



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 13–17 November 2023

Distribution: General	Agenda item X
Date: 10 July 2023	WFP/EB.2/2023/X-X/X/DRAFT
Original: English	Operational matters – Country strategic plans For approval

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

Draft Malawi country strategic plan (2024–2028)

Duration	1 January 2024–31 December 2028
Total cost to WFP	USD 311,949,141
Gender and age marker*	3

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

Executive summary

Malawi is a low-income country that is highly vulnerable to recurrent and increasingly severe weather, economic and other shocks. Agriculture supports about 80 percent of rural livelihoods, but without a transformation of the food system it will be insufficient to lift Malawians out of poverty. A shift in the current food system to one that responds to interrelated challenges such as climate change, resource scarcity, unemployment among young people, gender inequality, a lack of inclusivity and problems with the accessibility and affordability of food will be required if Malawi is to achieve the Sustainable Development Goals and the objectives of its development plan.

Based on extensive consultations, evidence and analysis, this country strategic plan seeks to ensure the food and nutrition security of vulnerable people and communities while building the resilience of women, men and communities by supporting the transformation of food systems in ways that change lives. WFP will build on its experience in emergency food assistance and scale up integrated resilience building activities at the household and community levels while supporting improvements to national systems through capacity strengthening and the increased ownership and sustainability of interventions. WFP will place particular emphasis on promoting gender equality and ensuring opportunities for women, girls, young people and other vulnerable people. More than 50 percent of total direct beneficiaries will be women.

Focal points:

Mr M. Haile
Regional Director
Southern Africa
email: menghestab.haile@wfp.org

Mr P. Turnbull
Country Director
email: paul.turnbull@wfp.org

Leveraging its comparative advantages in Malawi, WFP will implement a five-year plan based on Sustainable Development Goals 2 and 17 and the WFP strategic plan for 2022–2025 and aligned with the United Nations sustainable development cooperation framework for 2024–2028, Malawi Vision 2063 and the ten-year national development plan. The country strategic plan sets out five integrated outcomes:

- *Outcome 1:* Food- and nutrition-insecure populations in Malawi, including refugees, affected by shocks can meet their food and nutrition needs throughout the year.
- *Outcome 2:* Targeted populations in Malawi have improved nutrition, health and education outcomes for enhanced human capital development in line with national targets by 2028.
- *Outcome 3:* People in Malawi, including women, youth and people with disabilities, have better and more climate-resilient and sustainable livelihoods through improved resource management, skills development and access to financing and markets by 2028.
- *Outcome 4:* National and subnational actors in Malawi have strengthened capacities to design and implement policies and programmes for sustainable food and health systems as well as food and nutrition security by 2028.
- *Outcome 5:* Government and humanitarian and development partners in Malawi have improved access to and benefit from innovative, effective and cost-efficient supply chain, logistics and services throughout the year.

These outcomes are designed to mutually reinforce each other, using existing programmes, partnerships and opportunities to connect activities and achieve the intended outcomes through a combination of integrated interventions.

The WFP country office in Malawi will leverage the United Nations sustainable development cooperation framework and the coordination platforms of the Rome-based agencies to foster joint programming and resource mobilization.

Draft decision*

The Board approves the Malawi country strategic plan (2024–2028) (WFP/EB.2/2023/X-X/X) at a total cost to WFP of USD 311,949,141.

* 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. Malawi is a landlocked developing country¹ that is ranked 169 of the 191 countries on the Human Development Index for 2021/2022. Its current population of 19 million people is expected to double by 2038.² Its food systems are unsustainable and vulnerable to climate and economic shocks, due in part to a high dependency on rainfed agriculture, limited market infrastructure, inadequate farming techniques, limited mechanization and market access challenges stemming from poor distribution networks.
2. More than half the population live in poverty³ and 73.5 percent live below the international poverty line of USD 1.90/person/day.⁴ At least 5.4 million Malawians suffer from chronic food and nutrition insecurity.⁵ In the past four lean seasons, the number of acutely food-insecure people has ranged from 1.1 million to 3.8 million, averaging 2.3 million. Malnutrition among women and children is still a major public health and development issue, contributing to preventable child deaths and posing a persistent problem in rural areas. Stunting is more prevalent among children in rural areas (36 percent of whom are stunted) than in urban areas (29 percent).
3. While the global acute malnutrition rate is relatively low at 2.6 percent,⁶ micronutrient deficiencies are a major public health issue, particularly for pregnant and breastfeeding women and girls and children under 5 years of age. Inadequate and poor-quality diets are the immediate causes of chronic malnutrition and are coupled with underlying determinants such as poor access to essential health services. Only 8 percent of children under 2 consume a minimum acceptable diet. Sixty-one percent of children under 6 months of age are exclusively breastfed and 63 percent of children under 5 are anaemic.
4. Malawi's annual urban growth rate exceeds 5 percent and the urban population comprises 20 percent of the total population. Left unchecked, such rapid urban growth could pose new challenges for food and nutrition security and sustainable development.
5. Weather shocks are among the biggest factors that drive people into poverty. The households that more effectively move out of poverty are those that broaden their economic opportunities beyond traditional agriculture, including through education.⁷
6. Agriculture contributes 30 percent of GDP and 80 percent of export revenue and supports 80 percent of rural livelihoods. While agriculture remains the main source of household income, it will continue to generate predominantly low returns unless the sector undergoes significant change.
7. Low agricultural productivity is due to the land tenure system and the small size of land parcels, limited access to and uptake of technologies, the inequitable participation of women and young people in agriculture and limited access to agricultural services such as extension, finance, inputs, irrigation, mechanization and markets. Low soil fertility and high soil degradation also reduce productivity.

¹ United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. [Webpage on landlocked developing countries](#).

² National Statistical Office. 2021. *Malawi Poverty Report 2020*.

³ *Ibid.*

⁴ World Bank. 2023. [Overview – Malawi](#).

⁵ Integrated Food Security Phase Classification. 2022. *Malawi IPC Chronic Food Insecurity Report*.

⁶ National Statistical Office. 2021. *Malawi Multiple Indicator Cluster Survey 2019–20, Survey Findings Report*.

⁷ G. Caruso and L. Cardona Sosa. 2022. *Malawi Poverty Assessment – Poverty Persistence in Malawi: climate shocks, low agricultural productivity and slow structural transformation*.

8. Post-harvest losses reach 30 percent. Insufficient development of structured markets has exacerbated post-harvest losses by creating a mismatch between the supply of and demand for crops across the country.
9. Malawi hosts 50,000 refugees and asylum seekers, most of whom come from the Democratic Republic of the Congo and are food insecure, with little opportunity for repatriation. Durable solutions for refugees are few. Dependence on scarce casual labour opportunities and negative survival strategies in the informal sector is compounded by the Government's encampment policy, which aggravates food and nutrition insecurity and reduces the capacity for economic independence.
10. Malawi ranks 145 of 188 countries on the Gender Inequality Index.⁸ Women fare worse than men in terms of literacy, school attendance, gender-based violence, level of education, economic opportunities and ownership of assets.⁹ Gender-related productivity gaps in agriculture are wide and are due to inequalities in land access for women, issues related to farm labour, agricultural inputs and technology and the lower participation of women in the value chains for cash and export crops.
11. Climate change poses substantial challenges to efforts to combat poverty, reduce food insecurity and manage natural resources sustainably. Land degradation, exacerbated by high population growth and rapid deforestation rates (of 2.6 percent per year), reduces agricultural productivity and depletes natural resources.
12. The adoption of digital technologies is limited: only 42 percent of the population have access to mobile telephones and 14 percent have internet access.¹⁰ Increased access would improve opportunities for economic development.
13. Social protection is governed by national policies that seek to deliver shock-responsive programmes that meet seasonal needs, help people to prepare for and respond to shocks, support recovery and build resilience.

1.2 Progress towards the 2030 Agenda for Sustainable Development

14. Challenges to the achievement of national development plan goals include the recurring impacts of climate-related shocks (such as Cyclone Freddy in 2023 and Tropical Storm Ana in 2022), the limited fiscal space, the conflict in Ukraine, the lingering impacts of the coronavirus disease 2019 pandemic, outbreaks of other diseases (such as cholera in 2022–2023), gaps in the capacity to implement food security and nutrition policies and political challenges.¹¹ These issues drive up food prices, hamper access to farm inputs and deepen the threat of food and nutrition insecurity.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

15. *Access to food.* Eighty percent of the rural population rely primarily on smallholder production.¹² Most smallholder farmers have limited access to formal financing owing to high interest rates, the short-term nature of loan agreements, limited collateral and a lack of economies of scale.
16. Access to food in rural and urban areas is constrained by poverty, economic challenges, gender inequality, underdeveloped markets, recurrent climate shocks, a lack of crop diversification, limited irrigation, high population growth, environmental degradation and

⁸ United Nations Development Programme. [Gender Inequality Index \(GII\)](#).

⁹ United Nations in Malawi. 2022. *Common Country Assessment* (not available online).

¹⁰ *Ibid.*

¹¹ *Ibid.*

¹² Future Agricultures. 2021. [End of the road? The future of smallholder farmers in Malawi](#).

disease. Structural trade and policy dimensions also restrict the development of the food system, hamper efforts to improve productivity and limit the ability of agricultural communities to invest in value chains.

17. *End malnutrition.* Substantial efforts to end malnutrition are still required, despite improvements such as reductions in the prevalence of vitamin A deficiency, from 22 to 4 percent, and of iron deficiency in women of reproductive age, from 52 to 22 percent.¹³ While the stunting rate has declined by 10 percentage points since 2017, stunting continues to affect 35 percent of the population.¹⁴ Twelve percent of children under 5 are underweight, zinc deficiencies affect 60 percent of Malawians, 20 percent of children under 5 have iron deficiency and 50 percent of pregnant and breastfeeding women and girls have anaemia.
18. As a share of government expenditure, the budget allocation for nutrition interventions dropped by nearly half between the 2021/2022 and 2022/2023 financial years.¹⁵ While HIV prevalence among people of 15–49 years of age declined from 9.2 percent in 2018 to 8.2 percent in 2021 it remains high and HIV disproportionately affects women (9.7 percent) compared with men (6.6 percent).¹⁶
19. *Smallholder productivity and incomes.* Agricultural output is predominantly rainfed and grown on small, fragmented landholdings with low crop yields. While smallholder productivity and incomes have improved thanks to better access to production technologies and inputs, smallholders need more opportunities to transform their agricultural practices.
20. Ninety-five percent of households participating in WFP resilience building interventions have increased their production through climate-smart agriculture¹⁷ and the Government is successfully operationalizing home-grown school feeding (HGSF).

Progress on Sustainable Development Goal 17 targets

21. *Policy coherence.* Supported by partners, the Government has developed policies aligned with WFP's strategic plan within the framework of its Vision 2063. Nevertheless, the operationalization of policies linked to sustainability and the equitable improvement of food systems and social protection remains challenging.
22. *Diversified resourcing.* The Government's fiscal challenges are severe and sustained increases in financing will be required for the achievement of the Sustainable Development Goals (SDGs). There is limited fiscal space for meeting development needs, and increases in recurrent spending are reducing the investment available to support economic growth. Only 23 percent of the national budget for 2023/2024 is allocated to development, and 70 percent of that amount comes from international sources. Public debt has increased to unsustainable levels. The traditional donor base will likely remain but is affected by global economic challenges, and increasing the links to non-traditional partners, such as the private sector, will be critical in enhancing development financing.
23. *Enhanced global partnership.* As the convening agency for United Nations joint programmes, co-leader of the food security and logistics clusters and a leading humanitarian and development actor, WFP is well positioned to increase coordination among partners. WFP can convene partners in support of government emergency response and foster links between emergency response and social protection and early recovery.

¹³ Government of Malawi. 2018. *National Multi-Sector Nutrition Strategic Plan 2018–2022*.

¹⁴ Integrated Food Security Phase Classification. 2022. *Malawi IPC Chronic Food Insecurity Report*.

¹⁵ United Nations in Malawi. 2022. *Common Country Assessment* (not available online).

¹⁶ *Ibid.*

¹⁷ WFP. 2021. *Integrated resilience building in Malawi: evidence generation summary*.

1.4 Hunger gaps and challenges

24. *Access to food.* Food insecurity is worsening, driven by increasing food, fuel and fertilizer prices.¹⁸ The price of the minimum food basket increased by 55 percent between 2022 and 2023. The national average price of maize tripled between 2021 and 2023, in part due to reduced output in 2022.
25. *Low agricultural productivity.* Malawi's National Pathways for Food Systems Transformation in Support of the 2030 Agenda¹⁹ reports that 90 percent of the food supply comes directly from agriculture and food availability is determined mainly by farmers' own production, with households led by women subject to additional challenges. While most people depend on agriculture for their livelihoods, it cannot offer a path out of poverty unless productivity increases.²⁰
26. *Sustainable food systems.* Current food systems are unsustainable and do not meet the requirements for food and nutrition security or environmental sustainability. Socioeconomic and territorial factors such as population growth and land tenure also put pressure on food systems.²¹ A concerted effort is needed to finance an equitable transformation of food systems with improved access to finance, markets and inputs and an emphasis on women, young people and other vulnerable population groups.
27. *Drivers of chronic food and nutrition insecurity.* The 2022 Integrated Food Security Phase Classification report on chronic food insecurity in Malawi²² describes poverty and extreme weather events such as flooding as hampering efforts to improve food security and nutrition and recommends medium and long-term interventions to address the structural causes of chronic food insecurity through social safety nets, improved nutrition practices, and land and agricultural policies aimed at reducing the dependence on maize and promoting crop diversification. WFP interventions support all three of these recommended pathways.²³

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

28. WFP will continue to provide life-saving food and nutrition assistance for refugees and Malawians affected by shocks while also increasing the resilience of targeted people and communities through complementary activities delivered directly to beneficiaries and support aimed at strengthening the capacity of national shock-responsive social protection and other systems. Where possible, WFP will continue to make its strategic shift to predominantly cash-based assistance. As recommended in the evaluation of the country strategic plan (CSP) for 2019–2023, WFP will continue to strengthen its enabling role, establishing a process for the phased and partial handover of interventions, informed by capacity assessments.
29. The WFP country office's 2021 report on resilience highlights food assistance for assets as the cornerstone of WFP's integrated approach and as having shown significant impact and sustainability, with women and men farmers experiencing improved food and nutrition security through increased and diversified production and consumption, and increases in

¹⁸ United Nations in Malawi. November 2022. *Common Country Assessment* (not available online).

¹⁹ Government of Malawi. 2021. *Building Healthier, Sustainable and Equitable Food Systems for a Better Malawi: National Pathways for Food Systems Transformation in Support of the 2030 Agenda*.

²⁰ G. Caruso and L. Cardona Sosa. 2022. *Malawi Poverty Assessment – Poverty Persistence in Malawi: climate shocks, low agricultural productivity and slow structural transformation*.

²¹ *Food Systems Transformative Integrated Policy*. 2021. *A Comprehensive Food Systems Diagnostic Approach to Inform Policymaking Toward Sustainable Healthy Diets for All*.

²² Integrated Food Security Phase Classification. 2022. *Malawi IPC Chronic Food Insecurity Report*.

²³ *Ibid.*

- incomes through village savings. Also evident were improved natural resources and greater capacity to manage environmental risks and mitigate climate shocks.
30. The 2022 post-flood assessment noted that communities implementing WFP's integrated package were more resilient than others in the face of the storms. Beneficiary households resorted to fewer and less severe negative coping mechanisms and recovered more quickly than others, meaning that the development gains made in terms of building and maintaining resilience were not lost.
 31. WFP's shift to HGSF has highlighted the multiplier effects of this approach. It has contributed to increasing human capital by providing more nutritious meals that have supported increased school attendance and pass rates; stimulated local agriculture and economies through the local procurement of food from smallholder farmers; and served as a platform for communities to increase nutrition knowledge. The shift to HGSF also supports the Government's efforts to promote a nationally owned HGSF programme.
 32. WFP is well positioned to support government action on nutrition, particularly given the results generated by recent pilot projects at the subnational level. WFP is also able to amplify synergies between resilience, HGSF and social protection work in support of improved nutrition.
 33. WFP's resilience interventions show positive results in shifting gender-related power dynamics within households and communities. Women report having greater decision-making power on issues that affect household and community life. The communities that participate in these interventions also report more women in leadership roles than before the initiatives began.
 34. The United Nations joint programme on girls' education, for which WFP is the convening agency, highlights the potential for decreasing gender inequality through a multi-faceted approach and shows the success of integrated programming in delivering a full package of health and nutrition support in schools.
 35. WFP will focus on building sustainable national systems under government leadership. Interventions that sustainably link smallholder farmers to markets and strengthen actors along food value chains through a food systems approach will be scaled up. The Government and humanitarian actors will continue to benefit from supply chain services designed for national disaster management cells, humanitarian agencies and other partners.
 36. WFP will use its knowledge of social protection information management systems including social registries and community feedback mechanisms to strengthen the links between social protection, climate change and disaster risk management.
 37. WFP will make protection central to its interventions, mainstreaming protection principles to ensure that communities are safe, dignified, accessible and empowered at all stages of the programme cycle so as to reduce protection risks, avoid causing harm and ensure accountability to affected populations through community feedback mechanisms and regular community engagement.

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

38. Through Malawi Vision 2063, the country aspires to becoming "an inclusively wealthy and self-reliant nation" by 2063. Work towards that aspiration is currently guided by a ten-year implementation plan for 2021–2030, the goals of which are to raise Malawi to lower-middle-income status and meet most of the SDGs by 2030. WFP activities will contribute to achieving Malawi's vision through pillar 1 of the related implementation plan, on agriculture productivity and commercialization, and the enablers related to human capital development, economic infrastructure and environmental sustainability. The

Government has adopted Agenda 3.0 of the Scaling Up Nutrition initiative. WFP and other United Nations entities have supported the Government in developing a global action plan with an operational road map for addressing child wasting.

39. This CSP is fully aligned with the United Nations sustainable development cooperation framework (UNSDCF) for 2024–2028, which supports the Malawi implementation plan for 2021–2030 by focusing work on four pillars: support sustainable, diversified and inclusive growth; strengthen institutional governance; ensure sustainable investments and outcomes in human capital development; and mitigate climate change and environmental degradation and support energy transformation. CSP implementation will be supported through UNSDCF joint working groups and workplans designed to increase synergies and efficiency.

2.3 Engagement with key stakeholders

40. WFP has held consultations with key partners and stakeholders including the Government, donors, cooperating partners, other United Nations entities, the private sector, non-governmental organizations (NGOs), civil society organizations, associations of persons with disabilities, and networks of young people and beneficiaries (including women's organizations) with a view to understanding their priorities and identifying gaps and opportunities. WFP has shared the proposed strategic approach of the CSP with the Government and other stakeholders, receiving valuable feedback that has helped to ensure agreement on shared goals and WFP's strategic priorities in Malawi.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

41. In response to increased food and nutrition needs and the adverse impacts of climate change and the economic downturn, WFP will work with the Government and partners to identify and implement activities that build the resilience of people and communities and support the transformation of food systems in ways that change lives. In response to shocks that exceed the adaptive and absorptive capacity of households, WFP will complement government initiatives and provide life-saving assistance for food-insecure and other shock-affected people, including refugees. Given the increasing impact of food insecurity on urban populations, WFP will explore the provision of tailored support in urban settings, going beyond crisis response.
42. WFP will prioritize cash-based transfers (CBTs). With other United Nations entities and development partners, it will promote the use of existing national social protection systems – such as the unified beneficiary registry – and, where appropriate, complementary activities (“cash plus”) that directly link CBTs to other types of support aimed at addressing short-term needs and accelerating recovery and resilience building.
43. Such complementary activities will be linked to social and behaviour change communication (SBCC) activities and work in other sectors including anticipatory action, disaster risk reduction, nutrition-sensitive social protection and water, sanitation and hygiene, with a view to building and strengthening individual and community resilience. Anticipatory measures that reduce losses and sustain resilience in the face of shocks will focus on climate risk management, innovative climate risk financing and capacity strengthening for government-led anticipatory action and response. Technical assistance will aim to enhance capacity at the national and subnational levels, building skills and tools in support of national development plans.
44. The CSP will encompass nutrition-sensitive, gender-transformative, conflict-sensitive and inclusive resilience interventions that create assets, provide climate services and support climate-smart agriculture. They will include activities related to increased access to finance through village savings and crop insurance, the management of post-harvest losses and

agricultural market support, with greater links between producers and diverse markets and end users including schools. WFP will promote financial inclusion through digital means and advocate better access to and use of data as a way of increasing productive potential, market access, resilience and gender-transformative outcomes.

45. WFP will use its strengths in evidence generation and knowledge management to provide the Government with support and data for disaster preparedness and broader policy development. WFP will ensure that technical supply chain services that support timely emergency response are available to the Government and local actors. This work will be implemented in partnership with the Government, the Food and Agriculture Organization of the United Nations, other United Nations entities, NGOs, research centres and the private sector and will include advocacy aimed at increasing investments in value chain infrastructure and distribution networks.
46. With its cooperating partners, WFP will ensure that personal data related to its beneficiaries is protected and safely processed and will track results regarding protection, disability inclusion, accountability to affected populations and conflict sensitivity.
47. The theory of change for the CSP has four programmatic pathways that guide programme design and evidence generation, and a results framework that defines the links between CSP activities, outputs and outcomes and their contributions to desired goals. The four pathways are as follows:
 - support for crisis-affected people and communities that enables them to better meet their food needs and restore their livelihoods;
 - enhancement of sustainable livelihoods through improved nutrition status, agricultural productivity and market support;
 - systems strengthening (national capacity); and
 - service delivery.
48. Decisions regarding the geographic focus of activities will be informed by context analysis at various levels using the “three-pronged approach”. The previous CSP focused on the most food-insecure districts located in the southern region of the country. This new CSP will prioritize the same areas while leaving room for scale-up and expansion.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Food- and nutrition-insecure populations in Malawi, including refugees, affected by shocks can meet their food and nutrition needs throughout the year

49. Under CSP outcome 1, WFP will provide life-saving food assistance, predominantly through CBTs, for acutely food-insecure people affected by shocks and food-insecure refugees, asylum seekers and people in host communities. Assistance will be provided equitably to women, girls, boys and men. Where possible, assistance “top-ups” will be provided to promote dietary diversity and prevent acute malnutrition. Where appropriate, WFP will integrate complementary activities and CBTs in ways that promote self-reliance, following a humanitarian–development nexus approach.
50. Where appropriate, anticipatory approaches will be followed to support the sustainable funding of shock-responsive social protection and safeguard long-term resilience gains, particularly those linked to the sustainability of food systems and climate-sensitive agricultural practices. Such approaches include supporting national systems involved in government-led anticipatory action.

WFP strategic outcome

51. CSP outcome 1 is aligned with WFP strategic outcome 1: People are better able to meet their urgent food and nutrition need

Focus area

52. The focus area of CSP outcome 1 is crisis response.

Alignment with national priorities

53. CSP outcome 1 is aligned with national plans and priorities including multi-hazard contingency plans and national emergency response plans, national social protection policies, the unified beneficiary registry and the comprehensive refugee response framework.

Expected outputs

54. The following outputs will contribute to the achievement of CSP outcome 1:
- Output 1.1: Populations affected by climate-related and other shocks have access to nutritious food and livelihoods support to meet their urgent needs, enable recovery and safeguard long-term resilience gains where possible.
 - Output 2.1: Refugees, asylum seekers and host communities have access to sufficient nutritious food and services to meet their urgent food needs and increase their self-reliance and foster social cohesion.

Key activities

Activity 1: Provide food assistance, nutrition and livelihood support to populations in anticipation of and response to seasonal or other shocks, leveraging national social protection systems where possible

55. In coordination with the Government and other partners, WFP will provide food and CBTs in acutely food-insecure areas through a targeted approach that responds to needs triggered by lean seasons and floods, prioritizing the use of existing national shock-responsive social protection systems. Where possible, conditional transfers (“cash plus”) will be used to support asset creation activities such as afforestation, borehole rehabilitation and composting.
56. Where feasible, unconditional transfers will be accompanied by complementary activities, creating links to CSP outcome 3 and increasing self-reliance. SBCC will increase awareness regarding climate change; community-based practices related to disaster risk reduction; the consumption of diverse and nutrient-rich foods; and water, sanitation and hygiene issues and will include gender-transformative messaging.
57. WFP will promote harmonized targeting, registration and delivery systems and gender-responsive monitoring and will foster efficiencies in transfer management. Where possible, cash top-ups will be provided to prevent malnutrition and promote health-seeking behaviours while also boosting local markets.
58. WFP will support the strengthening of government programmes and systems for food assistance responses in rural and urban settings. Links to CSP outcomes 3 and 4 will support the integration of humanitarian and risk financing tools into the Government’s risk layering strategy, complementing disaster risk finance, emergency preparedness and response, and social protection systems.
59. In coordination with activities under CSP outcomes 4 and 5, WFP will apply its national and corporate experience in anticipatory action, nutrition-sensitive approaches and shock-responsive social protection while providing services on demand and technical support to strengthen supply chain capacity.

Activity 2: Provide food and nutrition assistance, services and livelihood support to refugees, asylum seekers and host communities

60. WFP will continue to provide food-insecure refugees, asylum seekers and targeted communities with unconditional food assistance that meets their basic food and nutrition needs. SBCC and targeted conditional transfers aimed at increasing the capacity of refugees to become self-reliant will be accompanied with livelihood diversification initiatives, skills training and increased access to financial services, taking into account specific needs related to gender and protection.
61. Taking an evidence-based approach, WFP will seek to improve refugees' access to clean energy and mitigate environmental challenges – especially deforestation due to dependence on charcoal in camps – by working with partners, providing technical support and linking this activity to CSP outcome 3.
62. WFP interventions will involve host communities and pay attention to conflict sensitivity to promote social cohesion and peaceful coexistence between refugee and host communities. Protection concerns will be addressed through the continuous assessment of risks, the training of WFP and partner staff and the sensitization of all partners and beneficiaries regarding the prevention of sexual exploitation and abuse.

Partnerships

63. WFP will work with the Government, especially the department responsible for disaster management, other United Nations entities and NGO partners on the design and implementation of emergency preparedness and response plans. Working with the Office of the United Nations High Commissioner for Refugees (UNHCR), the ministry responsible for homeland security and NGO partners, WFP will continue to advocate long-term solutions for refugees and the full implementation of the comprehensive refugee response framework.

Assumptions

64. WFP continues to provide lean season support, shifting to more conditional transfers. At least one major climate shock is expected during CSP implementation, given that there have been five major shocks in the last decade.
65. The Government continues to lead national crisis response and incrementally enhance its capacity to meet needs in full; external assistance will be required when humanitarian requirements exceed local capacities.

Transition/handover strategy

66. WFP and the Government will work on increasing the domestic resources for national crisis response through new green climate funding mechanisms, anticipatory action and other risk transfer approaches.
67. WFP aims to strengthen household, community, subnational and national capacity to absorb stressors and shocks by improving resilience, adaptation and crisis response mechanisms to diversify the support provided to households beyond social protection programmes.

Country strategic plan outcome 2: Targeted populations in Malawi have improved nutrition, health and education outcomes for enhanced human capital development in line with national targets by 2028

68. WFP will support the Government in addressing the root causes of malnutrition and enhancing access to good-quality education and early childhood development as a foundation for human capital development.

69. WFP will continue to promote a life-cycle approach to addressing malnutrition, focusing on the first 8,000 days of life and beyond and establishing linkages between nutrition and livelihoods through integrated actions. WFP will focus on building the Government's capacity to design and deliver community-level, gender-sensitive school health and nutrition programmes.
70. Schools will provide a platform for strengthening the delivery of nutrition interventions, with an emphasis on enhancing the skills of young people. WFP will continue to work with the Government, providing strategic and evidence-based technical guidance, such as the outcomes of value for money studies from the global School Meals Coalition, and support for the development or review of policies and strategies.

WFP strategic outcome

71. CSP outcome 2 is aligned with WFP strategic outcome 2: People have better nutrition, health and education outcomes.

Focus area

72. The focus area of CSP outcome 2 is root causes.

Alignment with national priorities

73. CSP outcome 2 is aligned with pillar 1 of Malawi's implementation plan for 2021–2030, on agricultural productivity and commercialization, and the enabler related to human capital. It is also aligned with the national multisector nutrition policy and strategic plan, the national education sector investment plan, the national strategic plan for integrated early childhood development, the national agriculture investment plan and the second Malawi national social support programme.

Expected outputs

74. The following outputs will contribute to the achievement of CSP outcome 2:
 - Output 3.1: People in Malawi, particularly nutritionally vulnerable populations, benefit from programmes that prevent and manage malnutrition and improve diets.
 - Output 4.1: Pre- and primary school children have access to integrated school health and nutrition packages that enhance education and nutrition outcomes.

Key activities

Activity 3: Promote optimal nutrition practices and strengthen partnerships with food system actors to increase the availability and utilization of diverse nutrient-dense foods

75. WFP will continue to support the Government in preventing and managing the triple burden of malnutrition particularly among children under 2 years of age, pregnant and breastfeeding women and girls, adolescents and people living with HIV.
76. Linked to activity 1, WFP will provide transfers that respond to shocks and help to build resilience. Linked to CSP outcomes 1, 2 and 4, WFP will provide technical support to strengthen national and subnational systems for the delivery of effective nutrition-specific and nutrition-sensitive services. This work will include SBCC and asset creation aimed at preventing and managing malnutrition and improving diets. WFP will aim to generate evidence and document lessons learned on food-based approaches to the prevention and management of malnutrition.

Activity 4: Promote the provision to pre- and primary school children of safe, nutritious and diversified meals that are delivered in an integrated, inclusive and gender-responsive environment and are linked to local production and markets

77. This activity supports the expansion of school health and nutrition interventions through two main workstreams: the provision of technical support to the Government for the coordination of the national school feeding programme, and the direct implementation and expansion of HGSF.
78. Capacity development for the Government will focus on evidence generation, technical support, advocacy and multisectoral coordination of the national school feeding programme. This will foster the transfer of WFP and partners' programmes to national ownership.
79. WFP will provide cash transfers to primary schools and early childhood development centres for expanding HGSF, contributing to the improvement of foundational learning outcomes. Children will receive safe, nutritious and diverse meals sourced directly from smallholder farmers, which will also enhance market access and improve livelihoods in surrounding communities. The activity is linked to CSP outcome 3, activity 5 on bolstering supply-side interventions for smallholder farmers – with a focus on quantity and food safety, processing and quality – and innovative energy solutions for schools. The model will also be used as a platform for the delivery of other nutrition-sensitive interventions.
80. Linked to CSP outcome 2, activity 4, WFP will support the horizontal expansion of take-home rations and in-kind assistance or CBTs aimed at regularizing school attendance as part of emergency response efforts.

Partnerships

81. WFP's main partners under CSP outcome 2 are the Ministry of Health's department of nutrition, HIV and AIDS and the Ministry of Education. Partners also include the ministries responsible for agriculture, gender, community development and social welfare, and local government. Coordination with other United Nations entities will continue, particularly related to the United Nations joint programme on girls' education.

Assumptions

82. The Government manages to commit 15–20 percent of national expenditure and 4–6 percent of gross domestic product to education financing, while also mobilizing national budgetary resources for nutrition.
83. The Government maintains its commitment to a multisectoral approach, mainstreaming nutrition-related interventions in key national and subnational development plans.

Transition/handover strategy

84. An operational plan for school feeding with a clear road map and targets for a phased handover will be accompanied by advocacy work and based on the Government's financial commitment and the support of other donors, while acknowledging existing and projected budgetary constraints. WFP will also support the Government in developing alternative school feeding models, with strong community participation.
85. WFP will use the outcomes from the Systems Approach for Better Education Results exercise due to be conducted in 2023 to inform improvements in school feeding and contribute to handover discussions.
86. WFP will continue to support capacity strengthening for nutrition and education actors with a view to increasing their knowledge and technical skills in nutrition and education service delivery, recognizing that a full handover is unrealistic during the CSP period.

Country strategic plan outcome 3: People in Malawi, including women, youth and people with disabilities, have better and more climate-resilient and sustainable livelihoods through improved resource management, skills development and access to financing and markets by 2028

87. WFP will build on its integrated resilience package to move people from subsistence to surplus-producing livelihoods, improving their potential to produce more nutritious food and increasing access to markets while also helping to reduce environmental degradation and restore environments.
88. Through the integrated resilience package, WFP will promote entrepreneurship, livelihood diversification and income generation, building economic opportunities and resilience to shocks and stresses while enhancing the value changes for food such as cowpeas, rice and sesame that are linked to school feeding and other markets.
89. WFP will use its people- and community-centred approach to increase awareness regarding climate risk reduction, adaptation and mitigation interventions and to identify the capacities of communities, households and individuals that enable them to become self-reliant and resilient in the face of climate change.
90. Programming will be tailored to address the diverse circumstances of women, young people and persons with disabilities. This will be underpinned by ongoing protection and other assessments and, where possible, linked to formalized partnerships with civil society organizations for women and young people.
91. To mitigate the risks associated with climate-induced socioeconomic and environmental losses, WFP will continue to strengthen government capacity on the generation, dissemination and use of climate information; anticipatory and early action; the provision of climate services; and the promotion of good agricultural practices.

WFP strategic outcome

92. CSP outcome 3 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area

93. The focus area of CSP outcome 3 is resilience building.

Alignment with national priorities

94. CSP outcome 3 is aligned with pillar 1 of Malawi's implementation plan for 2021–2030, on agricultural productivity and commercialization, especially the focus areas on agricultural diversification, irrigation development, anchor farms, agricultural inputs, agricultural mechanization, structured markets and research, innovation and dissemination. This CSP outcome is focused on agriculture and aligned with the enabler related to environmental sustainability set out in Malawi's implementation plan for 2021–2030.

Expected outputs

95. The following outputs will contribute to the achievement of CSP outcome 3:
 - Output 5.1: Targeted households and communities benefit from improved assets and conditional assistance that increase their resilience to climate shocks and improve their food and nutrition security.
 - Output 5.2: Targeted households and communities, including women, young people and other vulnerable groups, have increased skills and capacities in and access to financial, risk mitigation and climate services for improved, climate-smart and sustainable livelihoods.

- Output 5.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate diverse marketable surpluses, reduce post-harvest losses and access markets.

Key activities

Activity 5: Provide an integrated package of climate- and nutrition-sensitive resilience and livelihoods building support to households and communities, in particular smallholder farmers and value chain actors

96. Asset creation through food assistance for assets activities will continue to be the cornerstone of WFP's integrated package. WFP will also support livelihoods diversification by including the production of nutritious local foods in the package with a view to increasing the incomes of smallholder households and mitigating risks through horticulture, livestock raising, aquaculture and small-scale food processing and value addition. Linked to CSP outcome 2, this activity will promote the availability of nutritious foods so as to enhance dietary diversity.
97. WFP will advocate the strengthening of national policies, recognizing that the implementation of certain elements of policy change is beyond the scope of WFP. Together with the other Rome-based agencies, WFP will continue to support the strengthening of policies related to land tenure systems. It will also advocate the institutionalization of components of the three-pronged approach²⁴ with the ministry responsible for local government.
98. WFP will scale up assistance for smallholder farmers and aggregators, providing financial and technical support aimed at improving post-harvest management practices, enhancing access to better information management systems that improve awareness regarding best practices in agriculture, supporting climate services (including early warning systems) and improving access to markets through links to schools participating in HGSF.
99. With its partners, WFP will reduce post-harvest losses by enhancing rural warehousing facilities, supporting the delivery of training on value addition through sustainable methods and technologies, and helping to strengthen national policies and systems that facilitate access to well-functioning markets.
100. WFP will scale up financial literacy, the digitization of savings and loans processes, business skills development, and access to credit and formal banking systems through innovative financing mechanisms, including blended funding.
101. A gender-transformative approach will address the barriers that prevent women's participation, reduce the burden of unpaid work for women and enhance the effectiveness of capacity strengthening for young people, women and other targeted beneficiary groups.
102. Linked to activities 3, 4, 5, 6 and 7, SBCC will be scaled up to raise awareness regarding climate change; community-based practices related to disaster risk reduction; the consumption of diverse and nutrient-rich foods; water, sanitation and hygiene issues; gender inequality; and women's empowerment. SBCC messages will be tailored to existing communication mechanisms and people's diverse needs.
103. WFP will facilitate the development of partnerships and other links between targeted communities and private sector entities, particularly financial institutions, with a view to stimulating the provision of cheaper sustainable financing products.

²⁴ The three-pronged approach comprises integrated context analysis at the national level, aimed at identifying the most appropriate programmatic strategies in specific geographical areas; seasonal livelihood programming at the subnational level; and community-based participatory planning at the local level.

Partnerships

104. WFP will continue to partner with the Government at all levels, other United Nations entities, NGOs and other development partners to increase climate-smart sustainable livelihoods and market opportunities for targeted people and communities. WFP will pursue partnerships with the private sector and academia and will use innovative financing mechanisms.
105. WFP will harness financing mechanisms to facilitate smallholder farmers' access to finance and help them to increase their investments. WFP will boost its partnerships with off-takers so as to increase farmers' access to viable agricultural markets. WFP will also explore export market opportunities for smallholders, in collaboration with appropriate ministries.

Assumptions

106. There is a willingness to address underlying land access issues and adhere to good agricultural practices at all levels.
107. Communities and smallholder farmers remain willing to invest time, labour and money in resilience building interventions without CBT incentives.
108. Financial, insurance and value and supply chain actors recognize their capacity gaps and are committed to investing in the development of their own business sectors and sharing market information.

Transition/handover strategy

109. WFP will encourage increased government ownership by supporting the gradual integration of its activities into existing national programmes. WFP's graduation approach for food-secure communities is to phase out the use of CBTs and continue providing technical support to foster the sustainability of the investments and gains made. At the start of CSP implementation, about 25 percent of participating households will still receive transfers, which they are expected to graduate from over a three-year period. A planned evaluation of the integrated resilience programme will generate evidence on its impact and inform the implementation of a transition strategy.
110. WFP will continue to prioritize its shift in role from direct implementer to enabler, working with the Government to continue to integrate shock-responsive resilience strategies and programmes into national development plans.

Country strategic plan outcome 4: National and subnational actors in Malawi have strengthened capacities to design and implement policies and programmes for sustainable food and health systems as well as food and nutrition security by 2028***WFP strategic outcome***

111. CSP outcome 4 is aligned with WFP strategic outcome 4: National programmes and systems are strengthened.

Focus area

112. The focus area of CSP outcome 4 is resilience building.

Alignment with national priorities

113. CSP outcome 4 is aligned with the enabler related to economic infrastructure in Malawi's implementation plan for 2021–2030. It is also aligned with CSP outcomes 1, 2 and 3, the national food systems transformative integrated policy, and the master supply chain transformation plan of the Ministry of Health.

Expected outputs

114. The following outputs will contribute to the achievement of CSP outcome 4:
- Output 6.1: National actors benefit from strengthened supply chain capacities aimed at enhancing national systems and improving operational effectiveness.
 - Output 7.1: The Government of Malawi has increased capacity in hazard risk monitoring, food security assessments and analyses and market data generation and processing, which inform national evidence-based policies and programmes.
 - Output 7.2: National and subnational actors have increased capacity and knowledge for enhancing evidence-based policies, strategies, processes and programmes, contributing to the achievement of zero hunger.

Key activities

Activity 6: Provide technical support to national and subnational actors for resilient food systems, emergency preparedness and response and health and supply chain systems

115. WFP will conduct targeted activities with the Government and other national actors aimed at strengthening food systems and value chains, supporting the development of key elements in the national supply chain system, enhancing national emergency preparedness and response capacities from a supply chain management perspective, and supporting improved infrastructure for government supply chains.
116. WFP will also work with national actors and smallholder farmers to support sustainable food procurement and increase market access, while also focusing on enhancing food safety and quality and reducing post-harvest losses. Through the local and regional food procurement strategy, Malawi has opportunities to become a key regional sourcing hub for pulses, maize, rice and other cash crops such as sesame.
117. WFP will conduct joint work with the Government, key United Nations and NGO partners, academic bodies and the private sector to address the issues affecting smallholder farmers' production and access to markets, including those related to quality, post-harvest losses, inputs and training.
118. Through collaboration with the Ministry of Health and other key health actors, WFP will implement systems strengthening actions that include supply chain planning, data visualization and the provision of training and technical assistance aimed at addressing systemic challenges. WFP will work with government and other supply chain partners to enhance the resilience of in-country public health supply chains, increasing the effectiveness of national health emergency preparedness and response.

Activity 7: Provide technical expertise and targeted systems and capacities to national and local actors involved in food and nutrition security, social protection, education, health, disaster risk management, anticipatory action, and emergency preparedness and response aimed at building government-led sustainable and scalable national systems

119. WFP will strengthen the emergency preparedness and response capacity of the Government and other actors. It will use existing national social protection systems to strengthen resilience and nutrition outcomes for people and communities in the face of shocks, including pregnant and breastfeeding women and girls and families with young children. WFP will advocate the embedding of gender equality and women's empowerment into government capacities and systems.
120. WFP will support government capacity strengthening in food security assessment and analysis at the national and subnational levels through work with the government-led Malawi vulnerability assessment committee. WFP will also support the agriculture market information system through work with the Ministry of Agriculture.

121. WFP will utilize its strong collaboration with global institutions in the use of geographic information system software and geodatabase applications for mapping and will use a satellite system that provides high-resolution imagery at high frequency to strengthen the Government's capacity to monitor hazards for early warning, preparedness and response purposes.

Partnerships

122. WFP will partner with the Government, humanitarian and development actors, academic institutions, the private sector and other bodies to develop government capacity for food security assessment and analysis and market information management systems.

Assumptions

123. The Government allocates sufficient financial and human resources, complemented by external funding, to ensure the implementation of improved systems and capacities.

Transition/handover strategy

124. Continuing its strategic shift in role from implementer to enabler, WFP will ensure the sustainability and national ownership of capacity strengthening through analysis of priorities, gaps and needs in close coordination with the Government and other partners.

Country strategic plan outcome 5: Government and humanitarian and development partners in Malawi have improved access to and benefit from innovative, effective and cost-efficient supply chain, logistics and other services throughout the year

125. WFP provides valuable services for partners in the areas of transport and logistics, procurement, administration, infrastructure, digital solutions, telecommunications and data analytics. These services will be enhanced and made available on demand to augment national capacity and support the humanitarian and development community.

WFP strategic outcome

126. CSP outcome 5 is aligned with WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective.

Focus area

127. The focus area of CSP outcome 5 is crisis response.

Alignment with national priorities

128. CSP outcome 5 is aligned with enablers related to economic infrastructure contained in the Malawi implementation plan for 2021–2030 and with national multi-hazard contingency and emergency response plans, shock-sensitive social protection and social support plans, and other national plans.

Expected outputs

129. The following outputs will contribute to the achievement of CSP outcome 5:

- Output 8.1: Government and humanitarian actors benefit from logistics cluster services that deliver life-saving assistance to affected populations.
- Output 9.1: Government, humanitarian and development actors have access to effective and efficient on-demand services that augment their capacity to ensure more effective and efficient interventions.

Key activities

Activity 8: Provide services through the logistics cluster to the National Disaster Management Agency and humanitarian and development partners to enhance logistics coordination and supply chain management

130. The national logistics cluster, co-chaired by the Ministry of Transport and WFP, will be activated when needed, providing coordination and information management services and facilitating the provision of common logistics services for partners. Through the cluster, WFP will continue to support the Government and key actors with logistics and supply chain expertise and assets, when required and based on funding.

Activity 9: Provide effective and efficient access to on-demand services for the Government and humanitarian and development actors in order to augment their capacity to ensure more effective and efficient interventions

131. WFP will provide humanitarian and development actors with on-demand services including supply chain, logistics, procurement and other technical services. Services will be provided on a full-cost recovery basis.

132. WFP will remain a key provider of corridor services for humanitarian operations in the region. It will continue to engage local food suppliers and logistics service providers, stimulating local markets and economies.

Partnerships

133. WFP will partner with the department of disaster management affairs, the national food reserve agency, the ministries responsible for agriculture, transport and public works and health, other United Nations entities, NGOs, private sector warehouse operators, transporters and logistics operators.

Assumptions

134. Existing coordination structures allow for the effective provision of on-demand services.

Transition/handover strategy

135. WFP will help to strengthen the coordination capacity of partners through coordination platforms and food security and logistics clusters, allowing the organization to focus on oversight.

4. Implementation arrangements**4.1 Beneficiary analysis**

136. During the implementation of this CSP, WFP will target more than 2.58 million beneficiaries, of whom 50.3 percent will be women and girls and 49.7 percent men and boys.

137. Under CSP outcome 1, WFP will provide food assistance for more than 354,000 acutely food-insecure Malawians, 44,000 refugees, asylum seekers and other persons of concern and 1,600 host community members, complemented by nutrition, SBCC, skills development and self-reliance interventions. Needs-based analysis for the crisis response workstream will be informed by vulnerability and targeted analyses carried out in coordination with the Government and other partners responding to shocks, with interventions for refugees conducted in collaboration with UNHCR.

138. Under CSP outcome 2, WFP will reach nearly 1.5 million girls and boys through HGFSF, while direct nutrition support is expected to reach 9,450 people over the course of the CSP.

139. Under CSP outcome 3, WFP will train and support more than 1 million people in improved agricultural practices, post-harvest management practices, increased financial literacy and access to finance and markets.

140. The targeting of crisis-affected and resilience interventions will be based on evidence generated from food security and related assessments such as the reports on acute and chronic food insecurity of the Malawi vulnerability assessment committee. Codes of conduct signed with community leaders will reduce inclusion and exclusion errors and promote inclusive targeting.

4.2 Transfers

141. Transfer modalities will be selected based on feasibility, appropriateness, efficiency and consideration of gender equality and the safety of women, men, girls and boys at collection points. They will include food, CBTs and capacity strengthening. WFP conducts reviews of prices, market functionality, infrastructure and service providers, beneficiary preferences and donor requirements and detailed analyses of associated risks.
142. Under activities 1 and 2, transfers will provide the minimum daily energy requirement of 2,100 kcal/person/day. Nutrition top-ups for children of 6–23 months of age and pregnant and breastfeeding women and girls will also be used. For activity 3, transfers for preventing malnutrition will be provided to children of 6–23 months of age and pregnant and breastfeeding women and girls. For activity 4, CBTs will be used for direct school feeding and e-vouchers for inputs will support farmer organizations in supplying schools. Under activity 5, CBTs linked to the food gap will be used, in addition to micro-insurance transfers.
143. WFP will support systems strengthening for the effective delivery of social protection transfers through existing government modalities, based on capacity needs assessments that identify gaps and prioritize support.

4.3 Country office capacity and profile

144. While the size and structure of the country office workforce will not change significantly, certain roles will be adjusted to allow more effective engagement in WFP's enabling role through, for example, increased staffing for capacity strengthening in value chain development and food systems. Further training will prepare more staff members for emergency preparedness and response work, boosting the country office's capacity as a leading emergency partner and enabler. Training in the use of new tools and approaches such as drones and in wellness will also be necessary.
145. WFP will continue to enhance staff wellness, safety and security as key priorities while fostering a diverse, safe, respectful and inclusive work environment.

4.4 Partnerships

146. WFP has established a strong partnership with the Government of Malawi, working closely with both national and local authorities to address the country's pressing food security challenges. The partnership is multifaceted and covers various sectors including agriculture, health, education and social protection.
147. WFP will maintain its convening role in United Nations joint programmes, fostering increased coordination and synergies and advocating the management of back office and common services in accordance with the United Nations development system reform.
148. WFP will scale up its engagement with the private sector to explore sustainable options for scaling up crop insurance schemes and piloting and scaling up innovative technologies.
149. WFP will expand its partnerships with academic and research institutions with a view to improving the quality and analysis of data on food and nutrition security.
150. WFP will explore opportunities for South–South and triangular cooperation to enhance the learning and capacity of the Government and partners.

151. The country office will engage with community-based organizations; NGOs, including those representing marginalized groups such as refugees, young people, women and persons with disabilities; and academic and research institutes.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

152. The country office's monitoring and evaluation system was developed in line with national priorities, the UNSDCF for 2024–2028 and WFP's corporate results framework for 2022–2025. To advance gender equality and empower all persons, gender and protection-responsive monitoring will ensure that WFP activities are assessed in terms of how well they take into account the various needs of women, men, girls and boys.
153. The country office has long-term agreements with external companies for outcome surveys and with WFP mobile vulnerability analysis and mapping staff for remote data collection. WFP will complete the shift to mobile data collection thereby phasing out the use of paper-based forms in school feeding programmes. Data automation and user-friendly visualization tools will facilitate analysis and reporting.
154. The country office will develop a road map for institutional capacity strengthening aimed at fostering engagement and buy-in from stakeholders, identifying the path to self-sufficiency and tracking the progress made under interventions.
155. A comprehensive community feedback mechanism is in place with helpdesks, suggestion boxes and a telephone hotline operated by an external call centre. WFP staff are responsible for sharing frequently asked questions with call centre operators, tracking cases in the management information system and addressing complaints, often through implementing partners. High-priority cases are automatically sent to senior country office staff and gender-based violence and child protection cases are referred to local authorities.
156. Reviews, qualitative analyses and research studies will be conducted and shared to facilitate learning and fundraising. Four decentralized evaluations will be commissioned by the country office during CSP implementation: an evaluation of smallholder agricultural market support in 2026, mid-term and final evaluations of the *Tsolata* HGSP programme in 2025 and 2027, and a final evaluation of the Adaptation Fund project in 2024 or 2025. A mid-term review of the CSP will be undertaken in 2026, and a centralized CSP evaluation in the penultimate year of the CSP period in 2027.

5.2 Risk management

Strategic risks

157. Insufficient funding for relief response, refugee activities and capacity strengthening is a major risk. Mitigation actions include engagement with donors to mobilize resources, the formulation of a prioritization strategy and the design and implementation of a community engagement action plan for targeting the most vulnerable Malawians in crisis-affected districts and the most vulnerable refugees.
158. Varying capacity in and commitment to the prioritization of long-term systems-strengthening approaches at the national and subnational levels is another risk. Mitigation will include the use of a coordinated and consultative approach to identify priorities and road maps, together with the Government.
159. Climate-related hazards could increase the risk of food insecurity and reduce food production and smallholder incomes. To mitigate this, WFP will continue to work with national actors on strengthening national early warning, monitoring and advisory support systems.

160. The country office gender assessment identified potential risks that could exacerbate existing gender inequalities including gender roles and harmful social norms that act as barriers for women, girls, men and boys to access WFP programmes and reach equitable objectives. WFP Malawi has identified these risks and put in place measures to address them through programming, partnerships, technical considerations and community engagement.

Operational risks

161. To mitigate protection risks for beneficiaries, including sexual exploitation and abuse, awareness training is mandatory for all personnel including volunteers, contractors and cooperating partners and beneficiary sensitization initiatives are undertaken. WFP also conducts periodic self- and cooperating partner capacity assessments to ensure that the systems and measures for preventing sexual exploitation and abuse are effective and adjusted as necessary.

162. To mitigate potential supply chain disruption, WFP manages warehouses and a strategically located staging area and supports the pre-positioning of commodities in districts where access can be difficult during the rainy season, which coincides with the peak hunger season.

163. Action for mitigating a potential loss of interest and prioritization will include robust engagement with government counterparts at all stages of programme design and implementation.

164. To reduce the potential impact of fuel shortages and other factors affecting access to the necessary commodities for sustaining operations, WFP liaises with United Nations and other partners on ad hoc and permanent solutions that mitigate any impact on operations.

Fiduciary risks

165. WFP has policies, guidelines and mechanisms that reinforce the security and safety of its activities, combat fraud and govern financial management. The country office conducts quarterly spot-checks of cooperating partners' adherence to financial and procurement procedures and has a risk and compliance officer who monitors progress, gaps and corrective actions in that regard. Feedback mechanisms for ensuring transparency and accountability are in place.

166. WFP's anti-fraud and anti-corruption policy applies to all staff and operations including any intervention funded by WFP and implemented by a government agency or cooperating partner and all suppliers or other parties with whom WFP has a contractual arrangement.

Financial risks

167. Inflation and volatile food and fuel prices reduce the purchasing power of CBTs. WFP monitors food prices to identify price trends and adjusts transfer values where necessary.

168. Financial risks posed by exchange rate fluctuations and macroeconomic instability could affect implementation costs and the possibility of working with the vendors and partners needed for implementation.

5.3 Social and environmental safeguards

169. To enhance social safeguards, WFP will strengthen its community feedback mechanisms and ensure that they are confidential and allow anonymous use by beneficiaries and other stakeholders. WFP will seek peaceful coexistence and cohesion between refugee and host communities. The environmental impact of WFP operations will be minimized through continued implementation of an environmental management system.

6. Resources for results

6.1 Country portfolio budget

170. The total budget for the CSP (from January 2024 to December 2028) is USD 311,949,141 for the five CSP outcomes. The portion of the total budget allocated to specific gender equality and gender-sensitive interventions, which are mainstreamed in all CSP outcomes, is USD 18,431,722 (5.91 percent).

COUNTRY PORTFOLIO BUDGET (USD)							
Country strategic plan outcome	Activity	2024	2025	2026	2027	2028	Total
1	1	4 891 943	4 515 214	8 429 058	4 647 337	5 023 155	27 506 707
	2	10 196 593	10 519 279	10 678 915	11 060 703	11 291 529	53 747 019
2	3	540 570	428 779	692 157	467 871	446 541	2 575 919
	4	21 505 604	21 462 573	21 927 029	22 470 285	22 670 715	110 036 207
3	5	17 464 230	17 454 795	16 909 913	16 682 164	17 603 998	86 115 100
4	6	1 422 120	1 466 755	1 514 665	1 587 517	1 535 650	7 526 707
	7	1 107 600	1 172 491	998 919	1 241 479	1 007 658	5 528 147
5	8	4 706 100	3 641 836	3 167 692	3 098 775	3 029 364	17 643 767
	9	249 204	250 637	252 576	257 805	259 346	1 269 568
Total		62 083 966	60 912 358	64 570 924	61 513 936	62 867 956	311 949 141

6.2 Resourcing outlook and strategy

171. WFP will continue to implement the resource mobilization approaches it used for the 2019–2023 CSP, building on lessons learned and taking into consideration the shifts in government and donor interest and the global economic and humanitarian environment. WFP's partnership strategy will guide and track resource mobilization efforts with existing and new donors; existing multi-year contributions will be transferred to the new CSP. WFP will reinforce its joint fundraising and advocacy efforts with the Government, other United Nations entities and private sector bodies pursuing similar objectives.

172. WFP will explore new funding opportunities with traditional donors, non-traditional donors including emerging donors, international financing institutions and thematic funding streams such as climate financing and other innovative financing options. WFP will continue to work to increase funding through locally negotiated contributions.

ANNEX I**LOGICAL FRAMEWORK FOR MALAWI COUNTRY STRATEGIC PLAN (2024-2028)****SDG 2: Zero hunger****SDG target 1: Access to food**

Country strategic plan outcome 1: Food- and nutrition-insecure populations in Malawi, including refugees, affected by shocks can meet their food and nutrition needs throughout the year

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

Nutrition-sensitive

Focus area: crisis response

Assumptions

Sufficient funding and appropriate targeting, only one major shock during the CSP, government commitment

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

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

Activities and outputs

1. Provide food assistance, nutrition and livelihood support to populations in anticipation of and response to seasonal or other shocks, leveraging national social protection systems where possible (URT-1.2: Unconditional resource transfer)

1.1 Populations affected by climate-related and other shocks have access to nutritious food and livelihoods support to meet their urgent needs, enable recovery and safeguard long-term resilience gains where possible (Output category A: Resources transferred, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Populations affected by climate-related and other shocks have access to nutritious food and livelihoods support to meet their urgent needs, enable recovery and safeguard long-term resilience gains where possible (Output category C: Capacity development and technical support provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Populations affected by climate-related and other shocks have access to nutritious food and livelihoods support to meet their urgent needs, enable recovery and safeguard long-term resilience gains where possible (Output category D: Assets created, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Populations affected by climate-related and other shocks have access to nutritious food and livelihoods support to meet their urgent needs, enable recovery and safeguard long-term resilience gains where possible (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Populations affected by climate-related and other shocks have access to nutritious food and livelihoods support to meet their urgent needs, enable recovery and safeguard long-term resilience gains where possible (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Provide food and nutrition assistance, services and livelihood support to refugees, asylum seekers and host communities (URT-1.2: Unconditional resource transfer)

2.1 Refugees, asylum seekers and host communities have access to sufficient nutritious food and services to meet their urgent food needs and increase their self-reliance and foster social cohesion (Output category A: Resources transferred, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2.1 Refugees, asylum seekers and host communities have access to sufficient nutritious food and services to meet their urgent food needs and increase their self-reliance and foster social cohesion (Output category C: Capacity development and technical support provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2.1 Refugees, asylum seekers and host communities have access to sufficient nutritious food and services to meet their urgent food needs and increase their self-reliance and foster social cohesion (Output category D: Assets created, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2.1 Refugees, asylum seekers and host communities have access to sufficient nutritious food and services to meet their urgent food needs and increase their self-reliance and foster social cohesion (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2.1 Refugees, asylum seekers and host communities have access to sufficient nutritious food and services to meet their urgent food needs and increase their self-reliance and foster social cohesion (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 2: End malnutrition

Country strategic plan outcome 2: Targeted populations in Malawi have improved nutrition, health and education outcomes for enhanced human capital development in line with national targets by 2028

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

Focus area: root causes

Assumptions

Sufficient funding, government commitment including own funding, and participation of local actors

Outcome indicators

Annual change in enrolment

Attendance rate

Dietary diversity of school aged children

Food consumption score

Graduation rate

Minimum diet diversity for women and girls of reproductive age

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

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

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

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

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

Proportion of eligible population reached by nutrition preventive programme (coverage)

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

Retention rate/drop-out rate (by grade)

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

3. Promote optimal nutrition practices and strengthen partnerships with food system actors to increase the availability and utilization of diverse nutrient-dense foods (NPA-1.3: Malnutrition prevention programme)

3.1 People in Malawi, particularly nutritionally vulnerable populations, benefit from programmes that prevent and manage malnutrition and improve diets (Output category A: Resources transferred, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3.1 People in Malawi, particularly nutritionally vulnerable populations, benefit from programmes that prevent and manage malnutrition and improve diets (Output category B: Nutritious food provided, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3.1 People in Malawi, particularly nutritionally vulnerable populations, benefit from programmes that prevent and manage malnutrition and improve diets (Output category C: Capacity development and technical support provided, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3.1 People in Malawi, particularly nutritionally vulnerable populations, benefit from programmes that prevent and manage malnutrition and improve diets (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

4. Promote the provision to pre- and primary school children of safe, nutritious and diversified meals that are delivered in an integrated, inclusive and gender-responsive environment and are linked to local production and markets (SMP-1.5: School based programmes)

4.1 Pre- and primary school children have access to integrated school health and nutrition packages that enhance education and nutrition outcomes (Output category A: Resources transferred, Standard output 2.3: School-aged children and adolescents access to school-based health and nutrition packages)

4.1 Pre- and primary school children have access to integrated school health and nutrition packages that enhance education and nutrition outcomes (Output category B: Nutritious food provided, Standard output 2.3: School-aged children and adolescents access to school-based health and nutrition packages)

4.1 Pre- and primary school children have access to integrated school health and nutrition packages that enhance education and nutrition outcomes (Output category C: Capacity development and technical support provided, Standard output 2.3: School-aged children and adolescents access to school-based health and nutrition packages)

4.1 Pre- and primary school children have access to integrated school health and nutrition packages that enhance education and nutrition outcomes (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.3: School-aged children and adolescents access to school-based health and nutrition packages)

4.1 Pre- and primary school children have access to integrated school health and nutrition packages that enhance education and nutrition outcomes (Output category F: Smallholder farmers supported, Standard output 2.3: School-aged children and adolescents access to school-based health and nutrition packages)

4.1 Pre- and primary school children have access to integrated school health and nutrition packages that enhance education and nutrition outcomes (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 2.3: School-aged children and adolescents access to school-based health and nutrition packages)

4.1 Pre- and primary school children have access to integrated school health and nutrition packages that enhance education and nutrition outcomes (Output category N: School feeding provided, Standard output 2.3: School-aged children and adolescents access to school-based health and nutrition packages)

SDG target 4: Sustainable food system

Country strategic plan outcome 3: People in Malawi, including women, youth and people with disabilities, have better and more climate-resilient and sustainable livelihoods through improved resource management, skills development and access to financing and markets by 2028

WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Nutrition-sensitive

Assumptions

Sufficient funding, and commitment from government, communities and farmer organizations

Outcome indicators

Average percentage of smallholder post-harvest losses at the storage stage

Climate adaptation benefit score

Climate resilience capacity score

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Percentage of food for assets supported assets that demonstrate improved vegetation and soil conditions

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

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

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

Proportion of the population in targeted communities reporting environmental benefits

Activities and outputs**5. Provide an integrated package of climate- and nutrition-sensitive resilience and livelihoods building support to households and communities, in particular smallholder farmers and value chain actors (ACL-1.6: Community and household asset creation)**

5.3 Smallholder farmers and value chain actors have increased capacity to produce and aggregate diverse marketable surpluses, reduce post-harvest losses and access markets (Output category A: Resources transferred, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

5.3 Smallholder farmers and value chain actors have increased capacity to produce and aggregate diverse marketable surpluses, reduce post-harvest losses and access markets (Output category C: Capacity development and technical support provided, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

5.3 Smallholder farmers and value chain actors have increased capacity to produce and aggregate diverse marketable surpluses, reduce post-harvest losses and access markets (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

5.3 Smallholder farmers and value chain actors have increased capacity to produce and aggregate diverse marketable surpluses, reduce post-harvest losses and access markets (Output category F: Smallholder farmers supported, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

5.3 Smallholder farmers and value chain actors have increased capacity to produce and aggregate diverse marketable surpluses, reduce post-harvest losses and access markets (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

5.1 Targeted households and communities benefit from improved assets and conditional assistance that increase their resilience to climate shocks and improve their food and nutrition security (Output category A: Resources transferred, Standard output 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

5.1 Targeted households and communities benefit from improved assets and conditional assistance that increase their resilience to climate shocks and improve their food and nutrition security (Output category C: Capacity development and technical support provided, Standard output 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

5.1 Targeted households and communities benefit from improved assets and conditional assistance that increase their resilience to climate shocks and improve their food and nutrition security (Output category D: Assets created, Standard output 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

5.1 Targeted households and communities benefit from improved assets and conditional assistance that increase their resilience to climate shocks and improve their food and nutrition security (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

5.2 Targeted households and communities, including women, young people and other vulnerable groups, have increased skills and capacities in and access to financial, risk mitigation and climate services for improved, climate-smart and sustainable livelihoods (Output category A: Resources transferred, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5.2 Targeted households and communities, including women, young people and other vulnerable groups, have increased skills and capacities in and access to financial, risk mitigation and climate services for improved, climate-smart and sustainable livelihoods (Output category C: Capacity development and technical support provided, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5.2 Targeted households and communities, including women, young people and other vulnerable groups, have increased skills and capacities in and access to financial, risk mitigation and climate services for improved, climate-smart and sustainable livelihoods (Output category D: Assets created, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5.2 Targeted households and communities, including women, young people and other vulnerable groups, have increased skills and capacities in and access to financial, risk mitigation and climate services for improved, climate-smart and sustainable livelihoods (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5.2 Targeted households and communities, including women, young people and other vulnerable groups, have increased skills and capacities in and access to financial, risk mitigation and climate services for improved, climate-smart and sustainable livelihoods (Output category F: Smallholder farmers supported, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5.2 Targeted households and communities, including women, young people and other vulnerable groups, have increased skills and capacities in and access to financial, risk mitigation and climate services for improved, climate-smart and sustainable livelihoods (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

SDG 17: Partnerships for the goals

SDG target 9: Capacity building

Country strategic plan outcome 4: National and subnational actors in Malawi have strengthened capacities to design and implement policies and programmes for sustainable food and health systems as well as food and nutrition security by 2028

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

Sufficient funding, alignment of priorities, and commitment from government

Outcome indicators

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

Activities and outputs

6. Provide technical support to national and subnational actors for resilient food systems, emergency preparedness and response and health and supply chain systems (EPA-1.1: Emergency preparedness and early action)

6.1 National actors benefit from strengthened supply chain capacities aimed at enhancing national systems and improving operational effectiveness (Output category C: Capacity development and technical support provided, Standard output 4.2: Components of national emergency preparedness and response social protection, and food systems are strengthened)

7. Provide technical expertise and targeted systems and capacities to national and local actors involved in food and nutrition security, social protection, education, health, disaster risk management, anticipatory action, and emergency preparedness and response aimed at building government-led sustainable and scalable national systems (SPS-1.10: Social protection sector support)

7.2 National and subnational actors have increased capacity and knowledge for enhancing evidence-based policies, strategies, processes and programmes, contributing to the achievement of zero hunger (Output category C: Capacity development and technical support provided, Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

7.1 The Government of Malawi has increased capacity in hazard risk monitoring, food security assessments and analyses and market data generation and processing, which inform national evidence-based policies and programmes (Output category C: Capacity development and technical support provided, Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

7.1 The Government of Malawi has increased capacity in hazard risk monitoring, food security assessments and analyses and market data generation and processing, which inform national evidence-based policies and programmes (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

SDG target 16: Global partnership

Country strategic plan outcome 5: Government and humanitarian and development partners in Malawi have improved access to and benefit from innovative, effective and cost-efficient supply chain, logistics and other services throughout the year

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

Focus area: crisis response

Assumptions

Requests received from relevant partners, existing coordination structures allowing for effective provision of on-demand services

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs**8. Provide services through the logistics cluster to the National Disaster Management Agency and humanitarian and development partners to enhance logistics coordination and supply chain management (LCS-2.1: Logistics cluster)**

8.1 Government and humanitarian actors benefit from logistics cluster services that deliver life-saving assistance to affected populations (Output category H: Shared services and platforms provided, Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

9. Provide effective and efficient access to on-demand services for the Government and humanitarian and development actors in order to augment their capacity to ensure more effective and efficient interventions (ODS-2.4: On-demand services)

9.1 Government, humanitarian and development actors have access to effective and efficient on-demand services that augment their capacity to ensure more effective and efficient interventions (Output category H: Shared services and platforms provided, Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

SDG 17: Partnerships for the goals

CC.1. Protection

Cross-cutting indicators

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

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

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

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

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability

Cross-cutting indicators

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

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

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

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

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

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

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

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

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

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

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

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

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

- CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes
- CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance
- CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes
- CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services
- CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability

Cross-cutting indicators

- CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA
- CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)
- CC.2.3: Country office has a functioning community feedback mechanism
- CC.2.4: Country office has an action plan on community engagement
- CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

- CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality
- CC.3.2: Percentage of food assistance decision making entity members who are women

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

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

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

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

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)									
Country strategic plan outcome	Output	Activity	Beneficiary group	2024	2025	2026	2027	2028	Total
	5.3	5	Girls	82 278	99 909	117 540	146 925	176 311	188 028
			Boys	83 507	101 402	119 295	149 120	178 943	189 257
			Women	77 616	94 248	110 880	138 600	166 320	183 366
			Men	71 600	86 942	102 285	127 856	153 428	177 350
			Total	315 000	382 500	450 000	562 500	675 000	738 000
Subtotal (without overlap) CSP outcome 1				148 400	131 500	303 600	122 450	125 800	399 750
Subtotal (without overlap) CSP outcome 2				775 686	766 072	822 357	812 389	869 382	1 497 146
Subtotal (without overlap) CSP outcome 3				839 700	856 575	873 450	901 575	929 700	1 014 120
Total (without overlap)				1 599 068	1 591 782	1 808 575	1 665 691	1 742 425	2 576 871

ANNEX III

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY																								
		Country strategic plan outcome 1								Country strategic plan outcome 2								Country strategic plan outcome 3						
		Activity 1				Activity 2				Activity 3				Activity 4				Activity 5						
Beneficiary type	General distribution (lean season, emergency response, cash plus)			Prevention of acute malnutrition GFD top-up		Refugees GFD		Refugees GFD		Prevention of acute malnutrition GFD top-up		Prevention of acute malnutrition post emergency (once during the CSP period)		School meals – primary school			School meals – pre- and primary schools		Cash for inputs (one-time payment)		Food assistance for assets		Micro/meso insurance (one-time insurance payment)	
				Children 6–59 months	HIV/TB and PBWG					Children 6–59 months	HIV/TB and PBWG													
Modality	In kind	CBTs	In kind	CBTs	CBTs	In kind	CBTs	CBTs	In kind	In kind	CBTs	CBTs	In kind (THR)	CBTs (HGFS)	CBTs (HGFS THR)	CBTs	CBTs	In kind	CBTs	CBTs				
Cereals	450					450												555						
Pulses	50					50												111						
Fortified vegetable oil	25					25												20.4						
Super Cereal			600							200			100											
Super Cereal Plus									200															
Total kcal/day	2 222	2 222	2 255	236	458	2 222	2 222	236	458	820	752	236	458	376	599.3	599.3	436	n.a	2 581	2 581	n.a			

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY																									
		Country strategic plan outcome 1								Country strategic plan outcome 2								Country strategic plan outcome 3							
		Activity 1				Activity 2				Activity 3				Activity 4				Activity 5							
Beneficiary type	General distribution (lean season, emergency response, cash plus)			Prevention of acute malnutrition GFD top-up		Refugees GFD		Refugees GFD		Prevention of acute malnutrition GFD top-up		Prevention of acute malnutrition post emergency (once during the CSP period)				School meals – primary school		School meals – pre- and primary schools		Cash for inputs (one-time payment)		Food assistance for assets		Micro/meso insurance (one-time insurance payment)	
				Children 6–59 months	HIV/TB and PBWG					Children 6–59 months	HIV/TB and PBWG														
Modality	In kind	CBTs	In kind	CBTs	CBTs	CBTs	In kind	CBTs	CBTs	In kind	In kind	CBTs	CBTs	In kind (THR)	CBTs (HGSF)	CBTs (HGSF THR)	CBTs	CBTs	In kind	CBTs	CBTs				
% kcal from protein	11.2	11.2	16.3	20.7	20.7	11.2	11.2	20.7	20.7	16.6	16.3	20.7	20.7	16.3	24.5	24.5	17.8	n.a	11.2	11.2	n.a				
Cash-based transfers (USD/person/day)		0.2	0	0.15	0.3	0.4		0.15	0.3			0.15	0.3		0.09	0.09	0.06	90		0.45	20				
Number of feeding days per year	90	90	15	90	90	345	15	360	360	178	178	178	178	90	200	90	200	n.a	72	72	12				

Abbreviations: GFD = general food distributions; PBWG = pregnant and breastfeeding women and girls; TB = tuberculosis; THR = take home rations.

ANNEX IV

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	7 459	2 621 751
Pulses	1 198	828 539
Oil and fats	315	507 720
Mixed and blended foods	838	648 498
Total (food)	9 810	4 606 507
Cash-based transfers		135 821 516
Total (food and cash-based transfer value)		140 428 023

ANNEX V

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)						
	SDG target 2.1/WFP strategic outcome 1	SDG target 2.2/WFP strategic outcome 2	SDG target 2.4/WFP strategic outcome 3	SDG target 17.9/WFP strategic outcome 4	SDG target 17.16/WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	
Focus area	Crisis response	Root causes	Resilience building	Resilience building	Crisis response	
Transfers	64 077 474	88 254 091	67 730 162	10 718 274	14 118 634	244 898 635
Implementation	6 336 127	9 323 416	6 901 555	592 730	2 357 119	25 510 948
Adjusted direct support costs	5 880 977	8 161 578	6 227 531	947 075	1 360 733	22 577 894
Subtotal	76 294 578	105 739 086	80 859 248	12 258 079	17 836 486	292 987 477
Indirect support costs (6.5 percent)	4 959 148	6 873 041	5 255 851	796 775	1 076 850	18 961 664
Total	81 253 726	112 612 126	86 115 100	13 054 854	18 913 335	311 949 141

Acronyms

CBT	cash-based transfer
CSP	country strategic plan
HGSF	home-grown school feeding
NGO	non-governmental organization
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
UNHCR	Office of the United Nations High Commissioner for Refugees
UNSDCF	United Nations sustainable development cooperation framework