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## Draft Chad country strategic plan (2019–2023)

Duration	January 2019–December 2023
Total cost to WFP	USD 1,329,109,571
Gender and age marker*	3

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

### Executive summary

With abundant space, important natural resources and a growing, young population, Chad has the potential to make significant progress towards the Sustainable Development Goals. However, structural development challenges, high prevalence of food insecurity and malnutrition, gender inequalities, vulnerability to climate and weather-related crises and displacements driven by conflicts and insecurity in neighbouring countries are hampering the Government's development efforts and putting pressure on already vulnerable households and communities. Chad's 2017 zero hunger strategic review highlighted key gaps in the country's efforts to address the persistent challenges of hunger and malnutrition. Progress towards achieving the Sustainable Development Goals by 2030 will require integrated measures and investments across all sectors.

The Government's main development priorities are embedded in "Vision 2030: The Chad we want", a strategic framework to be implemented through consecutive development plans, beginning with the national development plan for 2017–2021. The overarching goal of the national development plan for 2017–2021 is to improve the quality of life of Chadians by developing human and social capital, social protection and economic empowerment.

#### Focal points:

Mr A. Dieng  
Regional Director  
West Africa  
email: [abdou.dieng@wfp.org](mailto:abdou.dieng@wfp.org)

Ms M-E. McGroarty  
Country Director  
email: [mary-ellen.mcgroarty@wfp.org](mailto:mary-ellen.mcgroarty@wfp.org)

Leveraging WFP's recognized expertise, this country strategic plan for the period 2019–2023 is informed by the recommendations of the zero hunger strategic review and extensive consultations with partners and the Government. It echoes national priorities and is aligned with the United Nations development assistance framework for Chad for 2017–2021, the United Nations Integrated Strategy for the Sahel, the Group of Five for the Sahel Priority Investment Programme and the goals of the Global Alliance for Resilience Initiative. The plan also incorporates recommendations and lessons learned from several evaluations of WFP's work in Chad and in the region.

The country strategic plan articulates WFP's repositioning in Chad to support the country in its efforts to achieve zero hunger by 2030, with a focus on efforts at the humanitarian-development-peace nexus to deliver sustainable hunger solutions. WFP will continue to fulfil its commitments and expectations in emergency response and recovery, aiming to save lives through effective food and nutrition assistance for crisis-affected populations. This plan also provides a framework for WFP to change lives and to contribute to the long-term resilience and livelihoods of vulnerable displaced and host populations and chronically food-insecure people.

WFP will reinforce synergies with the Government and partners, including through the geographic convergence of interventions, i.e., concentrating different types of activities in the same geographic areas to achieve synergies and greater impact, and will support national capacities and systems for social protection and emergency preparedness and response to ensure that partners take on more responsibilities for activities and eventually fully manage them.

This country strategic plan will contribute to WFP strategic results 1, 2, 4, 5 and 8. Mainstreaming the cross-cutting issues of gender equality and women's empowerment, protection and accountability to affected populations, the plan focuses WFP's work in Chad on six inter-related strategic outcomes:

- Crisis-affected people in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises.
- Food-insecure people in targeted areas have access to adequate and nutritious food all year.
- Vulnerable people in targeted areas have improved nutritional status all year.
- Food insecure populations and communities in targeted areas have more resilient livelihoods and sustainable food systems all year.
- National institutions have strengthened capacities to manage food security, nutrition and social protection policies and programmes, including programmes that support social cohesion and stability all year.
- Humanitarian and development partners in Chad have access to common services enabling them to reach and operate in targeted areas all year.

## **Draft decision\***

The Board approves the Chad country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/2) at a total cost to WFP of USD 1,329,109,571.

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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. Endowed with natural resources, renewable energy sources, abundant space and a growing, young population, Chad has the potential to make significant progress towards achieving the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). Under-development, protracted crises, climate change, gender inequalities and governance concerns impede the country's progress, however, and Chad remains a fragile low-income country. It ranked 186<sup>th</sup> of the 188 countries in the Human Development Index. With the onset of oil production in 2003, Chad's human development indicators improved; however, the recent economic downturn triggered by the sharp decline in oil prices in 2014, systemic inequalities, external and internal security threats and climate shocks are increasing the country's fragility. The estimated gross domestic product (GDP) per capita fell from a peak of USD 1,239 in 2014 to USD 851 in 2016.<sup>1</sup>
2. Chad is affected by internal and external population displacements driven largely by insecurity in the region. The country hosts 450,000 refugees, of whom 55.5 percent are female and 24.3 percent are of school age, including 330,365 Sudanese in the east, 109,093 Central Africans in the south and 9,934 Nigerians in the Lake region.<sup>2</sup> It hosts 170,000 internally displaced people (IDPs) across the Lake region and 53,000 returnees from the Central African Republic living in camp-like conditions in the south.
3. The country is among the countries of the world most vulnerable to climate change.<sup>3</sup> It is battling rapid desertification, soil erosion, sustained exposure to natural disasters, reduced land productivity, environmental degradation and a shift from extensive and nomadic pastoralism to settled livelihoods.
4. In "Vision 2030: The Chad we want", the Government of Chad has laid out its opportunities and aspirations to become an emerging nation. In May 2018, the President of Chad adopted a new constitution, bringing about the birth of the Fourth Republic.

### 1.2 Progress towards SDG 2

#### ***Progress towards SDG 2 targets***

##### *Access to food*

5. Chad is the world's second most food-insecure country (118th of 119 countries on the Global Hunger Index). An integrated context analysis<sup>4</sup> indicates that the regions most affected by food insecurity are those that exhibit the greatest vulnerability. These regions are overwhelmingly concentrated in the Sahelian belt, which is the region hit worst during the yearly lean season (from June to September). From 2016 to 2017, national food insecurity levels rose from 18.5 to 23.7 percent, reaching 50.2 percent among female-headed households. In 2017, food insecurity prevalence was particularly high among refugees (60 percent), IDPs (35 percent) and people adversely affected by the lean season (40 percent). Over 3 million people are food-insecure or at risk of food insecurity, and over 500,000 children are at risk of becoming malnourished during the lean season every year.<sup>5</sup>

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<sup>1</sup> International Monetary Fund. 2018. Country Report No. 18/108. Available at <https://www.imf.org/~media/Files/Publications/CR/2018/cr18108.ashx>

<sup>2</sup> Office of the United Nations High Commissioner for Refugees. Statistics at the end of February 2018. <https://data2.unhcr.org/en/country/tcd>

<sup>3</sup> Verisk Maplecroft. Climate Change Vulnerability Index 2017.

<sup>4</sup> A trend analysis of data for the past five years (2012–2016) covering both lean and post-harvest periods.

<sup>5</sup> No quantitative sex- and age-disaggregated data are available.

6. In the Lake region, the Boko Haram insurgency has disrupted agricultural activities, livelihoods and market access for 180,000 IDPs and Nigerian refugees. Households of western Chad, the Sahel, the south and the south-east, whose livelihoods depend on trade, pastoralism and agro-pastoralism, face heavy income and purchasing power losses from the disruption of cross-border trade and restrictions on movement between Chad and Nigeria, Libya, the Central African Republic and the Sudan. Refugees, returnees and IDPs have limited access to land, water and livelihood and employment opportunities. Among these already vulnerable groups, access for women is especially restricted due to discriminatory land inheritance practices and restricted mobility, education and representation in decision-making bodies.<sup>6</sup>

#### *End malnutrition*

7. A 2016 Cost of Hunger in Africa study for Chad indicates that malnutrition and hunger could cost Chad 9.5 percent of its GDP per year, with 43 percent of child mortality linked to malnutrition and 20 percent of children under 5 underweight. In 2017, the global acute malnutrition rate stood at 13.9 percent overall and exceeded the World Health Organization (WHO) emergency threshold of 15 percent in 12 of Chad's 23 regions, mainly in the Sahel. Chronic malnutrition prevalence is 32.4 percent overall and above the 40 percent threshold in five regions.<sup>7</sup> Data for 2017 from the Office of the United Nations High Commissioner for Refugees (UNHCR) indicate that more than 15 percent of children living in refugee camps in the east suffer from chronic malnutrition. In some areas of the Sahel, the anaemia prevalence of children under 5 exceeds 50 percent. Anaemia prevalence among women of reproductive age for the country as a whole is 47 percent.<sup>8</sup>
8. According to a multiple indicator demographic and health survey for 2014–2015,<sup>9</sup> the prevalence of human immunodeficiency virus (HIV) in Chad is 1.6 percent. The prevalence is age-dependent, at 0.8 percent in the 15–19 age group, 2.9 percent in the 35–39 age group and 1.4 percent in the 45–59 age group. There are 140 women living with HIV for every 100 men living with HIV. The Lake region is of special concern, with an HIV prevalence of 2.1 percent. In this region, 67 percent of people living with HIV are malnourished. All children under 14 living with HIV assessed in 2017 were found to be acutely malnourished. Malnutrition is more prevalent among women and girls (72.6 percent) than among men and boys (59 percent) living with HIV.<sup>10</sup>

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<sup>6</sup> World Bank. 2016. *Republic of Chad – Shaping Adaptive Safety Nets to Address Vulnerability*. Available at <http://documents.worldbank.org/curated/en/975691467989465312/Chad-Shaping-adaptive-safety-nets-to-address-vulnerability>.

<sup>7</sup> WFP. 2017. *Standardized Monitoring and Assessment of Relief and Transitions survey*.

<sup>8</sup> WHO. 2016. Available at <http://apps.who.int/gho/data/view.main.ANAEMIAWOMENPREVANEMIAV>

<sup>9</sup> Institut National de la Statistique des Études Économiques et Démographiques, Ministère de la Santé Publique and ICF International. 2016. *Enquête Démographique et de Santé et à Indicateurs Multiples au Tchad 2014–2015*. Available at <http://dhsprogram.com/pubs/pdf/FR317/FR317.pdf>.

<sup>10</sup> Secrétariat Exécutif du Comité National de Lutte Contre le Sida. Rapport d'Étude sur la Situation Nutritionnelle et de Vulnérabilité Alimentaire des Personnes Vivant avec le VIH sous ARV et DOTs dans la Région du Lac.

### *Smallholder productivity and incomes*

9. Over 4.5 million people—80 percent of the 5.6 million Chadian labour force<sup>11</sup>—work in the agriculture sector (including livestock, forestry and fisheries), which accounts for 59 percent of GDP.<sup>12</sup> Security threats, natural disasters, limited connectivity to local and transborder markets, high transaction costs, weak credit systems, poor management of water resources and low adoption of modern farming techniques and tool use curtail smallholder productivity and incomes. Fluctuating seasonal rainfalls and conflicts in the Lake region have negatively affected the livelihoods of pastoralists who depend on cross-border trade (22.6 percent of cross-border traders are women<sup>13</sup>) and of fishers because of displacement and security constraints. The agriculture sector remains largely under-exploited in Chad.

### *Sustainable food systems*

10. Food production systems are marginal: low producing, climate-sensitive and vulnerable to shocks. Unpredictable weather and irregular rainfall, lack of infrastructure and inefficient water, land management and conservation systems hamper the sustainability of food production systems. Increased tensions and conflict between pastoralists and farmers and within communities is a direct result of the mounting pressure on land and water resources. Inadequate post-harvest storage and conservation put further pressure on food systems.

### **Macroeconomic environment**

11. Chad's per capita GDP grew from USD 220 in 2001/2002 to USD 1,239 in 2014, and its Gini coefficient rose from 39.8 to 43.3 percent. However, the 2014 drop in the oil price, the deterioration of the security situation and a heavy external commercial debt service burden led to a deep recession in 2016. Real GDP contracted sharply, falling 6.4 percent in 2016, fostering an economic downturn that led the Government to apply fiscal austerity measures, including expenditure cuts in social sectors, salary cuts and tax increases. Weak domestic demand and continued cross-border trade disruption led to 1 percent deflation in 2016. The country's foreign reserves dwindled to less than a month's worth of imports, and foreign direct investment, largely related to the oil sector, halved in 2016.
12. Although the Government initiated structural reforms in 2017 with the support of multilateral donors, official unemployment among young people aged 15–24 years is 20.6 percent. Unemployment is higher for women, at 24.7 percent compared to 18.7 percent for men, and among people with a university diploma or higher qualification. The female labour force participation rate is 65 percent, remaining largely stable even during the economic crisis, while the male rate steadily decreased from 80.5 percent in 2002 to 77.4 percent in 2016. Women are often overburdened with household chores, childcare and—in rural areas—agricultural activities.

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<sup>11</sup> World Bank data, available at <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=TD> and <https://data.worldbank.org/indicator/SL.TLF.TOTL.IN?locations=TD>

<sup>12</sup> Central Intelligence Agency. 2018. The World Factbook. <https://www.cia.gov/library/publications/the-world-factbook/geos/cd.html>

<sup>13</sup> WFP. 2016. *Lake Chad Basin Crisis: Regional Market Assessment*. Available at <https://www.wfp.org/content/lake-chad-basin-crisis-regional-market-assessment-june-2016>.

**Key cross-sector linkages**

13. *Poverty (SDG 1)*. Over 60 percent of the population lives below the poverty line of USD 1.25 a day. Poverty is largely related to food scarcity.<sup>7</sup> Poverty levels are elevated in rural areas and among households, whose livelihoods depend on agriculture. There are significant regional variations in the incidence of poverty, related to limited access to markets by producers and consumers, exposure to shocks such as price changes, droughts and excessive rainfall and insecurity. Social protection is a key aspiration for the Chadian people. According to a study on national aspirations, 87 percent of 500 experts and leaders from the national to the community level, over half of them women, believe that there is no social safety net in Chad.<sup>14</sup>
14. *Education (SDG 4)*. With population growth of 3.4 percent per year, 47.4 percent of the population is under 14 and 3.3 million are school-age children. Net school enrolment rates were only 43.7 percent in 2011 (41 percent for girls), and salary cuts often mean that teachers do not come to work on a regular basis. On the Global Gender Gap Index, Chad holds last place for education attainment, having closed less than 60 percent of its education gender gap.
15. *Health (SDG 3)*. Weaknesses in the organization and management of health facilities and inadequate resources, services (including sexual and reproductive health services) and medicines affect men, women and children and undermine the effectiveness and quality of vaccination activities. The infant mortality rate is 72 deaths per 1,000 live births, the neonatal mortality rate is 34 deaths per 1,000 live births and about one in five children fails to reach their fifth birthday. Chad's maternal mortality rate is the third-highest in the world,<sup>13</sup> at 860 deaths per 100,000 live births, with adolescent girls (15–19 years) accounting for 50.8 percent of maternal deaths.<sup>10</sup>
16. *Gender (SDG 5)*. The percentage of the female labour force working in agriculture is 92.4 versus 82.9 percent for working men.<sup>15</sup> Women have restricted access to productive assets, credit, land ownership and the opportunity to rent land. Land inheritance customs often discriminate against women, and men decide on the use of harvested crops and income. Only 22.3 percent of women take part in decision-making about income-generating activities, 22.6 percent have access to credit and 26 percent have a bank account,<sup>16</sup> while 12.8 percent of national parliamentarians are women.<sup>17</sup> On average, girls are less educated than boys and more likely to leave school early, often being forced into early marriage. Chad has the third highest rate of child marriage in the world—68 percent of girls are married as children. Gender-based violence and sexual violence are pervasive and are aggravated by conflict and displacement.
17. *Climate action (SDG 13)*. According to the Global Climate Risk Index 2018, natural hazards cost Chad on average USD 49 million in damages per year between 1997 and 2006. Given the fragility of its ecosystems, Chad will continue to face challenges in developing and maintaining sustainable food systems. Rural populations are particularly vulnerable to natural disasters and climate change. The competing interests of farmers and herders are becoming more difficult to balance; a pastoralism code approved by the National Assembly in 2014 has yet to be applied.

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<sup>14</sup> United Nations development assistance framework for 2017–2021.

<sup>15</sup> World Bank. Data website. 2018

<sup>16</sup> Institut National de la Statistique, des Études Économiques et Démographiques. 2011. *Rapport Final – Troisième Enquête sur la Consommation des Ménages et le Secteur Informel au Tchad*. Available at <http://catalog.ihnsn.org/index.php/catalog/4923/download/61027>.

<sup>17</sup> Inter-Parliamentary Union. <http://archive.ipu.org/wmn-e/classif.htm>. Consulted on 30 July 2018

### 1.3 Hunger gaps and challenges

18. The zero hunger strategic review reaffirms many of the key drivers of food insecurity and malnutrition in Chad, highlighting inadequate policy coherence, weak sectoral coordination and limited application of policies as impediments to the achievement of a Chad free of hunger and malnutrition. Poverty and food insecurity are inextricably linked, particularly in rural areas. Under-development and large infrastructure deficits restrict and hamper market connectivity and integration and private sector investment, and the effects of climate change and climatic shocks exacerbate already low smallholder agricultural productivity and high post-harvest losses.
19. The review also identified gender inequalities attributable to traditional attitudes and structural discrimination and limited awareness of good nutrition practices as important barriers to progress.
20. The review highlights regional insecurity and population displacements, which exacerbate natural resource stresses, as major challenges to achieving food security. The potential for new conflicts in neighbouring countries, climate variability and economic challenges means that protracted crises may continue and new emergencies will develop, leading to further food insecurity and malnutrition. Consultations on the review highlighted the protracted humanitarian situation of refugees, returnees and IDPs and the need for long-term solutions to build stable, peaceful communities.

### 1.4 Country priorities

#### **Government**

21. "Vision 2030: The Chad We Want" is Chad's long-term strategic development framework, which is to be implemented through consecutive five-year national development plans. The framework is aimed at making Chad a united nation and an emerging regional power by 2030.<sup>18</sup> The national development plan for 2017–2021 emphasizes social protection, the prevention of gender-based violence, economic empowerment and livelihood and capacity strengthening, as well as the formulation of a national gender strategy. The plan is aligned with most of the SDGs. Sectoral policies developed in recent years articulate the Government's broader set of priorities in key sectors.
22. After joining the Scaling Up Nutrition movement in 2015, the Government developed a national inter-sectoral action plan for nutrition and food for 2017–2021 that offers a framework for scaling up coherent and synergetic nutrition-sensitive and nutrition-specific activities. A coordination platform to support implementation is in place at the national level. In 2017 the Government developed a national school meals policy.
23. Chad's five-year agricultural development plan for 2013–2018 and national rural sector investment plan for 2014–2020 are aimed at ensuring food security and contributing to the growth of the national economy through water management, intensification and diversification of agricultural production, strengthening of the national mechanism for food crisis prevention and management, capacity-building for government institutions and producer organizations and the promotion of promising agricultural value chains. Chad is also a member of the Great Green Wall for the Sahara and the Sahel Initiative under the United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa.

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<sup>18</sup> However, Chad does not have an action plan to implement Security Council resolution 1325 on women, peace and security.

24. Chad's national framework for crisis prevention and management is aimed at addressing food security and saving lives in major shocks, recurrent climate impacts and population movements. In line with Chad's national strategy for social protection, the Government, with the support of the World Bank, is putting in place a project to establish a permanent social safety net. In 2017, Chad qualified for funding from the United Nations Peacebuilding Fund to support the national priorities of building social cohesion and a peaceful nation.

### ***United Nations and other partners***

25. The national development plan for 2017–2021 is supported by Chad's United Nations development assistance framework (UNDAF) for the same period and the humanitarian response plan for 2017–2019. The UNDAF advocates linking humanitarian response and development, taking into consideration the root causes of the vulnerabilities that underpin humanitarian crises, which are themselves exacerbated by external shocks. This translates into three strategic results: development of human capital; social protection, crisis management and sustainability; and governance, peace and security.
26. The UNDAF is aligned with the Global Alliance for Resilience Initiative, the priorities of the Group of Five for the Sahel and the United Nations Integrated Strategy for the Sahel. Its main areas of intervention are the establishment of stable democratic institutions with a high level of community involvement; peace and security; promotion of development for disadvantaged areas; basic infrastructure and services; food security and pastoralism; and human capital development.
27. The UNDAF and the multi-year humanitarian response strategy for the period 2017–2019 for Chad include measures to mainstream protection and gender across all of the United Nations' support for the Government. Emphasis is placed on targeting women and girls vulnerable to inequalities and violence across all pillars and the prevention of gender-based violence.

## **2. Strategic implications for WFP**

### **2.1 WFP's experience and lessons learned**

28. WFP operations evaluations of protracted relief and recovery operation 200713 (2016) and regional emergency operation 200777 (2016), a regional synthesis of 2013–2017 operations evaluations in West and Central Africa and a 2018 impact evaluation of WFP's programmes targeting moderate acute malnutrition in humanitarian situations in Chad all indicate that the strategies and design of WFP's interventions respond to Chad's humanitarian and development needs and that there is good alignment between the Government's sectoral policies and WFP's global and national policies and strategies.
29. The evaluations, however, revealed shortcomings in terms of implementation delays; gaps in malnutrition prevention and vulnerability-based targeting and monitoring; and the limited scope of interventions. According to the evaluations, contributions do not yet provide the flexibility required for the complex and sophisticated hunger solutions that are needed for Chad and that WFP is well placed to deliver.
30. The evaluations highlighted the need for WFP to:
  - strengthen timing of activities and link them to the emerging Government-led shock-responsive and gender-transformative social protection system;
  - support multi-sectoral, long-term solutions addressing the underlying causes of malnutrition to strengthen government capacities;



- play an upstream role with partners and communities to improve equity, effectiveness and efficiency of delivery, through capacity strengthening, coordination and payment mechanisms
- inform all interventions through gender analyses, protection assessments and conflict-sensitive tools and base modalities on the vulnerabilities, needs, interests and abilities of the various beneficiaries according to age, sex and disability, ensuring that capacity strengthening activities address gender equality issues and the sharing of responsibilities on nutrition-related roles; and
- support community-based participatory planning to tackle malnutrition, adapt nutrition assistance to the needs and capacities of communities, and encourage and promote the production and consumption of locally produced nutritious food.

## **2.2 Opportunities for WFP**

31. Based on these insights and in line with the recommendations of the zero hunger strategic review, WFP will pursue three broad areas under this strategic plan: emergency preparedness and response; efforts at the humanitarian-development nexus to deliver sustainable hunger solutions; and strengthening of national capacities.
32. WFP's expertise and experience in emergency preparedness and response presents an opportunity to further expand platforms and systems for cash-based transfers (CBTs) to reduce costs, contribute to local market development and strengthen local supply chains while delivering appropriate emergency interventions that meet the needs of affected populations. WFP will continue to fulfil its commitments and expectations in humanitarian response, aiming to save lives through effective food and nutrition assistance interventions for crisis-affected populations.
33. With its dual mandate, WFP is well-placed to deliver interventions that bridge the humanitarian-development-peace nexus. Local and regional initiatives, such as early recovery programmes in the Lake region, work being done with UNHCR to promote refugee self-reliance and the WFP Sahel resilience scale-up strategy, provide an opportunity for WFP to introduce a range of activities that address immediate food and nutrition needs and contribute to long-term gender-transformative hunger solutions and social cohesion.
34. Leveraging its technical capacities in analysis, crisis response and social safety nets, WFP can make a significant contribution to strengthening national capacities for hunger solutions, specifically in food security analysis and monitoring, early warning, disaster risk reduction and emergency preparedness and response. WFP will contribute to multi-stakeholder work on developing a national social protection system, shock-responsive safety nets and improved approaches to nutrition.

## 2.3 Strategic changes

35. The approach articulated in this country strategic plan (CSP) entails a number of important shifts that will allow WFP to make a more effective and lasting contribution to sustainable hunger and nutrition solutions in Chad. Vulnerability-based assistance will be built in from the early stages of emergency response, effecting a transition from a status-based response to a needs-based response. WFP will provide an integrated multi-year portfolio of safety nets based on geographic convergence and complementarity with partners to achieve collective outcomes that contribute to resilient livelihoods and social cohesion. Resilience activities will include asset creation, nutrition activities, education interventions, lean-season response, food production, transformation and procurement, climate-smart activities and disaster risk preparedness. Cross-cutting issues of gender equality, protection, accountability and environment will be embedded across all interventions. WFP will put capacity strengthening at the centre of its engagement with the Government, communities and partners.

## 3. WFP strategic orientation

### 3.1 Direction, focus and intended impacts

36. Although the primary focus of this five-year CSP is on humanitarian assistance and crisis response,<sup>19</sup> WFP plans to work with the Government to support the long-term resilience of people vulnerable to food insecurity, malnutrition and climate impacts through a transition from dependency on assistance to self-reliance. WFP will maintain and enhance its emergency-response capacity and activities that contribute to lifting the people most in need out of food insecurity, improving nutrition outcomes and providing opportunities to reduce gender inequalities, while progressively adapting its portfolio to life-changing interventions to support the country in achieving zero hunger by 2030.
37. The strategic outcomes are intrinsically linked through an integrated package of activities designed to build resilience and livelihoods over the long term; are targeted at people affected by crises—refugees, returnees, IDPs, malnourished people living with HIV and host communities, mostly along the border areas and Lake Chad (strategic outcome 1)—and populations in chronically vulnerable areas, mostly in the Sahel (strategic outcomes 2, 3 and 4); and are designed to strengthen national social protection, disaster management and early warning systems (strategic outcomes 5 and 6) so that the Government of Chad can over time take on increasing responsibility for managing humanitarian crises. WFP will meanwhile maintain a strong emergency capability in case of renewed stresses, crises or displacements.
38. WFP's interventions will contribute to building stable and peaceful communities where possible. WFP will support the most vulnerable and ensure that programming is sensitive to conflicts and to the protection needs of women and men of all ages.<sup>20</sup> WFP is committed to upholding humanitarian principles and ensuring that its beneficiaries are the focus of its work.
39. This CSP aims to provide support to 1.6 million<sup>21</sup> beneficiaries, for an estimated average annual cost of USD 266 million. The total cost of the CSP amounts to USD 1.3 billion.

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<sup>19</sup> Including hunger in conflicts, as linked to each other through Security Council resolution 2417 on the Protection of Civilians in armed conflict.

<sup>20</sup> With specific actions outlined in the WFP Chad gender action plan.

<sup>21</sup> Excluding overlaps between activities, e.g., children benefiting from nutrition interventions also belonging to households receiving general food assistance, and between years, e.g., households that are beneficiaries of multi-year resilience-strengthening interventions.

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

#### ***Strategic outcome 1: Crisis-affected people in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises***

40. WFP will ensure that the food security and nutrition needs of people affected by emergencies or displacement, malnourished people living with HIV or tuberculosis and host communities are met equitably, effectively and efficiently through an integrated assistance package (including school feeding) that tackles the multiple causes of food insecurity and malnutrition holistically.

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

41. This strategic outcome focuses on crisis response.

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

42. Five outputs contribute to strategic outcome 1:

- Crisis-affected beneficiaries (tier 1) receive timely and adequate unconditional food assistance that meet their food and nutrition requirements (Strategic Result 1) and support stability.
- Crisis-affected beneficiaries (tier 1) receive timely and adequate conditional food assistance for assets (FFA) or trainings to meet their food requirements (Strategic Result 1) while improving their livelihoods.
- Crisis-affected children aged 6–59 months, pregnant and lactating women and girls (PLWG) and people living with HIV or tuberculosis (tier 1) receive adequate and timely specialized nutritious food that treats and prevents malnutrition and meets their food requirements (Strategic Result 2).
- Crisis-affected children attending school (tier 1) receive timely and adequate school meals that meet their food requirements (Strategic Result 1).
- Crisis-affected beneficiaries (tier 1) receive nutrition messaging that improves nutrition-related practices (Strategic Result 2).

43. WFP will contribute to improved nutrition (SDG Target 2.2), sustainable food systems (SDG Target 2.4), health (SDG 3), education (SDG 4) and stability (SDG 16) as well as gender equality (SDG 5) through social and behavioural change communication (SBCC) measures. The strategic outcome is aligned with the national framework for crisis prevention and management objective of addressing population movements.

#### ***Key activities***

*Activity 1: Provide an integrated assistance package to crisis-affected people, including food assistance (conditional and/or unconditional), school meals and specialized nutritious food, to children and PLWG and people living with HIV or tuberculosis for malnutrition prevention and treatment.*

44. WFP will provide rapid, effective and integrated life-saving responses at the onset of crises. An integrated assistance package will include unconditional food and nutrition (prevention and treatment) assistance and, where appropriate, school meals.<sup>22</sup> If and where appropriate and to alleviate pressure, reduce potential friction and address protection concerns, host communities will be included in the initial emergency response. As crisis populations stabilize, WFP will shift from status- to vulnerability-based assistance.

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<sup>22</sup> To promote programme quality and sustainability, school meals and nutrition prevention and treatment will be planned and implemented in concert with similar activities under strategic outcomes 2 and 3.

45. For ongoing, protracted crises, WFP will provide a combination of unconditional and conditional integrated food and nutrition assistance. WFP and UNCHR have conducted joint socio-economic profiling of 87,725 households to assess and categorize the vulnerability of refugees, returnees and IDPs. The results will inform the design and implementation of food, nutrition and self-reliance interventions for these beneficiaries.
46. Less vulnerable households (i.e., those with better food consumption scores and owning assets, particularly productive assets) will stop receiving general unconditional food assistance, although children and PLWG in such households will continue to benefit from malnutrition treatment and prevention activities.
47. Moderately vulnerable households (i.e. those able to supplement humanitarian assistance) will receive conditional food assistance. This assistance is expected to cease within two years, assuming they become self-reliant. These households will also continue to benefit from nutrition interventions for young children and PLWG.
48. The socio-economic profiling exercise confirmed that 50.2 percent of displaced populations experiencing protracted crises continued to be extremely vulnerable. More of these most vulnerable households (48.7 percent) are headed by women than is the case for the other two vulnerable groups. The socio-economic profiling exercise also confirmed that group has low food consumption and limited access to productive assets. This group will receive unconditional food and nutrition assistance all year until such time as durable solutions such as repatriation, resettlement and inclusion in a national social protection system are in place.
49. To foster social cohesion in areas of displacement, WFP will extend the integrated package to the most vulnerable households in host communities. WFP will develop joint action plans with the United Nations Development Programme (UNDP), the United Nations Population Fund, the World Bank and the African Development Bank, all of which have ongoing initiatives targeting host communities.
50. Recognizing the growing focus on education in emergencies and protracted crises,<sup>23</sup> WFP will implement school meals for crisis-affected populations and host communities in crisis-affected areas. School meals will be served during the 180 days of the school year. Girls will receive take-home cash to encourage school attendance, and school cooks will receive cash for work. WFP will strengthen school food management committees and promote the equitable participation of women and men.
51. The package will include assistance for children aged 6–59 months and PLWG with specialized nutritious food, complemented by SBCC measures for women and men emphasizing malnutrition prevention and treatment and addressing gender-based violence.
52. People living with HIV will receive cash transfers that cover the costs of a basic food basket, address food and nutrition needs and facilitate anti-retroviral therapy adherence. HIV-related intervention will be targeted and implemented through health centres. The other nutrition components under this activity will also target PLWG and children under 5 under anti-retroviral therapy, complementing the cash transfers.

***Strategic outcome 2: Food-insecure people in targeted areas have access to adequate and nutritious food all year***

53. WFP will support the Government in providing seasonally food-insecure populations in the Sahel and the south with stable access to food through seasonal unconditional food assistance and school meals. Funding allowing, activities will be linked to nutrition assistance and the strengthening of sustainable food systems under strategic outcomes 3

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<sup>23</sup> The 2016 World Humanitarian Summit established the Education Cannot Wait fund.

and 4. Combined with capacity strengthening of relevant institutions, this will lay the foundation for building resilience to emergencies and limiting the impact of climate shocks (strategic outcome 5).

### **Focus area**

54. This strategic outcome focuses on resilience-building

### **Expected outputs**

55. Two outputs contribute to strategic outcome 2:

- Targeted beneficiaries (tier 1) receive timely and adequate food assistance that meets their food needs (Strategic Result 1).
- Children attending school (tier 1) receive timely and adequate school meals that meet their food requirements (Strategic Result 1) and support school attendance.

56. Through school meals, WFP will contribute to access to education (SDG 4), especially equal access for boys and girls (SDG 5).

### **Key activities**

*Activity 2: Provide seasonal food assistance to targeted food-insecure people.*

57. This activity is the first component of the approach of converging activities in the same geographical areas under this CSP. By design, its beneficiaries, who are mostly in the Sahel, overlap partially with those under nutrition activities 4 and 5 and resilience-building activity 7. By providing unconditional assistance under this activity during the yearly lean-season and combining it with conditional assistance outside of the lean season to increase resilience under activity 7 for two years, WFP will decrease long-term needs and caseloads. Nutrition support under activities 4 and 5 will be maintained throughout this period. Through its support for the emerging national social protection scheme under activity 8, WFP will work with the Government to enhance the national capacity to take over the remaining caseload in the long run.

58. This activity will be implemented in coordination with the Government, the food security cluster, the United Nations Children's Fund (UNICEF) and the Food and Agriculture Organization of the United Nations (FAO) for geographical targeting and sequencing of activities. In its inter-actions with its partners, WFP will advocate linking the humanitarian tools used for this activity to the development issues addressed through strategic outcomes 3 and 4 and designing assistance around the specific needs of the various beneficiaries, nutrition requirements and seasonality.

59. WFP will select geographical areas using the cadre harmonisé and the integrated context analysis, while prioritizing households in the areas identified through the regularly updated household economic analysis. General-purpose food or cash distributions will be sequenced with distributions conditioned on asset creation under activity 7. Interventions include explaining the programme's aims and duration and encouraging joint decision-making in households.

*Activity 3: Provide school meals to vulnerable children during the school year in a way that relies on and stimulates local production.*

60. WFP will support the Ministry of Education, regional and local school authorities, schools and communities with technical assistance and provide school meals to encourage school attendance. In its inter-actions with its partners it will advocate multi-sector, multi-actor education strategies that include school meals and nutrition. These strategies will be progressively mainstreamed into a Government-led, shock-responsive, nutrition-sensitive and gender-transformative safety net.

61. Funding allowing, this activity will be linked to local food systems (strategic outcome 4), equitably benefiting women and men to improve their livelihoods sustainably and provide nutritious food to schoolchildren. WFP will ensure that rations from direct delivery or local production correspond to the nutrition needs of the schoolchildren targeted under this activity. To encourage their attendance, girls will be provided with cash as well, as will the cooks in the school canteens.
62. Geographical targeting of schools will be based on the integrated context analysis, priority areas identified by the Government and school net enrolment ratios. The criteria for school selection are the regular presence of an official teacher, the existence of a food management committee and the capacity to prepare food.

***Strategic outcome 3: Vulnerable people in targeted areas have improved nutritional status all year***

63. Strategic outcome 3 focuses on preventing and treating malnutrition. WFP will adopt an integrated community-based participatory planning approach to preventing malnutrition and a life-cycle approach to informing assistance for children under 5. For PLWG, WFP will provide specialized nutritious food, SBCC measures and cash transfers conditioned on pre- and post-natal care attendance while respecting their protection needs and avoiding overburdening them with chores.
64. Malnutrition prevention will be prioritized in regions with global acute malnutrition rates over 15 percent, chronic malnutrition rates over 40 percent or global acute malnutrition rates over 10 percent in areas with a prevalence of high food insecurity, population movement or child diseases.
65. Malnutrition treatment will be provided through health facilities and sites at the community level via community-based participatory planning using the Centres for Learning, Nutritional Rehabilitation and Awareness model, which encourages mothers to take an active role in malnutrition management. Geographical targeting will be based on trend analyses of incidence of childhood disease and food insecurity in areas with global acute malnutrition rates over 10 percent.
66. SBCC measures will address nutrition and hygiene, family planning, gender equality and gender-based violence. Women and men will learn about equitable sharing of nutrition-related responsibilities in households, while community leaders and members will be made aware of healthy practices.

***Focus area***

67. This strategic outcome focuses on resilience-building.

***Expected outputs***

68. There are six outputs for strategic outcome 3:
  - Targeted children aged 6–23 months and PLWG (tier 1) receive adequate and specialized nutritious foods that prevent malnutrition (Strategic Result 2).
  - Targeted PLWG attending pre- and post-natal care (tier 1) receive timely and adequate cash enabling them to obtain maternal services and prevent infant malnutrition (Strategic Result 2).
  - Targeted beneficiaries (tier 1) receive nutrition-related messaging to improve nutrition-related practices and prevent malnutrition (Strategic Result 2).
  - Targeted children aged 6–59 months and PLWG (tier 1) receive adequate and specialized nutritious foods that treat malnutrition (Strategic Result 2).

- Targeted beneficiaries (tier 1) receive nutrition-related messaging to improve nutrition-related practices and treat malnutrition (Strategic Result 2).
  - Communities (tier 3) benefit from the availability of locally-produced fortified nutritious food products that support adequate nutrition (Strategic Result 2).
69. To inform SBCC measures under this strategic outcome and complementary activities under strategic outcomes 2 and 4, WFP is planning a multi-variable causal analysis of factors contributing to malnutrition, which will be combined with a Fill the Nutrition Gap analysis to engage national and private systems to review the gaps in nutrient intake and define strategies likely to increase access to nutritious diets.
70. WFP will contribute to improving health (SDG 3) and gender equality (SDG 5) through these outputs. Progress will be measured through national health assessments and reports on gender equality and gender-based violence.

### **Key activities**

*Activity 4: Provide a malnutrition prevention package of specialized nutritious food to children aged 6-23 months and PLWG; cash transfers to PLWG attending pre-/post-natal care; and SBCC measures for the latter and their communities.*

*Activity 5: Provide a malnutrition treatment package of specialized nutritious food to children aged 6-59 months and PLWG and SBCC measures for the latter and their communities.*

71. Both activities are part of joint initiatives coordinated with the ministries for health, education and agriculture, UNICEF, FAO and WHO as part of the Renewed Efforts against Child Hunger and undernutrition and Scaling Up Nutrition initiatives, including joint geographical targeting and division of labour and responsibilities. WFP is working with UNICEF on a joint standardized analysis framework for acute malnutrition. WFP's partnership with the women's association liaison and information unit (Cellule de Liaison et d'Information des Associations Féminines, or CELIAF), aimed at mainstreaming and addressing gender inequality in its SBCC measures, will be enhanced. Through this multi-sectoral approach addressing food habits, hygiene and gender roles, WFP aims to reduce the number of people requiring malnutrition treatment.
72. While evidence from post-distribution monitoring shows that malnutrition rates improve when food assistance is combined with blanket supplementary feeding, stability and coverage over time have been limited due to funding constraints. Following an assessment of which areas are most in need, WFP will concentrate its nutrition and food assistance efforts in those areas. Efforts will focus on areas in the Sahel.

*Activity 6: Provide adapted support to targeted people for local fortified nutritious food production.*

73. WFP will provide leadership on the implementation of the PRO-FORT joint project involving WFP, UNICEF, FAO, WHO, the Ministry of Public Health and the Ministry of Agriculture. Based on a value chain approach, the project supports local production of fortified foods for the local market to address chronic malnutrition. Specifically, WFP will provide technical expertise on food transformation, food safety and quality, supply chain practices (sourcing, storage and transportation) and marketing. Under the AFORT project, WFP will support female small processors to improve the quality, packaging and market connectivity of local artisanal products.

### **Strategic outcome 4: Food-insecure populations and communities in targeted areas have more resilient livelihoods and sustainable food systems all year**

74. WFP will support people in strengthening the resilience of the food systems they depend upon, through infrastructure and productive asset creation and rehabilitation. This strategic outcome is aimed at the beneficiaries that are targeted for seasonal food

assistance under strategic outcome 2 to enable them progressively to meet their own food needs.

75. Strategic outcome 4 incorporates WFP's three-pronged approach (integrated context analysis, seasonal livelihood programming and community-based participatory planning) to ensure the participation and engagement of partners, communities, national institutions and municipalities so that interventions equitably address the diverse needs, priorities, roles and workloads of women and men. Gender analyses and protection assessments will inform project planning to ensure that the infrastructure<sup>24</sup> and assets created or rehabilitated benefit the most vulnerable men and women of all ages. In line with WFP's 2017 environmental policy, all activities will integrate environmental and social considerations and comply with the requirements of WFP's environmental and social standards.

### **Focus area**

76. This strategic outcome focuses on resilience-building.

### **Expected outputs**

77. Strategic outcome 4 has three outputs:
- Targeted populations (tier 2) benefit from the assets built or restored to improve their resilience to natural shocks and adaptation to climate change (Strategic Result 4).
  - Targeted beneficiaries (tier 1) receive timely and adequate conditional food assistance that meets their short-term food needs (Strategic Result 1).
  - Targeted smallholders and other actors along the value chain (tier 1) benefit from strengthened technical capacities that improve their livelihoods and their access to structured markets, including in relation to home-grown school feeding (Strategic Result 3).
78. WFP will promote improved post-harvest storage through awareness-raising, training and support for the construction and management of household and community silos and will foster linkages with national food reserves to ensure food quality standards and safety. The resilience-building role of FFA will be reinforced by integrating services such as the provision of climate information to farmers to inform decisions on livelihood investments, crop choices and planting times. WFP will seek synergies to link smallholders with the supply chain to improve market access. The activity will provide the basis for complementing FFA activities with micro-insurance, marketing services, forecast-based financing and contingency funding in future CSPs.
79. These outputs will contribute to reducing poverty (SDG 1), the sustainable management and efficient use of natural resources (SDG 12) and climate action (SDG 13). With equal access to assets and gender analysis as a core element, the outputs will also contribute to gender equality (SDG 5) and stability (SDG 16).

### **Key activities**

*Activity 7: Provide livelihood and asset support, including the development or rehabilitation of natural and productive assets and infrastructure and local purchases, to food-insecure and at-risk people.*

80. This activity completes WFP's approach of geographic convergence of activities, providing communities in the target areas for strategic outcomes 2 and 3 with the tools and capacities

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<sup>24</sup> In accordance with the directive regulating all engineering services and construction activities in WFP operations, respecting the specific engineering skills, standards and technologies required for this activity.



to become self-reliant and independent from WFP assistance, in a manner that benefits women and men of all ages equally.

81. A recent partnership with the Agence Nationale d'Appui au Développement Rural (national rural development agency) will be further developed and WFP will update joint action plans with the ministries for agriculture, livestock, water and the environment. It will link women and men food producers to smallholder associations and support communities in developing nutrition-sensitive value chains linked to school canteens.
82. WFP will work with women to strengthen their capacity to negotiate for land with local authorities and their active membership in producer organizations. The alliance between CELIAF and WFP will be key to mainstreaming gender for equitable engagement and enjoyment of the benefits of asset creation. Gender analyses will inform community-based participatory planning to reflect the preferences and needs of women and men in various age groups.
83. Given Chad's infrastructure deficit, it would be beneficial to use FFA activities under this strategic outcome for infrastructure projects. WFP will work with its government counterparts to build national capacities and systems with the World Bank, FAO, the International Fund for Agricultural Development (IFAD), the European Union, the Agence Française de Développement (French Development Agency) and the African Development Bank. Geographic convergence of activities will enable synergies so that each partner can contribute to improving food security, nutrition, resilience and rural development according to its comparative advantages.

***Strategic outcome 5: National institutions have strengthened capacities to manage food security, nutrition and social protection policies and programmes, including programmes that support social cohesion and stability, all year***

84. Strengthening national and subnational capacities, WFP will support the formulation and governance of a permanent response-planning scheme for food security and nutrition that includes the Government's social protection system, is shock-responsive, HIV- and nutrition-sensitive and gender-transformative and ensures equitable access for women and men. To promote geographic convergence, WFP will strengthen cluster and coordination mechanisms and contribute to the implementation of a unified beneficiary registry, which helps to consolidate Government, United Nations and civil society interventions.

***Focus area***

85. This strategic outcome focuses on resilience-building.

***Expected outputs***

86. Strategic outcome 5 has three outputs:
  - Food-insecure people (tier 3) benefit from strengthened Government-led response, early-warning, coordination and social protection capacities, receiving timely, adequate, equitable, consistent and predictable assistance from the Government and WFP and its partners (Strategic Result 5).
  - Communities (tier 3) benefit from improved governance and coordination in awareness-raising and advocacy that improve their nutrition and resilience (Strategic Result 5).
  - Communities (tier 3) benefit from improved coordination of food and nutrition policy (Strategic Result 5).
87. Through these outputs, WFP will contribute to gender equality in food and nutrition policymaking (SDG 5), social protection systems (SDG 1) and stability (SDG 16).

**Key activities**

*Activity 8: Provide training and technical support to national institutions on the design and implementation of a permanent response-planning scheme for food security and nutrition with consolidated early-warning and coordination mechanisms, as well as a shock-responsive, nutrition-sensitive and gender-transformative safety net (supporting strategic outcomes 1 and 2); training and communication schemes for improved nutrition and resilient agricultural practices (strategic outcomes 3 and 4); and improved food and nutrition coordination mechanisms.*

88. WFP is piloting the use of a unified beneficiary registry to contribute to a common database managed by the Government and the humanitarian-development community, where the particular vulnerabilities of women and men of all ages are linked to specific climatic and insecurity shocks identified through integrated context analysis. As a major contributor of data to the registry, WFP will continue strategic and technical dialogue with the Government, the World Bank and other partners, to support the emerging national social protection scheme.
89. WFP will work with the Ministry of Agriculture to strengthen national capacity in crisis preparedness and response. It will provide training and technical support in food security and nutrition information management to the national food security and early-warning system in preparedness, response planning and the management of food reserve stocks to the national food security agency (Office National de Sécurité Alimentaire, or ONASA).
90. Supply chain capacities of national institutions, including in emergencies, will be strengthened according to their priorities, including with regard to contracting, transportation, storage management, distribution and food quality and safety. WFP will encourage government institutional reforms related to crisis response, early warning and emergency preparedness, policymaking and strategy implementation. WFP may expand its support for the strengthening of national nutritious food and health supply chains in collaboration with UNICEF, UNDP and other partners.

***Strategic outcome 6: Humanitarian and development partners in Chad have access to common services that enable them to reach and operate in targeted areas all year***

91. Under this strategic outcome WFP will work to provide common services to support the Government and WFP's partners in implementing the 2030 Agenda. WFP will provide information technology, supply chain, logistical and data collection and processing services, as well as aviation services through the United Nations Humanitarian Air Service (UNHAS).
92. Logistic services and UNHAS will prioritize remote areas to support partners in assisting hard-to-reach beneficiaries.

**Focus area**

93. This strategic outcome focuses on crisis response.

**Expected outputs**

94. Two outputs will contribute to strategic outcome 6:
  - Affected populations (tier 3) benefit from supply chain, information and communications technology, information management and other logistical services provided by WFP to partners, receiving timely and effective assistance (Strategic Result 8).
  - The needs of affected populations (tier 3) targeted by humanitarian partners are addressed using WFP's timely and cost-saving services (Strategic Result 8).
95. These outputs contribute to Chad's stability (SDG 16).

**Key activities**

*Activity 9: Provide supply chain, information and communications technology, information management and other logistical services to the humanitarian and development community.*

96. Building on its leadership in the logistics and emergency telecommunications sector, WFP supports United Nations agencies and other partners by providing supply chain services and information and communications technology support and renting out vehicles, warehouse-space and guesthouses in remote locations.
97. In Chad, WFP will contribute to defining common services and strengthening their delivery mechanisms, thereby increasing coordination among agencies and contributing to the efficiency and effectiveness of the United Nations system in the country.
98. The Ministry of Health and UNDP are considering using WFP's logistical support for transporting medicine and nutritious food to health centres, including supply chain capacity-building for relevant units. For the first time, in 2017 WFP successfully provided logistic services for the transport of mosquito nets to final distribution points.

*Activity 10: Provide UNHAS flight services to enable partners to reach areas of humanitarian intervention.*

99. Through UNHAS, WFP will provide air transportation to enable partners to reach people in need. Every week, UNHAS serves 19 destinations across the country. WFP will continue to enhance national aviation capacities by including aviation authorities in training events on aviation standards and safety and by repairing airstrips.

**3.3 Transition and exit strategies**

100. WFP will use this CSP to lay the foundations for later CSPs. Those foundations will consist of good practices based on multisectoral activities in specific geographical areas designed to reduce vulnerabilities and long-term needs; an evidence base on the role of gender and age in food security and nutrition, to ensure that interventions are increasingly tailored to the specific needs of women, men, girls and boys; and collective outcomes that the Government and the humanitarian-development community embrace and the Government can increasingly manage crisis and development responses for zero hunger.
101. This CSP is aimed at moving vulnerable populations from emergency assistance through recovery towards resilience and self-reliance, thus reducing the overall number of beneficiaries in the long term. Mainstreaming SBCC measures in nutrition activities and combining them with food assistance and resilience-strengthening activities under other strategic outcomes through geographic convergence will tackle the root causes of malnutrition, thus further reducing needs.
102. WFP will register its beneficiaries in a unified beneficiary registry to lay the groundwork for a phased hand-over to the national social protection system once it is operational. A main contributor of data, WFP will provide indicators sensitive to food insecurity and malnutrition as system coverage gradually expands.

## 4. Implementation arrangements

### 4.1 Beneficiary Analysis

<b>TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES* BY STRATEGIC OUTCOME AND ACTIVITY</b>						
<b>Strategic outcome</b>	<b>Activity</b>	<b>Boys</b>	<b>Girls</b>	<b>Men</b>	<b>Women</b>	<b>Total</b>
1	1. Integrated assistance package for crisis-affected people	209 196	246 553	112 070	179 311	<b>747 130</b>
2	2. Seasonal food assistance for targeted food-insecure people	149 826	155 375	122 080	127 629	<b>554 910</b>
	3. School meals for vulnerable children	72 597	93 912	2 175	2 901	<b>171 585</b>
3	4. Malnutrition prevention package for children aged 6–23 months and PLWG and their communities	79 350	119 025	0	99 188	<b>297 563</b>
	5. Malnutrition treatment package for children aged 6–59 months and PLWG and their communities	100 940	105 060	0	51 500	<b>257 500</b>
	6. Support for targeted people for local fortified nutritious food production	8 000	12 000	0	0	<b>20 000</b>
4	7. Livelihood and asset support for food-insecure and at-risk people	65 682	70 735	55 577	60 630	<b>252 624</b>
<b>Total</b>		<b>685 591</b>	<b>802 659</b>	<b>291 902</b>	<b>521 159</b>	<b>2 301 312 (1 574 663*)</b>

\* Excluding overlap

103. The number of direct beneficiaries under strategic outcome 1<sup>25</sup> is likely to remain stable during implementation of the CSP due to the prevailing conflict and insecurity in neighbouring countries and the potential for new displacements. However, WFP will adjust its food assistance to displaced people based on the provision of assistance conditioned on asset creation and ongoing efforts to promote the resettlement of long-term refugees in communities instead of camps. It will use biometric registration and its SCOPE beneficiary and transfer management system to facilitate vulnerability-based assistance.
104. By supporting the transition of seasonally or chronically food-insecure people to assistance conditioned on asset creation and addressing the root causes of malnutrition through SBCC measures, community-based participatory planning and food fortification, WFP will

<sup>25</sup> Beneficiaries of strategic outcome 1: 321,000 Sudanese refugees in the east, 106,000 Central African refugees and returnees in the south and 9,600 Nigerian refugees and 150,000 IDPs in the Lake region, 101,000 members of host communities, up to 52,000 people in sudden-onset crises (high-energy biscuit stock) and 6,500 school meal cooks.

decrease dependence on assistance and lower the number of beneficiaries under strategic outcomes 2–4.<sup>26</sup>

105. Across the strategic outcomes, improved targeting with gender and age at the core,<sup>27</sup> synergies, capacity strengthening and complementarities with partners and the Government will benefit a significant number of indirect beneficiaries. The number of WFP beneficiaries is expected to decrease by 2023.

## 4.2 Transfers

### Food and cash-based transfers

Strategic outcome 1												
Activity 1												
Beneficiary type	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 (girls' take-home rations)	Cooks (cash for work)	PLW (prevention)	Children 6-23 months (prevention)	PLW (treatment)	Children 6-59 months (treatment)
Modality	Food	Food	CBTs	Food	CBTs	Food	CBTs	CBTs	Both	Food	Food	Food
Cereals		425		425		150						
Pulses		100		100		25						
Oil		35		35		15			25		25	
Salt		5		5		3						
Sugar												
Supercereal									200		200	
Supercereal Plus										100		
Micronutrient powder												
Plumpy'Sup												100
High-energy biscuits	125											
Total kcal/day		2 175		2 175		726			973	394	973	535
% kcal from protein		13.4		13.4		12.4			12.6	16.6	12.6	10.5
Cash (USD/person/day)			0.375 <sup>a</sup>		0.5 <sup>b</sup>		0.04 <sup>b</sup>	0.3 <sup>b</sup>	0.17 <sup>b</sup>			
Number of feeding days per year	3	360	360	120	120	180	180	180	360	360	180	90

<sup>26</sup> The number of beneficiaries under strategic outcomes 2–4 is expected to be 1.6 million.

<sup>27</sup> WFP will continuously evaluate and update its targeting mechanisms to make them more responsive to gender inequalities.

	Strategic outcome 2					Strategic outcome 3					Strategic outcome 4	
	Activity 2		Activity 3			Activity 4		Activity 5		Activity 6	Activity 7	
Beneficiary type	Seasonally food-insecure people (GFD)	Seasonally food-insecure people (GFD)	Schoolchildren (on-site)	Schoolchildren (girls' take-home rations)	Cooks (cash for work)	PLW (prevention)	Children 6-23 months (prevention)	PLW (treatment)	Children 6-59 months (treatment)	Children 6-23 months (fortification)	Food-insecure people (FFA)	Food-insecure people (FFA)
Modality	Food	CBTs	Food	CBTs	CBTs	Both	Food	Food	Food	Food	Food	CBTs
Cereals	425		150								425	
Pulses	100		25								100	
Oil	35		15			25		25			35	
Salt	5		3								5	
Sugar												
Supercereal						200		200				
Supercereal Plus							100					
Micronutrient powder										0.5 <sup>c</sup>		
Plumpy'Sup									100			
Total kcal/day	2 175		726			973	394	973	535		2 175	
% kcal from protein	13.4		12.4			12.6	16.6	12.6	10.5		13.4	
Cash (USD/person/day)		0.375 <sup>a</sup>		0.04 <sup>b</sup>	0.3 <sup>b</sup>	0.17 <sup>b</sup>						0.5 <sup>b</sup>
Number of feeding days per year	120	120	180	180	180	180	180	180	90	360	120	120

GFD: general food distribution

<sup>a</sup> Based on a food basket of sorghum, peas, peanut oil, salt and sugar at market prices, corresponding to 2,191 kcal/person/day.

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

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

Food type/cash-based transfers	Total (mt)	Total (USD)
Cereals	390 633	102 475 719
Pulses	90 647	44 682 674
Oil and fats	40 755	43 854 703
Mixed and blended foods	116 031	114 348 763
Other	5 185	2 055 782
<b>Total (food)</b>	<b>643 251</b>	<b>307 417 640</b>
Cash-based transfers		284 643 553
<b>Total (food and cash-based transfer value)</b>	<b>643 251</b>	<b>592 061 193</b>

106. WFP will use in-kind transfers, CBTs or a combination of the two, depending on context. Its choice will be determined by the principles of effectiveness, efficiency, economy and safety.
107. Community-based participatory planning and SBCC will ensure that transfers help beneficiaries meet their food and nutrition needs, respecting the local preferences of women and men. Market monitoring systems will ensure that transfer values are aligned with market prices. Rations and choice of supplementary and specialized food will be based on individual nutrient requirements.

### **Capacity Strengthening, Including South–South Cooperation**

108. This CSP follows the five pathways outlined in WFP's draft framework for country capacity strengthening:
  - *Policies and legislation.* Jointly with the World Bank, WFP will support the Government in the design and delivery of policies for a gender-transformative and shock-responsive social protection system, including the development of indicators for the unified beneficiary registry.
  - *Institutional accountability.* Through the unified beneficiary registry, WFP will assist the Government in the gender-sensitive management of its programmes. WFP will support the restructuring of the government food security and nutrition coordination mechanism. ONASA and the Food Quality Control Centre (Centre de Contrôle de Qualité des Denrées Alimentaires) will be strengthened in terms of procurement standards and procedures, planning, handling, packaging, warehousing, transportation, fleet management, distribution, delivery, food quality and safety, information tracking and collection and emergency preparedness.
  - *Strategic planning and financing.* Continuing the strengthening of national early-warning systems, WFP will ensure that its partners' decision-making is informed by representative age-, sex- and disability-disaggregated data, along with gender analyses.
  - *Stakeholder programme design and management.* WFP will continue to strengthen the food security cluster and the Renewed Efforts against Child Hunger and undernutrition capacity strengthening plan for 2018. It will support coordination among its government, civil society and implementation partners and their efforts to raise awareness of better nutrition practices and gender equality.
  - *Engagement and participation of non-state actors.* Together with the World Bank, WFP will promote the use of the unified beneficiary registry by all national and international members of the humanitarian and development community in Chad. This will enable future coordination of needs assessments and interventions.

### **4.3 Supply chain**

109. Operating in a landlocked country with severe infrastructure constraints and natural and security hazards, the supply chain will have to remain agile if it is to provide timely and effective support services. To support its activities, WFP will continue to procure food internationally or nationally through local farmer organizations and traders, based on cost-effectiveness.
110. Using its logistics infrastructure and expertise and acting as an interface between the Government, the private sector and various organizations, WFP will strengthen national supply chains and support major partners in achieving other SDGs through the provision of supply chain services on a full cost recovery basis.

#### **4.4 Country office capacity and profile**

111. Country office capacity will need to be enhanced in order to scale up nutrition and resilience activities. Based on a staffing exercise supported by the regional bureau Dakar in 2018, WFP will increase staff capacities in these key areas in its sub-offices.
112. WFP is introducing a new graduate internship programme mainly targeting recent female graduates, which will recognize potential while advancing towards gender parity among national staff. This programme has shown very favourable results to date and will be scaled up over the period of the CSP.

#### **4.5 Partnerships**

113. The partnership action plan for Chad identifies the Government as WFP's primary partner. All activities under this CSP are aligned with government plans and policies, requiring partnerships with line ministries at the national and subnational levels, including for capacity strengthening. WFP will position itself as the Government's partner of choice and the foremost expert and agenda-setter for food security and nutrition.
114. Actions concerning international development actors will focus on collective outcomes and how WFP can add value to them through its approach of geographically converged activities, its expertise and innovations. Partners were involved in developing collective outcomes for this CSP and shared their strategies with WFP.
115. Civil society organizations, most of which are national, are WFP's main partners in designing and implementing activities. The increased focus on strengthening resilient food systems requires strengthening partnerships with national universities to deploy students to resilience sites. WFP's partnership with CELIAF supports the gender-transformative approach of this CSP.
116. The private sector is an essential implementing partner for CBTs. With the expected economic stability, WFP will expand its partnerships with private companies and mobilize their interest in zero hunger.
117. The United Nations system in Chad has recognized the need for inter-agency geographic convergence. WFP will regularly update existing joint strategies and action plans with UNHCR, UNICEF and FAO and develop new ones with UNDP and the United Nations Population Fund. It will maintain cluster engagement and strengthen the technical committees of existing joint projects.

### **5. Performance management and evaluation**

#### **5.1 Monitoring and evaluation arrangements**

118. WFP will develop a monitoring and evaluation strategy emphasizing outcomes and long-term impacts on food security and nutrition. It will commission gender-responsive longitudinal studies on modality changes, the situation of non-targeted or excluded households, assistance interruptions and access limitations.
119. Outputs will be monitored, with sex-, age-, disability-, resident status- and geographical-disaggregated data and information on tonnages and the general progress of activities collected by cooperating partners and reported monthly to WFP. WFP will use innovative study design and analysis techniques to ensure that specific subpopulation data are captured.
120. WFP will conduct at least one strategic outcome monitoring exercise per relevant activity and beneficiary group per year. Operational monitoring will include WFP indicators for protection and accountability to affected populations (AAP). Partner reports, household surveys, interviews and focus group discussions will be used. WFP will use handheld devices,



in line with WFP corporate guidance. Monitoring results will be analysed on a regular basis and key findings shared with relevant sub-offices and units.

121. Strengthening gender-responsive monitoring and evaluation capacity will remain a priority, supporting the Government in measuring progress towards the SDG 2 targets. WFP will develop a five-year monitoring, review and evaluation plan to assess performance and measure the impact of its activities.
122. In 2019, a review focused on refugees will be conducted (strategic outcome 1). A decentralized evaluation will focus on recovery and resilience-building activities (strategic outcomes 2–4) in 2020 to provide evidence on regional convergence of activities 2, 3, 4, 5 and 7. A mid-term review will be undertaken in 2021 to align with the Vision 2030 and UNDAF planning cycles. In 2022, WFP's Office of Evaluation will undertake an independent country portfolio evaluation of this CSP.
123. In the Lake region, WFP is piloting joint monitoring with the national rural development agency (Agence Nationale d'Appui au Développement Rural), which it seeks to scale up in other regions. Due to security constraints, WFP uses a third party contracted monitoring service for process monitoring in some parts of the same region.
124. WFP is looking into the potential of engaging unemployed young people in refugee camps as assistants to field monitors, through food or cash for work, to overcome language barriers and establish greater trust with the people being assisted. WFP will develop quarterly monitoring plans, recommending to sub-offices which sites to visit, and yearly checklists with factors to monitor for each activity and modality (including food basket quality and quantity and beneficiary satisfaction). WFP will hold monthly meetings with its sub-offices to assess activities based on process and output monitoring. Lessons learned from monitoring, reviews and decentralized evaluations will inform the interventions of WFP and its partners.

## **5.2 Risk Management**

### ***Contextual risks***

125. Large-scale climate shocks can exacerbate vulnerabilities, affecting food insecurity and malnutrition levels. WFP has geared this CSP towards gender-transformative resilience-building for households and communities through strengthening food systems and towards strengthening national capacities for early-warning systems and response.
126. Insecurity along the borders and in the Lake region are expected to continue, leading to further population movements. These in turn aggravate competition for scarce resources and give rise to social strife. Together with UNHCR, WFP will promote the integration of refugees into host populations and, together with partners, support the host populations to alleviate pressure.
127. Staff security will be ensured through compliance with minimum operating security standards, the use of UNHAS, the establishment of secure access to project areas and the use of military escorts as a last resort.

### ***Programmatic risks***

128. Social strife and violence can affect the personal security of beneficiaries and may even be exacerbated by WFP assistance. WFP will employ gender analyses and protection assessments throughout all of its interventions and apply the "do no harm" principle. It will improve its AAP by establishing a complaint and feedback mechanism and other AAP measures.

129. Fluctuating food prices can affect the impact of CBTs, while infrastructure constraints in the rainy season can affect transport costs and the timeliness of assistance. WFP will mitigate this risk through improved market analyses.
130. The Government and other partners require adequate institutional and staff capacities. WFP will train key government staff to support national policies and programmes, data management and gender-specific food security and nutritional assessments.

### ***Institutional risks***

131. The provision of integrated packages of assistance and the strengthening of self-reliance requires that staff in WFP's country office and sub-offices have specific capacities. With support from the regional bureau, the country office conducted a review of its staff structure to identify gaps and define the appropriate staff profiles for supporting CSP implementation.
132. Severe funding shortfalls would require reducing rations and prioritizing life-saving activities over strengthening self-reliance. WFP has included mitigation scenarios in its partnership action plan in case of funding shortfalls.

## **6. Resources for results**

### **6.1 Country portfolio budget**

<b>TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)</b>						
<b>Strategic outcome</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
<b>1</b>	152 172 460	153 530 153	157 916 256	159 519 901	161 074 951	<b>784 213 720</b>
<b>2</b>	51 145 589	53 334 561	40 919 498	42 595 254	35 706 798	<b>223 701 699</b>
<b>3</b>	23 306 679	23 846 537	24 545 748	23 586 465	22 756 344	<b>118 041 774</b>
<b>4</b>	19 967 560	20 356 089	22 082 330	24 112 954	26 096 760	<b>112 615 693</b>
<b>5</b>	1 448 822	1 313 862	1 333 689	1 339 618	1 347 253	<b>6 783 244</b>
<b>6</b>	15 861 946	16 539 183	16 978 347	17 042 403	17 331 562	<b>83 753 440</b>
<b>Total</b>	<b>263 903 055</b>	<b>268 920 385</b>	<b>263 775 867</b>	<b>268 196 595</b>	<b>264 313 668</b>	<b>1 329 109 571</b>

133. WFP's emphasis throughout this CSP will remain on saving and changing the lives of women and men refugees, returnees and IDPs, which represents 59 percent of the total budget. Another 34 percent of the budget will be used to support people affected by recurrent climate events and other vulnerable people under strategic outcomes 2–4. WFP has allocated USD 250 million to gender-related costs.
134. While gradually increasing resilience and food system support leads to initial cost increases under certain strategic outcomes, over the years it will gradually decrease overall costs by decreasing the number of beneficiaries. Support for the Government and the humanitarian and development community in Chad will be scaled up under strategic outcomes 5 and 6.

### **6.2 Resourcing outlook**

135. Net official development assistance was USD 624.5 million in 2016, with 64 percent allocated to crisis response, 11 percent to debt-related actions and 25 percent to development. Over the past years, emergency funding in Chad has been marked by a steady reduction, while WFP has intensified its efforts to mobilize resources for resilience-building.

136. On average, between 2013 and 2017 the country office received USD 105 million per year. Based on data from past years, WFP expects that life-saving activities for displaced populations and seasonal assistance to local communities (strategic outcomes 1 and 2) will represent 46 and 43 percent of total contributions, respectively. Based on indications from donors, strategic outcomes 3 and 4 will be funded at 29 and 20 percent. The last two strategic outcomes are expected to be 89 and 83 percent funded.

### **6.3 Resource mobilization strategy**

137. WFP will increase engagement with established donors and pursue partnerships with emerging donors. New sources of funding will be sought in order to diversify the donor base, including through partnerships with development banks and South-South cooperation. WFP will communicate regularly with donors and facilitate field visits to demonstrate best practices, results and impacts. WFP will scale-up its donor visibility efforts through social media, special events and audio and visual media.<sup>28</sup>

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<sup>28</sup> Specific actions for partners are defined in the partnership action plan.

## ANNEX I

## LOGICAL FRAMEWORK FOR CHAD COUNTRY STRATEGIC PLAN (2019-2023)

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food**

**Strategic outcome 1: Crisis-affected people in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises**

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

Focus area: crisis response

**Assumptions**

Security situation remains stable

Political stability

Available resources

**Outcome indicators**

Anti-retroviral therapy (ART) default rate

Attendance rate

Consumption-based coping strategy index (average)

Dietary diversity score

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (average)

Moderate acute malnutrition (MAM) treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Proportion of beneficiaries who recall and practice a key nutrition message

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

Proportion of eligible population that participates in programme (coverage)

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

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

Retention rate

### **Activities and outputs**

#### **1. Provide an integrated assistance package to crisis-affected people, including food assistance (conditional and/or unconditional), school meals, and specialized nutritious food, to children and PLWG and people living with HIV or tuberculosis for malnutrition prevention and treatment (URT: Unconditional resource transfers to support access to food)**

Crisis-affected beneficiaries receive nutrition messaging that improves nutrition-related practices. (E: Advocacy and education provided)

Crisis-affected beneficiaries receive timely and adequate conditional food assistance for assets (FFA) or trainings to meet their food requirements while improving their livelihoods (A: Resources transferred)

Crisis-affected beneficiaries receive timely and adequate conditional food assistance for assets (FFA) or trainings to meet their food requirements while improving their livelihoods (C: Capacity development and technical support provided)

Crisis-affected beneficiaries receive timely and adequate conditional food assistance for assets (FFA) or trainings to meet their food requirements while improving their livelihoods. (D: Assets created)

Crisis-affected beneficiaries receive timely and adequate unconditional food assistance that meet their food and nutrition requirements and support stability. (A: Resources transferred)

Crisis-affected children aged 6–59 months, PLWG, and people living with HIV or tuberculosis receive adequate and timely specialized nutritious food that treats and prevents malnutrition and meets their food requirements. (A: Resources transferred)

Crisis-affected children aged 6–59 months, PLWG, and people living with HIV or tuberculosis receive adequate and timely specialized nutritious food that treats and prevents malnutrition and meets their food requirements. (B: Nutritious foods provided)

Crisis-affected children attending school receive timely and adequate school meals that meet their food requirements (A: Resources transferred)

**Strategic outcome 2: Food-insecure people in targeted areas have access to adequate and nutritious food all year**

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

nutrition-sensitive

Focus area: resilience-building

**Assumptions**

Security situation remains stable

Political stability

Available resources

**Outcome indicators**

Attendance rate

Consumption-based coping strategy index (average)

Dietary diversity score

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (average)

Minimum dietary diversity – women

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

Retention rate

**Activities and outputs**

**3. Provide school meals to vulnerable children during the school year in a way that relies on and stimulates local production (SMP: School meal activities)**

Children attending school receive timely and adequate school meals that meet their food requirements and support school attendance (A: Resources transferred)

**2. Provide seasonal food assistance to targeted food-insecure people (URT: Unconditional resource transfers to support access to food)**

Targeted beneficiaries receive timely and adequate food assistance that meets their food needs (A: Resources transferred)

**Strategic Objective 2: Improve nutrition**

**Strategic Result 2: No one suffers from malnutrition**

**Strategic outcome 3: Vulnerable people in targeted areas have improved nutritional status all year** Outcome category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: resilience-building

**Assumptions**

Security situation remains stable

Political stability

Available resources

**Outcome indicators**

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Proportion of beneficiaries who recall and practice a key nutrition message

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

Proportion of eligible population that participates in programme (coverage)

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

### **Activities and outputs**

#### **6. Provide adapted support to targeted people for local fortified nutritious food production (SMS: Smallholder agricultural market support activities)**

Communities benefit from the availability of locally-produced fortified nutritious food products that support adequate nutrition (C: Capacity development and technical support provided)

#### **4. Provide a malnutrition prevention package of specialized nutritious food to children aged 6–23 months and PLWG; cash transfers to PLWG attending pre-/post-natal care; and SBCC measures for the latter and their communities (NPA: Malnutrition prevention activities)**

Targeted beneficiaries receive nutrition-related messaging to improve nutrition-related practices and treat malnutrition (E: Advocacy and education provided)

Targeted children aged 6–23 months and PLWG receive adequate and specialized nutritious foods that prevent malnutrition (A: Resources transferred)

Targeted PLWG attending pre- and post-natal care receive timely and adequate cash enabling them to obtain maternal services and prevent infant malnutrition (A: Resources transferred)

#### **5. Provide a malnutrition treatment package of specialized nutritious food to children aged 6–59 months and PLWG and SBCC measures for the latter and their communities (NTA: Nutrition treatment activities)**

Targeted beneficiaries receive nutrition-related messaging to improve nutrition-related practices and treat malnutrition (E: Advocacy and education provided)

Targeted children aged 6–59 months and PLWG receive adequate and specialized nutritious foods that treat malnutrition (A: Resources transferred)



Targeted children aged 6–59 months and PLWG receive adequate and specialized nutritious foods that treat malnutrition (B: Nutritious foods provided)

### **Strategic Objective 3: Achieve food security**

#### **Strategic Result 4: Food systems are sustainable**

**Strategic outcome 4: Food-insecure populations and communities in targeted areas have more resilient livelihoods and sustainable food systems all year**

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

nutrition-sensitive

Focus area: resilience-building

#### **Assumptions**

Security situation remains stable

Political stability

Available resources

#### **Outcome indicators**

Consumption-based coping strategy index (average)

Dietary diversity score

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (average)

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

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

Proportion of the population in targeted communities reporting environmental benefits

## Activities and outputs

### **7. Provide livelihood and asset support, including the development or rehabilitation of natural and productive assets and infrastructure and local purchases, to food-insecure and at-risk people (CAR: Climate adaptation and risk management activities)**

Targeted beneficiaries receive timely and adequate conditional food assistance that meets their short-term food needs (A: Resources transferred)

Targeted populations benefit from assets built or restored to improve their resilience to natural shocks and adaptation to climate change (D: Assets created)

Targeted smallholders and other actors along the value chain benefit from strengthened technical capacities that improve their livelihoods and their access to structured markets, including in relation to home-grown school feeding (C: Capacity development and technical support provided)

## **Strategic Goal 2: Partner to support implementation of the SDGs**

### **Strategic Objective 4: Support SDG implementation**

#### **Strategic Result 5: Countries have strengthened capacity to implement the SDGs**

**Strategic outcome 5: National institutions have strengthened capacities to manage food security, nutrition, and social protection policies and programmes, including programmes that support social cohesion and stability, all year**

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience-building

## **Assumptions**

Security situation remains stable

Political stability

Conducive environment for collaboration with national institutions

## **Outcome indicators**

Zero hunger capacity scorecard

## Activities and outputs

**8. Provide training and technical support to national institutions on the design and implementation of a permanent response-planning scheme for food security and nutrition with consolidated early-warning and coordination mechanisms, as well as a shock-responsive, nutrition-sensitive and gender-transformative safety-net (supporting strategic outcomes 1 and 2), training and communication schemes for improved nutrition and resilient agricultural practices (strategic outcomes 3 and 4); and improved food and nutrition coordination mechanisms (CSI: Institutional capacity strengthening activities)**

Food-insecure people benefit from strengthened Government-led response, early-warning, coordination and social protection capacities, receiving timely, adequate, equitable, consistent and predictable assistance from the Government and WFP and its partners (C: Capacity development and technical support provided)

Communities benefit from improved coordination of food and nutrition policy (M: National coordination mechanisms supported)

Communities benefit from improved governance and coordination in awareness-raising and advocacy that improve their nutrition and resilience (C: Capacity development and technical support provided)

## Strategic Objective 5: Partner for SDG results

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

**Strategic outcome 6: Humanitarian and development partners in Chad have access to common services that enable them to reach and operate in targeted areas all year**

Outcome category: Enhanced common coordination platforms

Focus area: crisis response

## Assumptions

Security situation remains stable

Conducive environment for service provision

Available resources

**Outcome indicators**

User satisfaction rate

**Activities and outputs****9. Provide supply chain, information and communications technology, information management and other logistical services to the humanitarian and development community (CPA: Service provision and platforms activities)**

Affected populations benefit from supply chain, information and communications technology, information management and other logistical services provided by WFP to partners, receiving timely and effective assistance (H: Shared services and platforms provided)

**10. Provide UNHAS flight services to enable partners to reach areas of humanitarian intervention (CPA: Service provision and platforms activities)**

The needs of affected populations targeted by humanitarian partners addressed using WFP's timely and cost-saving services (H: Shared services and platforms provided)

## **Strategic Goal 1: Support countries to achieve zero hunger**

### **C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences**

#### **Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

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

#### **Cross-cutting indicators**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

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

#### **Cross-cutting indicators**

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

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

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

### **C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**

#### **Cross-cutting indicators**

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

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOMES (USD)							
	Strategic Result 1/ SDG Target 2.1	Strategic Result 1/ SDG Target 2.1	Strategic Result 2/ SDG Target 2.2	Strategic Result 4/ SDG Target 2.4	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Focus area	Crisis response	Resilience-building	Resilience-building	Resilience-building	Resilience-building	Crisis response	
Transfer	680 180 843	189 868 216	94 844 558	92 223 864	4 447 769	74 692 476	<b>1 136 257 724</b>
Implementation	37 061 730	14 749 473	13 119 091	10 769 300	1 756 220	1 908 636	<b>79 364 451</b>
Adjusted direct support costs	19 108 337	5 430 855	2 873 698	2 749 272	165 254	2 040 616	<b>32 368 032</b>
Subtotal	736 350 911	210 048 544	110 837 347	105 742 435	6 369 243	78 641 728	<b>1 247 990 207</b>
Indirect support costs (6.5%)	47 862 809	13 653 155	7 204 428	6 873 258	414 001	5 111 712	<b>81 119 363</b>
<b>Total</b>	<b>784 213 720</b>	<b>223 701 699</b>	<b>118 041 774</b>	<b>112 615 693</b>	<b>6 783 244</b>	<b>83 753 440</b>	<b>1 329 109 571</b>

## Acronyms used in the document

AAP	accountability to affected populations
CBT	cash-based transfer
CELIAF	<i>Cellule de Liaison et d'Information des Associations Féminines</i> (women's association liaison and information unit)
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GDP	gross domestic product
IDP	internally displaced person
MAM	moderate acute malnutrition
ONASA	Office National de Sécurité Alimentaire (national food security agency)
PLWG	pregnant and lactating women and girls
SBCC	social and behavioural change communication
SDG	Sustainable Development Goal
UNDAF	United Nations development assistance framework
UNDP	United Nations Development Programme
UNHAS	United Nations Humanitarian Air Services
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization