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Draft Ethiopia interim country strategic plan (2019–2020)

Duration	1 January 2019–30 June 2020
Total cost to WFP	USD 871,337,120
Gender and age marker*	3

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

Executive summary

In Ethiopia significant progress over the past decades has reduced poverty, food insecurity and malnutrition and improved access to critical basic services. About 30 million people still do not have access to adequate food throughout the year, however, and about 32 million people are undernourished. Persisting development challenges are grounded in the slow pace of transformation of the economy, vulnerability to climate shocks and the low level of human development. These challenges are exacerbated by significant humanitarian requirements caused by climate-induced shocks, conflict-related internal displacement of populations and the arrival of refugees from neighbouring countries.

Ethiopia's current five-year growth and transformation plan has the aim of moving the country towards middle-income status by 2025 by sustaining accelerated growth and speeding up structural transformation. The national productive safety net programme is one of the largest social protection schemes in Africa, serving an average of 8 million people every year. The national nutrition programme has the aim of integrating nutrition-specific and -sensitive interventions in many sectors through a lifecycle approach to nutrition. The national school feeding programme is expected ultimately to attain national coverage. The recently adopted national comprehensive refugee response strategy has the aim of gradually phasing out refugee camps and facilitating the

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socio-economic integration of refugees into host communities enabling them to become self-reliant.

WFP will support the Government in implementing these plans, which have the ultimate aim of achieving zero hunger by 2030. The 18-month interim country strategic plan is based on WFP's recognized strengths. While the bulk of operations will continue to address the immediate short-term needs of refugees, internally displaced persons and other food-insecure and undernourished people, the interim plan has the aim of positioning WFP for a gradual transformation of its role during implementation of the subsequent country strategic plan. During the shift, WFP will focus on the prevention of malnutrition, the achievement of increased resilience and ultimately self-sufficiency for households and communities, and the integration of nutrition concerns and women's empowerment into the design of all operations, also contributing to the development of national standards.

The interim country strategic plan is structured under five strategic outcomes, which are aligned with WFP Strategic Results 1, 2, 5 and 8 and contribute to all the outcome pillars of the United Nations development assistance framework for 2016–2020:

- Strategic outcome 1: Refugees and crisis-affected populations in targeted areas are able to meet their basic food and nutrition needs throughout the year.
- Strategic outcome 2: Vulnerable and food-insecure populations are able to meet their essential food needs and establish climate-resilient livelihoods.
- Strategic outcome 3: Nutritionally vulnerable populations in targeted areas receive support aimed at preventing all forms of undernutrition.
- Strategic outcome 4: Government institutions and the private sector benefit from capacity strengthening in the areas of early warning and emergency preparedness systems, the design and implementation of safety net programmes and supply chain management.
- Strategic outcome 5: Government, humanitarian and development partners in Ethiopia have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains.

Draft decision*

The Board approves the Ethiopia interim country strategic plan (2019–2020) (WFP/EB.1/2019/8-B/2) at a total cost to WFP of USD 871,337,120.

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

1. Country analysis

1.1 Country context

1. Ethiopia is the second most populous country in Africa, with a highly diverse population of about 105 million people (50.46 percent men and boys and 49.54 percent women and girls) and an annual population growth rate of 2.6 percent. About 83 percent of the population lives in rural areas¹ and depends entirely on rainfed agriculture for livelihoods. About 42 percent of Ethiopians are under 15 years of age.
2. Over the past two decades, the country has made impressive progress as a result of investments in infrastructure, modernization of the agriculture sector, provision of critical basic services and substantial investments in social protection programmes. The income poverty rate fell from 55 percent of the total population in 2000 to 33 percent in 2011.² Between 1990 and 2016, stunting rates declined from 57 to 38 percent, while the share of the population with access to fresh water increased from 13 to 57 percent and the share with improved sanitation from 7 to 42 percent.
3. Ethiopia ranks 173rd of the 189 countries on the Human Development Index. Eighty-seven percent of the population – 89 million people – is poor and suffers food insecurity, insufficient access to adequate education and health services and inadequate employment opportunities for young people who have recently graduated from high school or university. These challenges are experienced differently among different population groups given gender and other systemic inequalities. In particular, the pastoral and lowland areas, mainly in the regional states of Somali, Afar and Oromia, lag behind on nearly all social indicators.³ Gender inequalities limit women's health and education outcomes and their economic opportunities, constraining their development and the progress of society as a whole. Compared with men and boys, women and girls are strongly disadvantaged in all sectors including literacy, health, food and nutrition security, livelihoods, basic human rights and access to land, credit and productive assets. As a result, Ethiopia ranks 116th of 159 countries on the Gender Inequality Index.⁴
4. Between 2016 and 2018, Ethiopia underwent a dramatic political transformation culminating in the appointment of a new prime minister in April 2018. Among the general public, various political parties and civil society there are high expectations that the new administration will be able to bring about tangible change through a move towards inclusive democracy and solutions for the various socio-economic challenges the country faces. As in all such transformations, the overall situation will continue to be dynamic. The ground-breaking peace agreement with Eritrea of July 2018 is a major positive development for both countries and for the wider Horn of Africa.
5. Ethiopia is particularly vulnerable to climate shocks and has been hit by a series of erratic rain patterns, including the 2015/16 El Niño drought, which was considered the worst in 50 years. In 2017, persistent drought in the lowland areas of southern and south-eastern

¹ Central Statistics Agency. 2007. *Ethiopia – Population and Housing Census – IPUMS Subset* (<http://microdata.worldbank.org/index.php/catalog/2747>).

² World Bank Group. 2016. *Ethiopia: Priorities for ending extreme poverty and promoting shared prosperity: systematic country diagnostic*. Available at <http://documents.worldbank.org/curated/en/913611468185379056/pdf/100592-REVISED-P154064-PUBLIC-Ethiopia-SCD-March-30-2016-web.pdf>.

³ United Nations Development Programme. *Human Development Reports: Ethiopia Human Development Indicators* (country profile. <http://hdr.undp.org/en/countries/profiles/ETH>).

⁴ United Nations Development Programme (UNDP). *Human Development Reports: Gender Inequality Index* (<http://hdr.undp.org/en/composite/GII>).

Ethiopia caused significant losses of livestock, resulting in at least 8.5 million people requiring relief food assistance.⁵

6. Ethiopia has always maintained open borders for people fleeing conflict or strife in the region. The country hosts 900,000 refugees, including about 200,000 people living outside the camps, originating from South Sudan, Somalia, the Sudan, Eritrea and Kenya (in order of the number of refugees). and residing mainly in 26 camps throughout the country. Refugee households remain fully dependent on support from the international community. In December 2017, Ethiopia launched a national comprehensive refugee response strategy for 2018–2027, which includes the provision of work permits, the right to live outside camps, civil registration and improved access to education for refugees in Ethiopia.
7. Since mid-2017, the number of internally displaced persons has grown to more than 2 million as a result of droughts, flooding and intercommunal conflict or a combination of these factors. Assisting these people is a major concern of the Government and humanitarian partners.

1.2 Progress towards SDG 2

Targets

8. *Access to food.* Between 1999 and 2017, the food deficit was halved from 400 to 200 kcal per person per day. In the same period, per capita gross domestic product increased from USD 618 to USD 1,608 USD,⁶ with figures of USD 1,161 for women and USD 1,886 for men highlighting disparities in poverty levels between men and women.⁷ According to consumption-based measurements of poverty, however, about 30 million people still do not have access to adequate food throughout the year. The Government-led productive safety net programme (PSNP) targets 8 million⁸ chronically food-insecure people. Since the inception of the PSNP in 2005, an average of 5.2 million of these PSNP clients a year have received transitory emergency assistance.⁹ Four years of consecutive severe drought have rendered hundreds of thousands of households destitute and displaced with no access to adequate food. Refugees face persistent challenges in obtaining access to food.
9. *End malnutrition.*¹⁰ Undernutrition remains a persistent challenge. About 32 million people are chronically undernourished, the majority of whom are women and girls.¹¹ The national prevalence of stunting among children under 5 is 38 percent (41 percent for boys and 35 percent for girls) and reaches 46 percent in Amhara region. Wasting prevalence also remains high at 10 percent at the national level and the highest rates in the Somali

⁵ Sex- and age-disaggregated data are not available, but according to WFP's demographic calculator, 50.5 percent of these people are men and boys, 49.5 percent are women and girls and 52.3 percent are under 18 years of age.

⁶ Food and Agriculture Organization of the United Nations. *FAOSTAT: Ethiopia country indicators* (<http://www.fao.org/faostat/en/#country/238>).

⁷ United Nations Development Programme. 2016. *Human Development Report 2016; Human Development for Everyone, statistical table 4, p. 212*. Available at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf.

⁸ 3.9 million men and boys and 4.1 million women and girls.

⁹ Significant peaks of humanitarian requirements over the 2015–2018 period were due to El Niño-induced drought in 2015/16, which affected mainly the highland areas and left almost 18 million people in need of emergency food assistance, and the Indian Ocean Dipole drought of 2017/18, which left 11 million people in need of assistance. Sex- and age-disaggregated data are not available.

¹⁰ This section draws extensively on the 2016 demographic and health survey for Ethiopia. See Central Statistical Agency and ICF International. 2017. *Ethiopia Demographic and Health Survey 2016*. Available at <https://dhsprogram.com/pubs/pdf/FR328/FR328.pdf>.

¹¹ Compact 2025. 2016. *Ethiopia: Ending hunger and undernutrition – challenges and opportunities: Scoping report for roundtable discussion*. Available at <http://www.ifpri.org/publication/ethiopia-ending-hunger-and-undernutrition-challenges-and-opportunities>.

(23 percent) and Afar regions (18 percent). Anaemia affects 57 percent of all children aged under 5 and as many as 83 percent of those in the Somali region. The prevalence of underweight¹² declined from 27 percent in 2005 to 22 percent in 2016 among women and girls of reproductive age (15–49 years), but remains a concern among girls aged 15–19 years (29 percent). Anaemia affects 24 percent of women and girls of reproductive age, compared with 15 percent of men and boys in the same age group and only 5 percent of women take iron supplements during pregnancy, further increasing the risk of anaemia.¹³ While the nationwide prevalence of HIV is only 0.9 percent, more than 700,000 people are living with HIV/AIDS, with women disproportionately affected.¹⁴ Underlying reasons for malnutrition include limited and unstable physical and economic access to healthy and diverse food, cultural traditions, dietary habits and gender inequality. For instance, stunting rates depend on the level of education of a child's mother and drop from 42 percent among the children of women with no education to 35 percent among those whose mothers attained primary education and 22 percent when mothers have secondary education. In 2009, a cost of hunger study estimated the cost of undernutrition in Ethiopia at about USD 1.98 billion or 16.5 percent of gross domestic product.¹⁵

10. *Smallholder productivity and incomes.* About 32 percent of Ethiopia's area is considered agricultural land.¹⁶ Twelve million smallholder household farms¹⁷ account for an estimated 95 percent of agricultural production and 85 percent of all employment in the country. The average sizes of smallholder farms range from 0.5 to 1.2 ha, with women often controlling significantly smaller plots than men. Women account for only 15 percent of agricultural landholders.¹⁸ The total land cultivated has increased by 27 percent since 2004 but yields remain low and production is susceptible to climate shocks.¹⁹ Investment in small-scale irrigation technologies and the mechanization of agriculture is constrained by a lack of technical knowledge and extension services. Access to finance and credit services for rural people is improving but remains constrained, especially for women because of the distances involved and the limited mobility and financial literacy of many women. Pastoral and agropastoral areas are located mainly in the lowlands, which cover about 60 percent of the national territory and are home to 12 million people.

¹² Body mass index of less than 18.5.

¹³ Trading Economics. *Ethiopia - Prevalence of anaemia among women of reproductive age (% of women 15–49)* (<https://tradingeconomics.com/ethiopia/prevalence-of-anemia-among-women-of-reproductive-age-percent-of-women-ages-15-49-wb-data.html>).

¹⁴ Prior to the introduction of the test and treat protocol in 2017, 23 percent of people living with HIV/AIDS were malnourished, with men accounting for approximately 39 percent of HIV-affected individuals and women 61 percent, according to government estimates. Among children under 15, the proportions are about 51 percent boys and 49 percent girls. HIV/AIDS Prevention and Control Office. HIV/AIDS epidemic estimates 2017–2021. See <http://www.aarc.gov.et/aarc/images/demo1/Ethiopia%20collection/HIV%20Epidemic%20Estimates%202017%20-%202021,%20Ethiopia.pdf>.

¹⁵ Estimates of the HIV-affected population in 2018 are 442,291 women, 286,798 men and 50,923 children **923 children** aged 0–14 years. WFP. 2013. *The Cost of Hunger in Africa: Implications for the Growth and Transformation of Ethiopia: The Social and Economic Impacts of Child Undernutrition in Ethiopia*. Available at https://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp263405.pdf?_ga=2.117621324.416371498.1544089069-298904814.1505738065.

¹⁶ Central Statistical Agency of Ethiopia. CountrySTAT (<http://ethiopia.countrystat.org/>).

¹⁷ According to government data, Ethiopian households are composed of 51 percent men and 49 percent women among adults and 53 percent boys and 47 percent girls among children.

¹⁸ United States Agency for International Development. 2016. *Land tenure and women's empowerment*. Available at https://www.land-links.org/wp-content/uploads/2016/11/USAID_Land_Tenure_Women_Land_Rights_Fact_Sheet.pdf.

¹⁹ International Food Policy Research Institute and Ethiopia Development Research Institute. 2015. *Agricultural Growth in Ethiopia (2004–2014): Evidence and drivers*. Working Paper 81. Available at <http://www.ifpri.org/publication/agricultural-growth-ethiopia-2004-2014-evidence-and-drivers>.

11. *Sustainable food systems.* Ethiopia's food system is changing rapidly as a result of urbanization, income growth and shifting diets, and it is vulnerable to shocks and disruption. Communication, transport and storage facilities are poor. Consumers have limited purchasing power and many basic food items such as oil, wheat and sugar are heavily subsidized, particularly in urban areas. Tax-free food imports lower local food prices for consumers, particularly in the Somali region, but also curb the potential for local markets to supply a wide range of goods in rural areas. As a landlocked country, Ethiopia depends primarily on Djibouti for imports of materials, agricultural inputs, machinery and food, which drives up the costs of these goods. This situation might improve through enhanced access to alternative ports and import corridors such as Berbera in Somaliland, northern Kenya, and the potential relaxation of relations with Eritrea. WFP is already increasing its use of the port of Berbera, given the congestion in Djibouti port.

Macroeconomic environment

12. The Government envisions attaining middle-income status by 2025 through the pursuit of three strategic objectives: social progress and the eradication of poverty; economic growth; and structural transformation of the economy with a shift to non-agricultural income and employment and a diversification of exports. The pace of structural transformation is constrained by insufficient levels of private investment in manufacturing, inadequate promotion of entrepreneurship, particularly among women and young people, and low growth in non-farm rural employment, especially in small and microenterprises. Climate shocks and intercommunal conflict destabilize rural livelihoods, contributing to rapid urbanization. Opportunities for off-farm employment in rural areas remain limited, leading rural women and men to seek employment as domestic workers in cities. While women comprise 63 percent of migrants to urban areas,²⁰ only 55 percent of women are employed versus 71 percent of men. Rapid urbanization is resulting in increased numbers of poor and food-insecure households living in urban and peri-urban areas. While the Government's flagship policies and programmes aim to be gender-transformative, gender-responsive planning and budgeting at the national and subnational levels is limited.

Key cross-sector linkages

13. More than 20 million Ethiopians are trapped in poverty and many more live just above the poverty line, making them vulnerable to seasonal climate shocks and food insecurity. Poverty is highest in pastoral lowlands, with high dependency ratios and low education levels. Gender inequalities limit women's access to education, employment and health services. Poor women's low capabilities mean that they are more vulnerable to shocks. For many rural households, seasonal wage employment or assistance from the PSNP and related social protection programmes is vital.
14. Harmful practices such as female genital mutilation and cutting and the marriage of girls affect the health and education outcomes of girls and reinforce the intergenerational cycle of malnutrition, given the negative implications on women's nutrition awareness, livelihoods and agency. In settings with limited food resources, women often lack access to a balanced diet because of the widespread practice of "food hierarchy", whereby men have more access to the most nutritious food at the household level. These unequal conditions are present throughout the lifecycle and in all ethnic groups.

²⁰ World Bank. 2010. *The Ethiopian Urban Migration Study 2008: The Characteristics, Motives and Outcomes of Migrants to Addis Ababa*. Available at <http://siteresources.worldbank.org/ETHIOPIAEXTN/Resources/Urban-Migration-Final-Version8242010.pdf>.

15. Net primary school enrolment rates increased dramatically from 21 percent in 1996 to 92.6 percent in 2014, and the gender parity index rose from 0.78 in 2009 to 0.93 in 2016.²¹ Years of schooling remain at low levels. An estimated 2.5 million children do not attend school.²² The rate of teenage pregnancies decreases from 28 percent of girls with no education to 12 percent of those with primary and 4 percent of those with secondary education.²³

1.3 Hunger gaps and challenges

16. Several interrelated factors drive food insecurity and undernutrition in Ethiopia. Progress towards Sustainable Development Goal (SDG) 2 remains dependent on advances towards other SDGs:
- *Climate change and climate shocks (SDG 13).* A moderate drought in Ethiopia reduces growth in agricultural incomes by 15 percent on average and increases poverty by 13.5 percent.²⁴ Drought also severely affects pastoralist livelihoods causing human tragedy and loss of livestock. Climate change exacerbates land degradation: 85 percent of land in Ethiopia is moderately to severely degraded, undermining agricultural intensification and rangeland management efforts.²⁵ Because of women's limited decision-making power, their involvement in the distribution of benefits from environmental management is restricted, leaving them more vulnerable to climate change than men are.²⁶ Following successive climate shocks, the Government has recognized the need for a long-term, multidimensional strategy for strengthening pastoralist livelihoods and natural resource management.
 - *Gender and regional disparities (SDGs 5 and 10).* Ethiopia is a predominantly patriarchal society, especially in rural areas. Deep-rooted barriers to gender equality and women's empowerment hinder the country's capacity to achieve zero hunger. Ethiopia entered the twenty-first century with extremely low maternal and reproductive health indicators. Female genital mutilation and cutting of girls is widespread and gender-based violence remains a concern. Women provide the majority of agricultural labour in rural areas, but their access to resources such as farm inputs, skills and credit is constrained. Economic gains have been rapid, but they are unevenly distributed between women and men and among regions.
 - *Demographic and livelihood changes (SDGs 11 and 8).* By 2030, Ethiopia's population is projected to be 140 million people, 45 percent of whom will be between the ages of 15 and 29 years. Coupled with climate change, population growth poses a threat to the carrying capacity and productivity of land. With a growing population of young people,

²¹ World Bank data. *School enrollment, secondary (gross), gender parity index (GPI)* (<https://data.worldbank.org/indicator/SE.ENR.SECO.FM.ZS?locations=ET>).

²² United Nations Development Programme. 2016. Human Development Report 2016; Human Development for Everyone, statistical table 4, p. 212. Available at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf.

²³ Central Statistical Agency and ICF International Coach Federation. 2017. Ethiopia Demographic and Health Survey 2016. Available at <https://dhsprogram.com/pubs/pdf/FR328/FR328.pdf>.

²⁴ World Bank. 2015. *Federal Democratic Republic of Ethiopia: Ethiopia poverty assessment*. Available at <http://documents.worldbank.org/curated/en/356111468021623080/pdf/ACS120050WP00P00PUBLIC00Box391409B0.pdf>.

²⁵ European Union Delegation to Ethiopia. 2016. *Addressing the root causes of recurring food insecurity in Ethiopia: Sharpening the debate by reflecting on weather, climate change, demographic, technological, policy and governance factors*. Available at <https://europa.eu/capacity4dev/file/85503/download?token=rNNyTDjh>.

²⁶ Green Climate Fund 2017. *Project FP058: Responding to the Increasing Risk of Drought: Building Gender-Responsive Resilience of the Most Vulnerable Communities*. Ministry of Finance and Economic Cooperation, document no. B.18/04. <https://www.greenclimate.fund/projects/responding-to-the-increasing-risk-of-drought-building-gender-responsive-resilience-of-the-most-vulnerable-communities>.

non-farm employment will become a priority in rural areas. To generate new jobs, the service sector will need to expand significantly in both rural and urban areas.

- *Education (SDG 4)*. The mean years of schooling in Ethiopia are 2.7: 1.6 years for women and 3.8 for men.²⁷ This, coupled with a low quality of education, results in insufficient human resource capacity to supply a diversified labour market that requires increased skills.
17. *Government systems for delivering services (SDG 17)*. Most official development assistance directed for Ethiopia is channelled through the Government. Federal systems are stronger than regional or subregional ones. The identification and retention of qualified staff, planning systems for operations and supply chains, information management and efficient resource allocation are all areas that require support and attention. These gaps have resulted in inadequate delivery of essential services such as agricultural inputs, water, sanitation, health services and education. Emergency response systems are similarly challenged. Supply chain management is especially critical.

1.4 Key country priorities

Government

18. The Government articulates the country's core development priorities through an integrated policy framework:
- The second growth and transformation plan (GTP II),²⁸ for the period from 2015/16 to 2019/20, has the aim of sustaining accelerated growth at 11 percent per annum and speeding up structural transformation. It promotes agricultural development as a way of contributing to food and nutrition security and building resilience and it emphasizes the production of high-value crops and livestock.
 - The national social protection strategy promotes inclusive and pro-poor growth through gender-sensitive action in five interrelated pillars: productive safety nets; livelihood and employment support; social insurance; access to health, education and other social services; and addressing violence, abuse and exploitation. The PSNP is a cornerstone of the system for delivering social protection services.
 - The disaster risk management policy has the aim of establishing a comprehensive and coordinated disaster risk management system for reducing dependence on relief aid by increasing the resilience of vulnerable people.
 - The national nutrition programme for 2016–2020 applies a lifecycle approach to the improvement of nutrition, integrating both nutrition-specific and nutrition-sensitive interventions among multiple sectors, including health, education, agriculture and social protection.
 - The climate-resilient green economy initiative of 2011 has the aim of achieving economic growth without increasing greenhouse gas emissions by improving crop and livestock production practices while reducing emissions, protecting and re-establishing forests, expanding electricity generation from renewable sources of energy, and adopting modern and energy-efficient technologies in transport, industrial sectors and buildings.

²⁷ United Nations Development Programme. 2017. Human Development Indices and Indicators: 2018 Statistical Update. Available at <http://hdr.undp.org/en/2018-update>.

²⁸ National Planning Commission. 2016. *Federal Democratic Republic of Ethiopia: Growth and Transformation Plan II (GTP II) (2015/16–2019/20)*. Available at <http://et.one.un.org/content/unct/ethiopia/en/home/assistance-framework/growth-and-transformation-plan.html>.

19. The UNDAF for 2016–2020 is fully aligned with GTP II and supports government priorities and efforts through work in five pillars: inclusive growth and structural transformation; resilience and green economy; investments in human capital and expanded access to quality and equitable basic social services; good governance, participation and capacity development; and equality and empowerment.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

20. WFP has provided support in Ethiopia since 1968. Recent operations have focused on the provision of relief to drought-affected people, including refugees, support for national safety nets, including the PSNP and the national school feeding programme, and support for the treatment of moderate acute malnutrition and the prevention of acute and chronic malnutrition. The 2018 country portfolio evaluation, which built on five other evaluations,²⁹ included several recommendations, which were taken into consideration during the development of this interim country strategic plan (ICSP). The following are the most important of these recommendations:
- Focus on following a comprehensive approach to building resilience through a range of activities.
 - Increase the use of cash-based transfers (CBTs) in refugee settings in order to generate multiple benefits for both refugees and host populations.
 - Incorporate capacity strengthening efforts in WFP's operations, with clear benchmarks and milestones for measuring performance.
 - Strengthen gender-transformative and protection-sensitive programming, especially in emergency responses.
 - Improve the quality and breadth of nutrition programmes, starting with emergency nutrition and including an increased focus on the prevention of malnutrition, and engage in policy advocacy and partnerships for addressing stunting and micronutrient deficiencies.
 - Continue supporting the evolution of home-grown school feeding (HGSF) with links to local markets in Ethiopia.
 - Continue to strengthen programming based on evidence generated from programme implementation and "value for money" analyses in order to facilitate organizational learning and the articulation of clear theories of change.
 - Deploy WFP's analytical capacities in supporting government decision making regarding policies and programmes.

2.2 Opportunities for WFP

21. WFP has the opportunity to align its role and portfolio with Ethiopia's trajectory towards middle-income status and the achievement of SDG 2. WFP will build on its comparative advantages and expertise, credibility as a trusted partner of the Government and donors, and unique position in the United Nations system in straddling both humanitarian and

²⁹ The studies summarized in the country portfolio evaluation were the operation evaluations of protracted relief and recovery operations 200290 (conducted in May 2014) and 200700 (June 2016); an evaluation of urban HIV/AIDS, nutrition and food security in Ethiopia (July 2017); an evaluation of the WFP-United States Department of Agriculture McGovern-Dole International Food for Education and Child Nutrition Programmes in Afar and Somali regions (May 2018); and an impact evaluation of the Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods (MERET) programme (September 2012).

development spheres by aligning its operations with the SDGs and the Agenda for Humanity put forward at the World Humanitarian Summit in May 2016.

22. The national comprehensive refugee response strategy for 2018–2027 pursues the gradual socioeconomic integration of refugees into host communities, enabling refugees to become self-reliant citizens through a combination of interventions such as the provision of access to land, identification cards, residence and work permits, banking services, driving licences, and registration of vital events, including birth, death, marriage and divorce, directly with national authorities.
23. Consultations with the Government, donors and other partners during 2017 and 2018 and beneficiaries' preferences expressed during post-distribution monitoring³⁰ indicated a strong desire for WFP to:
 - maintain its critical operational and supportive role in the provision of emergency food assistance, following innovative approaches and increasing the use of CBTs, in coordination with the WFP-led cash working group;
 - provide technical support to government ministries in order to strengthen national food supply chains and systems;
 - support the Government in expanding and enhancing the quality of the national school feeding programme, particularly HGSF;
 - provide technical support to the Government at the federal and regional levels in order to strengthen early warning systems, refine targeting protocols and facilitate emergency preparedness and response planning;
 - partner with the Government, donors, other United Nations agencies and non-governmental organizations (NGOs) on the design, operationalization and integration of humanitarian, development and peacebuilding interventions;
 - take a leading role in demonstrating ways of addressing emergency and chronic food assistance needs through scalable safety nets in lowland pastoral areas; and
 - continue to provide federal and regional governments with policy advice in partnership with the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD), and propose innovative solutions for addressing priorities in education, nutrition and climate adaptation.

2.3 Strategic changes

24. WFP's strategic focus during implementation of the ICSP (and beyond) will shift through a gradual reduction of relief assistance towards investments in resilience and self-sufficiency programming with a focus on increasing the capacities of national systems and actors to provide relief assistance without WFP's support.
25. During the period of the ICSP, and based on the opportunities identified, WFP will develop and implement "proof of concept" programmes to test the effectiveness of innovative models, particularly with respect to strengthening the resilience of vulnerable people through more systematic prevention of malnutrition, greater integration of social protection and safety net programmes (including school feeding and natural resource management activities) and, not least, activities aimed at increasing the efficiency of national emergency response and resilience-oriented programmes. A focus on learning and the development of best practices adapted to specific settings will form the basis for the adoption of national models that can be taken to scale.

³⁰ The preferences are those expressed by men, women, girls and boys who are beneficiaries of the PSNP, nutrition, relief and refugee assistance and school feeding programmes.

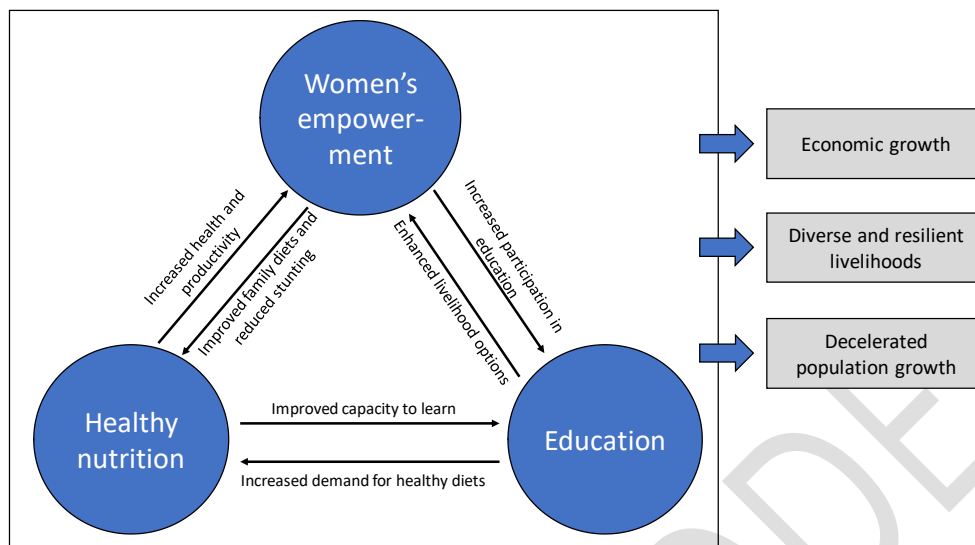
26. Strategic changes during implementation of the ICSP will include:
- increased use of CBTs in order to increase the efficiency and flexibility of WFP assistance, protect the dignity of beneficiaries and foster multiplier benefits;
 - greater integration of the nutrition programme and interventions in reproductive health for women and adolescent girls, integrated climate risk management and the PSNP;
 - greater focus on the provision of technical assistance for improving the quality and effectiveness of public works and increasing women's participation in the prioritization process for selecting the type of works;
 - strengthened gender-sensitive monitoring and documentation, including operational research and gender analysis for evidence-based decision making and the development of national models;
 - increased support for local production and marketing of complementary, fortified foods;
 - increased focus on improving local market intelligence in order to better inform the selection and use of transfer modalities and systems for emergency response; and
 - a stronger network management approach to the provision of supply chain services, involving higher interdependence and connectivity with partner organizations complemented by targeted technical assistance for strengthening the capacities of partners at food distribution points.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

27. WFP will pursue three overarching aims during the 18-month ICSP period: ensure continuity in meeting the emergency, nutrition and resilience needs of vulnerable people; lay the foundation for a transition to a more ambitious strategy of supporting the Government's formulation of policies for the achievement of SDG 2; and strengthen institutions and systems with a view to enabling them to deliver efficiently and effectively towards these policy goals. WFP will work in support of the Government's core priorities laid down in the GTP II, the national social protection strategy, the national nutrition programme, the disaster risk management policy and the climate-resilient green economy initiative.
28. Gender equality, women's empowerment, nutrition and education aspects will be integrated in all activities with a view to fostering enhanced and sustained development impacts, as illustrated in figure 1.

Figure 1: Relationship among women's empowerment, education and healthy nutrition



29. Concrete examples of this approach include:

- supporting the Government in replicating and bringing to scale the national school feeding programme, when possible sourcing food from local farmer organizations that promote gender equality;
- supporting the Government in further improving its rural and urban PSNP as the main platform for the provision of gender-sensitive social protection;
- helping to increase the coverage of programmes for the integrated management of acute malnutrition with services that treat both moderate and severe acute malnutrition through the health system; and
- strengthening the Government's capacities in gender-sensitive emergency preparedness and response, including through improved and efficient supply chain management generating significant savings that will ensure greater coverage and enhanced sustainability of programmes.

30. WFP will continue to focus on the geographic areas where vulnerability to food insecurity and undernutrition are highest. Support for policy development and the capacity strengthening of institutions and systems will be provided at both the federal and the regional levels where WFP operates.

31. Gender equality, protection, compliance with WFP's standards for accountability to affected populations and the safeguarding of beneficiaries will be cross-cutting themes throughout implementation of the ICSP, especially with respect to targeting, community-based complaint and feedback mechanisms, and outcome monitoring. The country office will continue to implement its gender action plan for 2017–2020, and during implementation of the ICSP it will conduct a comprehensive gender analysis in order to inform the design of the subsequent country strategic plan (CSP). Implementation of the gender action plan entails identifying women's practical and strategic needs, but also making longer-term investments with a view to improving not only women's current situation but also their position in society by reshaping gender norms in ways that enhance gender equity wherever possible, particularly in agriculture, food security and nutrition and leadership roles.

32. Throughout its own operations and in its work with the Government, WFP will foster a progressive shift from emergency response to mitigation and preparedness activities, in line with its corporate strategy, the Agenda for Humanity and the Government's policy priority.

Humanitarian and development requirements often coexist in WFP's areas of activity

and require complementary actions. As both a humanitarian and development actor, WFP will remain a strong advocate for more coherence between the two spheres of work, which are complementary but distinct in terms of counterparts, constraints and strategies. WFP will facilitate the sustained engagement of development and humanitarian actors, reducing vulnerability to humanitarian crises and building resilience to recurrent shocks. WFP will promote the nexus approach in its own activities and with partners, including the Government, to attain SDG targets and protect development gains.

33. The ICSP is focused on five interrelated strategic outcomes that contribute towards WFP corporate Strategic Results related to SDGs 2 and 17:

- Strategic outcome 1 is related to emergency preparedness and response.
- Strategic outcome 2 is related to resilience building and social protection and safety nets.
- Strategic outcome 3 is related to addressing chronic malnutrition/undernutrition.
- Strategic outcome 4 is related to capacity strengthening.
- Strategic outcome 5 is related to enhancing global partnerships.

The outcomes also contribute to all the outcome pillars of the UNDAF for 2016–2020.

34. Strong synergies exist between strategic outcomes 1 and 2 as to some extent they both use the PSNP as a delivery platform; strategic outcomes 1, 2 and 3, on addressing and preventing malnutrition and promoting women's empowerment; and strategic outcome 4 and all the other strategic outcomes with respect to increasing the effectiveness and efficiency of national programme implementation. WFP will increasingly foster and use convergence among programmes in order to achieve enhanced and accelerated results.

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

Strategic outcome 1: Refugee and crisis-affected populations in targeted areas are able to meet their basic food and nutrition needs throughout the year

35. WFP will ensure that the short-term food and nutrition needs of two broad target groups are met: refugees and, to some extent, host populations; and food-insecure and malnourished people, including those affected by climate-related or conflict-induced food security crises.

36. Refugees and host populations:

- Refugees living in camps depend on food assistance to cover their daily dietary needs.
- Children aged 6–59 months and pregnant and lactating women and girls in refugee camps will be enrolled in blanket supplementary feeding through which they will receive specialized nutritious foods and social and behaviour change communications (SBCC) aimed at ensuring that their nutrition needs are met and preventing malnutrition. Children aged 6–59 months, pregnant and lactating women and girls and clients of anti-retroviral therapy (ART) and directly observed treatment for tuberculosis (TB-DOT) suffering from moderate acute malnutrition will be enrolled in targeted supplementary feeding that supports the recovery of their nutrition status.
- School-age children in refugee camps require a fortified daily meal at school that meets their nutrition needs to be able to concentrate and learn.
- Refugee and host community households require support to be able to participate in livelihood diversification activities in accordance with the Government's strategy of fostering increasing self-sufficiency among refugees and host populations.

37. Crisis-affected populations:

- Vulnerable, food-insecure people affected by drought, flood or conflict-induced displacement require unconditional cash-based or in-kind food assistance in order to

meet their basic food needs; persons living with disabilities and other particularly vulnerable groups need equitable access to assistance.

- Participants in core public works under the PSNP receive food assistance monthly for a duration of six months. When they are affected by an acute crisis, however, they may require additional food assistance as “transitory PSNP clients”.
- School-age children in emergency settings require school meals in order to address the risk of being taken out of school.
- Children aged 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition in selected “hot spot” *woredas* (districts) receive specialized nutritious foods that support nutrition recovery.

Focus area

38. Strategic outcome 1 is focused on crisis response.

Expected outputs

39. This outcome will be achieved through eight outputs:

- Refugees receive cash-based and in-kind food assistance that meet their basic food needs (linked to SDG 3).
- Refugee children aged 6–59 months, pregnant and lactating women and girls and ART and TB-DOT clients suffering from moderate acute malnutrition receive specialized nutritious food and nutrition counselling that support their nutrition recovery (linked to SDG 3).
- Refugee children aged 6–59 months and pregnant and lactating women and girls receive specialized nutritious food and social behaviour change communication aimed at preventing malnutrition (linked to SDG 3).
- Refugee primary school children receive a fortified daily meal at school that contributes to their basic nutrition needs and improves attendance (linked to SDG 4).
- Refugee and host-community populations receive livelihood support (linked to SDG 5 and 10).
- Crisis-affected vulnerable, food-insecure people and transitory clients³¹ of the productive safety net programme receive unconditional cash-based or in-kind food assistance that meets their basic food needs (linked to SDGs 6 and 13 and 15).
- Children aged 6–59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition receive specialized nutritious foods that support nutrition recovery (linked to SDGs 3).
- Crisis-affected primary school children receive a daily meal at school that supports their attendance and learning outcomes (linked to SDG 4).

Key activities

Activity 1: Provide unconditional cash-based and in-kind food assistance, livelihood support and emergency school feeding to crisis-affected people

40. WFP will work with regional governments to tailor targeting methods to conditions in lowland pastoral areas (strategic outcome 4), embed consideration of gender issues in emergency planning and response, enhance accountability to affected populations, and contribute to

³¹ Transitory clients of the PSNP are any PSNP core beneficiaries who are unable to meet their food needs in a given year because of the onset of a shock. Through an agreement between the Government and WFP these clients are also supported by WFP relief efforts.

the improved integration of emergency nutrition and education interventions, including the provision of fortified, daily school meals, with established health and water, sanitation and hygiene programmes (strategic outcome 3). Where possible, WFP will also facilitate the development of pathways for emergency-affected populations, particularly women, to shift to gender-responsive resilience building or social protection programmes (strategic outcome 2). WFP will engage with retail markets and expand the use of CBTs, based on participatory gender analyses and with the aim of empowering diverse populations, reducing harm and increasing cost efficiency.

Activity 2: Provide support for nutrition and the treatment of moderate acute malnutrition for crisis-affected children aged 6–59 months, pregnant and lactating women and girls and anti-retroviral treatment and tuberculosis-directly observed treatment clients

41. WFP will support the full implementation of integrated management of acute malnutrition programmes and plans, working with partners such as the Ministry of Health, UNICEF and NGOs in order to increase the number of *woredas* where integrated management of acute malnutrition is available from 140 to 300. In areas where the integrated management of acute malnutrition has been incorporated into the local health system, WFP's targeted supplementary feeding programme will provide routine, monthly nutrition screening to identify people with moderate acute malnutrition and enrol them in treatment programmes, specialized nutritious foods, nutrition counselling and monthly check-ups to monitor progress. These activities will be complemented by community mobilization and SBCC in order to promote appropriate infant and young child feeding practices and men's engagement in them.

Activity 3: Provide unconditional cash-based and in-kind food assistance, school feeding and nutrition support to refugees and livelihood support to refugees and host populations

42. In collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR), UNICEF and the Administration for Refugee and Returnee Affairs, WFP will provide support for the prevention and treatment of moderate acute malnutrition among children aged 6–59 months, pregnant and lactating women and girls and other nutritionally vulnerable refugees with special nutrition needs, such as ART and TB-DOT clients, including SBCC tailored to the diverse needs of different age groups and sexes. WFP will adjust its support and modalities in order to take advantage of the opportunities arising from implementation of the national comprehensive refugee response strategy, and will focus on promoting on-farm interventions, which could include drought-resistant crops and other farm-based activities; and off-farm jobs, particularly for women and young people, that yield multiple benefits such as improved incomes and nutrition and reduced deforestation and land degradation, complemented by measures for fostering financial inclusion, including improved access to financial services for women.

Strategic outcome 2: Vulnerable and food-insecure populations are able to meet their essential food needs and establish climate-resilient livelihoods

43. WFP will focus on supporting national gender-responsive social protection programmes and safety nets. This outcome has three target groups:
- schoolchildren in targeted primary schools who require a meal in school in order to meet their basic food needs and increase their attendance and ability to concentrate;
 - climate-vulnerable smallholder farmers and pastoralists who require food assistance in order to engage in resilience-oriented asset creation activities, particularly soil and water management, and access to credit and micro-insurance in order to increase their resilience sustainably; and
 - chronically food-insecure people in rural and urban areas who require food assistance in order to meet their food and nutrition needs.

Focus area

44. Strategic outcome 2 is focused on resilience building.

Expected outputs

45. This outcome will be achieved through five outputs:

- Targeted schoolchildren benefit from nutrition-sensitive school feeding programmes (traditional and home-grown), including take-home rations, in order to meet their basic food and nutrition needs (Strategic Result 1) and increase school enrolment and attendance (SDGs 3, 4 and 5).
- Vulnerable people benefit from the increased capacity of Government institutions in the scale up of nutrition-sensitive school feeding programmes.
- Smallholder farmers and pastoralists who are vulnerable to climate shocks and food-insecure women smallholder farmers who are clients of the rural women's economic empowerment project³² receive technical support and access to microinsurance, credit and saving services aimed at protecting their food security and livelihoods in the face of shocks (SDGs 5, 6, 10 and 13).
- Food-insecure households that are vulnerable to climate shocks and living in degraded areas receive conditional food assistance for their engagement in improved natural resource management activities that support livelihoods and reduce disaster risks (SDGs 5, 6, 10 and 13).
- Chronically food-insecure people (productive safety net programme core clients), including anti-retroviral treatment and tuberculosis-directly observed treatment clients, receive conditional and unconditional food assistance in order to meet their food and nutrition needs.

Key activities

Activity 4: Provide safe and reliable food to primary school children and support the Ministries of Education and Agriculture in scaling up nutrition-sensitive school feeding programmes

46. WFP will use three transfer modalities: in-kind food assistance; CBTs for regional bureaux of education to be used for the purchase of food for the HGSF programme; and capacity strengthening. A significant expansion of HGSF to reach nationwide coverage by 2030 is an integral part of the national nutrition programme and will allow the creation of links to interventions that support smallholder farmers and farmer organizations, with a focus on empowering women farmers through enhanced market access and employment opportunities. School meals increase girls' access to education and their retention in school, which has multiple benefits, including enhanced education and nutrition outcomes through improved access to nutrients, and reduced early marriages and pregnancy, resulting in better livelihood options for women and therefore better development outlooks for women, their children and their communities. WFP will also support the Ministry of Education in promoting the national school feeding strategy and implementing its HGSF programme, including through capacity development and food safety activities with smallholder farmers and cooperatives.

³² The rural women's economic empowerment intervention has the aim of accelerating rural women's access to financial support for income generating activities, official recognition of their businesses and training in business skills and farming techniques.

Activity 5: Provide conditional food assistance to chronically food-insecure households, disaster risk management solutions, economic empowerment of women and technical support to the Government for the implementation of the productive safety net programme

47. WFP will provide conditional support to PSNP core clients as part of the Government's PSNP. Participants in public work projects will receive in-kind food or cash-based assistance. In addition, WFP will provide satellite-based drought-indexed insurance to smallholder producers of food crops and small-scale livestock owners through the insurance for assets mechanism with a view to strengthening their resilience to climate shocks through microinsurance, microcredit schemes and livelihood diversification. Technical support for smallholder farmers and pastoralists, especially women, includes training in order to foster access to and understanding of how to use weather insurance, literacy training and training in business skills, business development and market economies, among other topics. WFP is exploring technological innovations for improving asset creation, such as the use of drones for digital terrain mapping in coordination with the United Nations Humanitarian Air Service (UNHAS). Gender equality considerations have been incorporated into all activities; for instance, woman-headed households will have reduced work requirements for insurance for assets activities. WFP will foster linkages to nutrition and women's empowerment activities under the PSNP by increasing women's leadership and decision making in the programme. WFP will also support the Government in improving the quality of public works, especially soil and water management assets that enable PSNP clients to become self-sufficient. WFP will increase the focus on assets and skills that are appropriate to urban settings, such as low-cost sustainable housing and infrastructure for the management of solid and fluid waste.

Strategic outcome 3: Nutritionally vulnerable populations in targeted areas receive support aimed at preventing all forms of undernutrition

48. This strategic outcome complements continuous work on the treatment of malnutrition with interventions aimed at preventing all forms of malnutrition.

Focus areas

49. Strategic outcome 3 is focused on root causes.

Expected outputs

50. This outcome will be delivered through three outputs:

- Children aged 6–23 months and pregnant and lactating women and girls, including those affected by HIV, in targeted areas receive support in the form of restricted Cash-based transfers or specialized nutritious foods.
- Nutritionally vulnerable people in targeted areas,³³ including those affected by HIV, receive support in the form of social and behaviour change communication that contributes to national efforts to reduce stunting and prevent undernutrition.
- Nutritionally vulnerable populations benefit from enhanced government capacities to design and implement national nutrition policies for preventing all forms of undernutrition (linked to SDGs 3 and 4).

³³ Vulnerable populations under this output include children aged 6–59 months, pregnant and lactating women and girls and people affected by HIV who suffer from moderate acute malnutrition and are targeted for treatment under strategic outcome 1.

Key activity

Activity 6: Provide cash-based transfers for pregnant and lactating women and girls and children aged 6–23 months, combined with social and behaviour change communication, training for outreach workers and capacity strengthening for the Government in order to contribute to national efforts to reduce stunting and prevent undernutrition

51. WFP will support the Ministry of Health and other ministries in preventing undernutrition by addressing its root causes, such as lack of diet diversity, prevailing infant feeding and care practices and gender inequalities. Enhanced and innovative SBCC engaging diverse women, men, girls and boys will be provided across the portfolio of activities and will include messages on nutrition, child feeding and care, gender equality and HIV. The programme will shift from in-kind food transfers to restricted and unrestricted CBTs wherever appropriate, as informed by participatory gender and age analysis, and the provision of technical assistance for the local production and marketing of complementary foods. Pregnant women and girls and their partners will be encouraged to test for HIV, including through WFP's engagement with their male relatives and community leaders; HIV-positive pregnant women and girls will be referred to services for the prevention of mother-to-child transmission. Strong synergies will be sought through the convergence of programmes such as stunting prevention and targeted supplementary feeding, the integration of nutrition considerations into existing safety nets such as HGSP, the PSNP and reproductive health services, and work on women's empowerment and equitable, sustainable community development, in collaboration with UNICEF, the United Nations Population Fund (UNFPA) and UN-Women. Operational research and documentation, including systematic gender and age analyses, will form the basis for evidence-based decision making for the scale up of activities to the national level.

Strategic outcome 4: Government institutions and the private sector benefit from capacity strengthening in the areas of early warning and emergency preparedness systems, the design and implementation of safety net programmes and supply chain management

52. Enhanced government capacity is crucial for increasing the quality and integration of programmes, particularly with respect to nutrition-sensitive and gender-responsive safety nets and the empowerment of young people and women. The reliability, efficiency and, ultimately, coverage of assistance for vulnerable populations depends on having significantly improved supply chain capacities and management.

Focus area

53. Strategic outcome 4 is focused on crisis response.

Expected outputs

54. This strategic outcome will be delivered through three outputs:
- Chronically food-insecure people benefit from enhanced government capacity to design, review and implement gender-responsive safety nets, including the productive safety net programme, by receiving adequate assistance and services (SDGs 3, 4, 5, 6, 10 and 13).
 - Vulnerable people benefit from effective, coordinated supply chain management by the Government and the private sector by receiving timely and adequate assistance (SDGs 3, 4 and 10).
 - Crisis-affected people benefit from strengthened national systems for early warning and emergency preparedness that facilitate early humanitarian action (SDG 13).

Key activity

Activity 7: Provide advisory and technical services to the Government and the private sector for strengthening delivery platforms and national systems, including early warning and emergency preparedness systems, safety net programme management and supply chain management

55. In collaboration with FAO, IFAD, the World Bank and other actors, WFP will strengthen national capacities in the areas of early warning systems, emergency preparedness and response, contingency planning and forecast-based financing, the design and implementation of shock-responsive safety net programmes, and supply chain management. Consideration of gender issues will be integrated into all activities. Taking stock of experience with the PSNP and Humanitarian Disaster and Resilience Plan pilot project in the Somali region, WFP anticipates that enhanced capacities will help the Government to use the PSNP to deliver emergency in-kind and cash-based food assistance. WFP will support the ministries of finance and economic cooperation and agriculture in scaling up the use of mobile money transfer modalities in the PSNP by partnering with financial service providers and in strengthening information technology-based systems for registering PSNP clients, such as WFP's corporate beneficiary and transfer management platform, SCOPE. To clarify expectations and monitor progress, WFP will establish clear benchmarks for its capacity strengthening work.

Strategic outcome 5: Government, humanitarian and development partners in Ethiopia have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains

56. Ethiopia requires significant humanitarian and development support from partners. WFP's logistics and supply chain services help ensure that such support can be provided effectively and efficiently.

Focus Area

57. Strategic outcome 5 focuses on crisis response.

Expected outputs

58. This outcome will be achieved through four outputs:

- Vulnerable people benefit from safe and timely WFP air services for the Government and partners providing humanitarian assistance.
- Vulnerable people benefit from safe and timely WFP light cargo services provided to the Government and partners providing humanitarian assistance.
- Vulnerable people benefit from WFP medical and security evacuation services for humanitarian partners providing humanitarian assistance.
- Vulnerable people benefit from WFP common services for humanitarian partners providing humanitarian assistance.

Key activities

Activity 8: Provide aviation-related services to government and humanitarian partners

59. UNHAS will provide aviation services to the Government and partners and make use of innovations in humanitarian aviation (in line with SDG 17), including new technologies such as unmanned aerial vehicles. The services provided will include light cargo transport, airlifts, airstrip rehabilitation and responses to specific requests related to humanitarian aviation. Through UNHAS, WFP will also continue to provide medical and security evacuation services to the humanitarian community. UNHAS will enable humanitarian actors in Ethiopia to provide timely and high-quality assistance to vulnerable, hard-to-reach people.

Activity 9: Provide supply chain services to government and humanitarian partners.

60. While maintaining an agile and efficient supply chain in order to ensure adequate crisis response capacity at the national and regional levels, WFP will increasingly employ a network management approach to supply chain services.

3.3 Transition and exit strategies

61. In view of the unpredictable arrival of refugees and the risk of climate- and -conflict related disasters, WFP will maintain capacity for large-scale relief assistance. To reduce the need for WFP to provide such assistance, WFP will focus on reducing the risk that people will require assistance, through activities such as the prevention of malnutrition and the building of resilience; and increasing the ability of food-insecure people to enhance their livelihoods and become self-sufficient, with a focus on fostering gender equality and women's empowerment and ensuring an equitable and meaningful participation of women and men in all activities. At the same time, WFP will support the Government in working more efficiently and using the efficiency gains it achieves to provide assistance to a greater proportion of the people in need and in managing emergency responses and resilience and livelihood-oriented programmes in an integrated, effective and efficient way. Throughout the programme cycle, WFP will seek the participation of diverse groups of beneficiaries and stakeholders with a view to enhancing programme design and delivery.
62. Given the short duration of the ICSP (18 months), in addition to ensuring the continuity of core activities, a major focus will be on developing and testing models and providing "proofs of concept" as a basis for large-scale replication during implementation of the subsequent CSP, when WFP expects to focus increasingly on smallholder productivity and sustainable food systems while further strengthening the capacities of the federal and regional governments, the private sector, civil society and communities.

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activity	Girls	Boys	Women	Men	Total
1	1	284 977	321 355	1 402 201	1 346 747	3 355 280
	2	789 192	889 940	1 564 803	0	3 243 935
	3	65 399	73 747	321 790	309 064	770 000
2	4	172 877	170 923	0	0	343 800
	5	52 744	59 477	259 521	249 258	621 000**
3	6	34 715	39 146	334 864	0	408 725
Total without overlaps*		1 195 025	1 323 706	3 469 966	1 893 060	7 881 756

*Totals without overlaps were reached after deducting the overlap of 25 percent between beneficiaries of nutrition activities and those of relief activities and the PSNP, and deducting the overlap of 50,000 beneficiaries of both the PSNP and the satellite index insurance for pastoralists in Ethiopia.

** This figure includes 210,000 smallholder food crop producers and small-scale livestock owners covered by the insurance programme.

63. Targeting criteria:

- Activity 1. Vulnerable, food-insecure people affected by natural shocks or conflict-induced displacement and PSNP transitory clients and schoolchildren in emergency settings are targeted based on the analysis of “hot spots” in the humanitarian disaster response plan. Projected geographic coverage: Somali and Oromia³⁴ regions.
- Activity 2. Beneficiaries are the adults and children suffering from moderate acute malnutrition in the *woredas* identified as “hot spots” during twice yearly prioritization exercises. Numbers are calculated based on seasonal food and nutrition security assessments. Projected geographic coverage: Somali, Southern Nations, Nationalities and People’s Region, Oromia, Tigray, Amhara and Afar regions.
- Activity 3. Refugees in all 26 camps in Ethiopia will be supported according to their food and nutrition needs. Refugees and host population households will be targeted based on their capacity to significantly enhance their livelihoods during the ICSP. Projected geographic coverage: the 26 refugee camps throughout the country.
- Activity 4. Targeting of specific geographic areas and populations will be informed by a “hot spot” index based on low school enrolment rate, low gender equality and chronically food-insecure status and established by the National Disaster Risk Management Commission. Projected geographic coverage: Somali, Southern Nations, Nationalities and People’s Region and Oromia regions; federal and regional bureaux of education.
- Activity 5. Beneficiaries will be selected from chronically food-insecure PSNP beneficiaries who have the potential to increase their resilience and livelihoods and from non-PSNP households with similar characteristics. Projected geographic coverage: Somali, Tigray, Afar and Amhara regions.
- Activity 6. Targeting will be geographic and based on nutritional vulnerability according to a hot spot analysis and on the PSNP targeting criteria. Projected geographic coverage: Amhara region.
- Activity 7. Government institutions at the federal and regional levels engaged in food security, agricultural development, early warning and emergency preparedness systems and national supply chains will be targeted. Private sector actors will encompass supply chain actors and producers of food, including fortified food. Projected geographic coverage: Federal and regional government institutions throughout the country.

64. Beneficiaries will be registered using SCOPE, which will be introduced through a phased approach, subject to the necessary cooperation from federal and regional authorities.

65. **The country office will comply with WFP’s corporate environmental policy, considering the environmental impact of its activities and leveraging opportunities for sustainable and environmentally responsible programming. Environmental standards will apply to the design of activities, such as climate risk management and the public works projects of the productive safety net programme. Drought risk management will comprise sustainable land management and disaster risk reduction activities, while drought-resistant crops will be considered for home-grown school feeding menus. Livelihood investments that prioritize energy efficiency and sustainable land management are planned, including for refugees, host communities and school meals. WFP will consider cooking time in its selection of foods.**

³⁴ Assistance in Oromia will be conditional on the need for assistance in East/West Hararghe beyond December 2018.

TABLE 2: FOOD RATIONS (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY							
	Strategic outcome 1						
	Strategic outcome 2				Strategic outcome 3		
	Activity 4		Activity 5			Activity 6	
	School feeding – Onsite	School feeding – take-home rations	R4	SIPE	PSNP core clients – rural	Stunting prevention – children aged 6–23 months	Stunting prevention – PLWG
	Food and CBTs	Food	CBTs	CBTs	Food and CBTs	Food	Food
Cereals	120	12.5			500		
Pulses	35						
Oil	11						
Salt							
Sugar							
SuperCereal	120						
SuperCereal plus							200
Blended food (Plumpy/Sup)							
Blended food (Plumpy/Doz)						50	
High energy biscuit							
Total kcal/day	1 074	44			1 695	247	787
% kcal from protein	15.1	13.3	N/A	N/A	13.3	10	16.6
Cash-based transfers (USD/person/day)	0.9		18	75	0.40	14.3	14.3
Number of feeding days per year	176, 106 and 70 for food; 176 for CBTs	3	1	1	180 for food; 90 for CBTs	360	360

ART = anti-retroviral therapy; BSFP = blanket supplementary feeding programme; HDRP = humanitarian disaster response plan; PLWG = pregnant and lactating women and girls; TB-DOTS = directly observed treatment, short course for tuberculosis; TSFP = targeted supplementary feeding programme.

R4 = Rural Resilience Initiative; PLWG = pregnant and lactating women and girls; SIPE = satellite index insurance for pastoralists in Ethiopia.

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/Cash-based transfers	Total (mt)	Total (USD)
Cereals	504 705	104 826 944
Pulses	48 943	19 937 859
Oil and fats	22 106	19 403 032
Mixed and blended foods	114 780	111 508 871
Other	9 310	3 413 103
Total (food)	699 843	259 089 809
Cash-based transfers		224 857 167
Total (food and cash-based transfer value)	699 843	483 946 975

64.66. Where possible, WFP will increasingly provide CBTs in order to foster flexibility and food diversity, protect the dignity of beneficiaries and increase efficiency and effectiveness. The use of CBTs or in-kind food will be informed by the national integrated food-cash implementation plan and by assessments and reviews of the feasibility of using CBTs, taking into account protection and gender issues.

65.67. For refugees, the increased provision of CBTs is foreseen, in line with the implementation of the national comprehensive refugee response strategy.

Capacity strengthening including South-South cooperation

66.68. WFP will focus on strengthening national capacities relevant to the quality, integration, management and cost efficiency of food security and nutrition, social protection and education programmes; to emergency preparedness and response; and to the integration of gender considerations throughout the ICSP and of nutrition in all relevant activities. Work will include the establishment and testing of systems and tools adapted to specific settings for scale-up through national systems. Investments in supply chains will be focused on increasing the reliability and timeliness of assistance and reducing costs through systematic development of skills for government and private sector entities, augmentation of storage capacity, early procurement and positioning of food and non-food items, and transport management. South-South cooperation will be promoted, such as with Kenya on the integration of social protection programmes and Rwanda on food fortification.

4.3 Supply chain

67.69. The majority of transfers will be in the form of in-kind food in order to ensure that the nutritional needs of beneficiaries are met despite the still limited capacity to channel and absorb CBTs, which are currently handled through banks. WFP will purchase food on national and international markets and transport it to warehouses at national logistics hubs. Secondary transport and distribution will be managed by partners, mainly regional governments. Storage capacity at food distribution points and the capacity of relief food committees will be increased through technical assistance for partners to improve delivery.

68.70. Ethiopia ranks 126th of 160 countries in the Logistics Performance Index.³⁵ Access to sea ports, security, road and storage infrastructure are insufficient. Seasonal variations and management gaps persist. These challenges drive up operating costs for WFP and the Government and often cause serious delays in providing assistance to affected people. They

³⁵ World Bank. *International Logistics Performance Index from 2007 to 2018*. Available from <https://lpi.worldbank.org>.

will be a main focus for WFP's capacity strengthening efforts during the ICSP and beyond. WFP will undertake assessments of port infrastructure and efficiency during the ICSP period.

4.4 Country office capacity and profile

~~69~~.71. The country office has strong operational capacity with 11 sub-offices, two field offices and a total of 730 staff members. In the areas of supply chains and emergency preparedness and response, the country office will carry out an analysis of all the risks affecting WFP's portfolio of activities and programmes and will recommend early actions for strengthening its own and national capacities. This will require additional resources for information management. In addition, specialized staff will be recruited with a view to increasing the quality of asset creation programmes. Reinforcement will be required with respect to the integration of social protection programmes, cash transfer mechanisms and the prevention of malnutrition, including through SBCC, the promotion of gender equality and women's empowerment and community empowerment.

4.5 Partnerships

~~70~~.72. WFP aims to work in collaboration with a range of partners in ways that utilize complementary skills and assets and foster a united approach as a means of further enhancing its emergency response capacity, developing social protection, building resilience and ultimately supporting the Government's efforts to transform Ethiopia into a middle-income country by 2025. Partnerships with other United Nations agencies, NGOs, government counterparts and other humanitarian actors will enable WFP to leverage and capitalize on its strengths and capacity in order to secure the goal of zero hunger.

~~71~~.73. The activities under the ICSP will be carried out in collaboration with national institutions and in close partnership with relevant international partners, including United Nations organizations:

- Activity 1 will be carried out through the National Disaster Risk Management Commission, the Ministry of Finance and Economic Cooperation and regional disaster prevention and preparedness bureaux and bureaux of finance and economic cooperation, which oversee and coordinate the provision of assistance to affected people. Additional partners will include the Ministry of Education for school feeding, the Ministry of Women and Children Affairs, UNICEF, UNFPA and UN-Women for women's empowerment and nutrition and reproductive health messages, and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) for coordination with other humanitarian partners.
- Activity 2. Nutrition support and treatment of moderate acute malnutrition will be provided through the National Disaster Risk Management Commission, relevant regional disaster prevention and preparedness bureaux and the Ministry of Health. In the Somali region, WFP also provides nutrition support through international NGOs. Other partners include UNICEF, UNFPA and UN-Women.
- Activity 3. UNHCR and the Administration for Refugee and Returnee Affairs remain WFP's core partners in assisting refugees. International NGOs such as GOAL, Action Against Hunger and Concern Worldwide, will continue to implement nutrition components. WFP will partner with the ministries of health, finance and economic cooperation, and agriculture on implementation of the livelihood diversification initiative as part of the national comprehensive refugee response strategy.
- Activity 4 will be implemented through the ministries of education and agriculture. WFP has entered into a partnership with FAO and IFAD for supporting the expansion of HGSE. Other partners include UNICEF, individual smallholder farmers and farmer cooperatives.

- Activity 5 will be implemented in cooperation with the Ministry of Agriculture, FAO, IFAD, the United Nations Joint Programme on HIV/AIDS and private sector entities such as insurance companies, banks, financial service providers and mobile money transfer operators.
- Activity 6 will be implemented through the Ministry of Health and in close partnership with UNICEF, UN-Women and UNFPA, particularly with respect to SBCC and enhanced coordination of the work under the Scaling Up Nutrition (SUN) initiative
- Activity 7 will involve partnerships with the National Disaster Risk Management Commission, regional disaster prevention and preparedness bureaux, the ministries of transport and finance and economic cooperation, regional bureaux of finance and economic cooperation, OCHA, the International Organization for Migration, the joint emergency operation programme led by Catholic Relief Services, the Ethiopian Maritime Affairs Authority, the Ethiopian Railway Corporation, the Road Transport Authority, NGOs and private sector entities with a view to fostering food safety, quality and fortification.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

~~72.~~**74.** The country office has been developing a gender-responsive monitoring, evaluation, accountability and learning strategy. The aims of the strategy and a method for monitoring outcomes, processes and outputs will be elaborated in a monitoring, review and evaluation plan. The main actions will have the aims of improving the quality of data and the relevance and timeliness of analysis, strengthening consultation exercises with beneficiaries, standardizing and unifying systems with partners and introducing innovative tools for improving not only organizational capacity but also government- and community-based corrective and preventive measures based on findings.

~~73.~~**75.** Since 2016, the country office has been reviewing data collection tools, methodologies, analysis and reporting, incorporating feedback received during internal discussions and discussions with donors and the Government. In line with WFP's mandate to remain accountable to the people it serves, the monitoring, evaluation, accountability and learning strategy will ensure that data on disabilities,³⁶ age and gender are integrated into monitoring processes and results, and WFP is currently reinforcing complaint and feedback mechanisms in order to increase beneficiary participation in the design and implementation of projects and to ensure accountability to affected populations. WFP will develop a protection action plan aimed at increasing beneficiaries' awareness of security issues and their entitlements.³⁷ The design and operation of complaint and feedback mechanisms will take beneficiary preferences into account, and the mechanisms will be strengthened through the establishment of hotlines, the recruitment and training of hotline operators and community outreach workers, the establishment and strengthening of help desks and the implementation of a more robust system for capturing and responding to feedback and following up on complaints. High- and medium-risk issues will continue to be tracked through an online dashboard process monitoring system.

³⁶ The country office does not have a dedicated mechanism for the collection of information on disabilities. This information gap is being addressed through partnerships with organizations that excel in meeting the needs of persons with disabilities.

³⁷ Beneficiaries are informed about WFP programmes, targeting criteria, registration and entitlements through posters, leaflets, pictorial messages and signs translated into local languages.

- 74.76.** To strengthen performance management WFP will generate a solid evidence base and monitor progress against outcomes.³⁸ To enhance capacity and improve reporting, WFP staff (especially in sub-offices) and government counterparts will be trained in the collection and reporting of high-quality data using technology-based systems such as the country office tool for managing effectively (COMET), Ona mobile data collection software³⁹ and Rapid Pro-SMS for remote monitoring. Twice yearly joint monitoring with government counterparts and core partners will be undertaken throughout the ICSP period.
- 75.77.** WFP's logistics execution support system (LESS) and COMET will be strengthened and better integrated in order to improve the provision of information for project and performance reports.
- 76.78.** The country office plans to carry out thematic reviews in 2019 on the effectiveness of combining specialized nutritious foods and CBTs to prevent malnutrition and on the impact of innovative post-harvest practices and the linking of smallholder farmers (especially women) to HGSP programmes. The country office will undertake a cost efficiency and effectiveness analysis in 2019 in time to inform the preparation of the subsequent CSP.

5.2 Risk management

- 79. The context of multivariate risks obtaining in Ethiopia requires the country office to balance and manage opportunities and urgent requirements with known challenges and risks. The country office risk management approach includes first-line risk decision makers who make decisions as part of their day-to-day work and second-line managers who monitor specific risks and controls, both of whom benefit from guidance from auditors and independent evaluations. Capacity development at the regional and federal levels aims to increase the Government's own capacity for risk management and accountability, including with regard to the transport, management, distribution and tracking of food and cash transfers.**

77.—In order to be able to address contextual risks related to potential conflicts, sudden large-scale arrivals of refugees and new climate-related food and nutrition crises, WFP will maintain its high operational and emergency preparedness and response capacity. Security risks will be mitigated through stringent compliance with the United Nations Minimum Operating Security Standards in all operations.

78.80. Insecurity may impede humanitarian access in parts of the country during certain periods. To mitigate this risk, WFP will continue to work closely with the Government and to engage at the regional and local levels in order to sensitize relevant actors to WFP's humanitarian mandate with a view to reducing risks to WFP operations or staff.

79.81. Other implementation risks include resistance to gender equality and women's empowerment caused by deeply rooted patriarchal traditions and societal patterns. The country office will mitigate this risk through respectful communications with both the men and the women in communities. The prevention of malnutrition could be affected by new food security crises, which WFP would address through its emergency preparedness and response capacity. Activities for increasing the quality of assets may be delayed by lengthy planning and approval processes. WFP will reduce this risk through regular communication with the Government. WFP will also seek to ensure that all programmes are implemented in a conflict-sensitive manner and that its activities do not exacerbate existing tensions or spark new ones.

³⁸ During the ICSP period, the country office plans to conduct two impact evaluations and a "Fill the Nutrient Gap" study and to incorporate recommendations from the recent country portfolio evaluation.

³⁹ See <https://ona.io/about-us.html>.

80.82. The country office will continue to ensure complete transparency and accountability in its operations. New modalities such as CBT mechanisms will be carefully tested before large-scale application in order to minimize the risk of system failure that might result in reputational loss and protection failures, including threats to the safety of beneficiaries, a lack of access to technology, gender-based violence and negative community perceptions, among others.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	Year 1	Year 2	Total
1	474 438 987	268 850 964	743 289 952
2	40 197 918	25 786 907	65 984 825
3	21 449 917	10 734 351	32 184 268
4	13 498 963	6 671 928	20 170 891
5	6 449 393	3 257 793	9 707 185
Total	556 035 177	315 301 943	871 337 120

81.83. The bulk of portfolio resources will be directed to strategic outcome 1 because of the continued need for emergency relief throughout the ICSP period. Investments in laying the foundation for a strategy for strengthening systems and supporting policies will allow more of the subsequent CSP to be dedicated to capacity strengthening, smallholder resilience and sustainable food systems. WFP will dedicate USD 105 million, about 12 percent of the portfolio budget, to activities for promoting gender equality.

6.2 Resourcing outlook

82.84. Discussions with donors indicate that donors will contribute between 50 and 70 percent of the amount needed, which is consistent with average funding levels in recent years. Distribution plans will take this funding gap into account in order to avoid pipeline breaks or the need for ration cuts. The country office will work on further increasing cost efficiency and will review its resource mobilization strategy.

6.3 Resource mobilization strategy

83.85. To ensure that affected populations receive the food assistance that they need, WFP must secure stable food and cash supply lines. A revised resource mobilization strategy will be developed, informed by evidence-based reporting and communication of the tangible results of WFP's support through increased monitoring and the collection and presentation of age- and sex-disaggregated data; a broader approach to resource mobilization that includes non-traditional donors, including private sector, foundations, other philanthropic organizations and emerging governments; and innovative approaches to fundraising, including from individuals, through South-South cooperation and from the host Government.

ANNEX I**LOGICAL FRAMEWORK FOR ETHIOPIA COUNTRY STRATEGIC PLAN (2019–2020)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Refugee and crisis-affected populations in targeted areas are able to meet their basic food and nutrition needs throughout the year**

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

Focus area: crisis response

Assumptions

Uninterrupted access to targeted locations and populations

Conducive and stable macroeconomic, political and security environment in the country to allow for access and delivery of food and CBTs

Outcome indicators

ART Default rate

ART Nutritional Recovery rate

Attendance rate

Consumption-based Coping Strategy Index (Average)

Dietary Diversity Score

Emergency Preparedness Capacity Index

Enrolment rate

Food Consumption Score

Food Expenditure Share

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

MAM Treatment Default rate

MAM Treatment Mortality rate

MAM Treatment Non-response rate

MAM Treatment Recovery rate

Minimum Dietary Diversity – Women

Number of child health and nutrition policies, regulations, or administrative procedures in each stage of development

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

Proportion of beneficiaries who recall and practice a key nutrition message

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)

Retention rate

TB Default rate

TB Nutritional Recovery rate

Activities and outputs

2. Provide support for nutrition and the treatment of moderate acute malnutrition to crisis-affected children aged 6–59 months, pregnant and lactating women and girls and anti-retroviral treatment/tuberculosis-directly observed treatment clients. (NTA: Nutrition treatment activities)

Children aged 6–59 months and pregnant women and lactating women and girls suffering from moderate acute malnutrition receive specialized nutritious foods that support nutrition recovery (A: Resources transferred)

Children aged 6-59 months and pregnant and lactating women and girls suffering from moderate acute malnutrition receive specialized nutritious foods that support nutrition recovery (B: Nutritious foods provided)

Provide unconditional cash-based and in-kind food assistance, livelihood support and emergency school feeding to crisis-affected people (URT: Unconditional resource transfers to support access to food)

Crisis-affected primary schoolchildren receive a daily meal at school to support their attendance and learning outcomes (A: Resources transferred)

Crisis-affected vulnerable, food-insecure people and transitory clients of the productive safety net programme receive unconditional cash-based or in-kind food assistance that meets their basic food needs. (A: Resources transferred)

Provide unconditional cash-based and in-kind food assistance, school feeding and nutritional support to refugees and livelihood support to refugees and host populations (URT: Unconditional resource transfers to support access to food)

Refugee children aged 6-59 months, pregnant and lactating women and girls, and anti-retroviral treatment/tuberculosis directly observed treatment clients suffering from moderate acute malnutrition receive specialized nutritious food that support their nutrition recovery (A: Resources transferred)

Refugee children aged 6-59 months, pregnant and lactating women and girls, and anti-retroviral treatment/tuberculosis directly observed treatment clients suffering from moderate acute malnutrition receive specialized nutritious foods that support their nutrition recovery (B: Nutritious foods provided)

Refugee children aged 6-59 months, pregnant and lactating women and girls, and anti-retroviral treatment/tuberculosis directly observed treatment clients suffering from moderate acute malnutrition receive specialized nutritious foods that support their nutrition recovery (E: Advocacy and education provided)

Refugee children aged 6-59 months and pregnant and lactating women and girls receive specialized nutritious food and social behaviour change communication aimed at preventing malnutrition. (A: Resources transferred)

Refugee children aged 6-59 months and pregnant and lactating women and girls receive specialized nutritious food and social behaviour change communication aimed at preventing malnutrition. (B: Nutritious foods provided)

Refugee children aged 6-59 months and pregnant and lactating women and girls receive specialized nutritious food and social behaviour change communication aimed at preventing malnutrition. (E: Advocacy and education provided)

Refugee primary schoolchildren receive a fortified daily meal at school to contribute to their basic nutrition needs and improve attendance. (A: Resources transferred)

Refugee primary schoolchildren receive a fortified daily meal at school that contributes to their basic nutrition needs and improves attendance. (B: Nutritious foods provided)

Refugees and host-community populations receive livelihood support. (C: Capacity development and technical support provided)

Refugees receive cash-based and in-kind food assistance that meet their basic food needs (A: Resources transferred)

Strategic outcome 2: Vulnerable and food-insecure populations are able to meet their essential food needs and establish climate-resilient livelihoods

Outcome category: Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity

Nutrition sensitive

Focus area: resilience building

Assumptions

Efforts under the strategic outcome will be supported by the government and donors

Conducive and stable macroeconomic, political and security environment in the country to allow for access and delivery of food and CBTs

Outcome indicators

ART Adherence rate

ART Default rate

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

Gender ratio

Livelihood-based Coping Strategy Index (Average)

National Capacity Index (School Meals)

Number of school administrators and officials in target schools who demonstrate use of new techniques or tools

Pass rate

PLHIV Nutritional Recovery rate

PLHIV survival rate at 12 months

Retention rate

TB Nutritional Recovery rate

TB Treatment Default rate

TB Treatment Success rate

Activities and outputs

5. Provide conditional food assistance to chronically food-insecure households, disaster risk management solutions, economic empowerment of women and technical support to the government for the implementation of productive safety net programme. (CSI: Institutional capacity strengthening activities)

Chronically food-insecure people (productive safety net programme core clients), including anti-retroviral and tuberculosis-Directly Observed Treatment clients, receive conditional and unconditional food assistance in order to meet their food and nutritional needs (A: Resources transferred)

Food-insecure households that are vulnerable to climate shocks and living in degraded areas receive conditional food assistance for their engagement in improved natural resource management activities to support livelihoods and reduce disaster risks. (A: Resources transferred)

Smallholder farmers and pastoralists who are vulnerable to climate shocks and food-insecure women smallholder farmers who are clients of the rural women's economic empowerment project receive technical support and access to micro-insurance, credit and saving services aimed at protecting their food security and livelihoods in the face of shocks. (G: Linkages to financial resources and insurance services facilitated)

Provide safe and reliable food to primary school children and support the Ministries of Education and Agriculture in scaling up nutrition-sensitive school feeding programmes (SMP: School meal activities)

Targeted schoolchildren benefit from nutrition-sensitive school feeding programmes (traditional and homegrown), including take-home rations in order to meet their basic food and nutrition needs and increase school enrolment and attendance. (A: Resources transferred)

Vulnerable people benefit from increased capacity of Government institutions in the scale-up of nutrition-sensitive school feeding programmes (C: Capacity development and technical support provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 3: Nutritionally vulnerable populations in targeted areas receive support to prevent all forms of undernutrition

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

Focus area: root causes

Assumptions

Access to and delivery of nutritious food to health centres uninterrupted

Conducive and stable macroeconomic, political and security environment in the country to allow for access and delivery of specialized food and CBTs

Potential synergies with other partners

Outcome indicators

ART adherence rate

ART Default rate

ART Nutritional Recovery rate

ART survival rate at 12 months

Consumption-based Coping Strategy Index (Average)

Food Consumption Score

Food Consumption Score – Nutrition

Food Expenditure Share

Minimum Dietary Diversity – Women

Prevalence of stunting among targeted children under 2 (height-for-age as %)

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

Proportion of eligible population that participates in programme (coverage)

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

Activities and outputs

6. Provide cash-based transfers for pregnant and lactating women and girls and children aged 6–23 months, combined with social and behaviour change communication, training for outreach workers and capacity strengthening for the Government in order to contribute to national efforts to reduce stunting and prevent undernutrition. (NPA: Malnutrition prevention activities)

Children 6–23 months and pregnant and lactating women and girls, including those affected by HIV, in targeted areas receive support in the form of restricted cash-based transfers or specialized nutritious foods (A: Resources transferred)

Children 6–23 months and pregnant and lactating women and girls, including those affected by HIV, in targeted areas receive support in the form of restricted cash-based transfers or specialized nutritious foods (B: Nutritious foods provided)

Nutritionally vulnerable populations benefit from enhanced government capacities to design and implement national nutrition policies to prevent all forms of undernutrition (C: Capacity development and technical support provided)

Nutritionally vulnerable populations benefit from enhanced government capacities to design and implement national nutrition policies to prevent all forms of undernutrition (I: Policy engagement strategies developed/implemented)

Nutritionally vulnerable people, (tier 1 beneficiaries) including those affected by HIV, receive support in the form of social and behaviour change communication that contributes to national efforts to reduce stunting and prevent undernutrition. (E: Advocacy and education provided)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs

Strategic outcome 4: Government institutions and the private sector benefit from capacity strengthening in the areas of early warning and emergency preparedness systems, the design and implementation of safety net programmes and supply chain management

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: crisis response

Assumptions

Enabling environment for capacity building Socio-political conditions are adequate

Outcome indicators

Emergency Preparedness Capacity Index

Activities and outputs

7. Provide advisory and technical services to the Government and the private sector for strengthening delivery platforms and national systems, including early warning and emergency preparedness systems, safety net programme management and supply chain management (CSI: Institutional capacity strengthening activities)

Chronically food-insecure people benefit from enhanced government capacity to design, review and implement gender-responsive safety nets, including productive safety net programme, by receiving adequate assistance and services (C: Capacity development and technical support provided)

Chronically food-insecure populations benefit from enhanced government capacity to design, review and implement gender-responsive safety nets, including productive safety net programme, by receiving adequate assistance and services (M: National coordination mechanisms supported)

Crisis-affected people benefit from strengthened national systems for early warning and emergency preparedness that enable early humanitarian action (C: Capacity development and technical support provided)

Crisis-affected people benefit from strengthened national systems for early warning and emergency preparedness that enable early humanitarian action (M: National coordination mechanisms supported)

Vulnerable people benefit from effective, coordinated supply chain management by the Government and the private sector by receiving timely and adequate assistance (C: Capacity development and technical support provided)

Vulnerable populations benefit from effective, coordinated supply chain management by the government and the private sector by receiving timely and adequate assistance (M: National coordination mechanisms supported)

Strategic Objective 5: Partner for SDG results

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

Strategic outcome 5: Government, humanitarian and development partners in Ethiopia have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains

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

Focus area: crisis response

Assumptions

Socio-political conditions are adequate

Outcome indicators

User satisfaction rate

Activities and outputs

8. Provide aviation-related services to government and humanitarian partners (CPA: Service provision and platforms activities)

Vulnerable people benefit from safe and timely WFP air services for the Government and partners providing humanitarian assistance (H: Shared services and platforms provided)

Vulnerable people benefit from WFP medical and security evacuation services for humanitarian partners providing humanitarian assistance. (H: Shared services and platforms provided)

Provide supply chain services to government and humanitarian partners (CPA: Service provision and platforms activities)

Vulnerable people benefit from safe and timely WFP light cargo services provided to the Government and partners providing humanitarian assistance (H: Shared services and platforms provided)

Vulnerable people benefit from WFP common services for humanitarian partners providing humanitarian assistance (H: Shared services and platforms provided)

REVISION MODEL

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 5, SDG target 17.9	Strategic Result 8, SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Transfers	620 316 096	53 777 553	26 677 940	16 401 970	8 020 328	725 193 887
Implementation	31 312 036	4 084 743	1 530 470	1 276 701	487 842	38 691 793
Adjusted direct support costs	46 296 706	4 095 285	2 011 559	1 261 132	606 558	54 271 240
Subtotal	697 924 837	61 957 582	30 219 970	18 939 804	9 114 728	818 156 920
Indirect support costs (6.5%)	45 365 114	4 027 243	1 964 298	1 231 087	592 457	53 180 200
Total	743 289 952	65 984 825	32 184 268	20 170 891	9 707 185	871 337 120

Acronyms used in the document

ART	Anti-retroviral
BSFP	blanket supplementary feeding programme
CBT	Cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization for the United Nations
IFAD	International Fund for Agricultural Development
GTP	Growth and transformation plan II
HGSF	Home-grown school feeding
ICSP	Interim country strategic plan
NGO	non-governmental organization
PSNP	productive safety net programme
SBCC	Social and behaviour change communication
SDG	Sustainable Development Goal
TB-DOTS	Tuberculosis directly observed treatment
TSFP	targeted supplementary feeding programme
UNDAF	United Nations development assistance framework
UNFPA	United Nations Population Fund
UNHAS	United Nation Humanitarian Air Service
UNICEF	United Nations Children's Fund
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women