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Operational matters – Country strategic plans
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Sao Tome and Principe country strategic plan (2024–2028)

Duration	1 January 2024–31 December 2028
Total cost to WFP	USD 15,311,891
Gender and age marker*	3

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

Executive summary

Sao Tome and Principe is a small island developing state off the coast of central Africa with a population of 225,000 people. It is highly vulnerable to the impacts of climate change and faces development challenges stemming from structural vulnerabilities such as its geographic isolation, the small size of the national market, and dependence on imports, which affect its capacity to manage environmental and economic shocks.

Despite relatively stable economic growth and progress in education and health services and in nutrition indicators, Sao Tome and Principe is highly reliant on external development assistance and still faces persistently high levels of poverty and growing inequalities, including gender-based inequalities.

Private sector investments are limited and an inadequate electricity supply constrains economic activity. Employment is mainly informal, comprised largely of work in agriculture, fisheries and small-scale commerce.

The social protection system is nascent in Sao Tome and Principe and its coverage is limited. The national school feeding and health programme (*Programa nacional de alimentação e saúde escolar*) is the largest safety net in the country, reaching 25 percent of the population, and the World Bank has expanded the support that it provides through the Government in response to the coronavirus disease 2019 pandemic.

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Building on the achievements of the country strategic plan for 2019–2024, WFP is committed to continuing to support the Government in addressing nutrition and food security challenges, within the framework of the national plan for sustainable development for 2020–2024.

WFP will continue to strengthen the national school feeding and health programme, improve evidence generation for a better understanding of the operational context and the impact of its interventions and foster partnerships and cross-sectoral collaboration in the areas of health, nutrition, agriculture, renewable energy and climate change.

The approach followed will be integrated, gender-transformative and inclusive and will ensure that school feeding in Sao Tome and Principe contributes increasingly to human capital, local economies and sustainable development.

To complement the integrated approach to school feeding and reinforce its impact, WFP will leverage its global expertise in emergency preparedness and early warning and expand the scope of its institutional support for the Government in anticipating and preparing for the effects of climate change and strengthening the resilience of national systems and communities.

The contingency crisis response outcome, which was initially developed during the coronavirus disease 2019 pandemic, will remain a pillar under the new strategy.

In line with the Government's Vision 2030 and the United Nations sustainable development cooperation framework for 2024–2028, this country strategic plan supports progress towards Sustainable Development Goals 2 and 17 through two interrelated outcomes:

- *Outcome 1*: Crisis-affected populations in Sao Tome and Principe are able to meet their food and other essential needs, before, during and in the aftermath of emergencies and disasters.
- *Outcome 2*: By 2030, the Government has strengthened capacity to deliver a sustainable school feeding programme as part of strengthened social protection and resilient food systems.

Draft decision*

The Board approves the Sao Tome and Principe country strategic plan (2024–2028) (WFP/EB.2/2023/7-A/9) at a total cost to WFP of USD 15,311,891.

* 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. Sao Tome and Principe is a small island developing state with a population of 225,000 people, more than half of whom are under 18 years of age.[1] Typical of small island states, the country is highly vulnerable to the impacts of climate change and faces development challenges that stem from structural and multidimensional vulnerabilities including geographic isolation, high production costs, the small size of the national market, dependence on imports of basic consumer goods, and limited investment in human development, which affect its adaptive capacity and resilience to shocks.

2. After dropping from 3 percent in 2020 to 1.8 percent in 2021 during the coronavirus disease 2019 (COVID-19) pandemic,[2] the gross domestic product (GDP) growth rate is forecasted to reach 2.5 percent in 2023.[3] Highlighting Sao Tome and Principe's vulnerability to the global food crisis, inflation surged to 25.2 percent in January 2023, from 9.5 percent at the end 2021,[4] reflecting increases in the global prices of imports and local food prices due to the higher costs of inputs and fuel price adjustments.[5]

3. The socioeconomic development of the country has been sustained largely by external assistance, government borrowing[6] and foreign direct investment, mainly in the tourism and related services sector, which is slowly recovering from the effects of the COVID-19 pandemic. There has been a surge in investment since 2003 when oil exploration started, even though no oil has been found since then.[7]

4. The private sector remains weak and has not generated the well-paid, high-quality jobs needed to sustain progress in poverty reduction. Most Sao Tomeans, including 43 percent of the heads of households, make their living in low-productivity and subsistence self-employment.[8] In 2019, the unemployment rate was close to 13.4 percent, disproportionately affecting young people: 50 percent of young women and 20 percent of young men are outside the labour force.[9] Financial inclusion also poses a challenge as most of the population does not have a bank account.

5. Sao Tome and Principe's score on the Human Development Index rose from 0.56 in 2010 to 0.62 in 2019, when it ranked 138 of the 191 countries on the index. That progress is attributable mainly to a reduction in infant mortality and an increase in the average years of schooling.[10] The adult illiteracy rate remains high, at 7 percent among men and 11 percent

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[1] World Bank. 2023. The World Bank in Sao Tome and Principe: Overview.

[2] WFP. 2022. *São Tomé and Príncipe: Impact of Ukraine Crisis* (not available online).

[3] Trading Economics. 2023. Sao Tome and Principe Forecast.

[4] World Bank Group. 2021. *Prosperity for all Saotomeans: Priorities to end poverty, promote growth and build resilience in São Tomé and Príncipe – Systematic Country Diagnostic*; and Trading Economics. 2023. Sao Tome and Principe Inflation Rate.

[5] Statista. 2023. Sao Tome and Principe: Inflation rate from 1988 to 2028.

[6] About 97 percent of the public investment budget is financed through debt and external aid.

[7] World Bank Group. 2021. *Prosperity for all Saotomeans: Priorities to end poverty, promote growth and build resilience in São Tomé and Príncipe – Systematic Country Diagnostic.*

[8] *Ibid*.

[9] National Institute for Gender Equality and Equity. 2017. *Relatório do Índice de Desenvolvimento de Género em STP* (Gender Development Index Report in Sao Tome and Principe) (not available online).

[10] Enrolment at all levels of education has increased, especially in preschool, the third cycle of basic education and the secondary level, over the past decade. Ministry of Education and Higher Education. 2018. *Análise Sectorial da Educação em São Tomé e Príncipe* (Sectorial Analysis of Education in Sao Tome and Principe) (not available online). Between 2007 and 2017, the pre-primary gross enrolment rate more than tripled, from 21.4 to 71.4 percent. In the third cycle of basic education, the rate increased from 68 to 114 percent, and at the secondary level it increased from 20.3 to 62.6 percent, representing an annual growth rate of 19.2 percent. World Bank Group. 2021. *Prosperity for all Saotomeans: Priorities to end poverty, promote growth and build resilience in São Tomé and Príncipe – Systematic Country Diagnostic.*

among women.[11] The low level of education in the working population affects people's capacity to learn new skills and adopt new technologies and business innovations.

6. Sao Tome and Principe has a Gender Inequality Index score of 0.907, ranking it 124 of 191 countries. Most gender-related challenges arise from disparities between men and women in terms of access to jobs, income and political participation. Women still have lower rates of labour force participation than men – 38 percent in 2021 compared with 73 percent for men, and there has been no significant change over the last two decades.[12] Women's representation in politics and decision-making positions remains low, with women holding about 24 percent of seats in the national assembly in 2020. Gender inequality is deeply rooted in social and cultural norms that reduce women's ability to undertake paid work. This, coupled with high rates of early pregnancy,[13] creates significant barriers to education and increases women's vulnerability to poverty. Laws against domestic violence, sexual harassment and rape exist, but the number of reports of gender-based violence has been increasing.

7. The prevalence of poverty has remained practically unchanged over the past decade, but the inequality gap is widening, with the country's Gini coefficient rising from 32.1 in 2000 to 40.7 in 2017.[14] About one third of the population lives on less than USD 1.90 per day,[15] with higher poverty rates in urban than rural areas.[16] About one third of all households in Sao Tome and Principe are headed by women, and households led by women account for 42 percent of the poorest 20 percent of households in the country.[17]An estimated 30 percent of the population lives without electricity.[18]

8. Sao Tome and Principe is already experiencing the impact of climate change. On average, drought accounts for 25 percent of the annual occurrence of hazards.[19] Water scarcity is particularly common in the north of the main island, making agriculture challenging without irrigation. The country is also vulnerable to coastal and river flash floods following heavy rainfall.[20] Sea-level rise has been continuous since 1993, with tides affecting the coastline.

1.2 Progress towards the 2030 Agenda for Sustainable Development

9. Under the leadership of the ministry responsible for planning, finance and the blue economy, Sao Tome and Principe presented its first voluntary national review on progress towards the Sustainable Development Goals (SDGs)[21] in April 2022. Although capacity gaps in data collection and a lack of disaggregated and recent statistics hamper in-depth trend

[11] World Bank. 2023. *Sao Tome and Principe Gender Landscape*.

[12] World Bank. Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) – Sao Tome and Principe.

[13] It is estimated that almost 8 percent of girls have children before the age of 15. WFP Cameroon. *Gender equality, protection and disability and inclusion, a brief analysis* (not available online).

[14] World Bank. 2023. The World Bank in Sao Tome and Principe: Overview.

[15] *Ibid*.

[16] The reason for this unusual situation is that there are too few employment opportunities in towns, especially for young people. International Fund for Agricultural Development. Sao Tome and Principe country page.

[17] World Bank. 2022. *Social Protection COVID-19 Response and Recovery Project*.

[18] Nationally Determined Contributions Partnership and UNDP. 2021. *São Tomé E Príncipe: Nationally Determined Contributions (NDC-STP) Updated.*

[19] World Bank Group Climate Change Knowledge Portal. Sao Tome and Principe risk profile country page.

[20] *Ibid.*

[21] Government of Sao Tome and Principe. 2022. *Voluntary National Review 2022: Implementation of the Sustainable Development Goals in Sao Tome and Principe*.

analysis,[22] the review highlighted significant progress in the health and education sectors, with reduced rates of maternal and infant mortality and communicable diseases, including malaria, which is no longer the main cause of death. The voluntary national review indicated that the country has achieved gender parity in basic education; however, the attendance rate of boys and girls remains unequal at the secondary level.[23]

10. The review emphasized the pressing need to build resilience and strengthen human capital development through climate change adaptation and mitigation measures, structural transformation and economic diversification, requiring the country to identify and define public policies that target the most vulnerable people and communities, ensuring that no one is left behind.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

11. *Access to food.* Ten percent of households have reported severe food insecurity, with at least one household member, usually a woman, skipping meals or reducing the amount eaten every day. Forty-two percent of households have experienced food shortages for a few months of the year and 26 percent have indicated that they are affected by food insecurity almost all year round.[24] Although the Government has been working to control food price volatility given the pressure it exerts on family budgets,[25] the poorest households are disproportionately affected by nutrition deficits and are more exposed to food-related stress than non-poor households.

12. *End malnutrition.* In 2019, 12 percent of children under 5 were stunted, compared with 17 percent in 2014, and regional disparities persisted.[26] The country is on course to achieve the targets for wasting, with a rate of 4 percent, and exclusive breastfeeding, with 63 percent of infants of 0–5 months of age being exclusively breastfed.

13. The prevalence of anaemia remains high at 44 percent among women and girls of reproductive age and 65 percent among children under 5. Micronutrient deficiencies coexist with increasing problems of overweight – which affects 4.5 percent of children under 5, obesity and diet-related non-communicable diseases.[27]

14. *Smallholder productivity and incomes.* Agriculture in Sao Tome and Principe accounts for 14 percent of GDP. Despite efforts to improve agricultural production through a national agricultural investment programme aimed at enhancing food security and nutrition,[28] the agriculture sector shrank by 3 percent in 2018 and a further 1 percent in 2020.[29] Twenty-four percent of men and 9 percent of women work in agriculture,[30] with access to

[22] The main reference documents are the 2017 household budget survey and a 2019 multiple indicator cluster survey, which provide mainly social data. A full census is planned for 2023, offering a unique opportunity to gather disaggregated data on consumption, income, employment and social indicators. The analysis will require an overall review in light of the outcomes of that census.

[23] These results have contributed to the expected graduation of the country from least developed country status by December 2024.

[24] National Institute of Statistics. 2017. *Inquerito Aos Orcamentos Familiares 2017* (Household Budget Survey 2017 – latest available data).

[25] The food price anomalies indicator shows improvements from an abnormal situation in 2015, with a score of >=1 (1.2), to a moderately high score in 2019, of 0.68.

[26] Stunting prevalence in the autonomous region of Principe rose from 10 percent in 2014 to 20 percent in 2019.

[27] Global Nutrition Report. Country Nutrition Profiles: Sao Tome and Principe.

[28] National agricultural investment programme for food security and nutrition for 2016–2020.

[29] Food and Agriculture Organization of the United Nations and others. 2021. *The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all*.

[30] World Bank. 2023. *Sao Tome and Principe Gender Landscape*.

an average land area of 3 ha per farmer. Agriculture is dominated by family farming and polyculture.[31] About 80 percent of the agricultural workforce is self-employed or consists of unpaid family workers, particularly women.

15. Knowledge of climate adaptation tools and methods in agriculture is still very limited at the community level.[32] Further challenges faced by smallholders include insufficient access to water and irrigation systems during the dry season, limited access to credit and information on weather and markets, limited management skills and little entrepreneurial spirit.[33]

16. As in the agriculture sector, a lack of investment capacity and large-scale infrastructure also limits the expansion of the fishery sector, even though fisheries make an important economic and social contribution in the country and provide additional income-generating activities that are of crucial significance in fighting poverty and food insecurity.[34]

17. *Sustainable food systems.* Historically, agriculture in Sao Tome and Principe has been geared towards export crops, mainly cocoa.[35] Agricultural production contributes 83 percent of the country's total commodity exports.[36] The small size of the national market, low profitability linked to poor infrastructure, challenges related to the value chains for nutritious foods, limited access to appropriate warehousing and cold storage facilities, and limited public investments and coordination contribute to the fragility of the system.[37]

18. The Government has been implementing policies aimed at enhancing the availability of food of adequate nutritional quality through sustainable agricultural production.[38]

Progress on Sustainable Development Goal 17 targets

19. *Capacity strengthening.* Weaknesses in control mechanisms and core public administration functions are key challenges in Sao Tome and Principe.[39] The country's development is compromised by low national capacity to plan, coordinate action, monitor performance and introduce adjustments.[40]

20. *Policy coherence.* The strategic vision for the country, "Sao Tome and Principe 2030: The Country We Want", aims to ensure policy coherence for sustainable development. However, institutional and governance mechanisms for coordinating policy interactions across sectors are weak, and the tools and capacities to anticipate, assess and address the long-term impacts of policies are limited.

21. *Diversified resourcing.* In 2020, 85 percent of government funding came from external sources, including foreign direct investment and international remittances; the latter accounted for 1.8 percent of GDP in 2020.[41] As in other small island developing states, the

[31] International Fund for Agricultural Development. 2020. *Sao Tome and Principe. Smallholder Commercial Agriculture Project. Project design Report*.

[32] N. Costa Resende Ferreira and others. 2021. Assessment of crop risk due to climate change in Sao Tome and Principe.

[33] *Ibid.*

[34] G. Carneiro and J.C. Rio. 2012. "Climate change and its impacts on marine ecosystems and fisheries in São Tomé e Príncipe.

[35] N. Costa Resende Ferreira and others. 2021. Assessment of crop risk due to climate change in Sao Tome and Principe.

[36] World Trade Organization. 2022. Trade Profiles 2022: Sao Tomé and Principe. WFP. 2020. *WFP Sao Tome and Principe Country Brief August 2020.*

[37] World Trade Organization. 2022. Trade Profiles 2022: Sao Tomé and Principe.

[38] Government of Sao Tome and Principe. 2022. *Voluntary National Review 2022: Implementation of the Sustainable Development Goals in Sao Tome and Principe*.

[39] United Nations Sao Tome and Principe. 2022. *Common Country Analysis: Sao Tome and Principe*.

[40] *Ibid.*

[41] *Ibid.*

amount of official development assistance per capita is high but declining. Investments in the agriculture, health and education sectors are highly dependent on that assistance.

22. The World Bank and the African Development Bank have strengthened their cooperation with Sao Tome and Principe through increased funding allocations, while the International Monetary Fund has deployed an international head of office to the country, demonstrating a growing interest in Sao Tome and Principe.

23. *Enhanced global partnership.* In line with the Addis Ababa Action Agenda, Sao Tome and Principe has been introducing policy measures aimed at attracting new partners and exploring innovative financing mechanisms, strengthening South–South cooperation and enabling the country to achieve the SDGs.[42]

1.4 Hunger gaps and challenges

24. Critical systemic issues are sources of vulnerabilities that can worsen food insecurity. The education sector faces challenges with respect to efficiency, quality and governance, while schools lack basic infrastructure, such as improved sanitation, canteens and kitchens, and resources such as books and other learning materials.

25. In addition, there is a notable difference in school attendance rates between children from the richest families and those from the poorest. Nearly one fifth of poor households with children in school indicated that they had been forced to remove their children from school owing to their inability to pay education-related costs. The primary school enrolment rate among children from poor households is half that of children from non-poor households.[43]

26. Low rates of enrolment in non-formal education and vocational training for young people who are not in formal education are a concern as there are few economic opportunities for the growing number of young people in the population.

27. While progress has been made, Sao Tome and Principe still has great potential to expand its support for human capital development. In mid-2020, the social protection system, excluding school feeding, reached 11.5 percent of the population.[44]

28. Challenges with electricity production and distribution have stimulated the Government's interest in creating an enabling environment for investments in the renewable energy sector, which can facilitate access to affordable energy for communities and contribute to better conservation of fisheries products and the reduction of post-harvest losses.[45]

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

29. The country strategic plan (CSP) for Sao Tome and Principe for 2024–2028 builds on the achievements of the CSP for 2019–2024, taking into account inputs from consultations with the Government, other key stakeholders and communities; lessons learned from the COVID-19 crisis response; findings from the WFP evaluation synthesis report on evidence and lessons from country capacity strengthening;[46] results from a 2020 cost-benefit

[42] High-Level Political Forum on Sustainable Development. 2022. Voluntary National Review 2020 – Key messages from Sao Tome and Principe to the High-Level Political Forum on Sustainable Development.

[43] United Nations Sao Tome and Principe. 2022. *Common Country Analysis: Sao Tome and Principe*.

[44] International Labour Organization. 2021. *World Social Protection Report 2020–22: Social protection at the crossroads – in pursuit of a better future*. Annex 4. Statistical tables.

[45] World Bank Group. 2021. *Prosperity for all Saotomeans: Priorities to end poverty, promote growth and build resilience in São Tomé and Príncipe – Systematic Country Diagnostic*

[46] WFP. 2021. *Evaluation Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations.*

analysis;[47] and findings and recommendations from the 2021 Systems Approach for Better Education Results – School Feeding (SABER-SF) assessment.[48]

30. The COVID-19 response highlighted the need to improve data collection and analysis for forecasts, decision making processes and real-time information sharing during and immediately after a shock.

31. The cost–benefit analysis found that the national school feeding and health programme was an important tool for promoting education, with a significant return of USD 6.90 for every dollar invested, despite the funding challenges that have been the main barrier to the programme's full implementation. Recommendations aimed at enhancing and widening the impact of the programme included the stronger involvement of nutrition specialists, and coordination with the agriculture sector.[49]

32. The 2021 SABER–SF exercise is the second such assessment to be carried out since the Government began managing the national school feeding and health programme.[50] The main findings revealed weaknesses in the programme's financial capacity, with unpredictable and insufficient funds to ensure high-quality meals, weak institutional capacity and coordination, limited monitoring capability and a lack of operational guidance and coordination mechanisms. Although the private sector reported local-level benefits from the programme, the assessment emphasized that implementation was limited in terms of coverage and distributions, most of the outreach interventions led by partners were ad hoc in nature, and communities expressed a limited understanding of school feeding, with no feedback mechanisms in place for informing operational or programmatic adjustments.

33. Key recommendations indicated the need to review the overarching institutional management of the programme, establish new evidence-based multisectoral objectives and develop an expansion strategy and an innovative resource mobilization plan.

34. WFP supported the revision of the school feeding law (number 04/2012) in 2020, which was approved by the national assembly in 2022. Based on the right to food and the importance of a healthy diet for every child, the new law addresses many of the shortcomings identified in the SABER-SF assessment and incorporates in-depth revisions of the institutional model, financing and budgeting frameworks and the bidding and contracting system.[51]

35. Under the new CSP, the SABER-SF recommendations will guide and frame WFP's institutional capacity strengthening strategy for multisectoral school feeding. Adopting a holistic perspective, efficiency and sustainability will be key priorities, with schoolchildren and communities remaining at the core of the approach.

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

36. The CSP is aligned with the country's overall strategic vision, "Sao Tome and Principe 2030: The Country We Want", the SAMOA Pathway, the Sendai Framework for Disaster Risk Reduction (2015–2030), the African Union Agenda 2063, the 2016–2025 Continental

[47] WFP. 2020. *Cost–benefit analysis: São Tomé and Príncipe. National School Feeding and Health Programme – PNASE.*

[48] At the time of writing, no findings from the decentralized evaluation of institutional capacity strengthening in Sao Tome and Principe were available.

[49] WFP. 2020. *Cost–benefit analysis: São Tomé and Príncipe. National School Feeding and Health Programme – PNASE.*

[50] As the indicators and parameters used in the 2021 SABER-SF assessment have changed since the first assessment was carried out, the results of the two exercises cannot be compared.

[51] Revision of the national school feeding and health programme law and the preschool feeding bill (2020).

Education Strategy for Africa, the 2014 Malabo Declaration on Agriculture and the United Nations sustainable development cooperation framework (UNSDCF) for 2023–2027.

2.3 Engagement with key stakeholders

37. WFP contributed to the formulation of the United Nations common country analysis and UNSDCF for Sao Tome and Principe through a multi-stakeholder consultation process, undertaking bilateral consultations with government counterparts, other United Nations entities and other stakeholders in order to validate the approach followed under the CSP, identify complementarities and explore potential partnerships.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

38. This CSP for 2024–2028 is based on two interrelated CSP outcomes, which are aligned with the WFP strategic plan for 2022–2025 and predicated on the following theory of change, which looks beyond 2030:

- *If* the Government in Sao Tome and Principe efficiently manages a multisectoral, equitable and sustainable national school feeding programme, and schoolchildren and communities have access to locally produced, healthy and nutritious food;
- smallholder farmers, in particular women and young people, are empowered to supply schools and other reliable markets with good-quality nutritious products that address the specific nutrition needs of boys, girls and adolescent girls; and
- the Government has the capacities and systems in place to ensure that emergencies do not worsen inequalities and significantly affect the food and nutrition security and resilience of people and communities, including smallholder farmers;
- *then,* children in Sao Tome and Principe will learn, thrive and have improved well-being, the overall population will have enhanced health, nutrition and food security, communities will have increased stability and resilience, gender equality will improve, local economies will be strengthened and emergencies will not have significant long-term negative impacts on food and nutrition security.[52]

39. WFP will foster partnerships – including through South–South and triangulation cooperation – aimed at creating complementarities and ensuring that multiple sectors, through various interactions, come together and improve the impact of integrated school feeding interventions. Partnership building will include enhanced collaboration with the other Rome-based agencies. Over the long term, WFP will increasingly promote the use of locally sourced products for school feeding, with links to environmental sustainability through organic production; short, resilient local supply chains; the use of renewable, clean energy; and a zero-waste approach.

40. In line with national priorities, WFP will support the Government in preventing and reducing the impact of climate-related shocks through the revision and development of strategies and programmes that effectively anticipate, prepare for and respond to emergencies, thus strengthening the resilience to shocks of households and communities.[53]

[52] Based on the Evaluation of capacity strengthening activities to government and local communities in Sao Tome and Principe from July 2019 to December 2022 – Terms of reference developed for the country office by the evaluation team at the Regional Bureau for Western Africa.

[53] As noted in Sao Tome and Principe's intended nationally determined contribution presented to the United Nations Framework Convention on Climate Change meeting in 2015, although the country has identified additional climate change mitigation measures, its priority remains adaptation and risk reduction because of its high vulnerability to the impacts of climate change.

41. Under the CSP, WFP will emphasize gender equality, protection, accountability to affected populations and environmental sustainability. Nutrition will be mainstreamed throughout the interventions.

Assumptions

42. The following are the key assumptions underlying this CSP:

- A high level of commitment to the national school feeding and health programme is maintained.
- The revised school feeding law effectively enables greater intersectoral coordination and joint advocacy that lead to optimal coverage and wider impact.
- WFP fosters and sustains partnerships with local and national stakeholders in supporting the improvement and expansion of integrated national school feeding activities.
- WFP's resource levels remain stable and predictable.
- WFP maintains adequate staff capacity for effective CSP implementation.

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

Country strategic plan outcome 1: Crisis-affected populations in Sao Tome and Principe are able to meet their food and other essential needs, before, during and in the aftermath of emergencies and disasters

43. The capacity of Sao Tome and Principe to effectively prepare for and respond to sudden and slow-onset emergencies is limited. This was demonstrated by the Government's response to the COVID-19 pandemic, for which it requested the support of partners, including WFP, in implementing the national contingency plan. Under CSP outcome 1, WFP will support the Government by responding to crises at the Government's request.

44. Work under this outcome will be complemented by efforts under CSP outcome 2, which aims to strengthen national safety nets and capacity to respond to crises and build the resilience of vulnerable communities.

45. Under the CSP, WFP will maintain a contingency strategic outcome for the provision of emergency assistance, if and when requested by the Government, through the most appropriate means. WFP's experience of providing support during the COVID-19 pandemic has shown that the vulnerability of Sao Tome and Principe is very high while the likelihood of the Government being able to respond effectively to a crisis is low. As a result, the impact of a crisis on the population can be dire, making it essential that WFP prepare a plan for the worst possible scenario.

46. WFP's support for the Government in the event of a crisis will be structured around three components: ensuring the continuing operation of the national school feeding programme, providing direct support to smallholder farmers, and preparing for the use of cash-based transfers (CBTs) to reach vulnerable groups.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

49. CSP outcome 1 is aligned with UNSDCF pillar 1 on social inclusion[54] and objective 3 of the national plan for sustainable development on inclusion, social protection and the reduction of social and regional disparities.

Expected outputs

50. The following outputs will contribute to the achievement of CSP outcome 1:

- Output 1.1: Crisis-affected populations receive assistance that meets their food and other essential needs.
- Output 1.2: Crisis-affected children have access to school feeding as part of the social safety net to meet their food and nutrition needs and improve school attendance.

Key activity

Activity 1: Provide assistance to affected populations before, during and after crisis to meet their essential needs

51. WFP will maintain the capacity to respond quickly to a deteriorating situation in Sao Tome and Principe, at the request of the Government. This contingency activity is included because of continued uncertainties linked to an unfavourable medium-term economic outlook and frequent climate-related shocks. In line with lessons from the COVID-19 pandemic response, throughout the CSP period WFP will remain prepared to safeguard the school feeding programme as a critical safety net and directly support smallholder farmers who are vulnerable to climate-related shocks. At the same time, WFP will expand its response capacity and range of modalities through the use of CBTs, leveraging existing government systems and programmes whenever possible.

52. The national school feeding programme is a critical safety net in the country. WFP will help the Government to ensure that implementation of the programme continues at scale, even when a crisis hits. In its contingency plan, WFP foresees the provision of three months of direct support for the national school feeding programme, in accordance with the national crisis response plan. This approach will be harmonized for all interventions under CSP outcome 1; the duration of the support provided for interventions other than school feeding will be determined jointly with the Government.

53. Smallholder farmers in Sao Tome and Principe are particularly vulnerable to crises, especially those related to climate change. This vulnerability was highlighted during the COVID-19 pandemic. In response to future crises, WFP will be prepared to provide smallholder farmers with direct assistance, on request, in order to safeguard their livelihoods.

54. WFP will strengthen its capacity to deploy CBTs when necessary and to work with partners and the Government on determining the best modality of support. This work will include conducting a rapid gender analysis and a mechanism selection process to ensure that assistance contributes to the long-term empowerment of marginalized groups while addressing immediate food and nutrition needs, depending on the circumstances[55] and reflecting the gender-differentiated needs and dietary preferences of affected people and communities.

[54] UNSDCF outcome 1: "By 2027, people in São Tomé and Príncipe, in particular the people left behind and most vulnerable, benefit from quality and inclusive social systems and have access to integrated social protection".

[55] There is increasing evidence that in effective school feeding programmes, the use of in-kind food improves access to school and learning outcomes, while the use of CBTs primarily influences access to school. WFP. 2020. *State of School Feeding Worldwide 2020.*

55. To avoid possible tension among the members of the communities where assistance is provided, WFP will develop a community engagement action plan with clear beneficiary selection criteria and will engage with community leaders and other stakeholders. When appropriate, WFP's response will include social and behaviour change communication that promotes healthy dietary practices and addresses negative gender norms.

Partnerships

56. The following partners may be involved in the implementation of this contingency activity: the ministry responsible for defence, through the national council for emergency preparedness and response; the ministry responsible for education, culture and science; the national school feeding and health programme; the ministries responsible for agriculture, rural development and fisheries, and women's rights; the district chambers and Government of the Autonomous Region of Principe, national and international non-governmental organizations (NGOs) and other development partners; and community leaders.

Transition/handover strategy

57. As the Government's capacity for emergency preparedness and early warning increases, including through the capacity strengthening support provided under CSP outcome 2, the need for emergency support may decrease over time. In an interim period, WFP's support may be aligned with the national social protection system for an interim period, before being provided through that system.

Country strategic plan outcome 2: By 2030, the Government has strengthened capacity to deliver a sustainable school feeding programme as part of strengthened social protection and resilient food systems

58. Under CSP outcome 2, WFP will support and promote the national school feeding and health programme as an effective and inclusive social safety net that actively contributes to children's education, health and nutrition and has added potential benefits for local communities.

59. WFP will also leverage its global value chain expertise to support the Government in providing opportunities for local producers, including smallholder farmers, to supply schools with nutritious products while strengthening their resilience to climate shocks.

60. In addition, applying a climate adaptation and resilience building approach, WFP will seek to strengthen the early warning, emergency preparedness and response capacities of the Government.

WFP strategic outcome

61. CSP outcome 2 is aligned with WFP strategic outcome 4: National programmes and systems are strengthened.

Focus area

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

Alignment with national priorities

63. CSP outcome 2 is aligned with UNSDCF outcome 1 on social inclusion, outcome 2 on climate action,[56] and outcome 3 on "blue" and "green" growth.[57] It is also aligned with the national

[56] UNSDCF outcome 2: "By 2027, institutions integrate climate change adaptation, low carbon and renewable energies into policies and programmatic implementation".

[57] UNSDCF outcome 3: "By 2027, national stakeholders generate substantially more decent jobs in an environmentally friendly blue and green economy".

plan for sustainable development objective 2, "promote inclusive economic growth and environmental sustainability", and objective 3, "inclusion, social protection, reduction of social and regional disparities".

Expected outputs

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

- Output 2.1: Schoolchildren have access to safe, healthy and nutritious meals through the strengthened capacity of the Government to deliver a home-grown school feeding programme that promotes locally produced nutritious foods and access to clean energy solutions.
- Output 3.1: Food systems actors benefit from improved national capacity (and from direct individual capacity strengthening) to enhance nutrition-sensitive and resilient value chains and increase access to schools and other markets through approaches that promote women and youth empowerment and clean energy solutions.
- Output 4.1: National and local actors in the areas of emergency preparedness and response, early warning, anticipatory action, shock-responsive and nutrition-sensitive social protection, and climate change have strengthened capacity and systems related to food security and nutrition.

Key activities

Activity 2: Provide capacity strengthening support to the Government and stakeholders with the aim of enabling them to deliver a nutrition-sensitive and gender-sensitive green and sustainable home-grown school feeding programme

65. As the new school feeding law comes into effect, WFP will provide the Government with support for the law's implementation, navigating the changes in the governance structure. WFP will also support the Government in ensuring that the national school feeding and health programme is more inclusive and equitable. This will include exploring the use of exemptions from financial contributions for the most disadvantaged households and the options for expanding the coverage of the programme to out-of-school children and children with disabilities. In accordance with the recommendations from the SABER-SF assessment, WFP's support will also focus on improving the coverage and sustainability of the programme. In addition, in line with the country's upcoming membership of and engagement in the global School Meals Coalition, WFP will promote the integration of a nutrition-sensitive approach that facilitates better health and education outcomes for boys and girls in school.

66. With the double objective of improving children's health and nutrition and ensuring a sustainable school feeding model, WFP will support the Government in exploring the options for more efficient sourcing of food, including through local procurement and the use of locally produced fresh foods, thereby supporting local production capacities. At the same time, WFP will promote a zero-waste approach in schools and the use of renewable clean energy from solar panels to improve food storage and preparation.

67. WFP will support the school feeding programme holistically, including support on complaints and feedback mechanisms.

Activity 3: Provide technical assistance to the Government and stakeholders to support food system actors with the aim of enabling them to increase local nutritious, green and sustainable food production and access to markets, including schools

68. Under this activity, as well as providing direct support, WFP will assist the Government in supporting smallholder farmers, small and medium enterprises and other local value chain actors who are vulnerable to climate-related shocks. In line with the national food security

and nutrition programme for 2019–2023, which aims to increase basic local food production, stronger linkages will be established between the local producers of nutritious foods and the schools covered by the national school feeding and health programme and other local markets. WFP will also support government programmes that seek to improve the climate resilience of smallholder farmers and other local value chain actors, including through the promotion of climate-smart practices.

69. WFP will support the Government in conducting a diagnostic review of local value chains to gain insight into the challenges faced by value chain actors, particularly with regard to climate-related risks, and inform improvements in the way the Government helps smallholder farmers and local value chain actors to become more climate resilient and nutrition-sensitive.

70. Technical advice on the design of a pro-smallholder school feeding procurement system will also be provided. This will support the Government in establishing a predictable and stable volume of demand at a fixed price, allowing for fair negotiations between smallholders and the national school feeding and health programme, facilitating smallholders' access to inputs and credit, and exploring opportunities to improve payment mechanisms.

71. WFP will address capacity gaps between men and women through a gender-transformative approach, ensuring that women and men have access to information, inputs and technology that are suitable to their needs and preferences. This will involve breaking down the social and gender norms that inhibit gender-equitable access to information, resources and markets.

Activity 4: Provide capacity strengthening to the Government and stakeholders with the aim of enabling them to improve emergency preparedness and response, anticipatory action, early warning and shock-responsive social protection systems, with a climate resilient and environmentally sustainable approach

72. The Government of Sao Tome and Principe is advancing its disaster risk management and climate resilience agenda, including by improving its own capacity to respond to climate-related disasters, integrating climate and disaster risk reduction into various sectors and increasing awareness and education on disaster prevention and preparedness. The Government also aims to develop reliable early warning systems to monitor weather conditions.[58]

73. WFP will support the Government's agenda, leveraging its global expertise, investments and assessments.[59] To start with, WFP will provide the high-level council in charge of coordinating disaster risk management with technical assistance and support in conducting a comprehensive problem identification and institutional capacity assessment, which will form the basis for continuous engagement with relevant national actors in improving national disaster risk management and emergency response.

74. During the problem analysis and capacity assessment exercise, a tentative set of priorities in the areas of data collection, CBT delivery and food security mapping will be identified and confirmed with relevant government counterparts.

75. WFP will also support the Government and stakeholders in exploring opportunities to support community-level awareness raising on multidimensional risks and vulnerabilities, including those related to gender and disability, and in strengthening local adaptation capacity, particularly among smallholder farmers and fishers, reducing their vulnerability through transformative practices and technologies for building climate resilience, improved

[58] World Bank. Global Facility for Disaster Risk Reduction and Recovery. Sao Tomé-et-Principe country page.

[59] WFP Sao Tome and Principe country office. *Impact of the Russian-Ukrainian crisis and the residual effects of COVID-19 in São Tomé and Príncipe* (not available online).

access to climate information, and capacity building in early warning for emergency preparedness.

Partnerships

76. Under activities 2 and 3, the WFP country office will use memoranda of understanding and annual workplans to establish partnerships with the ministry responsible for education, culture and science; the national school feeding and health programme; the ministry responsible for agriculture, rural development and fisheries; the national council for food security and nutrition; and the national institute of statistics.

77. WFP will also engage with the ministries responsible for health and women's rights through the department of social protection and involve NGOs and national and international academic institutions in supporting vulnerability analysis and mapping, monitoring and evaluation, research and evidence generation for programme activities carried out in collaboration with the Government. WFP will seek to strengthen partnerships on local production for school feeding with other United Nations entities, including the other Rome-based agencies, and international financial institutions.

78. Under activity 4, WFP will partner with the ministry responsible for defence through the national council for emergency preparedness and response, the national institute of meteorology and the general directorate for the environment under the ministries responsible for infrastructure and women's rights.

79. WFP will ensure collaboration and partnerships with a wide range of stakeholders in local and district-level administrations, the private sector, local NGOs, cooperatives, agricultural associations and communities.

80. WFP will facilitate the exchange of knowledge and skills through South–South and triangular cooperation, with a particular focus on integrated school feeding interventions and support for smallholders.

Transition/handover strategy

81. The duration of WFP's engagement under CSP outcome 2 will be informed by regular consultations with counterparts and based on the Government's readiness to manage and monitor the school feeding programme, develop climate-resilient sustainable food systems and put in place robust emergency preparedness and climate adaptation policies and programmes through its own capacities and systems.

4. Implementation arrangements

4.1 Beneficiary analysis

82. CSP outcome 1, activity 1 is a contingency plan that ensures the initial capacity to provide in-kind food and CBT assistance for targeted women, girls, boys and men, including persons with disabilities, for three months.

83. Under activity 2, the indirect beneficiaries of institutional capacity strengthening for the national school feeding and health programme are the 50,000 school-age children covered by the programme. Strengthening the school feeding programme through an integrated approach will also have a positive effect on local communities; the scale of that effect will be estimated during the course of CSP implementation.

84. Under activity 3, through its focus on the agriculture sector and support for the linking of smallholders to schools, WFP's individual capacity strengthening interventions will directly reach 1,500 smallholders per year, 30 percent of whom will be women.

4.2 Transfers

85. Unrestricted assistance will account for the largest portion of transfers under CSP outcome 1. In the event of a crisis and in agreement with the Government on-site food distributions or take-home rations will be provided to schoolchildren.

86. Under output 1.1, the transfer value will be based on the minimum expenditure basket and designed to cover essential needs in accordance with regional and global strategies. As part of its preparedness measures, WFP will conduct the necessary multisector assessments on market functionality and due diligence exercises to ensure that the most appropriate mechanisms for CBTs or food distributions are selected. To strengthen local markets, agreements will be signed with local traders.

87. WFP will replace the 2018 macro financial assessment with an updated financial sector intelligence assessment and begin the process of incorporating the use of CBTs as a new transfer modality in its interventions. [60]

88. Gender equality and protection risks and good practices related to accountability to affected populations will be taken into consideration.

89. Under CSP outcome 2, WFP will provide individual capacity strengthening activities for 1,500 smallholder farmers. It will also continue to provide institutional capacity strengthening for the Government and other stakeholders throughout the CSP period, with a focus on addressing locally identified problems, conducting diagnostics and co-designing solutions with counterparts.

4.3 Country office capacity and profile

90. The country office will finalize its strategic workforce planning and realignment exercise to determine its human resource capacity requirements for responding to the Government's priorities and needs. The new country office structure, which will be established in collaboration with the Cameroon country office, will reflect the strategic and operational requirements for the successful implementation of the CSP and will combine the mobilization of external expertise and skills from the Cameroon country office and globally with the recruitment of additional staff in the Sao Tome and Principe country office.

91. WFP is committed to implementing its people policy, which focuses on staff care and well-being, promoting a healthy working environment free from harassment and discrimination and ensuring staff well-being through a healthy work–life balance and accessibility for persons with disabilities.

4.4 Partnerships

92. Despite numerous fundraising challenges due to the country's insularity and the limited presence of bilateral government donors in Sao Tome and Principe, WFP's work is embedded in its partnerships approach with the Government, development partners, international government donors, international financial institutions, national and regional counterparts and, increasingly, the private sector.

93. WFP will build on its productive relationship with the Government to increase the scope of its current partnerships, better integrating cross-cutting sectors including gender, building synergies with new stakeholders in those sectors for greater impact and complementarity, and undertaking joint resource mobilization strategies.

94. WFP will actively explore the potential for collaboration with other United Nations entities based on their respective comparative advantages in areas related to environmentally friendly local food value chains, renewable energy, the empowerment of young people and

[60] WFP. 2018. *Macro financial assessment: Sao Tome and Principe* (internal document).

women, climate change adaptation and social protection. To enable the management of back-office and common services, WFP will also enhance existing partnerships in the implementation of the ongoing United Nations development system reform.

95. WFP will facilitate peer-to-peer learning with countries that provide South–South and triangular cooperation, sharing relevant experience in the design and operationalization of school feeding and working in partnership with regional organizations, the other Rome-based agencies and the network of centres of excellence and knowledge.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

96. Baselines for each CSP outcome will be established in 2024 based on a national food security assessment and other studies. The country office will conduct a mid-term review of CSP implementation in 2026, and an independent CSP evaluation managed by the Office of Evaluation in 2027 will meet accountability needs regarding the overall performance and results of WFP's country portfolio and inform the orientation of future strategic programming. The evaluation will be complemented by a decentralized evaluation of WFP's support for smallholder farmers in 2025, which will be planned around specific strategic objectives and aimed at generating evidence to inform programme improvements, advocacy and fundraising. Appropriate budget resources for that purpose have been allocated from the implementation costs of the activities being evaluated.

97. The planned collection of qualitative data for the evidence planning and budgeting tool will complement monitoring activities under CSP outcome 1.

98. As the portfolio of capacity-strengthening activities is extensive, the country office will pilot the use of a set of new indicators on capacity strengthening from the corporate results framework, with the support of experts in the monitoring of capacity-strengthening activities in school feeding, gender and nutrition.

99. Surveys and assessments will form the basis for advocacy, particularly in support of the Government's increased understanding and addressing of intersectional vulnerabilities and its efforts to ensure that no one is left behind. WFP will ensure that monitoring tools, methods and evaluation systems are gender-responsive, protection-sensitive and inclusive, with data disaggregated by sex, age and disability.

100. WFP and the United Nations Monitoring and Evaluation Group will support the Government in monitoring the national SDG indicators and ensuring regular follow-up.

5.2 Risk management

Strategic risks

101. A significant increase in operational costs – such as those for direct implementation under CSP outcome 1 – due to macroeconomic shocks, including the Ukraine crisis, may restrict WFP's capacity to respond to requests from the Government or other stakeholders. Mitigation measures include renewed advocacy efforts, resource mobilization and efficient planning.

102. Government priorities may change following the legislative elections of 2022 and the presidential elections of 2026. WFP will address that risk by maintaining a strong partnership with the Government, supporting the advocacy efforts of United Nations and development partners and fostering the community ownership of initiatives.

103. Insufficient resourcing presents a risk to CSP implementation. WFP will enhance its existing partnerships with the Government and advocate with donors for multi-year flexible funding, including from the private sector.

104. Overreliance on the technical expertise of the WFP Cameroon country office is a risk that the Sao Tome and Principe country office will mitigate by investing in thematic training for its own staff and strengthening its collaboration with the Cameroon country office's technical units as part of its work on finalizing its own staffing structure and realignment exercise.

Fiduciary risks

105. Fraud and corruption risks are mitigated by strong internal control systems and robust accounting policies. WFP will conduct training and refresher sessions on integrity policies for staff and cooperating partners to ensure that they are aware of their obligations related to humanitarian principles and anti-fraud and anti-corruption policies.

Social and environmental safeguards

106. To avoid, manage and mitigate potential environmental and social impacts, WFP will use the tools in its environmental and social sustainability framework during the design, implementation and adjustment of its operations and activities, in consultation with all stakeholders. Particular attention will be paid to approaches that ensure the sustainability of school feeding by strengthening the capacity of government institutions, encouraging the management and conservation of resources by smallholder farmers, promoting the management and composting of waste from canteens and post-harvest losses, and moving from climate adaptation to resilience building interventions.

107. Gender inequalities and protection risks may hinder WFP's delivery on the commitments made under the CSP. Activities are designed to address the diverse needs of women, men, girls and boys of various ages and to ensure that gender equality and women's empowerment are mainstreamed and no one is left behind. Preventative measures will be taken to ensure protection from sexual exploitation and abuse and from the use of child labour.

6. Resources for results

6.1 Country portfolio budget

COUNTRY PORTFOLIO BUDGET *(USD)*							
Country strategic plan outcome	**Activity**	**2024**	**2025**	**2026**	**2027**	**2028**	**Total**
1	1	2 200 463	2 319 771	2 422 763	2 749 376	2 750 994	**12 443 367**
2	2	280 764	218 864	216 074	229 798	200 920	**1 146 420**
2	3	220 515	349 656	222 131	236 203	210 558	**1 239 063**
2	4	97 160	102 207	107 672	94 221	81 782	**483 041**
Total		**2 798 901**	**2 990 498**	**2 968 641**	**3 309 598**	**3 244 253**	**15 311 891**

6.2 Resourcing outlook and strategy

108. WFP will seek to secure funding by strengthening current partnerships with existing donors while exploring opportunities to engage with additional donors including international financial institutions, the private sector and climate finance donors. WFP will use advocacy to ensure sustainable funding for the school feeding programme and will increase engagement with the Government to explore further fundraising opportunities, including through public–private partnerships.

109. WFP will also explore opportunities for joint fundraising and programming with other United Nations entities. As part of WFP's resource mobilization approach in Sao Tome and Principe, a partnership action plan will be developed to identify relevant resourcing partners and areas of engagement.

110. In the case of funding shortfalls, the country capacity strengthening strategy and each subsequent annual plan will include a prioritization plan, which will be developed jointly with the Government and reflect national needs and priorities.

ANNEX I

LOGICAL FRAMEWORK SAO TOME AND PRINCIPE COUNTRY STRATEGIC PLAN (2024–2028)

SDG 2: Zero hunger

SDG target 1: Access to food

Country strategic plan outcome 1: Crisis-affected populations in Sao Tome and Principe are able to meet their food and other essential needs, before, during and in the aftermath of emergencies and disasters

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

Focus area: crisis response

Assumptions

School feeding remains a government priority.
The revised school feeding law effectively enables innovative fundraising, including through business taxation, to sustain national coverage and distributions.
WFP fosters and sustains partnerships within and outside the United Nations country team that enable multisectoral transformation and sustainable progress towards SDG 2.

Outcome indicators

Annual change in enrolment

Attendance rate

Consumption-based coping strategy index, reduced CSI

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for food security

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

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

Retention rate, by grade

SABER school feeding index

Activities and outputs

1. Provide assistance to affected populations before, during and after crisis to meet their essential needs (URT-1.2: Unconditional resource transfer)

1.1 Crisis-affected populations receive assistance that meets their food and other essential 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)

1.1 Crisis-affected populations receive assistance that meets their food and other essential needs (Output category B: Nutritious food provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Crisis-affected populations receive assistance that meets their food and other essential needs (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.2 Crisis-affected children have access to school feeding as part of the social safety net to meet their food and nutrition needs and improve school attendance (Output category A: Resources transferred, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.2 Crisis-affected children have access to school feeding as part of the social safety net to meet their food and nutrition needs and improve school attendance (Output category B: Nutritious food provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.2 Crisis-affected children have access to school feeding as part of the social safety net to meet their food and nutrition needs and improve school attendance (Output category C: Capacity development and technical support provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.2 Crisis-affected children have access to school feeding as part of the social safety net to meet their food and nutrition needs and improve school attendance (Output category N: School feeding provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG 17: Partnerships for the goals

SDG target 9: Capacity building

Country strategic plan outcome 2: By 2030, the Government has strengthened capacity to deliver a sustainable school feeding programme as part of strengthened social protection and resilient food systems	WFP strategic outcome 4: National programmes and systems are strengthened Focus area: resilience building

Assumptions

School feeding remains a government priority.
The revised school feeding law effectively enables innovative fundraising, including through business taxation, to sustain national coverage and distributions.
WFP fosters and sustains partnerships within and outside the United Nations country team that enable multisectoral transformation and sustainable progress towards SDG 2.

Outcome indicators

Emergency preparedness capacity index

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

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

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

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

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

Transition strategy for school health and nutrition/including school feeding developed with WFP support

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

2. Provide capacity strengthening support to the Government and stakeholders with the aim of enabling them to deliver a nutrition-sensitive and gender-sensitive green and sustainable home-grown school feeding programme (SMP-1.5: School based programmes)

2.1 Schoolchildren have access to safe, healthy and nutritious meals through the strengthened capacity of the Government to deliver a home-grown school feeding programme that promotes locally produced nutritious foods and access to clean energy solutions (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 the achievement of zero hunger and other SDGs)

2.1 Schoolchildren have access to safe, healthy and nutritious meals through the strengthened capacity of the Government to deliver a home-grown school feeding programme that promotes locally produced nutritious foods and access to clean energy solutions (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes, contributing to the achievement of zero hunger and other SDGs)

3. Provide technical assistance to the Government and stakeholders to support food system actors with the aim of enabling them to increase local nutritious, green and sustainable food production and access to markets, including schools (SMS-1.8: Smallholder agricultural market support programmes)

3.1 Food systems actors benefit from improved national capacity (and from direct individual capacity strengthening) to enhance nutrition-sensitive and resilient value chains and increase access to schools and other markets through approaches that promote women and youth empowerment and clean energy solutions (Output category A: Resources transferred, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

3.1 Food systems actors benefit from improved national capacity (and from direct individual capacity strengthening) to enhance nutrition-sensitive and resilient value chains and increase access to schools and other markets through approaches that promote women and youth empowerment and clean energy solutions (Output category C: Capacity development and technical support provided, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

3.1 Food systems actors benefit from improved national capacity (and from direct individual capacity strengthening) to enhance nutrition-sensitive and resilient value chains and increase access to schools and other markets through approaches that promote women and youth empowerment and clean energy solutions (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

3.1 Food systems actors benefit from improved national capacity (and from direct individual capacity strengthening) to enhance nutrition-sensitive and resilient value chains and increase access to schools and other markets through approaches that promote women and youth empowerment and clean energy solutions (Output category F: Smallholder farmers supported, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

3.1 Food systems actors benefit from improved national capacity (and from direct individual capacity strengthening) to enhance nutrition-sensitive and resilient value chains and increase access to schools and other markets through approaches that promote women and youth empowerment and clean energy solutions (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

4. Provide capacity strengthening to the Government and stakeholders with the aim of enabling them to improve emergency preparedness and response, anticipatory action, early warning and shock-responsive social protection systems, with a climate resilient and environmentally sustainable approach (EPA-1.1: Emergency preparedness and early action)

4.1 National and local actors in the areas of emergency preparedness and response, early warning, anticipatory action, shock-responsive and nutrition-sensitive social protection, and climate change have strengthened capacity and systems related to food security and nutrition (Output category A: Resources transferred, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

4.1 National and local actors in the areas of emergency preparedness and response, early warning, anticipatory action, shock-responsive and nutrition-sensitive social protection, and climate change have strengthened capacity and systems related to food security and nutrition (Output category C: Capacity development and technical support provided, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

4.1 National and local actors in the areas of emergency preparedness and response, early warning, anticipatory action, shock-responsive and nutrition-sensitive social protection, and climate change have strengthened capacity and systems related to food security and nutrition (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

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)

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

ANNEX II

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (*ALL YEARS*)									
Country strategic plan outcome	**Output**	**Activity**	**Beneficiary group**	**2024**	**2025**	**2026**	**2027**	**2028**	**Total**
1	1.1	1	Girls	1 650	1 650	1 650	1 650	1 650	**1 650**
			Boys	2 550	2 550	2 550	2 550	2 550	**2 550**
			Women	2 250	2 250	2 250	2 250	2 250	**2 250**
			Men	1 050	1 050	1 050	1 050	1 050	**1 050**
			Total	**7 500**	**7 500**	**7 500**	**7 500**	**7 500**	**7 500**
	1.2	1	Girls	24 500	26 400	30 000	29 250	35 000	**35 000**
			Boys	25 500	28 600	30 000	35 750	35 000	**35 000**
			Total	**50 000**	**55 000**	**60 000**	**65 000**	**70 000**	**70 000**
2	2.1	2		0	0	0	0	0	**0**
	3.1	3	Women	450	450	450	450	450	**450**
			Men	1 050	1 050	1 050	1 050	1 050	**1 050**
			Total	**1 500**	**1 500**	**1 500**	**1 500**	**1 500**	**1 500**
	4.1	4		0	0	0	0	0	**0**
Total *(without overlaps)*				**57 500**	**62 500**	**67 500**	**72 500**	**77 500**	**77 500**

ANNEX III

FOOD RATIONS *(g/person/day)* AND CASH-BASED TRANSFER VALUES *(USD/person/day)* BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY			
	Country strategic plan outcome 1		
	Activity 1*		
Beneficiary type	**Crisis-affected people**	**Schoolchildren**	**Crisis-affected people**
Modality	**Food**	**Food**	**CBTs**
Cereals	280	140	-
Pulses	40	30	-
Oil	11	5	-
Salt	2	2	-
Sugar	2	4	-
Super Cereal	**-**	-	-
Super Cereal Plus	**-**	-	-
Micronutrient powder	**-**	-	-
Total kcal/day	1 262	670	-
% kcal from protein	11.7	12	-
Cash-based transfers *(USD/person/day)*	-	-	0.373
Number of feeding days per year	90		

***** The transfer rates and food rations are estimates based on the Government's request during the COVID-19 response. These rates and rations can be adjusted as needed during an emergency response.

ANNEX IV

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	**Total (*mt*)**	**Total (*USD*)**
Cereals	3 604	5 106 329
Pulses	740	2 011 049
Oil and fats	130	485 991
Mixed and blended foods	0	0
Other	141	140 660
Total *(food)*	**4 615**	**7 744 030**
Cash-based transfers		654 615
Total *(food and CBT value)*	**4 615**	**8 398 645**

ANNEX V

INDICATIVE COST BREAKDOWN BY CSP OUTCOME			
	SDG target 2.1/WFP strategic outcome 1	**SDG target 17.9/WFP strategic outcome 4**	**Total**
	CSP outcome 1	**CSP outcome 2**	
Focus area	**Crisis response**	**Resilience building**	
Transfers	8 924 032	1 938 508	**10 862 541**
Implementation	966 514	340 048	**1 306 561**
Adjusted direct support costs	1 793 367	414 894	**2 208 261**
Subtotal	11 683 913	2 693 450	**14 377 363**
Indirect support costs *(6.5 percent)*	759 454	175 074	**934 529**
Total	**12 443 367**	**2 868 524**	**15 311 891**

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
NGO	non-governmental organization
SABER-SF	Systems Approach for Better Education Results – School Feeding
SDG	Sustainable Development Goal
UNSDCF	United Nations sustainable development cooperation framework