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## **Draft** Chad country strategic plan (2024–2028)

Duration	1 March 2024–31 December 2028
Total cost to WFP	USD 2,647,685,491
Gender and age marker*	3

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

### **Executive summary**

Chad is home to 17.4 million people, 2.1 million of whom are heavily affected by food insecurity according to the latest *Cadre Harmonisé* data, and at least one in three Chadian children is malnourished. Nutritious food is affordable for less than half of the population, and although they are among the most climate vulnerable and food-insecure people in the world, most Chadians do not have access to social safety nets.

Displacement, difficult socioeconomic conditions and poor social protection provision are the three main drivers of food insecurity and malnutrition. Figures from mid-2023 indicate that Chad is host to more than 972,000 refugees from neighbouring Central African Republic, Cameroon, Nigeria and the Sudan, with over 382,000 people arriving from the Sudan between the outbreak of conflict in that country in April 2023 and mid-September 2023. Meanwhile, more than 250,000 Chadians are internally displaced, many of them unable meet their food needs independently. The country's socioeconomic challenges result in deep poverty and high unemployment combined with rising food prices, and access to even the most basic level of social protection is extremely low.

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Despite this fragility, there are many opportunities to support Chad in sustaining the positive environment for refugee protection that has been created in the country and contribute to inclusive, sustainable and peaceful development and progress towards the Sustainable Development Goals. There is also scope for WFP to further operationalize the humanitarian–development–peace nexus approach in Chad.

Under this country strategic plan for 2024–2028, WFP will continue to directly address the needs of the most vulnerable and crisis-affected households and communities through targeted, unconditional emergency assistance. WFP will remain responsive to needs arising from continuing displacement and influxes of refugees into Chad.

During the implementation of the plan, WFP will increasingly position resilience programmes, anticipatory action and shock-responsive social protection, especially school feeding, as more sustainable responses to recurrent, chronic and persistent food insecurity, including during the lean season.

WFP will increasingly focus on stimulating local production and the consumption of nutritious foods, particularly through support for women and smallholder farmers, in order to scale up community-based approaches to malnutrition prevention.

In parallel with the Government of Chad and the Office of the United Nations High Commissioner for Refugees, WFP will aim to introduce durable food security solutions for the longest standing displaced populations and host communities. WFP will also invest in country capacity strengthening activities and policy development in relation to disaster risk reduction, emergency preparedness and response, adaptive social protection and nutrition management, harnessing innovation.

This country strategic plan is the result of a consultative process involving WFP beneficiaries, the Government, communities and other WFP stakeholders in Chad. It has been informed by an evaluation of the country strategic plan for 2019–2023 and is aligned with all five WFP strategic outcomes and the United Nations sustainable development cooperation framework for Chad, which operationalizes Chad's national development plan and the African Union's Agenda 2063.

It will contribute to the achievement of Sustainable Development Goals 2, 4, 5 and 17 through the following country strategic plan outcomes:

- *Outcome 1* will enhance crisis response in order to address growing displacement crises and increased demand for food security and nutrition assistance.
- *Outcome 2* provides a strategy for expanding the school feeding programme and improving community-based malnutrition prevention.
- *Outcome 3* will reinforce livelihoods support, with a focus on durable solutions and ensuring adaptiveness and resilience to climate-related shocks.
- *Outcome 4* is dedicated to capacity strengthening and shock-responsive social protection.
- *Outcome 5* will ensure continued provision of logistics and procurement services and humanitarian flights in support of crisis response.

To achieve these goals while meeting its commitments to people-centred approaches and humanitarian principles, WFP will expand its financial and operational partnerships and seek policy synergies with international financial institutions, academic institutions, civil society, non-governmental organizations, the other Rome-based agencies and other United Nations and national entities. WFP will also strengthen evidence generation, invest further in community feedback mechanisms, re-emphasize protection and conflict sensitivity, and rigorously apply risk management approaches.

### **Draft decision\***

The Board approves the Chad country strategic plan (2024–2028) (WFP/EB.1/2024/6-A/3) at a total cost to WFP of USD 2,647,685,491.

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

## 1. Country analysis

### 1.1 Country context

1. The Republic of Chad is a landlocked, low-income, food-deficit country in the Sahel.<sup>1</sup> Its estimated population of 17.4 million mostly lives in the rural central and southern regions, which are also hotspots for acute malnutrition, while the arid north is vast and sparsely populated.<sup>2</sup> Fifty-six percent of the population are under 18 years old.<sup>3</sup>
2. Rich in oil and natural resources, Chad is also a highly indebted developing country, with high security spending and import dependency. In 2022 cereal price inflation was 184 percent, and 600,000 additional people are estimated to have fallen into extreme poverty.<sup>4</sup> Chad ranked 190 out of 191 countries on the 2021–2022 Human Development Index. Nonetheless, in 2023 the International Monetary Fund's medium-term outlook for the economy is for gradual improvement of the Government's cash flow from oil and non-oil revenues.<sup>5</sup>
3. Chad hosts more refugees than any other country in West or Central Africa; refugees originate from neighbouring Cameroon, the Central African Republic, Nigeria and the Sudan. The conflict that broke out in the Sudan in April 2023 has had a multidimensional impact on Chad, with the number of refugees from the Sudan doubling in four months in 2023 to 600,000, bringing the total refugee population in Chad to over 972,000.<sup>6</sup> Growing numbers of direct security incidents on Chad's borders and wider risks posed by non-state armed groups have compounded insecurity. Inter-communal violence is also growing, mainly in Lac province, part of the Lake Chad Basin. The number of internally displaced persons (IDPs) has increased from 165,314 in 2018 to over 250,000 in 2023.<sup>7</sup>
4. In a context where 95 percent of agriculture relies on rainfall<sup>8</sup> and 80 percent of the country's active population is engaged in activities related to food systems, recurrent droughts and floods are also drivers of high seasonal vulnerability at the household level.<sup>9</sup> As one of the most vulnerable countries in the world to climate change, the rise in temperatures in some regions is 1.5 times above the global average.<sup>10</sup> At the same time, seasonal rainfall (July to September) has exceeded the long-term annual average since 2018. In 2022 Chad experienced the worst floods in 40 years, affecting more than 1 million people and 465,000 hectares of cultivated land and provoking a major crisis in the capital. In the same year Chad also had its worst lean season in a decade.
5. Demand for humanitarian assistance is extremely high and regularly exceeds the capacity and resources available to respond. Meanwhile, the capacity to graduate people from humanitarian assistance and social protection coverage is low. The education system faces

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<sup>1</sup> Chad's gross domestic product per capita was USD 1,668 in 2022. Source: World Bank. 2022. [GDP per capita, PPP \(current international \\$\) – Chad](#).

<sup>2</sup> Institut national de la statistique, des études économiques et démographiques. 2023. [Indicateurs Démographiques](#).

<sup>3</sup> Institut national de la statistique, des études économiques et démographiques and the United Nations Children's Fund (UNICEF). 2020. [MICS6-Tchad, 2019, Rapport final](#).

<sup>4</sup> African Development Bank Group. 2023. [Chad Economic Outlook](#).

<sup>5</sup> International Monetary Fund. 2023. [Chad Country Report No. 23/7](#).

<sup>6</sup> According to data in mid-September 2023.

<sup>7</sup> All data on refugees is from the Office of the United Nations High Commissioner for Refugees (UNHCR) and data on IDPs is from the International Organization for Migration (IOM). Figures available from the [UNHCR Operational Data Portal](#), accessed on 11 August 2023 and [IOM Displacement Tracking Matrix – Chad](#).

<sup>8</sup> United Nations Office for the Coordination of Humanitarian Affairs. 2021. ["When the desert becomes flooded – Climate Change in Chad"](#).

<sup>9</sup> [Population of Chad and growth rate](#) (United Nations estimate, 2023).

<sup>10</sup> Chad ranks 184 out of 185 countries in the [GAIN Vulnerability to Climate Change Index](#).

persistent challenges: 57 percent of primary school-age children are out of school, compared with the Sub-Saharan regional average of 19 percent.<sup>11</sup> The average completion rate for primary school education is 46.9 percent and is lower for girls (40 percent) because 61 percent of girls marry before age 18 and the incidence of early pregnancy is high.<sup>12</sup> Access to health care is also constrained and unequal.

6. HIV prevalence has declined steadily since 2000.<sup>13</sup> Chad is a Joint United Nations Programme on HIV/AIDS (UNAIDS) fast-track country. Efforts to manage and prevent transmission remain constrained by the low coverage of anti-retroviral therapy especially among men (68 percent) and children (35 percent).<sup>14</sup>

## 1.2 Progress towards the 2030 Agenda for Sustainable Development

7. Chad has completed two voluntary national reviews of its Sustainable Development Goal (SDG) implementation, most recently in 2021. The reviews showed mixed results, noting that only 1.6 percent of people have access to social protection.<sup>15</sup>
8. In 2022 Chad's overall progress on SDG implementation was ranked last on the SDG Index, which measures the overall progress being made towards achieving the 17 SDGs by United Nations Member States.<sup>16</sup>

## 1.3 Progress towards Sustainable Development Goals 2 and 17

### *Progress on Sustainable Development Goal 2 targets*

9. *Access to food.* In 2022, the level of acute food insecurity was particularly high among refugees (62 percent), IDPs (40 percent), households led by women (57 percent) and people subjected to seasonal vulnerability (43 percent). Over 500,000 children are likely to be severely malnourished during the lean season every year (June–September).<sup>17</sup>
10. Protection analysis produced by the Global Protection Cluster in 2022 indicates that forced displacement is placing increased pressure on scarce resources, with implications for social cohesion.<sup>18</sup> The multiplication of inter-community conflicts has caused displacement and destroyed assets and income-generating activities.
11. *End malnutrition.* The national prevalence of global acute malnutrition is 8.6 percent, with rates exceeding 10 percent in 15 of the 22 provinces and surpassing the emergency threshold of 15 percent in three provinces.<sup>19</sup> Since 2020, the average number of people experiencing severe food insecurity during the annual lean season has exceeded 2 million, with populations facing Integrated Food Security Phase Classification phase 3 conditions or worse in 17 *départements*.
12. Chad is facing the triple burden of malnutrition with high rates of undernutrition; micronutrient deficiencies – especially among women and girls of reproductive age and children; and obesity. The prevalence of stunting among children under 5 is classified as high (28 percent) according to World Health Organization thresholds, while wasting

<sup>11</sup> UNICEF. 2022. *Country Office Annual Report 2021: Chad*.

<sup>12</sup> *Ibid.*

<sup>13</sup> World Bank. 2023. *Prevalence of HIV, total (% of population ages 15-49) – Chad* based on UNAIDS estimates, accessed 17 August 2023.

<sup>14</sup> UNAIDS. 2022. *Chad Country Profile*.

<sup>15</sup> Ministry of Economy, Development Planning and International Cooperation. 2022. *Examen national volontaire 2021*.

<sup>16</sup> *Sustainable Development Report 2022 rankings of the overall performance of all 193 United Nations Member States*.

<sup>17</sup> WFP analysis of *Cadre Harmonisé* data from March 2017–March 2023.

<sup>18</sup> Global Protection Cluster. 2022. *Analyse de protection. Tchad – Région du Lac*.

<sup>19</sup> Ministry of Public Health and Prevention. 2022. *Enquête nationale de nutrition et de mortalité rétrospective: SMART 2022. Rapport final*.

prevalence is classified as medium (8.6 percent). Nutritious diets are unaffordable for 49 percent of households according to the preliminary results of the 2022 Fill the Nutrient Gap study.<sup>20</sup>

13. *Smallholder productivity and income.* Smallholder productivity is erratic and insufficient, affected by a lack of adequate infrastructure and poor soil fertility management; restricted access to land for smallholder farmers, particularly women, refugees and IDPs; limited connectivity to markets, credit and other financing; and recurrent climate-related disasters.
14. *Food systems.* Chad has an annual deficit of 276,911 mt of cereal, even when imports are taken into account.<sup>21</sup> Macro-level constraints that hamper efforts to improve the quantity and quality of available food and reduce food price inflation in 2023 include reduced trade and weak supply chains. Instability in neighbouring countries impedes overland and cross-border logistics, resulting in high transaction costs. Weak credit systems, poor management of water resources and low adoption of modern techniques and tools also reduce production, while insufficient household storage capacity makes it difficult for families to prepare for the annual lean season.
15. Women play a key role in food systems in Chad; however, there is a clear division of roles and women have limited access to land, technology and finance and are underrepresented in governance structures.<sup>22</sup>

#### **Progress on Sustainable Development Goal 17 targets**

16. *Capacity strengthening.* Disaster risk reduction and management is coordinated by the Government, which requires extensive capacity investments for this function, including for early warning and the adoption of adaptive information systems.
17. *Policy coherence.* Chad's political instability and capacity deficits hamper the implementation of policy directives.
18. *Diversified resourcing.* The international community funds most responses to food insecurity, malnutrition, natural disasters and displacement in Chad, while the Government plays a role in coordination and planning. The currently limited ability of the Government to mobilize funds and access flexible financing is a key challenge to improving its crisis prevention, coordination and response capacities.
19. *Enhanced global partnership.* In 2022 Chad reached a debt treatment agreement with official and private creditors under the Group of 20 Common Framework – the first of its kind – intended to create fiscal space to meet the country's considerable structural reform, social and investment spending needs.

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<sup>20</sup> WFP. *Fill the Nutrient Gap Analysis: Chad 2022* (unpublished).

<sup>21</sup> UNHCR and WFP. 2021. *Enquête nutritionnelle SENS Tchad 2021: Rapport final*.

<sup>22</sup> Food and Agriculture Organization of the United Nations (FAO) and Economic Community of Central African States. 2021. *Profil national genre des secteurs de l'agriculture et du développement rural: République du Tchad*.

## 2. Strategic implications for WFP

### 2.1 Achievements, lessons learned and strategic changes for WFP

#### **Achievements**

20. Throughout the last country strategic plan (CSP), WFP successfully maintained operational flexibility, scaling up and down integrated assistance adapted to the needs of the most vulnerable beneficiaries. Large scale use of cash-based transfers (CBTs) in 2022 allowed even greater flexibility and speed of response and supported local and national economies.
21. Flexibility in United Nations Humanitarian Air Service (UNHAS) operations and the maintenance of its budget line has facilitated joint humanitarian action and supported the construction and rehabilitation of critical infrastructure.
22. Through monitoring, WFP has found that while the overall food security of the population has drastically deteriorated since 2019, participants in the WFP resilience programme for 2019–2022 had stable or improved food consumption scores. More than 400,000 people assisted in Chad during this period had more regular, frequent and diversified diets due to the resilience programme. Seventy-five percent of participants reported that the assets created through the programme had reduced day-to-day hardships, improved the natural environment and their access to markets and basic services.<sup>23</sup> Through this work at the humanitarian–development–peace nexus, WFP beneficiaries have improved self-sufficiency and less need for emergency assistance during shocks.
23. Community level fortification of maize, cowpea, soybean and groundnut into MANISA (a local fortified flour for infants) in partnership with FAO, UNICEF and the World Health Organization has demonstrated the potential of local production to enhance the productive and transformative capacity of farmers and improve the nutrition status of children aged 6–23 months.<sup>24</sup>

#### **Lessons learned**

24. The evaluation of the 2019–2023 CSP generated six recommendations, all of which have informed the design of this CSP.<sup>25</sup>
25. A UNHCR–WFP joint assessment mission in 2021 that examined refugee operations and beneficiary priorities called for a revitalized joint approach to durable solutions to support self-reliance of the refugees.<sup>26</sup>
26. The assessment of national capacity for school feeding using the Systems Approach for Better Education Results (SABER-SF) study completed in 2023 recommended the scale-up and institutionalization of the national school feeding programme. Recommendations included using home-grown school feeding as a catalyst for local development to spur the renewal of productive assets and the local production of nutritious foods. This will drive positive nutrition outcomes as well as broader gains in education and health and aid the retention of girls in school.

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<sup>23</sup> Evidence from WFP's integrated resilience programme in the Sahel (December 2022 update – internal report).

<sup>24</sup> Centre d'excellence régional contre la faim et la malnutrition. [Joint Programme of Locally-Produced Fortified Complementary Foods \(PRO-FORT\)](#).

<sup>25</sup> WFP. 2023. *Évaluation du plan stratégique de pays du PAM au Tchad pour 2019–2023*.

<sup>26</sup> UNHCR and WFP. 2021. *Enquête nutritionnelle SENS Tchad 2021: Rapport final*.

### **Strategic implications**

27. WFP considered the recommendations of the evaluation of the CSP for 2019–2023, the findings of the WFP–UNHCR joint assessment mission and the SABER-SF recommendations in formulating its priorities for 2024–2028.
28. WFP will maintain its operational flexibility and emergency preparedness and response capacity in order to provide in-kind assistance and implement malnutrition treatment and prevention activities. At the same time, WFP will invest in the resilience of community, subnational and national social protection and food system stakeholders.
29. With the large numbers of new refugees from the Sudan arriving in eastern Chad in 2023, and the conducive political and financial environment for programmes that meet the need for durable solutions for long-term displaced people and host communities, the scale-up of the resilience programme will be a key focus for WFP under this CSP.
30. The integration of WFP programmes with local food production and fortification will be accelerated and economies of scale realized by strengthening complementarity with other national actors, the other Rome-based agencies, private sector entities and donors that are also prioritizing locally produced alternatives to specialized nutritious foods, CBT approaches and policy reforms.

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

31. WFP leads food and nutrition working groups under the interim United Nations sustainable development cooperation framework (UNSDCF) for 2024–2026, which sets out a common United Nations approach to supporting the Government's operationalization of its Vision 2030 and national development plan, which is in turn aligned with the African Union's Agenda 2063. The CSP is aligned with all four UNSDCF priorities.

### **2.3 Engagement with key stakeholders**

32. WFP held four regional consultations on the formulation of the CSP hosted by its sub-offices in Mongo, Abeché, Mao and Moundou. The consultations brought together a cluster of 4–6 provinces in each location, with representatives from decentralized national authorities, beneficiaries and other WFP stakeholders, and included reflections on information received through WFP's community feedback mechanism. Priorities and activities were also informed by a national consultation with the Government, other United Nations entities, development partners and donors.

## **3. WFP strategic portfolio**

### **3.1 Direction, focus and intended impacts**

33. The country office has elaborated a theory of change that describes the intervention logic and assumptions underpinning the outcomes and activities in this CSP. The theory of change emphasizes building resilience and livelihoods over the long term, while continuously prioritizing the most vulnerable people for humanitarian assistance and crisis response.
34. It is anticipated that the refugee operation for new arrivals from the Sudan will continue at scale and may even expand, and that WFP will maintain a strong emergency capacity to prepare for and respond to new emergencies and climate-related shocks, using anticipatory action wherever feasible.
35. Activities under this CSP are designed to build national, community and household resilience and shock-responsive social protection. In particular, there is scope for significantly expanding the school feeding programme. WFP will also emphasize ecosystem-based activities; market-based interventions; capacity strengthening activities; and the provision



of opportunities to reduce gender inequalities, particularly for chronically food-insecure people affected by recurrent crises in the lean season,<sup>27</sup> mostly in the Sahel.

36. Leveraging its comparative advantages in restoring degraded lands and installing water harvesting infrastructure, WFP will work closely with the Government, UNHCR and other partners to support the self-reliance of vulnerable people through the Government's allocation of productive agricultural land, which is expected to be granted during the implementation of this CSP.
37. To ensure that beneficiaries are at the core of WFP's work and that programming and decision making – especially in relation to transfer modalities – are informed by and sensitive to the diverse needs and priorities of beneficiaries, the country office will continue to invest in conducting, expanding and systematizing the monitoring and evaluation of input received through its community feedback mechanisms.
38. WFP will continue to integrate consideration of age, gender, disability and diversity inclusion in its operation in accordance with corporate strategies, ensuring that programmes and approaches are conflict sensitive, protective and inclusive.

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

#### ***Country strategic plan outcome 1: Crisis- and shock-affected people in Chad, including school-aged children, are able to meet their essential needs before, during and after crises***

39. Under CSP outcome 1, WFP will ensure that the essential needs of crisis-affected people, including host communities, are met equitably, effectively and efficiently through an integrated package of assistance.

#### ***WFP strategic outcome***

40. CSP outcome 1 is aligned with WFP strategic outcome 1: people are better able to meet their urgent food and nutrition needs.

#### ***Focus area***

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

#### ***Alignment with national priorities***

42. CSP outcome 1 is aligned with the 2023 humanitarian response plan.

#### ***Expected outputs***

43. The following outputs will contribute to the achievement of CSP outcome 1:
  - Output 1.1: People affected by crises and shocks receive timely assistance that meets essential needs and restores their assets during crises.
  - Output 1.2: Crisis-affected children attending school receive emergency school feeding assistance that meets their food and nutrition needs in emergencies and ensures that they are not deprived of education.
  - Output 1.3: Vulnerable people including children aged 6–59 months, pregnant and breastfeeding women and girls, and people living with HIV/tuberculosis receive emergency nutrition support designed to prevent and manage malnutrition.

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<sup>27</sup> Note that the lean season support set out in the CSP targets immediate humanitarian needs during crises, specifically in periods of annual food insecurity between harvests, informed by *Cadre Harmonisé* projections. This anticipatory humanitarian action is distinct from long-term poverty alleviation, focusing instead on short-term, immediate risks with a time-bound response. While WFP's support aims to contribute to long-term poverty alleviation, the nature of the lean season support in this CSP categorizes it squarely under humanitarian assistance.

### **Key activities**

*Activity 1: Provide packages of food and nutrition assistance to people affected by crises or shocks, including anticipatory action and support for activities that build self-reliance*

44. WFP will provide integrated life-saving assistance before and during forced displacement and conflict and during shocks, prioritizing assistance for severely and moderately food-insecure households and seeking to meet the essential needs of crisis-affected people. As the situation of affected populations stabilizes, WFP will shift gradually from status to vulnerability-based assistance and, when feasible, will transition beneficiaries to longer-term activities designed to rebuild their self-reliance. This shift will involve conducting comprehensive vulnerability assessments that consider factors beyond demographics and socioeconomic status. Objective criteria will be developed based on various indicators associated with vulnerability. WFP will seek to involve affected communities in the decision-making process to identify and validate vulnerability criteria. Regular monitoring will be conducted, and the beneficiary lists will be updated as needed.
45. WFP will provide a package of food and nutrition assistance to prevent and manage moderate acute malnutrition among children aged 6–59 months, pregnant and breastfeeding women and girls, and people living with HIV/tuberculosis, complementing national health and nutrition programmes. The programme will use specialized nutritious foods and CBTs, coupled with emergency food assistance. Where and when feasible, WFP will draw on locally available foods.
46. School feeding in emergencies will be provided in schools situated in camps or settlements where large numbers of displaced people are hosted.
47. WFP will take principled action, with an emphasis on putting people at the centre of its operations and respecting the humanitarian principles of humanity, impartiality, neutrality and operational independence.

### **Partnerships**

48. WFP will continue to develop joint action plans with its United Nations system partners and the other Rome-based agencies, bilateral and multilateral partners, and financial services providers.
49. WFP works directly with the Government of Chad in all settings. In refugee settings, WFP partners with UNHCR. For its work in IDP and returnee settings, WFP partners with IOM. WFP works with UNICEF to ensure cohesive and coherent nutrition assistance in Chad.
50. WFP and UNAIDS work with people living with HIV, including refugees and returnees, in order to reduce the transmission of HIV and ensure uninterrupted access to anti-retroviral therapies.
51. WFP will improve its ability to anticipate and respond to crises by enhancing data collection and analysis at the country level, strengthening coordination mechanisms with other actors and setting up standard operating procedures and CBT systems. This work will inform strategy development, monitoring and evaluation, contingency planning, and early warning systems for participatory action and social protection measures.
52. Furthermore, WFP will maintain continuous engagement with relevant actors and the protection cluster to integrate gender-based violence prevention and response, protection from sexual exploitation and abuse, child protection, and land rights issues into activities.

### **Assumptions**

**51-53.** There is continuity in public administration and political stability including a smooth transition from the Transitional Military Council to the next presidential election, due to take place in October 2024.

**52-54.** There is no significant deterioration in the security situation and humanitarian access in Chad and neighbouring countries.

**53-55.** The Sahel will remain a priority – although the funding trend is expected to decrease in the next five years, while humanitarian needs increase.

**54-56.** WFP and partners, including the Government, are able to respond effectively and adapt to a volatile context.

**55-57.** WFP will be able to provide immediate food assistance to newly displaced populations, while gradually reducing unconditional assistance by transitioning people experiencing protracted displacement to resilience and livelihood programmes, based on vulnerability assessment results.

**56-58.** WFP will continue to target up to 50 percent of the food-insecure population planned in the national response plan, based on the *Cadre Harmonisé*; the remaining people in need during the lean season will be reached by other actors, including the Government through its social protection programme.<sup>28</sup>

**57-59.** The areas suitable for resilience activities increase and are accessible for populations for whom unconditional assistance is discontinued.

**58-60.** Collaborative transition and exit plans are developed with the Government to further operationalize the humanitarian–development–peace nexus approach in Chad.

### **Transition/handover strategy**

**59-61.** WFP will support efforts to strengthen government capacity in the leadership of emergency preparedness and response under WFP strategic outcome 4. WFP will help numerous beneficiaries to graduate from emergency assistance by increasing their resilience through activities under CSP outcome 3 and by following a humanitarian–development–peace nexus approach.

### **Country strategic plan outcome 2: Vulnerable people at risk of malnutrition, including school-aged children, are better able to contribute to the development of Chad's human capital by 2028**

**60-62.** WFP's approach under CSP outcome 2 will involve three key components: nutrition-specific interventions including direct transfers; efforts to address the main drivers of malnutrition; and capacity strengthening for partners and institutions. Further, through technical training and school-based programmes, work under this CSP outcome will contribute to health, education and gender equality outcomes.

### **WFP strategic outcome**

**61-63.** CSP outcome 2 is aligned with WFP strategic outcome 2: people have better nutrition, health and education outcomes.

### **Focus area**

**62-64.** The focus area of CSP outcome 2 is resilience building.

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<sup>28</sup> This CSP outcome includes refugees, IDPs, projected refugees as well as people in Integrated Food Security Phase Classification/*Cadre Harmonisé* phase 3 or above; according to the humanitarian response plan, an estimated 2.6 million people will require humanitarian assistance in 2024.

### **Alignment with national priorities**

**63-65.** CSP outcome 2 is aligned with UNSDCF priorities 1 and 2.

### **Expected outputs**

**64-66.** The following outputs will contribute to the achievement of CSP outcome 2:

- Output 2.1: School-aged children in targeted locations, especially girls, receive adequate nutritious food, linked to local production and complemented by social and behavioural change communication that improves their access to education.
- Output 3.1: People at risk of malnutrition, including pregnant and breastfeeding women and girls, children under 5 and other vulnerable population groups (such as people living with HIV/AIDS or tuberculosis) benefit from the timely delivery of malnutrition prevention and related nutrition services.
- Output 3.2: Communities benefit from improved availability of and access to locally produced enriched and/or fortified nutritious food products that result from capacity strengthening activities, social marketing and social and behavioural change communication aimed at preventing malnutrition.

### **Key activities**

*Activity 2: Provide inclusive nutritious school meals for vulnerable children in a way that relies on and stimulates local production*

**65-67.** WFP will continue to deliver and progressively scale up the programming, resource mobilization, institutional capacity strengthening and technical assistance needed to provide school meals and to encourage school attendance in government-run schools outside of emergency and camp settings, especially for girls, in areas where there is high poverty, low school enrolment and retention, and poor primary school performance.

**66-68.** The infrastructure, equipment, tools, policies and social and behavioural change communication necessary to increase girls' access to education and address the poor school completion rate for girls in Chad will be integrated throughout the programmes. To encourage their attendance, girls will be provided with cash incentives, as will the cooks in the school canteens. Complementary services and social and behavioural change communication will also be provided on good nutrition, hygiene including menstrual hygiene management, health practices and gender equality.

**67-69.** Where feasible this activity will be linked to local food systems and integrated with other resilience and community-based malnutrition prevention activities and programmes, enabling nutrition education through community school gardens and integrating other activities such as deworming and micronutrient supplementation. WFP will ensure that rations from direct delivery or local production correspond to the nutrition needs of the schoolchildren targeted under this activity.

**68-70.** In line with the SABER-SF results and recommendations for scaling up school feeding programmes, WFP will work with the ministries responsible for education, agriculture, health, gender and national solidarity in order to establish national and provincial multisectoral frameworks for school feeding and advocate national funding and institutionalization of the programme.<sup>29</sup>

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<sup>29</sup> The annual contribution from the Government of Chad to the school feeding programme in 2023 was XAF 250,000,000 (approximately USD 400,000).

*Activity 3: Provide nutrition assistance for vulnerable people in targeted locations, including pregnant and breastfeeding women and girls, children aged 6–59 months and people living with HIV/tuberculosis to improve their access to and the availability of nutritious foods*

~~69.71.~~ Malnutrition prevention programmes will be prioritized based on a “nutrition hotspot” analysis and cluster recommendations, targeting regions where global acute malnutrition rates exceed 15 percent, chronic malnutrition rates exceed 30 percent or – for areas with high prevalence of food insecurity, population movements or incidence of childhood disease – global acute malnutrition rates exceed 10 percent.

~~70.72.~~ Targeted populations will receive a package of specialized health and nutrition assistance designed to prevent malnutrition, including activities that promote optimal infant and young child feeding practices and adequate water, sanitation and hygiene practices and infrastructure. This assistance will also comprise deworming, vaccinations and antenatal care; direct in-kind or cash assistance delivered through community health facilities and sites; and social and behavioural change communication interventions.

~~71.73.~~ WFP will continue to facilitate primary healthcare access for pregnant and breastfeeding women and girls, infants and children and provide food and nutrition assistance and CBTs for people living with HIV/tuberculosis and their households to enhance their resilience and adherence to anti-retroviral therapy and strengthen the associated capacity of health workers and community support groups.

~~72.74.~~ WFP will gradually use more locally produced fortified foods as alternatives to specialized nutritious foods and also increase the use of CBTs for the prevention of malnutrition to reduce pressure on the demand for specialized nutritious foods and improve dietary diversity by facilitating access to and the affordability of fresh and nutritious locally available foods. WFP will continue to use community-based platforms to integrate nutrition activities with local production and school feeding, in line with the findings of the Fill the Nutrient Gap analysis.

~~73.75.~~ Local and national industries and small or artisanal producers close to target populations will receive WFP support and capacity development to increase the availability of fortified and nutritious foods in markets. CBT approaches linked with social and behavioural change communication activities will be used to increase target populations’ access to and consumption of locally produced nutritious foods.

### **Partnerships**

~~74.76.~~ The implementation of school feeding involves the Ministry of National Education and Civic Promotion, non-governmental organizations, communities, decentralized authorities and school management committees. WFP will support the Chad nutrition sector working group in formulating a joint action plan on nutrition, education and social protection and will seek to maximize efficiencies and the impact of joint interventions.

~~75.77.~~ WFP will support advocacy, policy development and dialogue on the nutrition agenda through multisectoral platforms and networks such as the Scaling Up Nutrition movement and using the Renewed Efforts Against Child Hunger and Undernutrition platform.

~~76.78.~~ WFP will establish strategic partnerships for food fortification, specific value chains and women’s economic empowerment.

### **Assumptions**

~~77.79.~~ The Government’s fiscal space will improve, and food, health and education-related social expenditures will be prioritized.

**Transition/handover strategy**

**78-80.** WFP will strengthen the capacity of the Government to coordinate and monitor school feeding interventions. The SABER-SF tool will be used to measure the level of preparation required to recommend a plan for transferring for some of the activities implemented by WFP to the Government. WFP will promote the establishment of a SABER-SF action plan, a government-led national school feeding steering committee and a national technical working group.

**79-81.** WFP will also strengthen national capacity for the implementation and ownership of malnutrition management and supplementation operations through work on the national social protection system, food security and nutrition surveillance, community prioritization and the identification of the most vulnerable groups, the provision of nutrition inputs and associated reporting.

**Country strategic plan outcome 3: Food-insecure communities in targeted areas have improved livelihoods and more resilient food systems by 2028**

**80-82.** Work under this CSP outcome focuses on reinforcing the livelihoods of the most vulnerable individuals and communities. The aim is to sustainably increase and diversify production activities and link communities to the national social protection programme.

**WFP strategic outcome**

**81-83.** CSP outcome 3 is aligned with WFP strategic outcome 3: people have improved and sustainable livelihoods.

**Focus area**

**82-84.** The focus area of CSP outcome 3 is resilience building.

**Alignment with national priorities**

**83-85.** CSP outcome 3 is aligned with UNSDCF priorities 2 and 4.

**Expected outputs**

**84-86.** The following outputs will contribute to the achievement of CSP outcome 3:

- Output 4.1: Food and nutrition-insecure people, including refugees, IDPs, returnees, crisis-affected groups and host communities, benefit from social and behaviour change communication and improved integrated assets that strengthen their resilience to climate-related shocks and other stressors.
- Output 4.2: Vulnerable smallholder farmers and other food system actors benefit from improved technical capacity that strengthens their food and nutrition security, gender equality, livelihoods and access to markets.

**Key activities**

*Activity 4: Provide food- and nutrition-insecure people with an integrated package of livelihoods support including activities aimed at empowering women*

**85-87.** Leveraging lessons learned and evidence-based programming, WFP will use its resilience programme to deliver activities that are grounded in a food systems approach and focused on agricultural productivity enhancement, the creation of market linkages, policy dialogue and social inclusion. Gender responsiveness, evidence generation and conflict sensitivity will be mainstreamed across activities.

**86-88.** Geographical targeting for this CSP outcome will be informed by the three-pronged approach<sup>30</sup> to ensure the participation and engagement of partners, communities, national institutions and municipalities.

**87-89.** The resilience-building role of WFP will be reinforced by integrating services such as disaster risk reduction and management support and measures for climate adaptation and mitigation for farmers. Where food assistance for assets activities are used, they will focus primarily on land conservation, ecosystem rehabilitation and water management. WFP will facilitate connections for producers with consumer markets and other stakeholders in the value chain, and income-generation opportunities related to food transformation will be introduced or reinforced where feasible. Complementary activities may include providing access to micro-insurance, marketing services, anticipatory action and forecast-based financing.

**88-90.** Where feasible WFP will facilitate synergies between smallholder farmers who participate in integrated resilience programmes and the school feeding programme.

**89-91.** When the Government allocates productive agricultural land to refugees and host communities, WFP will support people whose livelihoods are linked to agriculture and livestock. Investments will seek to reduce dependency on humanitarian assistance by increasing resilience to climate change through the creation and rehabilitation of key productive assets that allow the production of nutrient-dense crops. In addition, there will be a focus on increasing household storage capacity through solutions that strengthen market linkages and on improving local economic performance.

**90-92.** WFP recognizes the importance of empowering women in land negotiation processes and ensuring their active participation in producer organizations. WFP will work with the *Cellule de liaison et d'information des associations féminines*, a network of over 450 non-governmental organizations dedicated to promoting women's rights in Chad, to promote gender mainstreaming and ensure equitable access to and benefits from asset creation activities. Gender analyses planned under the CSP and included in the budget allocation for work on gender issues will inform community-based participatory planning.

### **Partnerships**

**91-93.** WFP's work on strengthening food security, livelihoods and resilience for refugees, returnees and host communities is linked to the Chad emergency and development response of the United Nations country team, the UNSDCF and the plans and strategies of other development actors. For activities under this CSP outcome, WFP will work with the other Rome-based agencies: FAO is heavily involved in WFP's resilience activities and the work of the International Fund for Agricultural Development is complementary to them. WFP will also work with UNICEF, UNHCR, OIM and the German Agency for International Cooperation.

**92-94.** WFP has existing relationships with key ministries including those responsible for gender issues, agriculture, the environment and water resources and with the Chamber of Commerce.

**93-95.** Local planning, implementation and monitoring will involve decentralized authorities, community organizations and traders' associations.

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<sup>30</sup> The three-pronged approach comprises integrated context analysis, seasonal livelihood programming and community-based participatory planning.

**Assumptions**

**94.96.** The Government will remain committed to the implementation of the national strategy for durable solutions. The land allocated to refugees and other returnees will be sufficiently productive, negotiated with customary and administrative authorities and fully exploited by beneficiaries.

**95.97.** Measures planned to maintain social cohesion in Chad amid influxes of newly displaced people and increasing pressure on scarce resources will be sufficient to ensure stability and the security situation will remain conducive to beneficiaries' productive and market-based activities and to the operations of WFP and its partners.

**Transition/handover strategy**

**96.98.** The goal of the resilience programme is to build people's capacities for self-reliance and reduce humanitarian needs, particularly among those vulnerable to shocks. This is part of WFP's work on the humanitarian-development-peace nexus in Chad.

**Country strategic plan outcome 4: Local and national institutions in Chad have strengthened systems and capacity for implementing policies and programmes, including shock-responsive social protection, by 2028**

**97.99.** Under this CSP outcome, WFP's objective is to enable the operationalization of a set of mechanisms necessary for government-led responses to small- and medium-scale crises and shocks while simultaneously strengthening systems with a view to facilitating responses at a larger scale. WFP will therefore support the development of national capacity in two broad yet complementary areas: early warning, emergency preparedness and response, given Chad's high vulnerability to shocks; and support for efforts to make the national social protection system adaptive and nutrition sensitive.

**98.100.** WFP's work under this outcome will strengthen relevant policies and legislation, enhance institutional effectiveness and accountability mechanisms, and support programme design and delivery.

**WFP strategic outcome**

**99.101.** CSP outcome 4 is aligned with WFP strategic outcome 4: national programmes and systems are strengthened.

**Focus area**

**100.102.** The focus area of CSP outcome 4 is resilience building.

**Alignment with national priorities**

**101.103.** CSP outcome 4 is aligned with UNSDCF priority 3.

**Expected outputs**

**102.104.** The following outputs will contribute to the achievement of CSP outcome 4:

- Output 5.1: National and local institutions have improved capacity to design and implement policies and strategies in relation to early warning, emergency preparedness and shock-responsive social protection systems to the benefit of food- and nutrition-insecure people.
- Output 5.2: Government and other food security and social protection actors have access to robust food security information systems and intersectoral coordination mechanisms that enhance institutional and programme effectiveness and accountability in areas of early warning, emergency preparedness and shock-responsive social protection.



- Output 5.3: Government actors have strengthened capacity to design, implement and monitor shock-responsive social protection programmes that effectively address food and nutrition insecurity and the vulnerability of those most at risk.

### **Key activities**

*Activity 5: Provide technical assistance and capacity strengthening for national institutions, enabling them to develop effective and gender-sensitive food and nutrition security, social protection and early warning systems*

**103.105.** WFP will strengthen national capacity for formulating, coordinating and implementing evidence-based legislation, policies and programmes that coherently deliver early warning, preparedness and shock-responsive social protection activities. Emphasis will be placed on the establishment and strengthening of multi-stakeholder coordination platforms embedded within relevant policies and legislation.

**104.106.** WFP will strengthen technical and organizational readiness at the national and subnational levels to enable timely, government-coordinated responses in the medium term, including through the provision of technical assistance on robust hazard, risk and vulnerability analysis; the establishment of risk monitoring, forecasting and early warning mechanisms; efforts to strengthen the climate analysis produced by the national meteorological authority; and the development of a national emergency preparedness and response plan.

**105.107.** During the implementation of the CSP, WFP will support the design, scale-up and operationalization of a national social protection programme. At the policy level, WFP will work with the World Bank, UNICEF and other stakeholders on continuing to support the Government with the development and the adoption of the new national social protection strategy. WFP will also support the Government with the expansion of the unified social registry.

**106.108.** WFP will support the establishment of critical and standard procedures and parameters such as those for vulnerability-based targeting, transfer value analysis, the design of community feedback mechanisms and broader monitoring and evaluation systems. The supply chain capacities of national institutions will be strengthened, including for the emergency contracting of service providers, transportation, storage management, distribution and the management of food quality and safety standards. WFP will collaborate and coordinate with other actors including the food quality control centre on evidence generation especially the consolidation and harmonization of existing food security and nutrition data.

### **Partnerships**

**107.109.** WFP will continue to engage in strategic and technical dialogue with the Government, international financial institutions, UNICEF, academic institutions and other partners to support the emerging national social protection system.

### **Assumptions**

**108.110.** National and subnational leadership maintains and increases political commitment in support of joint activities and outcomes.

**109.111.** Strengthened social protection systems will help decrease the level of need for emergency assistance in the country.

### **Transition/handover strategy**

**110.112.** WFP will support the Government in providing more direct assistance for the people of Chad.

**Country strategic plan outcome 5: Government actors and humanitarian and development partners have access to common services and to areas targeted for assistance all year round**

**113.113.** This CSP outcome encompasses the provision of common services for the humanitarian community, including UNHAS services, in order to ensure swift, safe, affordable and effective humanitarian operations that benefit crisis-affected populations.

**WFP strategic outcome**

**112.114.** CSP outcome 5 is aligned with WFP strategic outcome 5: humanitarian and development actors are more efficient and effective.

**Focus area**

**113.115.** The focus area of CSP outcome 5 is crisis response.

**Alignment with national priorities**

**114.116.** CSP outcome 5 is aligned with the humanitarian response plan for Chad.

**Expected outputs**

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

- Output 6.1: Humanitarian partners benefit from UNHAS to ensure that adequate and timely humanitarian assistance is delivered to affected populations in need of life-saving assistance.
- Output 7.1: Government actors, as well as development and humanitarian partners, benefit from adequate and timely supply chain, management and other logistics services which improve assistance for targeted populations affected by crises.

**Key activities**

*Activity 6: Provide partners with UNHAS services to enable them to reach the locations of humanitarian operations*

**116.118.** UNHAS will provide safe, reliable and cost-efficient air services for personnel and light cargo in support of programmes in remote locations, ensuring access to vulnerable populations, in addition to providing technical assistance for the aviation sector.

*Activity 7: Provide partners with supply chain, information and communications technology, management and other services to support an effective and efficient humanitarian response*

**117.119.** WFP will provide management services, supply chain and other logistics services and capacity building support.

**118.120.** Common premises will be managed cost-effectively and secure workplaces and accommodation will be provided in compliance with industry and regulatory standards.

**119.121.** WFP will lead the United Nations common mobility and carpooling platform in Chad.

**120.122.** WFP will provide food safety and quality assurance services to national counterparts on request.

**Partnerships**

**121.123.** Key partners include the Chadian civil aviation agency, the UNHAS user group and the United Nations country team.

**122.124.** WFP will continue to coordinate with other United Nations agencies on the possibility for common premises and accommodation and for inter-agency carpooling.

### **Assumptions**

~~123.125.~~ Operations will scale up and down in response to changes in programming and the launch and discontinuation of interventions.

### **Transition/handover strategy**

~~124.126.~~ UNHAS will scale down its operations whenever feasible, as government investments in road infrastructure and air operations increase.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

~~125.127.~~ The total number of direct beneficiaries in this CSP is expected to be 4.79 million.

~~126.128.~~ Beneficiaries under the emergency response component will number 2,462,037, with the expectation that this number will gradually decrease during the implementation of the CSP. For resilience interventions, the assisted number of beneficiaries will gradually increase and will reach 2,324,828 beneficiaries during CSP implementation.

~~127.129.~~ A comprehensive targeting strategy will be developed and the community engagement strategy (2021) will be updated in order to ensure a conflict-sensitive approach and uphold accountability to host communities and forcibly displaced people. The gradual transition of beneficiaries from interventions under CSP outcome 1 to those under CSP outcome 3 is also designed to mitigate the risk of leaving behind vulnerable people who are no longer eligible for emergency assistance.

130. The strategy for the gradual transition of beneficiaries will rely on vulnerability-based targeting and community participation, ensuring that vital support reaches the most vulnerable individuals in affected communities. Operationalizing this involves enhancing vulnerability analysis and engaging communities in needs assessments for effective direct assistance. WFP will boost coordination among stakeholders for a unified and comprehensive approach to vulnerability targeting, promoting mechanisms for beneficiary feedback, information sharing and accountability to ensure effective assistance for those most in need.

### **4.2 Transfers**

~~128.131.~~ WFP will provide life-saving assistance through in-kind assistance or CBTs. The choice of modality will be based on feasibility assessments that consider market functionality, beneficiary preference, security and the capacity of financial service providers.

~~129.132.~~ WFP will continue to scale up unrestricted cash programming across operations where appropriate. All cash and food activities will be conducted in compliance with WFP corporate ~~assurance~~ reassurance principles and directives.

~~130.133.~~ The transfer values will be based on a minimum expenditure basket analysis and, where appropriate, the Government's recommended transfer value. In response to rising inflation and increased food prices, WFP expects to periodically adjust the transfer value, informed by food price data and consultations with stakeholders.

- Beneficiaries under emergency response operations will receive unconditional in-kind assistance and/or CBTs representing 75 percent of the minimum expenditure food basket.
- In addition to being informed by the minimum expenditure basket, transfer values used for food assistance for assets activities will be aligned with the national minimum wage. The transfers will be based on days worked.

~~131,134.~~ Where feasible, CBTs will be made using payment solutions that promote the financial inclusion and economic empowerment of food assistance recipients, especially women.

~~132,135.~~ The country office will continue its digitalization efforts to increase operational efficiency and strengthen control measures in order to reduce risks related to beneficiary registration and distributions. The country office has already prepared a digitalization strategy for 2023–2024, which includes CBT and in-kind transfer modalities.

### **4.3 Country office capacity and profile**

~~133,136.~~ WFP has its main office in N'djamena and 13 sub-offices across the country with total staff of 545, of whom 38 percent are female. The future country office capacity and footprint needed to implement the strategic shifts envisaged under this CSP will be determined using a needs analysis that covers sub-offices, sectoral programming resources, staff profiling, training needs, technical development and information technology.

~~134,137.~~ The country office will require multi-year staffing to implement the planned programmes. Talent sourcing and recruitment, as well as staff skill and capability development, will remain priorities.

~~135,138.~~ Resources will be allocated to a learning and development strategy to enhance service quality and performance in accordance with the recommendations of the evaluation of the CSP for 2019–2023.

~~136,139.~~ The country office will train and empower national employees, improve gender representation and maintain a diverse, respectful and inclusive workplace.

### **4.4 Partnerships**

~~137,140.~~ This CSP is aligned with national strategies and policies. WFP will position itself as the Government's partner of choice in the areas of food security and nutrition. WFP will also support the Government in achieving Agenda 2030.

~~138,141.~~ WFP will identify opportunities to deepen its strategic and operational partnerships and complementarity with other United Nations agencies to maximize joint outcomes, especially with the other Rome-based agencies, as well as with the Green Climate Fund for work on resilience and food systems.

~~139,142.~~ WFP will leverage its existing partnership with FAO to enhance resilience initiatives. Capitalizing on the respective strengths and expertise of each organization, WFP will focus on developing and improving physical and social infrastructure to complement FAO's work on disseminating agricultural inputs and boosting agricultural productivity.

~~140,143.~~ WFP will seek to expand its partnership with the World Bank to strengthen mutually reinforcing programmatic approaches. WFP is also developing its partnership with the Islamic Development Bank on emergency response and with the International Monetary Fund on social registries.

~~141,144.~~ The increased focus on school meals, resilient food systems and social protection requires strengthened partnerships with partners including national universities and research institutions to enhance evidence generation, analysis and learning.

~~142,145.~~ WFP will develop a localization strategy including capacity strengthening for local partners, the engagement of the local private sector, the promotion of local procurement, and capacity strengthening for national staff.

~~143,146.~~ WFP will facilitate public–private partnerships and continue to work with social enterprises, including in relation to post-harvest loss reduction, to leverage expertise and innovation potential using a demand-driven approach and to mobilize their interest in

agriculture to stimulate local production, increase market support and facilitate efforts to achieve zero hunger.

## 5. Performance management and evaluation

### 5.1 Monitoring and evaluation arrangements

~~144.~~147. WFP will implement a comprehensive monitoring system that enables the Government and stakeholders to track progress towards SDGs 2 and 17. Baselines for each CSP outcome will be established in 2024 through a national food security assessment. Data will be disaggregated by age, sex and disability, gathered in line with WFP's minimum monitoring requirements and cross-checked against post-distribution process and outcome monitoring data.

~~145.~~148. WFP will engage third-party monitoring partners to conduct food security and market assessments and monitor programme implementation, ensuring full coverage of hard-to-reach locations and all distribution sites. Output-level monitoring will be facilitated by monthly reports submitted by cooperating partners through WFP's country office tool for managing effectively. WFP will invest in strengthening its partners' capacities for data collection and analysis.

~~146.~~149. In line with minimum monitoring requirements, the country office will use WFP's harmonized monitoring toolkit for the collection of data on all aspects of the CSP and the coverage of all distribution sites. WFP will use post-distribution monitoring questionnaires to collect outcome and process indicators to measure the effectiveness of CBTs in addressing cross-cutting themes, including gender and protection. An impact evaluation will be conducted as part of the Changing Lives Transformation Fund project to document lessons learned and best practices related to the resilience package provided to refugees and host communities.

~~147.~~150. The country office will conduct a mid-term review in 2026, and a centralized evaluation of the CSP during the penultimate year of implementation to inform the design of the next CSP. WFP will commission one country-led tailored decentralized evaluation on the integrated resilience programme in 2026 and an independent evaluation on the CSP's integrated resilience activities in the penultimate year (2027).

~~148.~~151. WFP will invest in improved systems to more accurately identify, track, escalate and resolve irregularities captured through process monitoring and community feedback mechanisms and use insights obtained to inform corrective actions, operational adjustments and programme design.

~~149.~~152. Given the centrality of cross-cutting priorities to the CSP outcomes and WFP strategic outcomes, the country office will coordinate and delineate responsibilities and strengthen the monitoring and reporting capacity of country office and sub-office teams and partners delivering activities and outcomes related to gender issues, protection, protection from sexual exploitation and abuse, accountability to affected populations, climate change and nutrition.

### 5.2 Risk management

~~150.~~153. The country office is enhancing safeguards and controls to ensure that safe, high-quality food and humanitarian assistance reaches the right people, in the right quantity, at the right time. WFP is bolstering key processes and mechanisms at each stage of an operation, including monitoring and community feedback mechanisms, targeting, identity management, cooperating partner management, supply chain, assurance, digital solutions and risk management measures.

### **Strategic risks**

**151.154.** Large-scale climate shocks and malnutrition have the potential to worsen vulnerabilities in regions such as Bahr El Ghazel, Batha, Kanem, Lac, Sila and Wadi Fira – particularly in the Lac and Sahel regions. WFP has developed this CSP to address these challenges through nutrition support and bottom-up interventions that focus on delivering gender-transformative outcomes and building resilience to the impacts of climate change by strengthening food systems. Additionally, the plan aims to strengthen national and local capacities related to early warning systems and emergency response to ensure more effective and timely response.

**152.155.** The persistent insecurity in border areas and the Lac region is likely to result in continued population displacements. This may escalate competition for scarce resources and give rise to social strife. In collaboration with UNHCR, WFP will promote the integration of refugees into host communities and, together with partners, support host communities to alleviate pressure caused by the influx of refugees and IDPs.

**153.156.** Weak coordination among line ministries could hamper the effective implementation of home-grown school feeding, which relies on local production and consequently human capital development and the success of the CSP. To mitigate these risks, WFP will enhance its capacity-building work with the Government to improve coordination and collaboration among relevant ministries, supported by technical inputs, expertise and facilitation.

**154.157.** The achievement of the CSP outcomes depends on the availability of adequate funding. Severe funding shortfalls may make it impossible to fully implement the planned activities and would require WFP to reduce rations and prioritize life-saving activities over support for self-reliance. WFP will ensure that its partnership action plan and prioritization approaches contain the appropriate risk mitigation strategies in case of funding shortfalls.

### **Operational risks**

**155.158.** Failure to effectively target interventions can impede the delivery of assistance to intended beneficiaries or communities and those left further behind, leading to unmet needs and reduced programme effectiveness. In collaboration with local authorities and community leaders, WFP will ensure that targeting uses agreed criteria and procedures to minimize inclusion and exclusion errors. WFP will use rigorous control mechanisms, including its digital beneficiary information and transfer management platform or similar tools to authenticate beneficiaries, conduct regular onsite monitoring and rigorous assessments of partner performance and analyse the outputs of community feedback mechanisms in order to improve intervention outcomes.

**156.159.** The landlocked geographical location of the country, poor infrastructure and weak supply chain capacity present challenges for humanitarian interventions, particularly in terms of delays in response times and the volume of in-kind assistance available during sudden onset emergencies. WFP will work with partners and key government agencies to strengthen national supply chain systems to minimize supply chain disruptions.

**157.160.** WFP will put in place measures internally and externally to ensure compliance with the Inter-Agency Standing Committee policies and escalation processes related to protection from sexual exploitation and abuse, including training and awareness raising for WFP and partner staff and stronger internal reporting and response procedures. WFP will also build strategic partnerships to facilitate the referral of protection cases.

### **Fiduciary risks**

**158.161.** Non-compliance with internal policies and procedures can increase fiduciary risks, including those related to fraud and corruption. It can also expose the organization to major

liabilities, harm beneficiaries and disrupt operations. WFP will ensure strong compliance with its internal control mechanisms and accountability for results and the use of resources at all levels. This will include providing capacity strengthening support for WFP staff, cooperating partners and vendors on due diligence and conducting continuous risk assessments in areas susceptible to fraud.

### **Financial risks**

~~159,162.~~ Fluctuating food prices can affect the impact of CBTs, while infrastructure constraints in the rainy season can increase transport costs and reduce the timeliness of assistance. WFP will mitigate these risks through adequate planning and improved market analyses.

### **5.3 Social and environmental safeguards**

~~160,163.~~ WFP will establish operational procedures for identifying and managing the risks of causing social and environmental harm and will progressively enhance the sustainability of its operations and those of its partners.

~~161,164.~~ To further ensure that activities and interventions do not inadvertently create, perpetuate or aggravate conflict or tensions within and between communities, WFP will regularly analyse prevention, human rights and conflict risks and use these analyses to identify and implement appropriate risk management measures.

~~162,165.~~ Social and behaviour change messaging will support existing community group dynamics and create new groups to encourage the critical examination of gender norms and the adoption of measures to address and prevent gender-based violence in its diverse forms, while strengthening social structures that promote gender equality and enhance the engagement of men and boys in efforts to increase gender equality.

~~163,166.~~ As part of its commitment to a people-centred approach, WFP will use participatory planning and decision-making processes to ensure robust community participation throughout the implementation of the CSP; it will also build the capacity of cooperating partners and national counterparts to engage in such approaches. Community perspectives solicited through the community feedback mechanism will be used as ongoing feedback to ensure WFP interventions do no harm to beneficiaries or communities during their implementation. This work will include enhancing reporting channels for allegations of sexual abuse and exploitation.

~~164,167.~~ To reduce the carbon footprint of food and nutrition assistance, WFP will continue to introduce energy-efficient and solar energy equipment into assets for beneficiaries and for its own operations including for the common premises and services that WFP manages under the "One United Nations" initiative in Chad; shorter supply and value chains will be prioritized where feasible. Beneficiaries eligible for integrated packages of assistance will be provided with clean cooking technologies.

## **6. Resources for results**

### **6.1 Country portfolio budget**

~~165,168.~~ The country portfolio budget needed to implement this five-year CSP is USD 2,647,685,491. Out of this total, 56.71 percent is allocated to crisis response and 43.29 percent to resilience building, reflecting the country office's strategic humanitarian-development-peace nexus approach. WFP is prepared to rapidly scale up life-saving operations if needs escalate at any point during the five-year period covered by the CSP. Ten percent of the budget will be dedicated to gender-related initiatives.

COUNTRY PORTFOLIO BUDGET (USD)							
Country strategic plan outcome	Activity	2024	2025	2026	2027	2028	Total
1	1	344 885 182	360 983 392	284 577 747	234 819 186	171 382 290	<b>1 396 647 797</b>
2	2	28 200 956	35 389 286	41 917 012	42 264 272	46 845 147	<b>194 616 672</b>
	3	98 950 010	106 001 587	108 728 338	113 213 529	117 259 123	<b>544 152 587</b>
3	4	47 359 818	63 833 727	72 354 574	82 643 421	94 881 935	<b>361 073 476</b>
4	5	5 706 144	7 960 785	9 314 205	10 669 725	11 835 659	<b>45 486 517</b>
5	6	16 185 374	18 450 975	19 149 825	19 656 630	20 202 396	<b>93 645 199</b>
	7	2 066 198	2 520 255	2 607 842	2 485 076	2 383 870	<b>12 063 241</b>
<b>Total</b>		<b>543 353 682</b>	<b>595 140 007</b>	<b>538 649 543</b>	<b>505 751 837</b>	<b>464 790 421</b>	<b>2 647 685 491</b>

## 6.2 Resourcing outlook and strategy

**166.169.** WFP will build on its existing partnerships base and identify new donors and opportunities, including financial institutions and private sector and regional entities. WFP will also pursue joint fundraising opportunities with United Nations partners and enhance strategic and technical partnerships with the World Bank and other international financial institutions.

**167.170.** A partnership action plan will be developed to guide WFP's areas of engagement and resource mobilization strategy. If funding shortfalls arise, WFP will prioritize life-saving assistance, focusing on those most in need of humanitarian support following its prioritization strategy, which will be updated regularly. In the event of severe funding shortfalls, certain prioritization measures – including reducing beneficiary caseloads or geographical zones of interventions, switching assistance modalities or temporarily suspending activities – might also have to be applied.



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

**Country strategic plan outcome 1: Crisis- and shock-affected people in Chad, including school-aged children, are able to meet their essential needs before, during and after crises**

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

Focus area: crisis response

**Assumptions**

Security situation remains stable.  
Political stability.  
Available resources.

**Outcome indicators**

Annual change in enrolment  
Attendance rate  
Consumption-based coping strategy index (average)  
Dietary diversity score  
Economic capacity to meet essential needs  
Food consumption score  
Graduation rate  
Livelihood coping strategies for food security  
Minimum diet diversity for women and girls of reproductive age

Moderate acute malnutrition treatment default rate

Moderate acute malnutrition treatment mortality rate

Moderate acute malnutrition treatment non-response rate

Moderate acute malnutrition treatment recovery rate

Percentage of essential need items available to beneficiaries in the targeted markets where WFP operates

Percentage of moderate acute malnutrition cases reached by treatment services (coverage)

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 eligible population reached by nutrition preventive programme (coverage)

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

Proportion of the population in targeted communities reporting environmental benefits

Retention rate, by grade

## Activities and outputs

### **1. Provide packages of food and nutrition assistance to people affected by crises or shocks, including anticipatory action and support for activities that build self-reliance (URT-1.2: Unconditional resource transfer)**

1.2 Crisis-affected children attending school receive emergency school feeding assistance that meets their food and nutrition needs in emergencies and ensures that they are not deprived of education (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 People affected by crises and shocks receive timely assistance that meets essential needs and restores their assets during crises (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 People affected by crises and shocks receive timely assistance that meets essential needs and restores their assets during crises (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 People affected by crises and shocks receive timely assistance that meets essential needs and restores their assets during crises (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 People affected by crises and shocks receive timely assistance that meets essential needs and restores their assets during crises (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)

1.2 Crisis-affected children attending school receive emergency school feeding assistance that meets their food and nutrition needs in emergencies and ensures that they are not deprived of education (Output category N: School feeding 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)

1.3 Vulnerable people including children aged 6–59 months, pregnant and breastfeeding women and girls, and people living with HIV/tuberculosis receive emergency nutrition support designed to prevent and manage malnutrition (Output category B: Nutritious food provided, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

1.3 Vulnerable people including children aged 6–59 months, pregnant and breastfeeding women and girls, and people living with HIV/tuberculosis receive emergency nutrition support designed to prevent and manage malnutrition (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

1.3 Vulnerable people including children aged 6–59 months, pregnant and breastfeeding women and girls, and people living with HIV/tuberculosis receive emergency nutrition support designed to prevent and manage malnutrition (Output category A: Resources transferred, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

## **SDG target 2: End malnutrition**

**Country strategic plan outcome 2: Vulnerable people at risk of malnutrition, including school-aged children, are better able to contribute to the development of Chad's human capital by 2028**

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

Focus area: resilience building

Nutrition-sensitive

**Assumptions**

Security situation remains stable.

Political stability.

Availability resources.

**Outcome indicators**

Annual change in enrolment

Attendance rate

Minimum diet diversity for women and girls of reproductive age

Moderate acute malnutrition treatment default rate

Moderate acute malnutrition treatment mortality rate

Moderate acute malnutrition treatment non-response rate

Moderate acute malnutrition treatment recovery rate

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 moderate acute malnutrition cases reached by treatment services (coverage)

Percentage of school-aged children meeting minimum dietary diversity score

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 people participating in training, coaching, or mentoring reporting improvement in knowledge/skills contributing to zero hunger and other SDGs

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

Retention rate, by grade

## Activities and outputs

### **2. Provide inclusive nutritious school meals for vulnerable children in a way that relies on and stimulates local production (SMP-1.5: School based programmes)**

2.1 School-aged children in targeted locations, especially girls, receive adequate nutritious food, linked to local production and complemented by social and behavioural change communication that improves their access to education (Output category C: Capacity development and technical support provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1 School-aged children in targeted locations, especially girls, receive adequate nutritious food, linked to local production and complemented by social and behavioural change communication that improves their access to education (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1 School-aged children in targeted locations, especially girls, receive adequate nutritious food, linked to local production and complemented by social and behavioural change communication that improves their access to education (Output category F: Smallholder farmers supported, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1 School-aged children in targeted locations, especially girls, receive adequate nutritious food, linked to local production and complemented by social and behavioural change communication that improves their access to education (Output category N: School feeding provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1 School-aged children in targeted locations, especially girls, receive adequate nutritious food, linked to local production and complemented by social and behavioural change communication that improves their access to education (Output category A: Resources transferred, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1 School-aged children in targeted locations, especially girls, receive adequate nutritious food, linked to local production and complemented by social and behavioural change communication that improves their access to education (Output category B: Nutritious food provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

### **3. Provide nutrition assistance for vulnerable people in targeted locations, including pregnant and breastfeeding women and girls, children aged 6–59 months and people living with HIV/tuberculosis to improve their access to and the availability of nutritious foods (NPA-1.3: Malnutrition prevention programme )**

3.1 People at risk of malnutrition, including pregnant and breastfeeding women and girls, children under 5 and other vulnerable population groups (such as people living with HIV/AIDS or tuberculosis) benefit from the timely delivery of malnutrition prevention and related nutrition services (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 at risk of malnutrition, including pregnant and breastfeeding women and girls, children under 5 and other vulnerable population groups (such as people living with HIV/AIDS or tuberculosis) benefit from the timely delivery of malnutrition prevention and related nutrition services (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 at risk of malnutrition, including pregnant and breastfeeding women and girls, children under 5 and other vulnerable population groups (such as people living with HIV/AIDS or tuberculosis) benefit from the timely delivery of malnutrition prevention and related nutrition services (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 at risk of malnutrition, including pregnant and breastfeeding women and girls, children under 5 and other vulnerable population groups (such as people living with HIV/AIDS or tuberculosis) benefit from the timely delivery of malnutrition prevention and related nutrition services (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)

3.2 Communities benefit from improved availability of and access to locally produced enriched and/or fortified nutritious food products that result from capacity strengthening activities, social marketing and social and behavioural change communication aimed at preventing malnutrition (Output category A: Resources transferred, Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

3.2 Communities benefit from improved availability of and access to locally produced enriched and/or fortified nutritious food products that result from capacity strengthening activities, social marketing and social and behavioural change communication aimed at preventing malnutrition (Output category B: Nutritious food provided, Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

3.2 Communities benefit from improved availability of and access to locally produced enriched and/or fortified nutritious food products that result from capacity strengthening activities, social marketing and social and behavioural change communication aimed at preventing malnutrition (Output category C: Capacity development and technical support provided, Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

3.2 Communities benefit from improved availability of and access to locally produced enriched and/or fortified nutritious food products that result from capacity strengthening activities, social marketing and social and behavioural change communication aimed at preventing malnutrition (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

3.2 Communities benefit from improved availability of and access to locally produced enriched and/or fortified nutritious food products that result from capacity strengthening activities, social marketing and social and behavioural change communication aimed at preventing malnutrition (Output category F: Smallholder farmers supported, Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

**SDG target 3: Smallholder productivity and incomes****Country strategic plan outcome 3: Food-insecure communities in targeted areas have improved livelihoods and more resilient food systems by 2028**

WFP strategic outcome 3: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

**Assumptions**

Security situation remains stable.  
 Political stability.  
 Availability of resources.

**Outcome indicators**

Consumption-based coping strategy index (average)

Dietary diversity score

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

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

Proportion of people engaged in income generating activities (IGA) as a result of skills development trainings (FFT)

Proportion of the population in targeted communities reporting environmental benefits

Resilience Capacity Score (RCS)

Shock Exposure Index (SEI)

## Activities and outputs

### **4. Provide food- and nutrition-insecure people with an integrated package of livelihoods support including activities aimed at empowering women (HIS-1.7: Household and individual skill & livelihood creation )**

4.1 Food and nutrition-insecure people, including refugees, IDPs, returnees, crisis-affected groups and host communities, benefit from social and behaviour change communication and improved integrated assets that strengthen their resilience to climate-related shocks and other stressors (Output category A: Resources transferred, Standard output 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

4.1 Food and nutrition-insecure people, including refugees, IDPs, returnees, crisis-affected groups and host communities, benefit from social and behaviour change communication and improved integrated assets that strengthen their resilience to climate-related shocks and other stressors (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)

4.1 Food and nutrition-insecure people, including refugees, IDPs, returnees, crisis-affected groups and host communities, benefit from social and behaviour change communication and improved integrated assets that strengthen their resilience to climate-related shocks and other stressors (Output category D: Assets created, Standard output 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

4.1 Food and nutrition-insecure people, including refugees, IDPs, returnees, crisis-affected groups and host communities, benefit from social and behaviour change communication and improved integrated assets that strengthen their resilience to climate-related shocks and other stressors (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)

4.1 Food and nutrition-insecure people, including refugees, IDPs, returnees, crisis-affected groups and host communities, benefit from social and behaviour change communication and improved integrated assets that strengthen their resilience to climate-related shocks and other stressors (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

4.2 Vulnerable smallholder farmers and other food system actors benefit from improved technical capacity that strengthens their food and nutrition security, gender equality, livelihoods and access to markets (Output category A: Resources transferred, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

4.2 Vulnerable smallholder farmers and other food system actors benefit from improved technical capacity that strengthens their food and nutrition security, gender equality, livelihoods and access to 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 surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

4.2 Vulnerable smallholder farmers and other food system actors benefit from improved technical capacity that strengthens their food and nutrition security, gender equality, livelihoods and access to 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 surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)



4.2 Vulnerable smallholder farmers and other food system actors benefit from improved technical capacity that strengthens their food and nutrition security, gender equality, livelihoods and access to 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 surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

## **SDG 17: Partnerships for the goals**

### **SDG target 9: Capacity building**

**Country strategic plan outcome 4: Local and national institutions in Chad have strengthened systems and capacity for implementing policies and programmes, including shock-responsive social protection, by 2028**

WFP strategic outcome 4: National programmes and systems are strengthened

Nutrition-sensitive

Focus area: resilience building

### **Assumptions**

Security situation remains stable.

Political stability.

Available resources.

Conducive environment for collaboration with national institutions.

### **Outcome indicators**

Number of enhanced business processes contributing to zero hunger and other SDGs implemented at scale by national stakeholders following WFP capacity strengthening support

Number of enhanced programme designs, processes, and platforms contributing to zero hunger and other SDGs implemented at scale by national organizations following WFP capacity strengthening support

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

Number of policies and legislative instruments contributing to zero hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support

Transition strategy for programmes or other system components contributing to zero hunger and other SDGs fully implemented by national stakeholder and WFP

### Activities and outputs

#### **5. Provide technical assistance and capacity strengthening for national institutions, enabling them to develop effective and gender-sensitive food and nutrition security, social protection and early warning systems (SPS-1.10: Social protection sector support)**

5.1 National and local institutions have improved capacity to design and implement policies and strategies in relation to early warning, emergency preparedness and shock-responsive social protection systems to the benefit of food- and nutrition-insecure people (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)

5.2 Government and other food security and social protection actors have access to robust food security information systems and intersectoral coordination mechanisms that enhance institutional and programme effectiveness and accountability in areas of early warning, emergency preparedness and shock-responsive social protection (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)

5.3 Government actors have strengthened capacity to design, implement and monitor shock-responsive social protection programmes that effectively address food and nutrition insecurity and the vulnerability of those most at risk (Output category A: Resources transferred, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

5.3 Government actors have strengthened capacity to design, implement and monitor shock-responsive social protection programmes that effectively address food and nutrition insecurity and the vulnerability of those most at risk (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)

**SDG target 16: Global partnership**

**Country strategic plan outcome 5: Government actors and humanitarian and development partners have access to common services and to areas targeted for assistance all year round**

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

Focus area: crisis response

**Assumptions**

Security situation remains stable.  
Political stability.  
Available resources.  
Conducive environment for service provision

**Outcome indicators**

Percentage of users satisfied with services provided

**Activities and outputs****6. Provide partners with UNHAS services to enable them to reach locations of humanitarian operations (HAS-2.3: United Nations Humanitarian Air Service)**

6.1 Humanitarian partners benefit from UNHAS to ensure that adequate and timely humanitarian assistance is delivered to affected populations in need of life-saving assistance (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)

**7. Provide partners with supply chain, information and communications technology, management and other services to support an effective and efficient humanitarian response (ODS-2.4: On-demand services)**

7.1 Government actors, as well as development and humanitarian partners, benefit from adequate and timely supply chain, management and other logistics services which improve assistance for targeted populations affected by crises (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.1.6: Country office score on meeting standards for the identification and documentation of conflict analysis and conflict sensitivity risks, and implementation of mitigation measures

**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.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

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

CC.5.3: Nutrition sensitive score

**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.1.6: Country office score on meeting standards for the identification and documentation of conflict analysis and conflict sensitivity risks, and implementation of mitigation measures

**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.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

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

CC.5.3: Nutrition sensitive score

## ANNEX II

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT, ACTIVITY AND MODALITY (ALL YEARS)									
Country strategic plan outcome	Output	Activity	Beneficiary group	2024	2025	2026	2027	2028	Total
1	1.1, 1.2, 1.3	1 (CBTs, food, capacity strengthening)	Boys	789 765	718 999	606 113	538 194	438 535	<b>789 765</b>
			Girls	813 479	740 225	623 368	553 071	450 069	<b>813 479</b>
			Men	402 634	366 421	309 813	274 855	222 948	<b>402 634</b>
			Women	456 159	410 573	345 739	306 625	248 515	<b>456 159</b>
			<b>Total</b>	<b>2 462 037</b>	<b>2 236 218</b>	<b>1 885 033</b>	<b>1 672 745</b>	<b>1 360 067</b>	<b>2 462 037</b>
2	2.1	2 (CBTs, food, capacity strengthening)	Boys	238 841	238 841	282 663	282 662	315 000	<b>315 000</b>
			Girls	178 334	178 334	212 215	212 216	235 200	<b>235 200</b>
			Men	1 573	1 573	1 957	1 957	2 075	<b>2 075</b>
			Women	1 612	1 612	2 005	2 005	2 125	<b>2 125</b>
			<b>Total</b>	<b>420 360</b>	<b>420 360</b>	<b>498 840</b>	<b>498 840</b>	<b>554 400</b>	<b>554 400</b>
	3.1, 3.2	3 (CBTs, food, capacity strengthening)	Boys	418 200	351 700	301 800	273 300	257 700	<b>418 200</b>
			Girls	427 800	361 300	310 200	281 700	267 800	<b>427 800</b>
			Men	-	-	-	-	-	<b>-</b>
			Women	209 500	232 850	237 750	253 950	256 350	<b>256 350</b>
			<b>Total</b>	<b>1 055 500</b>	<b>945 850</b>	<b>849 750</b>	<b>808 950</b>	<b>781 850</b>	<b>1 055 500</b>

<b>BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT, ACTIVITY AND MODALITY (ALL YEARS)</b>									
<b>Country strategic plan outcome</b>	<b>Output</b>	<b>Activity</b>	<b>Beneficiary group</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
3	4.1, 4.2	4 (CBTs, capacity strengthening)	Boys	123 360	135 698	156 054	179 460	206 376	<b>206 376</b>
			Girls	127 215	139 938	160 930	185 069	212 827	<b>212 827</b>
			Men	65 535	72 089	82 902	95 339	109 637	<b>109 637</b>
			Women	69 390	76 325	87 776	100 946	116 088	<b>116 088</b>
			<b>Total</b>	<b>385 500</b>	<b>424 050</b>	<b>487 662</b>	<b>560 814</b>	<b>644 928</b>	<b>644 928</b>
4	5.3	5 (CBTs)	Boys	9 600	12 800	16 000	19 200	22 400	<b>22 400</b>
			Girls	9 900	13 200	16 500	19 800	23 100	<b>23 100</b>
			Men	5 100	6 800	8 500	10 200	11 900	<b>11 900</b>
			Women	5 400	7 200	9 000	10 800	12 600	<b>12 600</b>
			<b>Total</b>	<b>30 000</b>	<b>40 000</b>	<b>50 000</b>	<b>60 000</b>	<b>70 000</b>	<b>70 000</b>
<b>Total (without overlap)</b>				<b>4 353 397</b>	<b>4 066 478</b>	<b>3 771 285</b>	<b>3 601 349</b>	<b>3 411 245</b>	<b>4 786 865</b>



## ANNEX III

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY																			
Country strategic plan outcome 1																			
Activity 1																			
Beneficiary type	Sudden onset crises	Sudden onset crises	Refugees, returnees, IDPs (GFD)	Refugees, returnees, IDPs, malnourished people living with HIV (GFD)	Refugees, returnees, IDPs (FFA)	Refugees, returnees, IDPs (FFA)	Schoolchildren (on-site)	Schoolchildren (take-home ration)	Schoolchildren (secondary girls encouragement kits)	Schoolchildren (girls' excellent scholarship)	Payment for cooks	PBW (prevention)	Children 6-23 months (prevention)	PBW (treatment)	Children 6-59 months (treatment)	Seasonally food-insecure people (GFD)	Seasonally food-insecure people (GFD)	Lean season prevention PBWG	Lean season prevention children 6-23 months
Modality	Food	CBTs	Food	CBTs	Food	CBTs	Food	CBTs	CBT	CBTs	CBTs	Both	Food	Food	Food	Food	CBTs	Food	Food
Cereals	420	-	420	-	420	-	150	-	-	-	-	-	-	-	-	420	-	-	-
Pulses	120	-	120	-	120	-	25	-	-	-	-	-	-	-	-	120	-	-	-
Oil	30	-	30	-	30	-	15	-	-	-	25	-	25	-	30	-	-	25	-
Salt	5	-	5	-	5	-	3	-	-	-	-	-	-	-	5	-	-	-	-
Sugar	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Super Cereal	-	-	-	-	-	-	-	-	-	-	-	200	-	200	-	-	-	200	-
Super Cereal Plus	-	-	-	-	-	-	-	-	-	-	-	-	100*	200	200	-	-	-	200
Plumpy'Sup	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100	-	-	-	-
Plumpy'Doz	-	-	-	-	-	-	-	-	-	-	-	-	50	-	-	-	-	-	50
Total kcal/day	2 098	2 098	2 098	-	2 098	-	726	726	-	-	-	984	281	787	535	2 098	2 098	973	535
% kcal from protein	15.1	-	15.1	-	15.1	-	12.4	-	-	-	-	12.6	8.6	16.6	10.5	15.1	15.1	12.6	10.5
Cash-based transfers (USD/person/day)		0.515 <sup>a</sup>		0.515 <sup>a</sup>		0.480 <sup>b</sup>		0.322 <sup>b</sup>	58.00	38.6	1.450 <sup>b</sup>	0.412	-	-	-	-	0.515 <sup>a</sup>	-	-
Number of feeding days per year	90	90	360	360	360	360	180	180	180	180	180	360	360	180	90	90	90	90	90

**FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY (continued)**

	Country strategic plan outcome 2										Country strategic plan outcome 3	
	Activity 2						Activity 3				Activity 4	
Beneficiary type	Schoolchildren (on-site)	Schoolchildren (home-grown school feeding)	Schoolchildren (take-home ration)	Schoolchildren (secondary girls encouragement kits)	Schoolchildren (girls' excellent scholarship)	Cooks (cash for work)	PBW (prevention)	Children 6-23 months (prevention)	PBW (treatment)	Children 6-59 months (treatment)	Refugees, returnees, IDPs (FFA)	Refugees, returnees, IDPs (FFA)
Modality	Food	CBTs	CBTs	CBT	CBTs	CBTs	Both	Food	Food	Food	Food	CBTs
Cereals	150	-	-	-	-	-	-	-	-	-	-	-
Pulses	25	-	-	-	-	-	-	-	-	-	-	-
Oil	15	-	-	-	-	-	25	-	25	-	-	-
Salt	3	-	-	-	-	-	-	-	-	-	-	-
Sugar	-	-	-	-	-	-	-	-	-	-	-	-
Super Cereal	-	-	-	-	-	-	200	-	200	-	-	-
Super Cereal Plus	-	-	-	-	-	-	-	100*	200	-	-	-
Micronutrient powder	-	-	-	-	-	-	-	1	-	-	-	-
Plumpy'Sup	-	-	-	-	-	-	-	-	-	100	-	-
Plumpy'Doz	-	-	-	-	-	-	-	50	-	-	-	-
Total kcal/day	726	-	726	-	-	-	984	281	787	535	-	-
% kcal from protein	12.4	-	12.4	-	-	-	12.6	8.6	16.6	10.5	-	-
Cash-based transfers (USD/person/day)	-	0.29	0.322 <sup>b</sup>	58.00 <sup>b</sup>	38.6 <sup>b</sup>	1.450 <sup>c</sup>	0.412 <sup>c</sup>	-	-	-	-	0.480 <sup>c</sup>
Number of feeding days per year	180	180	180	180	180	180	360	360	180	90	-	180

<b>FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY (continued)</b>				
	<b>Country strategic plan outcome 4</b>			
	<b>Activity 5</b>			
<b>Beneficiary type</b>	<b>Social protection</b>	<b>Social protection</b>	<b>Social protection lean season</b>	<b>Social protection lean season</b>
<b>Modality</b>	<b>Food</b>	<b>CBTs</b>	<b>Food</b>	<b>CBTs</b>
Cereals	-	-	-	-
Pulses	-	-	-	-
Oil	-	-	-	-
Salt	-	-	-	-
Sugar	-	-	-	-
Super Cereal	-	-	-	-
Super Cereal Plus	-	-	-	-
Plumpy'Sup	-	-	-	-
Plumpy'Doz	-	-	-	-
Total kcal/day	-	567	-	2 098
% kcal from protein	-	9.7	-	15.1
Cash-based transfers (USD/person/day)	-	0.161	-	0.515 <sup>a</sup>
Number of feeding days per year	-	270	-	90

*Abbreviations:* FFA = food assistance for assets; GFD = general food distribution; PBW = pregnant and breastfeeding women.

<sup>a</sup> Based on the minimum expenditure basket.

<sup>b</sup> These incentives to promote girl's school attendance are given once a year.

<sup>c</sup> Incentives to promote school attendance, work and pre- and post-natal health checks.

<sup>d</sup> Used to fortify locally produced food.

\* Super Cereal Plus is included as a substitute for Plumpy'Doz in the event of shortfalls.

**ANNEX IV**

<b>TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	233 475	118 592 328
Pulses	58 860	36 505 686
Oil and fats	21 817	30 260 042
Mixed and blended foods	93 234	215 899 435
Other	3 369	1 703 560
<b>Total (food)</b>	<b>410 756</b>	<b>402 961 050</b>
Cash-based transfers		1 149 066 992
<b>Total (food and cash-based transfer value)</b>	<b>410 756</b>	<b>1 552 028 042</b>

## 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 2.3/ 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	Resilience building	Resilience building	Resilience building	Crisis response	
Transfers	1 185 490 374	614 726 150	300 141 294	35 576 415	92 208 078	<b>2 228 142 312</b>
Implementation	93 363 478	61 102 457	30 045 377	6 018 012	5 217 540	<b>195 746 864</b>
Adjusted direct support costs	32 552 531	17 851 449	8 849 456	1 115 917	2 567 387	<b>62 936 741</b>
<b>Subtotal</b>	<b>1 311 406 383</b>	<b>693 680 056</b>	<b>339 036 128</b>	<b>42 710 345</b>	<b>99 993 006</b>	<b>2 486 825 917</b>
Indirect support costs (6.5 percent)	85 241 415	45 089 204	22 037 348	2 776 172	5 715 435	<b>160 859 574</b>
<b>Total</b>	<b>1 396 647 797</b>	<b>738 769 260</b>	<b>361 073 476</b>	<b>45 486 517</b>	<b>105 708 440</b>	<b>2 647 685 491</b>

## Acronyms

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IDP	internally displaced person
IOM	International Organization for Migration
SABER-SF	Systems Approaches for Better Education Results-School Feeding
SDG	Sustainable Development Goal
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework

Revision mode