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Zambia country strategic plan (2023–2028)

Duration	1 July 2023–30 June 2028
Total cost to WFP	USD 98,463,341
Gender and age marker*	3

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

Executive summary

Zambia has made steady progress towards achieving Sustainable Development Goals 2 and 17 despite some stagnation due to the coronavirus disease 2019 pandemic, climate change and economic contraction. As part of efforts to reach Sustainable Development Goal 2, the Government recently increased the coverage of safety net programmes with the aim of increasing access to food for more than 3 million very poor people. Despite improvements, stunting rates in Zambia remain among the highest in sub-Saharan Africa, including 17 percent of girls age 10–14. This presents an urgent need for integrated programming that ensures food and nutrition security while protecting livelihoods and building the resilience of people, communities and food systems.

In line with Sustainable Development Goal 17, a hybrid financing model including domestic revenue, domestic and foreign borrowing and private sector engagement through public-private partnerships, foreign direct investment and cooperating partners has been utilized to support the implementation of the Sustainable Development Goals. However, the fiscal space remains constrained as static government revenue and public sector debt hamper the Government's ability to invest in social sectors.

The WFP country office will work on strengthening and restoring local and national food systems to enable them to withstand shocks and stressors. There will be a strong focus on building local, diverse, sustainable and commercially viable food value chains, including in urban areas, as well as on nutrition and resilience building programming. Leveraging existing and new partnerships with the Government, the private sector, the Food and Agriculture Organization of the

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United Nations and other United Nations bodies, non-governmental organizations and research centres, the country office will undertake innovative, climate-sensitive and evidence-based activities that contribute to the food systems and the Government socioeconomic transformation agenda with the aim of making progress towards zero hunger.

Leveraging its comparative advantages in Zambia, WFP will implement a five-year plan based on Sustainable Development Goals 2 and 17 and the WFP strategic plan for 2022–2025 and aligned with the United Nations sustainable development cooperation framework for Zambia for 2023–2027, Zambia’s national Vision 2030 and the eighth national development plan. The country strategic plan sets out five integrated outcomes.

- Outcome 1: Food-insecure people in Zambia (including refugees) affected by shocks are better able to meet their essential food security and nutrition needs in anticipation of, during and in the aftermath of crises.
- Outcome 2: Populations at risk of malnutrition in Zambia have improved access to and consumption of safe and diverse nutrient-dense food all year round.
- Outcome 3: Food-insecure and risk-prone smallholder farming populations, especially women, youth and people with disabilities in targeted rural and urban areas, are enabled to withstand climate change and other shocks and benefit from more resilient food systems through increased incomes that contribute to improved nutrition and food diversity and increased economic and livelihood opportunities by 2030.
- Outcome 4: National institutions in Zambia have strengthened capacity to design policies and programmes that promote the enhancement of national food systems and deliver national emergency preparedness, anticipatory and response programmes, nutrition-sensitive, shock-responsive social protection, supply chain systems and sustainable food security programmes by 2030.
- Outcome 5: Humanitarian and development actors in Zambia have improved access to on-demand services and benefit from innovative, effective and cost-efficient supply chain capacity by 2030.

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

To implement the new country strategic plan, the country office will utilize South–South and triangular cooperation to mobilize technical and financial support, leveraging partnerships with the Government to access funds from multilateral and international financial institutions. The country office will also leverage the United Nations sustainable development cooperation framework and coordination platforms for the Rome-based agencies to foster joint programming and resource mobilization. Lastly, the country office will strengthen private sector partnerships for funding and provide expertise to beneficiaries, including value chain actors.

Draft decision*

The Board approves the Zambia country strategic plan (2023–2028) (WFP/EB.A/2023/8-A/4) at a total cost to WFP of USD 98,463,341.

* 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. Zambia is a resource-rich, landlocked developing country¹ that shares borders with Angola, Botswana, the Democratic Republic of the Congo, Malawi, Mozambique, Namibia, the United Republic of Tanzania and Zimbabwe. The population is growing at an average annual rate of 2.9 percent and reached 19.6 million in 2022. This trend is expected to continue as the large number of young people matures, increasing the demand for jobs.²
2. Climate change poses significant challenges to Zambia in its efforts to combat poverty, reduce food insecurity and sustainably manage natural resources. The country is experiencing more extreme weather events including intense rainfall, floods and droughts coupled with high temperatures, which have major impacts on agriculture, water resources, human health, biodiversity, energy and infrastructure.³
3. Zambia is ranked 146th of 189 countries on the Human Development Index,⁴ with a score of 0.584, and 77 percent of the rural population lives in poverty. The poverty rate among households headed by women is high at 57 percent and income inequality is widening, with a Gini of 0.57. Nonetheless, Zambia is one of the countries that has achieved control of the HIV/AIDS pandemic, having met the 90:90:90 targets of the Joint United Nations Programme on HIV/AIDS.
4. Zambia's economy rebounded in 2021, when gross domestic product (GDP) grew at 4.6 percent, up from a contraction of 2.8 percent in 2020 during the coronavirus disease 2019 (COVID-19) pandemic. This recovery has largely been driven by increases in copper prices, post-election market confidence and continued recovery in the agriculture sector. The International Monetary Fund projects that Zambia's real GDP growth will be 3.1 percent in 2022, 3.6 percent in 2023 and 4.8 percent in 2027.⁵
5. Despite significant progress in promoting the rights of women and girls, more action to increase gender equality is needed. Zambia's score on the Gender Inequality Index⁶ rose from 0.517 in 2017 to 0.540 in 2018, signifying an increase in inequality. Women make up only 20 percent of the workforce in traditionally male-dominated industries and their participation in decision making at all levels of governance in both the civil service and the private sector continues to be limited.⁷
6. Stunting prevalence among children under 5 in Zambia fell from 41 percent in 2009 to 35 percent in 2018, a level that is among the highest in sub-Saharan Africa. This is attributable to inadequate nutrition education, dietary practices, water, sanitation and hygiene facilities and overreliance on maize and lack of crop diversification. Addressing these challenges requires multifaceted sectoral interventions that target men and women using gender-transformative social and behavioural change communication (SBCC).

¹ United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. [Vienna Programme of Action web page](#).

² World Bank Group. [Zambia Overview web page](#).

³ United States Agency for International Development. 2016. [Climate Change Risk Profile: Zambia](#).

⁴ United Nations Development Programme. 2022. [Human Development Report 2021/2022. Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World](#).

⁵ ZambianInvest. 2022. [Zambia GDP to grow 3.1% and 3.6% in 2022 and 2023, IMF projects](#).

⁶ United Nations Development Programme. 2022. [Human Development Report 2021/2022. Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World](#).

⁷ Ministry of Gender. 2021. [Gender Status Report 2017-19](#).

7. According to an operational report⁸ from the Office of the United Nations High Commissioner for Refugees (UNHCR) issued in February 2022, Zambia in that month hosted 76,093 refugees and 4,874 asylum seekers, of whom 47 percent were children, 46 percent were women age 18–59 and 4 percent were older persons. The majority of the refugees and asylum seekers are from the Democratic Republic of the Congo and Angola. Most refugees residing in the Mantapala settlement are food insecure and dependent on humanitarian support, although a small number will transition to WFP livelihood protection support.
8. The informal sector, which employs 90 percent of the labour force and includes farming and trading, offers significant employment opportunities. Mining and quarrying are the largest contributors to national GDP, although they employ only 3 percent of the labour force. Around 65 percent of Zambia's people are under 25, and the youth unemployment rate is close to 52 percent. Young men and women require targeted support to enhance their vocational skills, employment opportunities⁹ and financial empowerment.
9. Agriculture is an important sector that employs 67 percent of the labour force and supplies raw materials to agro-related industries. For the smallholder farmers who produce over 70 percent of non-genetically modified white maize, access to adequate storage facilities is a challenge; the lack of such storage renders them net buyers because they are unable to store what they produce in anticipation of favourable prices. WFP must work with the other Rome-based agencies to support diversified production, including value chains for nutritious foods.
10. Urban agriculture is recognized as necessary to survival in most urban districts in Zambia and forms part of the multi-livelihood strategies employed by many Zambians. Its current growth is a reflection of structural adjustments and downscaling in the copper mining sector, which has forced more people to adopt informal survival strategies, including urban agriculture. There is a need for coherent policies in this area, in particular for urban planning to support this growth in urban agriculture.
11. Home-grown school feeding is the largest social protection programme in Zambia. It is currently being implemented in 70 districts and there are plans to expand it to an additional 46. WFP has supported the Government in designing strategy and implementation frameworks and rolling out a decentralized food procurement strategy to foster the purchase of locally-produced nutritious foods.

1.2 Progress towards the 2030 Agenda for Sustainable Development

12. In 2020 Zambia presented a voluntary national review of its progress towards the 2030 Agenda, highlighting the adoption of the Sustainable Development Goals (SDGs) through national institutional, policy and legislative processes. The 2021 Sustainable Development Report¹⁰ gives Zambia an SDG progress score of 53.4 and ranks it 141 of 165 countries. The country is on track to achieve SDG 13 and is making moderate progress on SDGs 3, 7 and 8; however, it is struggling to advance towards SDGs 2, 5, 6, 9, 11, 15, 16 and 17.
13. The effects of climate change, the macroeconomic environment and the economic downturn caused by the COVID-19 pandemic in recent years have made it difficult for Zambia to achieve most SDG targets. Efforts to track progress have been hampered by limited data, which are available for only a third of the SDG indicators.

⁸ Office of the United Nations High Commissioner for Refugees. 2022. *Operational update: Zambia: February 2022*.

⁹ Zambia Statistics Agency. 2021. *2020 Labour Force Survey Report*.

¹⁰ J. Sachs and others. 2022. *Sustainable Development Report 2021: The Decade of Action for the Sustainable Development Goals: Rankings*.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

14. *Access to food.* An estimated 77 percent of rural residents live in poverty, which impairs access to food and exacerbates hunger for the most vulnerable, particularly households headed by women, older persons and people with disabilities. Access to sufficient nutritious food is limited by suboptimal agriculture, including low crop and livestock productivity, inadequate access to sustainable farming practices, large post-harvest losses and limited access to affordable financing, especially for women.
15. *End malnutrition.* Progress has been made in reducing stunting since the launch of Zambia's Scaling Up Nutrition movement in 2010. Despite this, stunting prevalence remains high at 35 percent for children under 5. Malnutrition increases the risk of preterm births, low birthweights and anaemia in pregnant and lactating women. It also has important implications for the prevalence of HIV. A 2018 demographic health survey found the prevalence of HIV among adults to be 11 percent, with higher rates among women (14 percent) than men (8 percent). Early detection of HIV/AIDS and adequate antiretroviral treatment, coupled with efforts to prevent the deterioration of malnutrition and promote access to feeding supplementation, are crucial elements in ensuring children's survival of and full recovery from malnutrition.¹¹
16. *Smallholder productivity and incomes.* Progress in increasing smallholder productivity and incomes has been made by enhancing access to effective production technologies and diversified inputs through a farmer input support programme¹² and food security packs.¹³ The Government has continued to review the role of the Food Reserve Agency in addressing national food security and facilitating increased private sector participation in domestic and export-oriented markets. Most smallholder farmers have limited access to formal financing due to high interest rates, short loan terms, limited collateral and a lack of economies of scale.
17. *Sustainable food systems.* The Government has introduced several measures to promote the sustainability of national food systems. Through the second agricultural policy, covering 2016–2020, and the 2014–2018 national agricultural investment plan, the Government supported sustainable climate-resilient agricultural practices and fostered the integration of natural resource management into agricultural systems across the country.
18. The Government has also successfully operationalized the 2020 home-grown school meals (HGSM) strategy, which aims to improve nutrition education, enhance dietary diversity and increase the consumption of nutritious meals while leveraging innovative production technologies to increase the supply of horticultural crops and raise incomes of smallholders by positioning schools as markets for their produce.

Progress on Sustainable Development Goal 17 targets

19. The implementation of the SDGs in Zambia is financed from domestic revenues, domestic and foreign borrowing and private sector engagement through mechanisms such as public-private partnerships, foreign direct investment and agreements with cooperating partners. To enhance resource mobilization the Government has implemented tax reforms, strengthened tax compliance and administration and reprioritized expenditures while

¹¹ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2022. *The State of Food Security and Nutrition in the World 2022: Repurposing food and agricultural policies to make healthy diets more affordable.*

¹² From 1.02 million Farmer Input Support Programme recipients: 50.4 percent, women farmers and 49.6 percent, men farmers.

¹³ From 263,700 recipients: 65 percent, women farmers and 35 percent, men farmers.

leveraging remittances from the Zambian diaspora and providing incentives for domestic savings.

20. Nonetheless, fiscal space remains constrained and the proportion of government revenue to GDP is static at around 18 percent. Both foreign direct investment and official development assistance declined between 2002 and 2021. Public sector debt stood at just over 100 percent of GDP in 2022, making it difficult for the Government to invest in social sectors. While remittances play an important part in household survival and investment, there are high costs involved in the use of formal transmission channels. Moreover, the World Bank recently reclassified Zambia from lower-middle-income to low-income status for the 2023 financial year.

1.4 Hunger gaps and challenges

21. The 2017 zero hunger strategic review identified a series of priority actions for achieving SDGs 2 and 17. These remain partially unimplemented but are just as urgent as 2030 approaches. They include promoting diversified and sustainable agriculture through increased financing, mechanization and the use of technological innovations.
22. *Micronutrient deficiencies.* These remain a public health concern and require action. Almost 30 percent of children under 2 are anaemic and 33 percent are deficient in vitamin A; only 12.5 percent of children 6–23 months of age consume a minimal acceptable diet.¹⁴ The 2022 Fill the Nutrient Gap analysis showed that 53 percent of the population cannot afford a nutritious diet, although there are significant regional differences.
23. *Low agricultural productivity.* Agricultural productivity continues to be low due to limited investment in the key enablers of agricultural growth, inconsistency in agricultural marketing and trade policies, low uptake of innovative production technologies, climate change-related risks, overreliance on rain-fed agriculture, dwindling extension support, limited research and development and inadequate markets.
24. *High food losses.* Post-harvest losses are a key cause of household food and nutrition insecurity among smallholder farmers. These losses are caused by cultural practices of stocking crops in the field before threshing, the build-up of aflatoxins and failure to use appropriate storage equipment.
25. *Resourcing and capacity constraints.* The implementation of food systems programmes is hampered by insufficient funding for research, agricultural extension services and infrastructure as well as inadequate human and institutional capacity.
26. *Essential needs.* The Government has increased the budget allocated to the social sector. However, ministries need to coordinate their efforts to address challenges related to the scale and inclusivity of agricultural input safety nets, especially for women and young people, as well as their targeting and graduation paths.
27. *Human capital.* Poverty is estimated to affect 77 percent of rural inhabitants, who lack access to diversified and good-quality diets, appropriate farming inputs (seed, implements and fertilizer) and the affordable financing needed to invest in innovative technologies and acquire value addition and agro-processing skills.
28. *Inadequate access to digital agricultural innovation.* Tackling hunger and poverty using in-situ approaches has proved to be ineffective in Zambia because of the size of the country and the geographic distribution of the population. There is therefore a need to revolutionize agriculture by embracing artificial intelligence and data analytics, which can be used, for example, to enhance the monitoring of crop growth and livestock feed levels, among other things.

¹⁴ Zambia Statistics Agency. 2020. *Zambia Demographic and Health Survey 2018*.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

29. Under the 2019–2023 country strategic plan (CSP) WFP met the food and nutrition needs of vulnerable populations (refugees and people affected by COVID-19 and droughts), reaching over 650,000 individuals (51 percent women and 49 percent men). In addition, more than 250,000 smallholder farmers (60 percent women and 40 percent men) received information and training on climate-smart agricultural practices; access to climate, market and financial services; and post-harvest management and storage technologies. WFP also made strides in strengthening national capacity and systems and enhanced its partnerships with private sector entities.
30. The evaluation of the previous CSP recommended that WFP increase the inclusion of young people and women in its programming, conduct an intersectional gender assessment and analysis; strengthen its engagement with the private sector and strengthen national and subnational nutrition coordination mechanisms to foster linkages between sectors.
31. The CSP evaluation also concluded that there was scope to strengthen the resilience of smallholder farmers through collaborative partnerships with the Government and other United Nations entities such as the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Development Programme to promote the market-driven commercialization of agricultural production, investment in profitable value chains and initiatives to enhance the entrepreneurial skills of smallholder farmers to improve their access to financing.
32. The country office will continue to support the Government and the private sector in increasing investment in agricultural growth enablers and strengthening distribution networks, building on the implementation of WFP's local and regional food procurement policy to ease market access, especially in rural areas.
33. In addition, the country office will use its knowledge of digital tools to strengthen social protection systems, including social registries and community feedback mechanisms (CFMs), while strengthening links between social protection, climate change and disaster risk management. WFP will also support the integration of disaster risk financing through African Risk Capacity Replica and the rollout of the HGSM programme.
34. Lessons learned from WFP's past implementation of its urban cash-based transfers (CBTs) response include the use of mobile-based CFM to document and address beneficiary complaints about sexual exploitation and abuse (SEA). These mechanisms will be complemented by joint United Nations engagement on protection from sexual exploitation and abuse (PSEA) using the existing inter-agency platform.

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

35. The new CSP is aligned with the United Nations sustainable development cooperation framework (UNSDCF) for Zambia for 2023–2027, in particular its "Prosperity", "People", "Planet" and "Peace" pillars, as well as component 3 of the 2019 comprehensive refugee response framework, "Promoting self-reliance and enhancing favourable measures for refugees to access work and engage in income generating activities of their choice".
36. Under the UNSDCF Prosperity pillar WFP will contribute to improving the productivity and incomes of farming populations, supporting inclusive economic transformation and promoting social protection for all while balancing economic, social, and environmental goals. Under the UNSDCF Planet pillar WFP will contribute to facilitating the sustainable management of natural resources, mitigating the impacts of climate change and reducing disaster risks. Under the People pillar WFP will contribute to improving the wellbeing of

Zambians by integrating service provision into education, health service delivery and skills training; strengthening the capacity of systems and people; and fostering resilience with regard to the effects of climate change.

37. At the national level the new CSP is aligned with the eighth national development plan (NDP8), particularly its economic transformation and job creation, environmental sustainability and human and social development pillars. The intervention areas will support several policies and legislation including the second national agricultural policy, covering 2016–2020; the national climate change policy, covering 2014–2019; the national social protection policy for 2014–2019; the 2021 disaster management policy; Vision 2030; the 2017 refugee act; and the 2020 food and nutrition act.

2.3 Engagement with key stakeholders

38. The WFP Zambia country office held consultations with key partners and stakeholders including the Government, donors, cooperating partners, other United Nations entities, the private sector, non-governmental organizations (NGOs), civil society organizations, associations of people with disabilities, youth networks and beneficiaries (including women's organizations) to understand their priorities and identify gaps and opportunities. WFP shared the proposed strategic approach of the CSP with the Government and these stakeholders and received valuable feedback that helped to ensure agreement on shared goals and WFP's strategic priorities in Zambia.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

39. In response to increased food and nutrition needs, the adverse impacts of climate change and the economic downturn in Zambia, WFP will provide life-saving assistance to food-insecure and other vulnerable people, including refugees, while working with the Government and partners to identify and implement activities to build the resilience of people and communities and transform food systems in order to change lives.
40. The CSP focuses on contributing to food systems and the Government's socioeconomic transformation agenda in order to achieve long-term food and nutrition security for the most vulnerable, including the growing number of people in need in urban areas. With partnerships, technology and innovation as key enablers, the country office will implement integrated activities that build on WFP's programmatic and supply chain excellence to advance towards zero hunger.
41. The country office will support activities that enhance the availability and affordability of nutritious, diverse and local foods by supporting market-driven, regenerative and innovative agricultural and food processing practices; increasing and diversifying local food procurement; reducing food losses; building local private sector capacity; and strengthening market and food supply infrastructure. This work will be implemented in partnership with the Government, FAO and other United Nations bodies, NGOs, research centres and the private sector and will include advocacy aimed at increasing investment in value chain infrastructure and distribution networks.
42. WFP has developed a theory of change that highlights seven programmatic pathways that will guide programme design, evidence generation and the development of results frameworks and define the causal pathways and links between CSP activities, outputs and outcomes and how they will contribute to the desired goals. The seven pathways are as follows:
 - i) Support crisis-affected populations so that they are better able to meet their food needs and restore their livelihoods.

- ii) Support smallholder farmers working to enhance sustainable and regenerative agricultural practices and thus improve productivity and production.
- iii) Support smallholder farmers' efforts to enhance access to aggregation systems, markets and financial systems.
- iv) Support processing and value addition in respect of locally-produced nutritious foods.
- v) Support national efforts to strengthen the distribution network for and the availability of locally-produced nutrient dense foods.
- vi) Promote consumption of safe and diverse nutritious foods.
- vii) Support government efforts to strengthen national capacity for institutional and system change.

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

Country strategic plan outcome 1: Food-insecure people in Zambia (including refugees) affected by shocks are better able to meet their essential food security and nutrition needs in anticipation of, during and in the aftermath of crises

43. Under CSP outcome 1 WFP will continue to address the humanitarian needs of refugees and asylum seekers in settlements while supporting refugees working to become self-reliant. Under CSP outcomes 2 and 3 the country office will support individual capacity strengthening by providing financial empowerment and literacy training, facilitating access to sustainable and innovative farming technologies, increasing knowledge of post-harvest management practices and mainstreaming nutrition support in crisis-affected rural and urban areas. (This CSP outcome is linked to theory of change pathways 2, 3 and 6.)

WFP strategic outcome

44. CSP outcome 1 is aligned with WFP strategic outcome 1, "People are better able to meet their urgent food and nutrition needs." WFP will seek to strengthen and improve its efficiency and effectiveness in systematically responding to emergencies. This will include efforts to strengthen early warning and anticipatory action and maintain a top-class, deployable workforce for emergencies. Where possible, WFP will assume a more enabling role, working with national and local stakeholders to strengthen emergency response capability.

Focus area

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

Alignment with national priorities

46. CSP outcome 1 is aligned with key frameworks including the NDP8 human and social development and environmental sustainability pillars and UNSDCF outcome 3 (Peace pillar). CSP outcome 1 is also aligned with component 3 of the 2019 comprehensive refugee response framework: "Promoting self-reliance and enhancing favourable measures for refugees to access work and engage in income generating activities of their choices".

Expected outputs

47. The following outputs will contribute to the achievement of CSP outcome 1:
- Output 1: Targeted food-insecure people including refugees receive adequate food and/or cash-based transfers to meet their basic food and nutrition needs.
 - Output 2: Targeted food-insecure people affected by emergencies in urban and rural areas including refugees benefit from skill development and livelihood restoration activities to build self-reliance against climate and other shocks and contribute to recovery.

Key activities

Activity 1: Provide food and livelihood support to crisis-affected, food-insecure people, including refugees, to meet their basic food and nutrition needs, and support self-reliance in anticipation of, during and in the early aftermath of shocks including climate change induced impacts

48. In collaboration with UNHCR and the Government, WFP will provide refugees with unconditional cash-based and food transfers to meet their basic food and nutrition needs.
49. WFP will use SBCC to encourage CBT recipients to make good food choices. The organization will also support gender-transformative initiatives, including activities to promote financial empowerment through village savings and loan associations and financial literacy and entrepreneurship training. SBCC will be used to foster the participation of women in decision making on the use of resources and to raise beneficiary awareness of SEA and how to report it.
50. In collaboration with UNHCR, WFP will undertake regular joint protection analysis, which will be used to inform SBCC messaging on gender-based violence and develop materials on PSEA.
51. WFP will continue to enhance its work with the Disaster Management and Mitigation Unit leveraging common coordination platforms including the Vulnerability Assessment Committee, the National Early Warning Technical Committee and the disaster management consultative forum (DMCF) to strengthen the emergency response workforce that will be readily available to handle response and recovery interventions, including enhancing emergency preparedness, anticipatory action, and response capacity.
52. WFP will work with partners to improve their capacity to address SEA and other gender-related issues and will strengthen partnerships with other organizations to streamline referral services for victims of gender-based violence, SEA and other human rights violations through safe and accessible CFMs at food distribution sites.
53. The country office will work with the Disaster Mitigation and Management Unit to develop and implement a capacity strengthening strategy to enhance emergency preparedness, anticipatory action and response. The strategy will cover the delivery of in-kind support to crisis-affected, food-insecure people before, during and in the early aftermath of shocks.
54. Leveraging on CSP outcome 3 WFP will also support implementation of tailored complementary activities targeting less vulnerable refugees and other populations affected by emergencies in urban and rural areas who can engage in activities that increase their incomes and enhance self-reliance.

Partnerships

55. WFP will coordinate work under this CSP outcome with national and local authorities, humanitarian and development actors, United Nations entities and national and international NGOs.

56. WFP will leverage national and subnational coordination platforms including the DMCF and provincial and district disaster management committees to support the Government in addressing the needs of crisis affected people. At the field level and particularly for refugee support, WFP will work with the government-led district inter-agency coordination committees.
57. WFP will also leverage private sector networks, such as the Scaling Up Nutrition (SUN) Business Network, to support the delivery of early recovery and livelihood support to refugees.

Assumptions

58. The CSP assumes sufficient funding and continued government commitment to facilitating initiatives that build the resilience of vulnerable households with regard to shocks and strengthen national systems for improving emergency response.
59. It also assumes that the Government has sufficient human and institutional capacity to manage natural and human-induced shocks, including political instability.

Transition/handover strategy

60. In collaboration with UNHCR and relevant government agencies, the country office will implement livelihood activities aimed at increasing the self-reliance and resilience of refugees. In collaboration with UNHCR, the country office will also continue to lobby for the local integration of refugees and their inclusion in national safety net programmes.

Country strategic plan outcome 2: Populations at risk of malnutrition in Zambia have improved access to and consumption of safe and diverse nutrient-dense food all year round

61. WFP will support the Government in implementing the First 1000 Most Critical Days Phase II programme in line with the national nutrition priorities set out in NDP8. This will include promoting diversified household food consumption and mainstreaming nutrition actions across CSP outcomes 1, 3 and 4 following nutrition-sensitive social protection guidelines developed by the Government with WFP support. (This CSP outcome is linked to theory of change pathways 1–7.)
62. WFP will continue to convene the SUN Business Network and support the expansion of its membership to include value chain actors that manage food production, marketing and distribution. It is vital to increase the availability, accessibility and affordability of nutritious and healthy foods in rural and urban areas.

WFP strategic outcome

63. CSP outcome 2 is aligned with WFP strategic outcome 2, "People have better nutrition, health and education outcomes." In addition to meeting needs, WFP will leverage its versatility and work with partners to reduce them by scaling up efforts to prevent and address malnutrition and bolstering national safety nets and social assistance programmes.

Focus area

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

Alignment with national priorities

65. CSP outcome 2 is aligned with the NDP8 on economic transformation and job creation and human and social development pillars and UNSDCF outcome 2 (People pillar).

Expected outputs

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

- Output 3: Targeted populations at risk of malnutrition including pregnant and lactating women and girls, children under 5, school-age children and adolescents benefit from programmes that contribute to optimal nutrition-related behaviour.
- Output 4: Targeted populations and communities at risk of malnutrition benefit from improved capacity to increase the availability, affordability and accessibility of high-quality nutrient-dense foods.

Key activities

Activity 2: Promote adoption of optimal nutrition practices among populations at risk of malnutrition and strengthen partnership with food system actors to increase the availability of nutrient-dense foods

67. Working closely with the National Food and Nutrition Commission (NFNC), WFP will promote optimal nutrition practices among populations at risk of malnutrition. WFP will also help generate evidence to inform policy decisions and programme design by conducting frequent Fill the Nutrient Gap analyses.
68. WFP will work with the Zambia Bureau of Standards to increase access to information on standardization and quality assurance in respect of nutritious food products. This work will include enhancing information available to consumers for making good food choices through healthier food certification marks and policy dialogue on food fortification.
69. WFP will provide tailored nutrition support to adolescent schoolgirls, focusing on hygiene and feeding practices, complemented by community-based volunteer home visits. In addition, smallholder farmers and other market actors assisted under CSP outcome 3 will be trained in food preservation to enable them to extend the shelf life of the nutritious foods required for HGSM.
70. WFP will facilitate the development of partnerships and other links between target populations and private sector entities, in particular financial institutions, aimed at the provision of cheaper sustainable financing products that will encourage agro-processors to invest in nutritious food processing and preservation in urban and rural areas.

Partnerships

71. Activities under CSP outcome 2 will leverage coordination platforms such as the nutrition cooperating partners group and the SUN Business Network and will strengthen partnerships to maximize geographic and beneficiary reach. Partners will include the Ministry of Health, NFNC, the United Nations Children's Fund and the World Health Organization. Partnerships will play a critical role in the areas of complementary funding and technical support.

Assumptions

72. It is envisaged that government institutions will increase their ownership of nutrition activities and coordinate these activities for all partners, while having adequate human and institutional capacity to provide oversight support when required. In addition, it is assumed that the Government will provide an enabling environment for increased private sector participation in increasing the supply and processing of nutritious products.

Transition/handover strategy

73. Activities under CSP outcome 2 are aligned with NDP8, in particular the human and social development pillar. WFP will continue to advocate a government review of the NFNC with a view to increasing its role in the coordination of sectoral interventions within and outside the Government.
74. WFP will seek to mobilize the private sector financing for nutrition-sensitive activities, including the provision of leguminous seed through outgrower schemes, value addition

activities, food processing and the distribution of processed foods mainly in rural areas where supply is generally low.

Country strategic plan outcome 3: Food-insecure and risk-prone smallholder farming populations, especially women, youth and people with disabilities in targeted rural and urban areas, are enabled to withstand climate change and other shocks and benefit from more resilient food systems through increased incomes that contribute to improved nutrition and food diversity and increased economic and livelihood opportunities by 2030

75. WFP will enhance collaboration with relevant government ministries, academic institutions, private sector entities, other United Nations agencies and NGOs to strengthen smallholder farmer capacity to withstand climate change and other shocks and to promote complementary approaches to building resilient, sustainable and equitable food systems. In line with its local and regional food procurement policy, WFP will use a people-centred community approach to support market-driven measures aimed at transforming agricultural practices and will facilitate access to affordable financing for farmers and other value chain actors. (This CSP outcome is linked to theory of change pathways 1–5 and 7.)

WFP strategic outcome

76. CSP outcome 3 is aligned with WFP strategic outcome 3, “People have improved and sustainable livelihoods.” WFP and its partners will layer smallholder agriculture market support, resilience building interventions, climate risk management and climate change adaptation programming to support food-insecure populations in their efforts to adapt and improve their livelihoods, build self-reliance and better withstand and more quickly recover from recurring shocks.

Focus area

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

Alignment with national priorities

78. CSP outcome 3 is aligned with the NDP8 economic transformation and job creation and environmental sustainability pillars and UNSDCF outcomes 1 and 4 (Prosperity and Planet pillars).

Expected outputs

79. The following outputs will contribute to the achievement of CSP outcome 3:
- Output 5: Targeted food-insecure and risk-prone populations, especially women, young people and people living with disabilities, benefit from increased resilience with regard to shocks and stressors and livelihood opportunities along strengthened local nutritious food value chains.
 - Output 6: Targeted farmers, including women, young people and people living with disabilities, benefit from increased and more equitable access to productive inputs and services, diversified markets, enhanced approaches to reducing food loss, climate-sensitive and regenerative agricultural practices and the use of technology and innovation to increase their productivity and economic opportunities from diversified sources.
 - Output 7: Food-insecure and risk-prone populations, especially women, young people and people living with disabilities in targeted rural and urban areas, have increased access to nutritious and diverse food.

Key activities

80. WFP will use an integrated implementation model to achieve CSP outcome 3, strengthening synergies between activities 3 and 4.

Activity 3: Promote knowledge and adoption of climate services, regenerative agriculture practices and innovative technologies among smallholders and nutritious food value chain actors to build resilience with regard to climate change and other shocks while simultaneously reducing environmental degradation

81. WFP will roll out digital innovation platforms to facilitate access to e-extension services and information on sustainable farming practices, financial literacy and post-harvest loss management, focusing on logistics and supply chain engagement with the private sector.
82. In close collaboration with FAO, WFP will support increased adoption of regenerative farming technologies by smallholder farmers, including women, young people and people living with disabilities, in order to increase the supply of diversified nutritious crops. WFP will leverage partnerships with private sector actors, mainly input companies, to support farmers' access to improved and diverse seed varieties, optimize chemical fertilizer use and boost farm-level composting production and regenerative agricultural practices.
83. To prevent excessive dependence on rain-fed agriculture by smallholder farmers, WFP will work with government ministries to support the implementation of sustainable green agriculture and increased investment in value chains in areas such as horticulture.
84. To ensure that the gains from increased production improve post-harvest loss management and enhance economic opportunities, WFP will facilitate knowledge transfer and access to technology for preserving nutrients and improving food quality and safety. WFP will also work with private sector supply chains to improve storage facilities for last mile distribution.
85. WFP will work with the Government to strengthen capacity and systems for producing and disseminating customized weather forecasts and climate services that integrate indigenous knowledge systems and translate information into local languages to enhance uptake and utilization by local communities.
86. WFP will enhance its strategic partnerships with agro-based private sector partners to offer incentives such as guaranteed extension support and financing for agricultural inputs and trade to encourage smallholder farmers, especially young people and women, to invest more in agriculture.
87. Through its centres of excellences in Brazil, China and Côte d'Ivoire, WFP will support capacity strengthening for government institutions and smallholder farmers aimed at local food systems more inclusive, resilient and sustainable.

Activity 4: Provide targeted smallholders and value chain actors with an integrated package of innovative and transformative skills, tools and systems to enable the adoption of diversified and decent livelihoods

88. Working closely with government and private sector partners, WFP will support the expansion of aggregation networks in urban and rural areas to improve access to agricultural input and output markets for smallholders and other value chain players, especially women and young people.
89. WFP will work with the SUN Business Network to explore opportunities to facilitate access to predictable markets for nutrient-dense crops. The network will be strengthened to increase the supply, processing and marketing of processed foods using established aggregation channels.
90. Through the government-led HGSM strategy for 2020–2024, the procurement strategy for 2020–2024 and the local and regional food procurement policy and by mainstreaming good practices, WFP will work to expand market opportunities for smallholder farmers and position schools as alternative markets in areas where HGSM is implemented.

91. WFP will expand the use of the digital e-commerce platform “Maano-Virtual Farmers Market” particularly where competitive prices will be offered to smallholders and other market players. The platform will offer additional services including market information, financial services and insurance.
92. To build smallholder resilience WFP will continue to implement integrated resilience building activities while supporting the Government’s rollout of risk management programmes, based on lessons learned from the implementation of the CSP for 2019–2023. These activities will include scaling up index-based livestock insurance to protect assets and the development of livestock mortality insurance to replace assets.
93. The Farm to Market Alliance will build on WFP’s experience in rolling out activities that improve farmers’ access to enhanced aggregation centres and formal off-takers’ markets to increase incomes for smallholder farmers and other market actors.
94. WFP will work with financial institutions and insurance providers to scale up financial services for rural and urban farmers, including village savings and loan associations and insurance products.

Partnerships

95. WFP will leverage coordination platforms including the agriculture cooperating partners group, the fisheries, livestock and agriculture group, the National Early Warning Technical Committee and the SUN Business Network and will work through its partnerships with the other Rome-based agencies to implement integrated activities aimed at strengthening and rebuilding food systems in Zambia.
96. WFP will harness innovative financing mechanisms to help smallholder farmers grow their investments. The organization will seek to establish export market opportunities for smallholders in collaboration with the ministries responsible for agriculture, commerce, trade and industry and partners such as the African Continental Free Trade Area secretariat and the African Export-Import Bank.

Assumptions

97. This CSP outcome assumes that the Government will provide comprehensive agriculture support in line with NDP8 and have adequate capacity to provide farmer extension services. It is also assumed that farmers will apply what they learn about sustainable farming practices and appropriate input use and that private sector partners will be willing to support farmers from end-to-end.

Transition/handover strategy

98. Because CSP outcome 3 is based on the NDP8 economic transformation and job creation, and environmental sustainability pillars, the Government will be able to take ownership of related activities by integrating them into existing programmes using its own resources.
99. The CSP will continue to build on the expansion of the HGSM programme to create a viable and alternative market for smallholder farmers and other market players such as private sector entities.

Country strategic plan outcome 4: National institutions in Zambia have strengthened capacity to design policies and programmes that promote the enhancement of national food systems and deliver national emergency preparedness, anticipatory and response programmes, nutrition-sensitive, shock-responsive social protection, supply chain systems and sustainable food security programmes by 2030

100. WFP will use its expertise in capacity strengthening for governments and other actors to roll out emergency preparedness and response (EPR) programmes. WFP will use existing national social protection systems to strengthen the resilience of communities in the face of

shocks and stressors and to support the Government in building more resilient food systems. (This CSP outcome is linked to theory of change pathways 1–5.)

WFP strategic outcome

101. CSP outcome 4 is aligned with WFP strategic outcome 4, “National programmes and systems are strengthened”. WFP will work with the Government to enhance government capacity to make EPR programmes and food and social protection policies and systems more innovative and inclusive.

Focus area

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

Alignment with national priorities

103. CSP outcome 4 is aligned with the NDP8 economic transformation and job creation, environmental sustainability, and human and social development pillars. It is also aligned with UNSDCF outcome 4 (Planet pillar).

Expected outputs

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

- Output 8: National institutions and relevant actors have increased capacity, infrastructure, knowledge and systems for the efficient design and delivery of climate and disaster risk financing instruments, including anticipatory action, climate risk insurance to strengthen shock-responsive social protection systems, emergency preparedness and early response.
- Output 9: National institutions and relevant actors have increased capacity to design and implement nutrition-sensitive shock-responsive social protection policies and programmes.
- Output 10: National institutions and relevant actors benefit from South–South and triangular cooperation that strengthen capacity of national actors to design and implement emergency preparedness, early response and nutrition-sensitive shock-responsive social protection programmes, including food security and nutrition programmes.
- Output 11: National institutions and relevant actors benefit from technical support and supply chain expertise that strengthen their capacity and enable them to streamline operations.

Key activities

Activity 5: Provide technical assistance, including through South–South and triangular cooperation, to national institutions to strengthen national capacity and systems for emergency preparedness, anticipatory action and early response, social protection, food and nutrition security and sustainable food systems

105. WFP will support the Ministry of Education in enhancing its oversight of the facilitation and coordination of multi-agency financial and technical assistance for HGSM. In addition, support will be provided in expanding HGSM from the current 70 districts to 116 districts. Capacity building will focus on food procurement, food storage and the utilization of food tracking systems.

106. WFP will support the rollout of shock-responsive mechanisms using existing social protection systems and social safety nets such as social cash transfers and macroinsurance¹⁵ to respond to the needs of crisis-affected people. This work will involve the dissemination of tailored climate services and products translated into local languages, which will integrate forecast-based planning and strengthen links with national assessment mechanisms.
107. WFP will support strengthening of government capacity for developing anticipatory finance instruments and sovereign insurance products to support drought-affected people.
108. WFP will provide technical support to the Government in its efforts to enhance its supply chain capacity and facilitate local food procurement through market actors supported under CSP outcome 3.
109. WFP will facilitate learning visits for the Government and other partners through its centres of excellence in Brazil, China and Côte d'Ivoire in areas such as EPR, shock-responsive social protection, climate risk management and HGSM.

Activity 6: Provide technical support to the Government to strengthen national supply chain capacity, systems and operations

110. WFP will work with the Government and partners to facilitate the distribution of food and non-food items in hard-to-reach areas. WFP will provide training on contracting processes to ensure efficient transport and will support efforts to strengthen end-to-end planning and traceability to enable cost-effective decision making and increased accountability with regard to food safety and quality.
111. WFP will work with the Government and other supply chain partners to enhance the resilience of in-country public health supply chains and thus increase the effectiveness of national health emergency preparedness and response.

Partnerships

112. Through coordination platforms such as DMCF and the logistics cluster, WFP will foster partnerships with the Government, donors and private sector actors to implement the activities planned under CSP outcome 4.

Assumptions

113. It is envisaged that WFP's technical support will align with government priorities and needs to help ensure that national and subnational institutions are able to adapt to policy changes. It is also assumed that the Government will allocate sufficient resources to enhancing its human and institutional capacity, thus enabling it to lead implementation.

Transition/handover strategy

114. Activities under CSP outcome 4 are based on NDP8, in particular the pillar on human and social development, which will facilitate their implementation.
115. WFP will continue to work with the Government to strengthen its capacity to manage the expansion of the HGSM programme. National ownership of the programme has already been enhanced since it is led by the Government and supported by communities.
116. WFP will continue to provide demand-driven supply chain training to the Government at the national and subnational levels as part of the rollout of decentralized procurement.

¹⁵ African Risk Capacity Replica coverage and sovereign insurance supported by the African Union's New Partnership for Africa's Development.

Country strategic plan outcome 5: Humanitarian and development actors in Zambia have improved access to on-demand services and benefit from innovative, effective and cost-efficient supply chain capacity by 2030

117. Using its supply chain capacity, WFP will continue to offer stable on-demand solutions to humanitarian and development actors for the distribution and storage of basic supplies. (This CSP outcome is linked to theory of change pathways 1–5.)
118. Through the Global Commodity Management Facility, WFP will support the purchase of commodities at scale for other country offices and programmes.

WFP strategic outcome

119. CSP outcome 5 is aligned with WFP strategic outcome 5, “Humanitarian and development actors are more efficient and effective.” WFP provides valuable services for partners in the areas of transport and logistics, procurement, CBTs, administration, infrastructure, digital solutions, telecommunications and data analytics. These will be further enhanced and made available, on-demand, to support and augment the capacity of the humanitarian and development community.

Focus area

120. The focus area of CSP outcome 5 is resilience building.

Alignment with national priorities

121. CSP outcome 5 is aligned with the NDP8 human and social development pillar and UNSDCF outcome 2 (People pillar).

Expected outputs

122. The following outputs will contribute to the achievement of CSP outcome 5:
- Output 12: Humanitarian and development actors utilize on-demand services to deliver more efficient, effective and coordinated responses and services.
 - Output 13: Food systems actors in Zambia benefit from improved public and private institutions’ capacity to support food value chains, including through enhanced food quality and standards, and local production of nutritious foods.

Key activities

Activity 7: Provide timely and appropriate on-demand services for supply chain, innovation and health logistics services to relevant actors

123. Leveraging its expertise in logistics and telecommunications, WFP will work with humanitarian and development actors to strengthen their resilience and ability to respond to crises and deliver development-related services by providing training and access to innovative, effective and cost-efficient supply chain services.
124. Humanitarian and development actors will be able to utilize WFP’s on-demand services to better coordinate crisis and development-related activities.
125. WFP will use its experience and tools to support humanitarian and development actors in embracing digitalization and the use of innovative tools to strengthen end-to-end planning and traceability, enabling cost-effective decision making and increasing accountability for food safety and quality.
126. WFP will also work with humanitarian and development actors to improve supply chain capacity for EPR.

Partnerships

127. WFP will leverage humanitarian coordination platforms such as the DMCF to foster partnerships with humanitarian actors and private sector actors to implement activities under CSP outcome 5.

Assumptions

128. It is assumed that humanitarian actors and private sector partners will actively participate in the implementation of activities under CSP outcome 5 and request supply chain services.
129. It is also assumed that national and subnational coordination structures and systems will remain able to facilitate the delivery of on-demand supply chain services.

Transition/handover strategy

130. WFP will help to strengthen the coordination capacity of lead development and humanitarian partners through coordination platforms such as the DMCF and the food security and logistics clusters, which will allow WFP to focus on oversight support.

4. Implementation arrangements

4.1 Beneficiary analysis

131. WFP will target over 640,000 beneficiaries during the term of the CSP, as summarized in annex II. The needs-based analysis for crisis response will be based on vulnerability and needs assessments conducted jointly with UNHCR. Under CSP outcome 1, WFP will provide food assistance to 15,750 refugees and will target 3,000 refugee households with skills development and self-reliance activities under activity 1.
132. Under CSP outcome 2, WFP will provide nutrition education to over 60,000 people (66 percent of whom will be female) every year, reaching a total of 375,000 people during the CSP period. Around 80 percent of the target population will be adolescent boys and girls and 16 percent will be pregnant and lactating women.
133. Under CSP outcome 3, WFP will train and support over 250,000 people (60 percent of whom will be female) on improved agriculture practices (activity 3) and livelihoods diversification, market access and post-harvest management practices (activity 4).
134. Targeting for crisis response and resilience building activities will be based on evidence generated from food security and related assessments such as the Zambia vulnerability assessment, nutrition assessments and joint needs assessments conducted with support from the UNHCR-WFP Joint Programme Excellence and Targeting Hub. WFP will seek to expand its geographic reach to underserved vulnerable populations across the country.

4.2 Transfers

135. Transfer modalities will be selected as a function of feasibility, appropriateness, efficiency, gender equality and the safety of women, men, girls and boys at collection points. WFP will conduct a review of market functionality, existing infrastructure and service providers, beneficiary preferences and donor requirements and a detailed analysis of associated risks.
136. Under activity 1 WFP will provide food assistance and CBTs for refugees through monthly rations that meet the minimum energy requirement of 2,100 kcal/person/day and include locally-produced foods¹⁶ and Super Cereal. Where WFP is required to respond to the needs of crisis-affected people who are not refugees, the food basket and the equivalent transfer value will be determined by the Zambia Vulnerability Assessment Committee.

¹⁶ Food will include fortified maize meal, pulses, fortified vegetable oil and iodized salt.

137. WFP will also conduct monthly market monitoring and assessments to track changes in commodity prices and check the adequacy of the assistance it provides to beneficiaries.

4.3 Country office capacity and profile

138. The CSP will be implemented by skilled staff with expertise in nutrition, social protection, food security, livelihoods, supply chains and business transformation using digital innovations. This will build on the work of the four existing field offices to ensure quality oversight support and coordination with partners.
139. The country office will utilize existing internal learning platforms complemented by tailored training covering areas including programme management, monitoring and evaluation and CFMs.
140. Existing country office administrative, financial and information technology arrangements will be retained, with provision made for temporary support if required.
141. WFP will continue to prioritize staff wellness, safety and security while promoting a diversified, safe, respectful, inclusive and conducive work environment.

4.4 Partnerships

142. The country office will explore various resource mobilization strategies to identify new funding opportunities from traditional, non-traditional and emerging donors including international financial institutions and thematic funding streams such as climate financing. WFP will strive to increase its funding base through locally negotiated contributions from joint United Nations funding programmes, private sector contributions and in-kind government contributions.
143. WFP will utilize South-South and triangular cooperation to mobilize partnerships for technical and financial support for the implementation of the CSP. WFP will also enhance its partnerships with the United Nations country team to enable the strategic shift in the management of back office and common services envisaged in accordance with United Nations development system reform.
144. WFP will explore options for funding through government partnerships, including funding channelled through the Government by multilateral institutions for the implementation of NDP8.
145. To achieve transformative change and prepare for its exit, the country office will strengthen its partnerships with the private sector with the aim of securing long-term expertise and investment that go beyond what is provided in the name of corporate social responsibility.
146. The country office will also engage with community-based organizations; NGOs, including those representing marginalized groups such as refugees, young people, women and people living with disabilities; and academic and research institutes to foster buy-in for the CSP at the community, local and national levels.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

147. Performance management and evaluation of the CSP will be guided by a country office monitoring and evaluation strategy that will be developed at the start of implementation and aligned with the WFP corporate results framework for 2022–2025. Baseline surveys, semi-annual outcome monitoring studies and distribution and post-distribution monitoring will be conducted. Remote monitoring will be employed in the event of limited physical access to operations.

148. Robust monitoring and evaluation systems will be established to generate evidence of the impact of WFP operations, with data disaggregated by age, gender and disability. WFP will enhance its internal capacity in data collection and visualization methodologies including quantitative and qualitative study design and implementation. The country office monitoring review and evaluation plan will be expanded to include country-specific indicators that measure the outcomes of crisis response and livelihood, economic empowerment and resilience building work.
149. WFP will measure and report results under UNSDCF outcomes 1 (Prosperity), 2 (People) and 4 (Planet) and report on its contributions under relevant SDG indicators. WFP will also support the strengthening of government capacity on monitoring and evaluation using digital technologies and data analytics.
150. WFP will continue to operate context-informed CFMs for emergency response. CFMs will also be established for resilience building activities and will reflect beneficiary preferences. Appeal and referral mechanisms will be integrated into CFMs, and WFP will ensure that beneficiaries receive timely responses.
151. Adequate resources for monitoring and evaluation will be allocated in the country portfolio budget. In 2025 WFP will commission a decentralized evaluation to assess the effectiveness of WFP interventions in contributing to improved household resilience, focusing on the rural resilience programme funded by the Swiss Agency for Development and Cooperation from 2014 to 2025. The CSP will also be subject to a mid-term review in 2026 and a CSP evaluation in 2027. WFP will contribute to the UNSDCF evaluation and programme-specific reviews.

5.2 Risk management

Strategic risks

152. Insufficient funding for refugee response and capacity-strengthening is a major risk. Mitigation actions include donor engagement to mobilize resources. In addition, in the event of a funding shortfall, WFP will prioritize emergency response and target the most vulnerable crisis-affected people, including refugees. Continued advocacy for refugee integration into host communities will be explored.
153. Climate-related hazards such as prolonged dry spells, droughts, flash floods and pest infestations could occur, increasing the risk of food insecurity and reducing food production and smallholder incomes. To mitigate this WFP will continue to work with national actors to strengthen national early warning, monitoring and advisory support systems.
154. Inflation and volatile food and fuel prices could reduce the purchasing power of CBTs, leaving beneficiaries unable to fully meet their food needs. WFP will continue to monitor food prices using market monitoring systems to identify price trends and, where necessary, will adjust transfer values in its refugee response food assistance programme.

Operational risks

155. Limited partner implementation capacity may affect programme delivery. To address this, WFP will use peer learning exchanges to improve partner capacity. In addition, WFP will assess the capabilities of potential partners before they are engaged.
156. A pandemic could disrupt supply chain operations for imported food. To mitigate this risk, WFP will continue to work with relevant authorities to maintain a humanitarian corridor for life-saving activities.
157. Limited coordination mechanisms at the national and subnational levels for partners supporting social protection, poverty reduction and food security activities might lead to inefficient delivery of assistance. WFP will support the establishment of coordination platforms and work with the Government to strengthen its capacity to manage this coordination.

Fiduciary risks

158. The country office will fully implement WFP's anti-fraud and anti-corruption policy, conducting spot checks and financial oversight to monitor partner compliance with financial standard operating procedures.
159. WFP will provide support including training for designated WFP occupational health and safety focal points and conduct regular occupational safety and health risk assessments.

Financial risks

160. WFP will monitor exchange rate fluctuations and where necessary take steps to limit the impact of exchange losses.

5.3 Social and environmental safeguards

161. To enhance social safeguards WFP will strengthen its CFMs and ensure that confidential and anonymous CFMs are in place for beneficiaries and other stakeholders. WFP will also seek to foster peaceful co-existence and cohesion between refugees and host communities.
162. The environmental impact of WFP operations will be minimized through the continued implementation of an environmental management system focusing on energy efficiency and decarbonization, waste and water management, sustainable procurement and stakeholder awareness.
163. Furthermore, WFP will establish operational procedures and guidelines to identify and manage environmental harm resulting from its activities. Environmental impact assessments will be conducted prior to activity implementation. In addition, WFP will strengthen the capacity of its partners to plan and implement environmentally sound and gender-responsive food security and nutrition activities.

6. Resources for results**6.1 Country portfolio budget**

164. The total country portfolio budget for July 2023–July 2028 is USD 98.46 million. Activities aimed at fostering gender equality and gender-sensitive activities will be mainstreamed and budgeted for under all CSP outcomes and will account for 9.7 percent of the total budget.

COUNTRY PORTFOLIO BUDGET (USD)								
Country strategic plan outcome	Activity	2023	2024	2025	2026	2027	2028	Total
1	1	2 405 359	5 186 107	5 674 101	6 394 560	6 628 222	3 685 955	29 974 304
2	2	2 022 431	3 476 501	3 973 200	4 011 720	3 693 050	1 976 698	19 153 600
3	3	1 757 054	3 344 530	3 826 678	4 715 814	4 395 028	2 288 328	20 327 432
	4	2 602 602	4 149 807	2 713 418	3 380 935	3 164 435	1 920 089	17 931 285
4	5	327 264	1 846 934	1 715 781	2 050 960	2 237 251	822 326	9 000 517
	6	177 010	347 343	414 426	94 110	75 478	46 773	1 155 139
5	7	95 524	150 485	190 486	199 425	182 807	102 336	921 063
Total		9 387 245	18 501 706	18 508 091	20 847 524	20 376 271	10 842 505	98 463 341

6.2 Resourcing outlook and strategy

165. WFP will continue to implement resource mobilization approaches used for the CSP for 2019–2023, taking into consideration shifts in government and donor interest and the global economic and humanitarian context.
166. WFP will develop and regularly update a partnership action plan to guide and track resource mobilization efforts with existing and new donors; existing multi-year contributions will roll over into the new CSP.
167. WFP will reinforce its joint fundraising and advocacy with the Government, other United Nations bodies and private sector entities pursuing similar objectives.

ANNEX I**LOGICAL FRAMEWORK FOR ZAMBIA COUNTRY STRATEGIC PLAN (JULY 2023–JUNE 2028)****SDG 2: Zero hunger****SDG target 1: Access to food**

Country strategic plan outcome 1: Food-insecure people in Zambia (including refugees) affected by shocks are better able to meet their essential food security and nutrition needs in anticipation of, during and in the aftermath of crises

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

Nutrition-sensitive

Focus area: crisis response

Assumptions

WFP secures adequate funding to ensure a stable pipeline and that all required commodities are available

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

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

Activities and outputs

1. Provide food and livelihood support to crisis-affected, food-insecure people, including refugees, to meet their basic food and nutrition needs, and support self-reliance in anticipation of, during and in the early aftermath of shocks including climate change induced impacts (URT-1.2: Unconditional resource transfer)

2. Targeted food-insecure people affected by emergencies in urban and rural areas including refugees benefit from skill development and livelihood restoration activities to build self-reliance against climate and other shocks and contribute to recovery (Output category: A: Resources transferred. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Targeted food-insecure people affected by emergencies in urban and rural areas including refugees benefit from skill development and livelihood restoration activities to build self-reliance against climate and other shocks and contribute to recovery (Output category: C: Capacity development and technical support provided. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Targeted food-insecure people affected by emergencies in urban and rural areas including refugees benefit from skill development and livelihood restoration activities to build self-reliance against climate and other shocks and contribute to recovery (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1. Targeted food-insecure people including refugees receive adequate food and/or cash-based transfers to meet their basic food and nutrition needs (Output category: A: Resources transferred. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 2: End malnutrition

Country strategic plan outcome 2: Populations at risk of malnutrition in Zambia have improved access to and consumption of safe and diverse nutrient-dense food all year round

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

Nutrition-sensitive

Focus area: root causes

Assumptions

1. The Government continues to provide a conducive environment for private sector investment in nutrition.
2. Increased consumer knowledge regarding the importance of consuming diverse nutritious foods will encourage them to increase production and diversification and to purchase and consume improved diets.

Outcome indicators

Food consumption score

Food consumption score – nutrition

Minimum diet diversity for women and girls of reproductive age

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

Percentage increase in production of high-quality and nutrition-dense foods

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

Activities and outputs

2. Promote adoption of optimal nutrition practices among populations at risk of malnutrition and strengthen partnership with food system actors to increase the availability of nutrient-dense foods (NPA-1.3: Malnutrition prevention programme)

4. Targeted populations and communities at risk of malnutrition benefit from improved capacity to increase the availability, affordability and accessibility of high-quality nutrient-dense foods (Output category: C: Capacity development and technical support provided. Standard output: 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3. Targeted populations at risk of malnutrition including pregnant and lactating women and girls, children under 5, school-age children and adolescents benefit from programmes that contribute to optimal nutrition-related behaviour (Output category: A: Resources transferred. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

3. Targeted populations at risk of malnutrition including pregnant and lactating women and girls, children under 5, school-age children and adolescents benefit from programmes that contribute to optimal nutrition-related behaviour (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

SDG target 3: Smallholder productivity and incomes

Country strategic plan outcome 3: Food-insecure and risk-prone smallholder farming populations, especially women, youth and people with disabilities in targeted rural and urban areas, are enabled to withstand climate change and other shocks and benefit from more resilient food systems through increased incomes that contribute to improved nutrition and food diversity and increased economic and livelihood opportunities by 2030

WFP strategic outcome 3: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

Assumptions

1. There are no extreme climatic shocks, economic shocks and/or conflicts that reduce resilience or reverse development gains.
2. WFP and its partners continue to have unhindered access to targeted prioritized areas.
3. WFP has sufficient funds to implement planned activities on the scale required.
4. Smallholders have access to loans.
5. Gender-specific value chain selection increases the resilience of women's livelihoods.
6. A minimally effective marketing infrastructure is in place.
7. Off-takers have the liquidity to purchase from smallholder farmers.

Outcome indicators

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

Climate adaptation benefit score

Climate resilience capacity score

Climate services score

Consumption-based coping strategy index, reduced CSI

Food consumption score

Investment capacity index

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

3. Promote knowledge and adoption of climate services, regenerative agriculture practices and innovative technologies among smallholders and nutritious food value chain actors to build resilience with regard to climate change and other shocks while simultaneously reducing environmental degradation (CAR-1.9: Actions to protect against climate shocks)

5. Targeted food-insecure and risk-prone populations, especially women, young people and people living with disabilities, benefit from increased resilience with regard to shocks and stressors and livelihood opportunities along strengthened local nutritious food value chains (Output category: A: Resources transferred. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5. Targeted food-insecure and risk-prone populations, especially women, young people and people living with disabilities, benefit from increased resilience with regard to shocks and stressors and livelihood opportunities along strengthened local nutritious food value chains (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4. Provide targeted smallholders and value chain actors with an integrated package of innovative and transformative skills, tools and systems to enable the adoption of diversified and decent livelihoods (SMS-1.8: Smallholder agricultural market support programmes)

7. Food-insecure and risk-prone populations, especially women, young people and people living with disabilities in targeted rural and urban areas, have increased access to nutritious and diverse food (Output category: A: Resources transferred. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

7. Food-insecure and risk-prone populations, especially women, young people and people living with disabilities in targeted rural and urban areas, have increased access to nutritious and diverse food (Output category: F: Smallholder farmers supported, Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

6. Targeted farmers, including women, young people and people living with disabilities, benefit from increased and more equitable access to productive inputs and services, diversified markets, enhanced approaches to reducing food loss, climate-sensitive and regenerative agricultural practices and the use of technology and innovation to increase their productivity and economic opportunities from diversified sources (Output category: A: Resources transferred. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

6. Targeted farmers, including women, young people and people living with disabilities, benefit from increased and more equitable access to productive inputs and services, diversified markets, enhanced approaches to reducing food loss, climate-sensitive and regenerative agricultural practices and the use of technology and innovation to increase their productivity and economic opportunities from diversified sources (Output category: F: Smallholder farmers supported. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

6. Targeted farmers, including women, young people and people living with disabilities, benefit from increased and more equitable access to productive inputs and services, diversified markets, enhanced approaches to reducing food loss, climate-sensitive and regenerative agricultural practices and the use of technology and innovation to increase their productivity and economic opportunities from diversified sources (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

SDG 17: Partnerships for the goals

SDG target 9: Capacity building

Country strategic plan outcome 4: National institutions in Zambia have strengthened capacity to design policies and programmes that promote the enhancement of national food systems and deliver national emergency preparedness, anticipatory and response programmes, nutrition-sensitive, shock-responsive social protection, supply chain systems and sustainable food security programmes by 2030

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

1. The Government continues to prioritize social protection and social safety nets as key drivers of development for poor populations.
2. Innovative methodologies and technologies are prioritized by the Government and development partners as means of more efficiently and effectively scaling up social safety net programmes.

Outcome indicators

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

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South–South and triangular cooperation support

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

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Percentage of users satisfied with services provided

Activities and outputs

5. Provide technical assistance, including through South–South and triangular cooperation, to national institutions to strengthen national capacity and systems for emergency preparedness, anticipatory action and early response, social protection, food and nutrition security and sustainable food systems (SPS-1.10: Social protection sector support)

10. National institutions and relevant actors benefit from South–South and triangular cooperation that strengthen capacity of national actors to design and implement emergency preparedness, early response and nutrition-sensitive shock-responsive social protection programmes, including food security and nutrition programmes (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

8. National institutions and relevant actors have increased capacity, infrastructure, knowledge and systems for the efficient design and delivery of climate and disaster risk financing instruments, including anticipatory action, climate risk insurance to strengthen shock-responsive social protection systems, emergency preparedness and early response (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

8. National institutions and relevant actors have increased capacity, infrastructure, knowledge and systems for the efficient design and delivery of climate and disaster risk financing instruments, including anticipatory action, climate risk insurance to strengthen shock-responsive social protection systems, emergency preparedness and early response (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

9 National institutions and relevant actors have increased capacity to design and implement nutrition-sensitive shock-responsive social protection policies and programmes (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

6. Provide technical support to the Government to strengthen national supply chain capacity, systems and operations (ODS-2.4: On-demand services)

11. National institutions and relevant actors benefit from technical support and supply chain expertise that strengthen their capacity and enable them to streamline operations (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

SDG target 16: Global partnership

Country strategic plan outcome 5: Humanitarian and development actors in Zambia have improved access to on-demand services and benefit from innovative, effective and cost-efficient supply chain capacity by 2030

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

Focus area: resilience building

Assumptions

Relevant humanitarian and development actors will utilize WFP's on-demand services.

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs**7. Provide timely and appropriate on-demand services for supply chain, innovation and health logistics services to relevant actors (ODS-2.4: On-demand services)**

13. Food systems actors in Zambia benefit from improved public and private institutions' capacity to support food value chains, including through enhanced food quality and standards, and local production of nutritious foods (Output category: C: Capacity development and technical support provided. Standard output: 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

12. Humanitarian and development actors utilize on-demand services to deliver more efficient, effective and coordinated responses and services (Output category: H: Shared services and platforms provided. Standard output: 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

SDG 17: Partnerships for the goals**CC.1. Protection****Cross-cutting indicators**

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

CC.2. Accountability**Cross-cutting indicators**

- CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA
- CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)
- CC.2.3: Country office has a functioning community feedback mechanism
- CC.2.4: Country office has an action plan on community engagement
- CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)
- CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

- CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality
- CC.3.2: Percentage of food assistance decision making entity members who are women
- CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

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

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

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

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

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

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

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

CC.2. Accountability

Cross-cutting indicators

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

- CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality
- CC.3.2: Percentage of food assistance decision making entity members who are women
- CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

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

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

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

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

ANNEX III

FOOD RATION (<i>g/person/day</i>) AND CASH-BASED TRANSFER VALUE (<i>USD/person/day</i>) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY		
	Country strategic plan outcome 1	
	Activity 1: General food/cash distribution	
Beneficiary type	Refugees	
Modality	Food	CBTs
Cereals	400	-
Pulses	60	-
Oil	25	-
Salt	5	-
Sugar	-	-
Super Cereal	60	-
Super Cereal Plus	-	-
Micronutrient powder	-	-
Total kcal/day	2 114	-
% kcal from protein	10.7	-
Cash-based transfers (<i>USD/person/day</i>)	-	0.39
Number of feeding days per year	365	365

ANNEX IV

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	540	384 140
Pulses	81	77 417
Oil and fats	34	70 076
Mixed and blended foods	81	55 511
Other	7	2 275
Total (food)	743	589 419
Cash-based transfers	-	12 987 000
Total (food and cash-based transfer value)	743	13 576 419

ANNEX V

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)						
	SDG 2 target 2.1 WFP strategic outcome 1	SDG 2 target 2.2 WFP strategic outcome 2	SDG 2 target 2.3 WFP strategic outcome 3	SDG 17 target 17.9 WFP strategic outcome 4	SDG 17 target 17.16 WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	
Focus area	Crisis response	Root causes	Resilience building	Resilience building	Resilience building	
Transfers	21 449 478	13 573 227	26 477 383	6 742 232	774 003	69 016 322
Implementation	3 269 062	2 222 032	5 074 627	1 695 690	34 898	12 296 308
Adjusted direct support costs	3 426 347	2 189 343	4 371 669	1 168 406	112 163	11 267 927
Subtotal	28 144 887	17 984 601	35 923 679	9 606 328	921 063	92 580 558
Indirect support costs (6.5 percent)	1 829 418	1 168 999	2 335 039	549 327	0	5 882 783
Total	29 974 304	19 153 600	38 258 718	10 155 656	921 063	98 463 341

Acronyms

CBT	cash-based transfer
CFM	community feedback mechanism
COVID-19	coronavirus disease 2019
CSP	country strategic plan
DMCF	disaster management consultative forum
EPR	emergency preparedness and response
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
HGSM	home-grown school meals
NDP8	eighth national development plan
NFNC	National Food and Nutrition Commission
NGO	non-governmental organization
PSEA	protection from sexual exploitation and abuse
SBCC	social and behavioural change communication
SDG	Sustainable Development Goal
SEA	sexual exploitation and abuse
SUN	Scaling Up Nutrition
UNHCR	Office of the United Nations High Commissioner for Refugees
UNSDCF	United Nations sustainable development cooperation framework