needed to achieve the objectives of this CSP.

6.3. Resource mobilization strategy

122. The country office will require flexible long-term funding to implement this CSP. It will accordingly seek sources of funding beyond traditional donors. Its resource mobilization strategy will target decision makers, and it is expected that this CSP will be funded partially by the Government of Côte d’Ivoire, especially with regard to activities concerning support for the WFP-assisted part of the SMP and smallholder farmers.
123. WFP will seek partnerships with foundations and development banks and technical assistance from private sector companies where appropriate. It will also partner with other development actors to leverage expertise and resources.

ANNEX I**LOGICAL FRAMEWORK FOR CÔTE D'IVOIRE COUNTRY STRATEGIC PLAN (2019–2023)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Primary school-age children and their households in food-insecure areas have access to adequate nutritious food all year**Outcome category:
maintained/enhanced individual
and household access to
adequate food

Nutrition sensitive

Focus area: root causes

Assumptions

Efforts under this strategic outcome will be enhanced access to food and supported social protection

Outcome indicators

Attendance rate

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

Dietary Diversity Score

Drop-out rate

Enrolment rate

Food Consumption Score

Food Expenditure Share

Percentage of students who, by the end of two grades of primary schooling, demonstrate that they can read and understand the meaning of grade level text

Retention rate

Activities and outputs

1. Provide school meals, take-home rations and complementary services to primary school-age children during the school year and promote the purchase of locally produced food for school meals (SMP: School meal activities)

Children attending schools covered by the school meals programme benefit from strengthened government capacities to implement the SMP at scale. (C: Capacity development and technical support provided)

Children attending targeted schools benefit from learning support that improves their reading skills. (A: Resources transferred)

Children attending targeted schools receive a safe and nutritious meal that meets their basic food and nutrition needs every day they attend school (A: Resources transferred)

The households of children attending targeted schools receive take-home rations or cash-based transfers that support household food security and increase school attendance and retention. (A: Resources transferred)

Strategic Outcome 2: Populations affected by shocks have access to food to cover their basic food and nutritional needs during and in the aftermath of shocks

Outcome category:

Maintained/enhanced individual and household access to adequate food

Nutrition sensitive

Focus area: crisis response

Assumptions

Efforts under this strategic outcome will be maintained or enhanced shock affected population access to food

Outcome indicators

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

Dietary Diversity Score

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

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

2. Provide an integrated assistance package to affected populations, including food assistance, social behaviour change communication and specialized nutritious food to children aged 6–59 months, pregnant and lactating women and girls and people living with HIV, to improve access to food and prevent malnutrition (URT: Unconditional resource transfers to support access to food)

Children aged 6–59 months, pregnant and lactating women and girls, people living with HIV and their households affected by shocks receive adequate and timely specialized nutritious food and social behaviour change communication aimed at the prevention of moderate acute malnutrition that targets beneficiaries and their households. (B: Nutritious foods provided)

Populations affected by shocks receive social behaviour change communication-related activities aimed at improving nutrition-related practices. (E: Advocacy and education provided)

Populations affected by shocks receive timely and adequate food or cash-based transfers that meet their immediate food and nutrition requirements. (A: Resources transferred)

Strategic Objective 2: Improve nutrition**Strategic Result 2: No one suffers from malnutrition****Strategic Outcome 3: Vulnerable food-insecure populations in targeted areas – particularly children, women of child-bearing age and people living with HIV – have improved nutritional status by 2023**

Outcome category: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations

Focus area: root causes

Assumptions

Continuous political stability

Adequate and timely donor support is available

Key stakeholders of the Multisectoral Nutrition Strategy implement their respective activities in an effective and coordinated manner

Local government and non-government decision makers take ownership of community-based nutrition activities for programme sustainability

Identified key means of communication are available and reach the target populations

Outcome indicators

Zero Hunger Capacity Scorecard

Activities and outputs

3. Support the implementation of the national nutrition programme, with a focus on the development and implementation of a gender-responsive social behaviour change communication strategy; the implementation of the national strategy for the fortification of regularly consumed staples; enhancement of the primary education curriculum to include nutrition; and the generation of evidence on the activities in the national multisectoral nutrition plan. (CSI: Institutional capacity strengthening activities)

Primary school children across the country benefit from an enhanced primary education curriculum that includes nutrition education. (M: National coordination mechanisms supported)

Targeted populations benefit from enhanced access to fortified, nutritious and healthy local foods to meet their basic nutrition needs. (C: Capacity development and technical support provided)

Targeted populations benefit from improvements in the ability of industrial and community-level food processors to produce and market safe and high-quality specialized nutritious foods and fortified foods, such as rice and attiéké, at affordable prices. (C: Capacity development and technical support provided)

Targeted populations benefit from social behaviour change communication that increase knowledge and consumption of healthy diets based on nutritious local foods. (E: Advocacy and education provided)

Targeted populations in high burden areas equitably benefit from better government social behaviour change communication capacities that promote improved gender-transformative nutrition-related practices. (E: Advocacy and education provided)

Vulnerable food-insecure and malnourished populations benefit from evidence based, gender-responsive and gender-transformative nutrition programmes. (M: National coordination mechanisms supported)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 4: Targeted populations and communities have stronger livelihoods, are more resilient to climate and other shocks and benefit from more efficient and equitable value chains and sustainable food systems by 2023

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

Focus area: resilience building

Assumptions

Continuous political stability

Adequate and timely donor support is available

Complementary technical services and inputs are provided by cooperating partners

Key stakeholders of the Social Protection Strategy implement their respective activities in an effective and coordinated manner

The Ministry of Agriculture assumes its leadership and coordination roles for national resilience activities

Beneficiaries do not experience any major additional shocks (climate related or other) during resilience building activities

A strong link between local production and school canteens is established

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Food Consumption Score

Food Consumption Score – Nutrition

Food expenditure share

Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)

Minimum Dietary Diversity – Women

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

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

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

Rate of post-harvest losses

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

Activities and outputs

4. Provide an integrated and gender-transformative assistance package to smallholder farmers, especially women's farmer groups, comprising training on good agricultural practices, equipment and social behaviour change communication-related activities that place value on local agricultural potential, asset creation and targeted food assistance; and provide technical support for generating evidence to inform the scale-up of farmer groups' activities. (CSB: Individual capacity strengthening activities)

Targeted food-insecure smallholder farmers and their households benefit from support in asset creation and rehabilitation that improves their food security and nutritional status, particularly during the lean season. (A: Resources transferred)

Targeted food-insecure smallholder farmers and their households benefit from conditional food assistance that improves their food security and nutritional status, particularly during the lean season (D: Assets created)

Targeted smallholder farmers and their households benefit from social behaviour change communication-related activities that enable them to diversify their production and diets and improve their nutritional status. (E: Advocacy and education provided)

Targeted smallholder farmers benefit from strengthened capacities in sustainable food production, improved resilience to climate change and diversification of the food system, based on local agricultural potential. (C: Capacity development and technical support provided)

Targeted smallholder farmers benefit from strengthened capacities to transform, conserve and commercialize their production and thus to reduce post-harvest losses and to gain access to reliable markets, including through the school meals programme. (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 5: National institutions have strengthened capacity to better target and manage food security, nutrition and social protection programmes by 2023

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

Continuous political stability

Adequate and timely donor support is available

Strong Government institutions' commitment

Outcome indicators

Zero Hunger Capacity Scorecard

Activities and outputs**5. Provide technical support to national institutions in their efforts to address school feeding, food security, nutrition, social protection and emergency preparedness and response. (CSI: Institutional capacity strengthening activities)**

People benefit from stronger and more equitable food supply chains that improve their access to high-quality food and their nutrition status. (C: Capacity development and technical support provided)

People benefit from the national nutrition council's increased capacity to coordinate the implementation of the national multisectoral nutrition plan, which contributes to the improvement of targeted people's nutrition status. (C: Capacity development and technical support provided)

Vulnerable populations benefit from a scaled-up, cost-effective and equitable national SMP and local purchase mechanisms that support their livelihoods and access to nutritious food and education. (C: Capacity development and technical support provided)

Vulnerable populations benefit from improved information systems for social protection, early warning and emergency preparedness that contribute to improving their access to food and their nutrition status. (C: Capacity development and technical support 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 activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

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

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

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

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

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

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

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

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1/ SDG target 2.1	Strategic Result 1/ SDG target 2.1	Strategic Result 2/ SDG target 2.2	Strategic Result 4/ SDG target 2.4	Strategic Result 5/ SDG target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Root causes	Crisis response	Root causes	Resilience building	Root causes	
Transfer	21 703 771	1 740 073	1 756 634	29 318 726	3 139 585	57 658 789
Implementation	5 329 169	586 944	498 086	7 108 297	751 911	14 274 407
Adjusted direct support costs	2 206 267	188 129	183 810	2 880 736	324 749	5 783 691
Subtotal	29 239 208	2 515 146	2 438 529	39 307 759	4 216 245	77 716 887
Indirect support costs (6.5%)	1 900 548	163 485	158 504	2 555 004	274 056	5 051 598
Total	31 139 756	2 678 631	2 597 034	41 862 763	4 490 301	82 768 485

Acronyms used in the document

ART	antiretroviral therapy
AU	African Union
CBT	cash-based transfer
CSP	country strategic plan
FAO	United Nations Food and Agriculture Organization
GDP	gross domestic product
GFD	general food distribution
IFAD	International Fund for Agricultural Development
PLHIV	people living with HIV
PLWG	pregnant and lactating women and girls
SBCC	social behaviour change communication
SDG	Sustainable Development Goal
SMP	school meals programme
UNDAF	United Nations development assistance framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund