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Madagascar country strategic plan (2024–2028)

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Gender and age marker*	3

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

Executive summary

Madagascar – a low-income country and the world's fourth largest island – faces endemic poverty, food insecurity, inequality, rapid population growth and urbanization, and significant dependence on subsistence agriculture, which employs around 80 percent of its population. Agriculture is hindered by lack of access to inputs, land degradation, water scarcity, unsustainable utilization of natural resources and persistently low productivity. Infrastructure deficiencies further hinder market access. Madagascar is highly exposed to the impacts of climate change as well as stressors and shocks such as tropical cyclones, recurrent droughts and flooding.

While the country has faced challenges that have exceeded the Government's initial capacity to respond, these disruptions have spurred a renewed commitment to achieving the Sustainable Development Goals.

In this context, the country strategic plan for 2024–2028 is guided by the vision to “transform food systems and social protection for a resilient Madagascar”, based on the humanitarian-development nexus approach adopted by the Government. Central to this vision is human capital investment, which demands a concerted effort at the critical intersection of education, health and nutrition. This country strategic plan capitalizes on achievements in shock

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preparedness, early warning, social protection and rural transformation to enhance long-term resilience by strengthening government capacity and fostering cooperation with partners.

In pursuit of Sustainable Development Goals 2 and 17, the country strategic plan aims to achieve five outcomes aligned with the national development plan, *Plan Émergence Madagascar*, other national priorities and the United Nations sustainable development cooperation framework for 2024–2028:

- *Outcome 1:* People in Madagascar affected by seasonal or other shocks are prepared and able to meet their immediate food and nutrition needs throughout the year.
- *Outcome 2:* By 2030, targeted groups at risk in Madagascar, especially young children and pregnant and breastfeeding women and girls, are part of the national social protection scheme and have improved nutrition and education outcomes, which contributes to enhanced human capital development.
- *Outcome 3:* By 2030, targeted communities in Madagascar benefit from productive, inclusive and sustainable food systems that contribute to improved food diversity, livelihoods and resilience to shocks, in particular climate and economic shocks.
- *Outcome 4:* By 2030, the Government and national stakeholders will have enhanced capacity to manage equitable and inclusive food and nutrition programmes, along with systems for social protection, emergency preparedness and early response.
- *Outcome 5:* Government, humanitarian and development actors in Madagascar have improved access to mandated and on-demand services and benefit from innovative solutions that enable the delivery of timely and cost-efficient assistance.

WFP will achieve these outcomes in partnership with the Government of Madagascar at the national, subnational and local levels; United Nations partners including the other Rome-based agencies; research partners; communities and crisis-affected people; donors; and the private sector.

Draft decision*

The Board approves the Madagascar country strategic plan (2024–2028) (WFP/EB.1/2024/6-A/5) at a total cost to WFP of USD 659,265,106.

* 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. Madagascar is a low-income country that ranked 173 out of 191 countries in 2022 on the Human Development Index, down from 158 in 2018. The country faces high poverty rates, with 90.9 percent of its population living on less than USD 3.10 a day and 77.4 percent in extreme poverty (an increase from 74.3 percent in 2019).¹ The population is projected to double from 29 million in 2022 to 59 million in 2050, putting a strain on natural resources.
2. The coronavirus disease 2019 (COVID-19) pandemic provoked a severe recession in Madagascar, resulting in a 7.1 percent contraction in gross domestic product in 2020. Rising food and energy prices fuelled a 9.5 percent rise in inflation between 2022 and 2023 and inflation is expected to remain high in the coming years.² This has eroded household purchasing power and exacerbated poverty levels. However, economic growth is expected to rebound, with projected rates of 4.2 percent in 2023 and 4.6 percent in 2024.³
3. Agriculture contributes 25 percent of gross domestic product and employs 80 percent of the population, but it is dominated by small-scale farmers with limited productivity. The production of rice – the main staple food – has declined significantly from 1.2 mt per capita in 1975 to 0.3 mt per capita in 2013.
4. Madagascar is highly exposed to the impacts of climate change, ranking 167 out of the 182 countries on the Notre Dame Global Adaptation Initiative country index. Climate-related challenges, which are increasing in severity, include changing rainfall patterns, frequent extreme weather events and damage to agriculture, infrastructure, biodiversity and coastal resources, leading to the loss of lives and livelihoods. Poor agricultural practices exacerbate these conditions, creating critical challenges related to water, energy and food.
5. With alarming hunger levels, Madagascar ranks 119 out of 121 countries on the 2022 Global Hunger Index. The national prevalence of global acute malnutrition is 8 percent and prevalence is higher in the south (9.2 percent) and southeast (9.4 percent). Chronic malnutrition affects 39.8 percent of children, while anaemia affects 46 percent of children and 26 percent of women.
6. Food insecurity and malnutrition are multifaceted, arising from demographic vulnerability, multidimensional poverty, limited access to education, structural weaknesses within the food value chain, fluctuating food prices, inadequate income and a lack of crop diversification. The dire state of infrastructure and frequent climate shocks amplify these hardships.
7. Despite government support, which has included cash transfers delivered to 6.5 million individuals (22 percent of the population), social assistance spending in Madagascar is one of the lowest globally. Only 5 percent of the population is covered by social safety nets, indicating the potential for enhancing support for the most vulnerable and mitigating risks and shocks.⁴

¹ World Bank. 2022. "[Madagascar Economic Update: Navigating Through the Storm, A New Drive for Reforms in Madagascar is Crucial](#)".

² *Ibid* and inflation rate data from July 2023, the Madagascar National Institute of Statistics, available at [Trading Economics](#).

³ World Bank. 2022. "[Madagascar Economic Update: Navigating Through the Storm, A New Drive for Reforms in Madagascar is Crucial](#)".

⁴ International Monetary Fund. 2023. [Social Spending and Outcomes in Madagascar](#).

8. Education remains a challenge. Deep-rooted gender inequality in the areas of education, employment and decision-making disempower women and girls. Primary schools exhibit high levels of education deprivation among boys. Meanwhile, gender dynamics at the secondary school level tend to disadvantage girls, who record higher dropout rates in secondary schools from age 15 onwards.
9. HIV is a public health priority. Over the past decade, national HIV prevalence has tripled to reach 0.37 percent, with HIV infections rising by 239 percent between 2010 and 2021.⁵ A total of 78.3 percent of households affected by tuberculosis and HIV in the Grand Sud regions do not have the economic capacity to meet their essential needs.

1.2 Progress towards the 2030 Agenda for Sustainable Development

10. The 2022 Sustainable Development Report ranked Madagascar 156 out of 163 countries in terms of its progress on the Sustainable Development Goals (SDGs). According to the 2022 United Nations common country analysis,⁶ Madagascar is unlikely to achieve the SDGs by 2030, with investments in sustainable development threatened by disparities in access to resources, markets, governing institutions and services.
11. The common country analysis calls for a paradigm shift towards improvements in governance, resilience in the face of environmental risks, human capital and social development, macroeconomic stability, private sector growth, and territorial planning and infrastructure development.
12. Madagascar has made some progress towards achieving the 2030 Agenda, including on universal healthcare access and strengthened laws against gender-based violence. The country is on track to achieve SDGs 12 and 13 and is showing moderate progress towards SDGs 5 and 8. Progress on SDG 4 has been declining, however, and work towards the other SDGs is stagnating. Efforts to track progress are hampered by limited data, a lack of coordination in monitoring and evaluation for the SDGs and challenges in mobilizing resources.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

13. *Access to food.* Access to adequate nutritious food remains constrained, particularly in the south, where 90 percent of the population live in extreme poverty. By February 2023, the cost of the food basket had increased by an average of 23 percent compared with the 2019–2022 average. Price increases reflect a drop in agricultural production following three years of drought in the south, coupled with high global oil prices leading to increased transportation costs.⁷
14. *End malnutrition.* Progress in reducing stunting has been achieved through measures outlined in the updated national nutrition policy for 2022–2030 and the national multisectoral action plan for nutrition for 2022–2026.⁸ Madagascar is part of the Global Action Plan for Child Wasting, which aims to accelerate essential action to address acute malnutrition. Although stunting prevalence fell from 50.1 percent in 2008–2009 to 39.8 percent in 2021, Madagascar remains the tenth country most affected by stunting in the world.

⁵ Joint United Nations Programme on HIV/AIDS. 2022. *UNAIDS Data 2022*.

⁶ United Nations Madagascar. 2022. *Analyse commune de pays du Système des Nations Unies à Madagascar 2022*.

⁷ Famine Early Warning Systems Network. 2023. *Madagascar Price Bulletin*.

⁸ National Nutrition Office. *Plan National d'action multisectorielle pour la nutrition 2022-2026*.

15. *Sustainable food systems.* To support agricultural reform, Madagascar has devised strategies and a road map for establishing sustainable food systems,⁹ aiming to boost productivity, diversify subsistence crops to improve food and nutrition security and increase the competitiveness of its exports. Obstacles in this regard include low agricultural productivity, substantial post-harvest losses, limited access to farming inputs, market access constraints, underdeveloped value chains, poor infrastructure, deficient transportation systems and insufficient financial services, particularly for women.
16. *Smallholder productivity and incomes.* Agricultural development is hindered by several factors, including financial limitations, low household education levels that impede the sharing of agricultural techniques, and losses during recent floods and droughts.
17. *Agricultural expansion* places significant pressure on Madagascar's forests and has already degraded one third of the island's land resources. Under the updated national adaptation plan, the Government is committed to expanding climate-resilient agricultural practices and building an integrated natural resources management with the support of the entire United Nations system under the new United Nations sustainable development cooperation framework (UNSDCF).

Progress on Sustainable Development Goal 17 targets

18. Progress towards SDG 17 targets is limited and has been constrained by a combination of contextual and institutional factors:
 - *Capacity strengthening.* Limited national budget allocations and expenditures and inadequate institutional capacity and systems prevent the effective delivery of essential services.
 - *Policy coherence.* Limited national ownership is a major challenge to policy coherence, as are weak coordination mechanisms, particularly between humanitarian and development initiatives, and the insufficient collection, analysis and use of up-to-date data.
 - *Diversified financing.* Official development assistance averages USD 600 million annually, or USD 26 per inhabitant. Madagascar had a relatively low tax burden of 10.9 percent in 2021, about 6 percentage points lower than the average of 26 other African countries.¹⁰

1.4 Hunger gaps and challenges

19. *Food insecurity and malnutrition.* Despite recurring food scarcity and limited access to sufficient nutrition, food security has improved slightly since 2022 thanks to a recent decrease in drought. Projections indicate a reduction in the number of food-insecure people from 2.3 million at the beginning of 2023 to 1.7 million by 2024.¹¹ Structural factors underpinning food insecurity include insufficient year-round production, the high cost of healthy foods and a lack of fortified foods. Climate-related shocks affect food availability, quality and affordability.
20. *Healthy diets.* The home-grown school feeding (HGPF) programme is guided by the national school feeding policy for 2017–2021 and the national school feeding and nutrition plan for 2020–2024. It is overseen by the inter-ministerial steering committee, COPIANSS, which includes representatives from the ministries responsible for education, health and

⁹ Madagascar has a Strategic National Pathway for Food Systems Transformation, prepared in the context of the food systems summit and in alignment with the UNSDCF.

¹⁰ United Nations Madagascar. 2022. *Analyse commune de pays du Système des Nations Unies à Madagascar 2022*.

¹¹ Integrated Food Security Phase Classification. [Madagascar: Acute Food Insecurity Situation for July–September 2023 and Projections for October–December 2023 and January–April 2024](#).

agriculture. Madagascar is part of the global School Meals Coalition and the coalition of action on healthy diets from sustainable food systems. Between 2019 and 2021, the Government allocated USD 4.7 million annually to the HGSP programme, increasing its budget to 0.03 percent of the gross domestic product. WFP supports programme implementation and related capacity strengthening and is working towards nationwide expansion of HGSP, including the rollout of a decentralized food procurement strategy.

21. *Climate-related shocks.* Madagascar is highly vulnerable to the impacts of climate change and experiences frequent tropical cyclones along with recurring droughts and floods. With limited resource management mechanisms and insufficient capacity to prepare for and respond to shocks, Madagascar is likely to see the damage caused by tropical cyclones increase by 18.4 percent by 2050.
22. *Shocks and stressors.* While the Government has made progress, challenges remain in providing sufficient humanitarian relief to people affected by repeated climate related stressors and shocks. Greater attention is needed in the areas of disaster risk reduction and anticipatory capabilities, including early warning systems, the sustainable phase-out of emergency assistance and the coordination of operational response.
23. *Social protection.* Since 2020, the effective implementation of shock-responsive social protection has seen social protection included in national development plans and expenditures. The Government aims to expand social protection coverage to 51 percent of the population by 2028. That expansion is hindered by resource constraints and the need for robust institutional systems and policy frameworks.
24. *Protection risks.* As evidenced by a protection risk analysis carried out by WFP in early 2023, there are protection risks in Madagascar, particularly among rural communities. Marginalized population groups such as people with albinism, people with disabilities and people living with HIV or tuberculosis encounter barriers when accessing social services and support.
25. *Gender inequality.* Progress has been made on gender inequality in recent years, but gender disparities remain significant. In agriculture, where women play a vital role, their access to financial resources, credit and land is restricted. Women are excluded from decision-making in households and across society and women and girls are subject to gender-based violence and child marriage.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

26. Under the country strategic plan (CSP) for 2019–2023, WFP successfully addressed food and nutrition needs, laid the basis for strengthened government capacity in early warning, anticipatory action and emergency response and supported the establishment of a national shock-responsive social protection system. This system proved effective in responding to cyclones in 2022 and the COVID-19 pandemic, especially in urban areas. WFP has made a breakthrough in positioning itself as a leader in school feeding while promoting national ownership of such activities.
27. Findings from the evaluation of the CSP for 2019–2023 highlight the crucial role of WFP in empowering the Government to autonomously manage preparedness, anticipatory action and emergency response in the face of intensifying shocks. WFP will maintain and strengthen its supportive role, ensuring alignment with the Sendai Framework.
28. The evaluation report recommended that WFP establish a new strategy to build long-term relationships in-country with development actors such as the other Rome-based agencies, key ministries, national agencies and the private sector. The report also suggested reducing crisis response programmes while increasing resilience building programming.

29. *Social protection.* WFP will leverage social protection systems and programmes to proactively address and mitigate future crises. WFP is committed to supporting the Government in preventing malnutrition and establishing an inclusive and effective national social protection system, with emphasis on scaling up the national HGSF programme.
30. *Nutrition.* Building on its experience in supporting nutrition governance, WFP will strengthen its technical assistance to the national nutrition office, with a focus on scaling up initiatives that improve the availability, access to, demand for and consumption of nutrient-dense foods.
31. *Early action and resilience.* WFP will continue to enhance the resilience of rural and urban communities, drawing on learnings from previous interventions. WFP implemented the first area yield index insurance product in the country, which protects smallholder farmers against climate and agricultural production risks.
32. *Rural socioeconomic transformation.* Aligned with the call for "rural transformation" issued by African Union Development Agency – New Partnership for Africa's Development, WFP will use its integrated approach to building resilience and the successful establishment of solar-powered modular community hubs in southern Madagascar to provide sustainable, off-grid green energy solutions. Addressing the intricate dynamics of the water–energy–food nexus, this new focus will provide an entry point for offering a host of services needed to drive rural transformation.
33. *Capacity strengthening.* Building on lessons learned from the CSP evaluation, WFP will support the Government in developing comprehensive national policies and systems that align with the broader development agenda. This will facilitate a gradual transition towards increased autonomy in managing food security, nutrition strategies and gender mainstreaming.
34. *Cross-cutting issues.* Given the need to enhance gender mainstreaming, this will be a strong focus of the CSP. Further work is also required on other cross-cutting issues including environmental safeguards, social accountability and inclusion.

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

35. The CSP is aligned in cycle and content with the UNSDCF for 2024–2028 and contributes to priority 2, "Ensuring human capital development"; priority 3, "Support labour productivity and the creation of productive jobs for decent incomes and a competitive economy"; and priority 4, "Strengthening sustainable, resilient, and inclusive environmental management". Crisis response activities will contribute to the national humanitarian response plan for Madagascar.
36. WFP will contribute to the implementation of the new national development plan, which aims to make Madagascar "a strong, prosperous, united, and caring nation for its people".¹²

2.3 Engagement with key stakeholders

37. WFP has engaged with various partners from the Government, donors, other United Nations entities, the private sector, non-governmental organizations (NGOs), civil society, women's organizations and organizations working with local communities and persons with disabilities to understand priorities, gaps and needs and explore partnership opportunities and funding trends.

¹² Currently under development by the national authorities.

38. WFP also undertook a systems dynamics analysis¹³ to focus its resources on the food systems components with the highest cost-benefit ratio.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

39. Expanding on achievements in shock preparedness and early warning, capitalizing on the momentum of social protection and strategically leveraging initial insights from the rural transformation initiative, this CSP is driven by the vision to transform food systems and enhance social protection for a more resilient Madagascar. The theory of change is based on mutually reinforcing pathways, with partnerships, technology and innovation as the key enablers and a focus on capacity strengthening work.¹⁴

- Through the emergency response pathway, WFP will:
 - improve access to healthy food and enhance resilience to shocks, including those exacerbated by climate change;
 - support national and subnational emergency preparedness, anticipatory and early action; and
 - provide the Government with robust food security analysis for decision-making.
- Through the social protection pathway, WFP will:
 - support the provision and rollout of safety nets; and
 - deliver nutritious meals to children and empower schools and communities by using local produce.
- Through the rural socioeconomic transformation pathway, WFP will:
 - support smallholder farmers, especially women and young people, by strengthening the shock resilience of value chains; and
 - adopt a systems approach in order to maximize results by helping to restore the productive potential, access to market and consumption of nutritious foods.

40. This CSP targets the food-insecure and disaster-prone regions of south and southeast Madagascar, with potential for expanding operations based on government request. WFP aims to enhance long-term sustainability by strengthening government capacity through an integrated approach including policy development, implementation, coordination and evaluation. This involves fostering inter-agency cooperation, expanding joint initiatives and facilitating a gradual handover that strengthens government ownership.

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

Country strategic plan outcome 1: People in Madagascar affected by seasonal or other shocks are prepared and able to meet their immediate food and nutrition needs throughout the year

41. Under CSP outcome 1, WFP will support efforts to ensure that before, during and after crises, targeted affected people receive adequate and timely cash or in-kind assistance that meets their daily food and nutrition needs. Work under this outcome will support government entities in promptly anticipating and responding to unpredictable climate events.

¹³ An integrated systems dynamics study of food systems in Madagascar was conducted in 2023 to gather evidence for the CSP.

¹⁴ Detailed assumptions are presented in the theory of change document, which includes a fourth pathway on capacity strengthening.

42. This CSP outcome contributes to SDG target 2.1 in addition to targets 1.a, 2.2 3.2, 5.1 and 11.5.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

45. Work under this CSP outcome will contribute to the implementation of national risk and disaster management strategies and strategic objectives 1, "Avoid loss of life, particularly among children under 5 and pregnant and breastfeeding women and adolescents" and 2, "Improve food security and restore the livelihoods of the most vulnerable households" of the national humanitarian response plan. It is also aligned with other national plans and priorities including multi-hazard contingency plans and national emergency response plans, the national strategy for risk and disaster management for 2016–2030 and national social protection policies.

Expected outputs

46. The following outputs will contribute to the achievement of CSP outcome 1:
- Output 1.1: Targeted food-insecure people and those affected by seasonal and other shocks receive adequate and timely assistance, accompanied by social and behaviour change activities, that meets their immediate food and nutrition needs.
 - Output 1.2: People affected by seasonal and other shocks receive adequate and timely specialized nutritious foods to prevent and treat acute malnutrition, including activities aimed at fostering social and behaviour change.
 - Output 1.3: Crisis-affected women, men, girls and boys in priority areas participate in food assistance for assets and income-generating activities that improve their livelihoods and support early recovery.
 - Output 1.4: Shock-affected people benefit from the enhanced implementation by the Government and stakeholders of emergency preparedness and response, anticipatory and early actions in relation to shocks and the operationalization of shock-responsive social protection including the pre-positioning of stock, the deployment of equipment and the establishment of infrastructure.

Key activities

Activity 1: Provide food assistance, nutrition and livelihood support to people in anticipation of and in response to seasonal or other shocks, leveraging national social protection systems and improving emergency preparedness

47. In coordination with the Government and other partners, WFP will provide food or cash-based transfers in acutely food-insecure areas through a targeted approach that anticipates and responds to the impact of shocks. In close coordination with the Government, WFP will increase support for households already enrolled in national social assistance programmes and expand coverage to new households in targeted areas, as required. The implementation and scale-up of the unique social registry, with technical and financial support from WFP, the United Nations Children's Fund (UNICEF) and the World Bank, represents a critical means of enhancing the alignment of WFP activities with national programmes and improving targeting, beneficiary identity management and ultimately the shock responsiveness of national social protection systems.

48. To prevent malnutrition, assistance will be accompanied by top-ups of nutritious food or cash-based transfers. Access to moderate acute malnutrition treatment services will be facilitated for targeted people at risk, such as pregnant and breastfeeding women and girls, children aged 6–23 months, people living with HIV and tuberculosis, and persons with disabilities.
49. A comprehensive package of social and behaviour change activities will be used to encourage people affected by shocks to use WFP assistance for optimal food and nutrition.
50. To support early recovery, WFP will provide conditional assistance to shock affected households through food assistance for asset programmes aimed at rehabilitating or reconstructing key community assets damaged by shocks.
51. Work under CSP outcome 1 will be coordinated with activities under CSP outcomes 4 and 5. WFP will apply its national and corporate experience in early and anticipatory action, nutrition-sensitive approaches and shock-responsive social protection, while complementing the emergency preparedness measures of national and local authorities and other partners. District food reserves will be set up to pre-position stocks and reduce delivery times.

Partnerships

52. WFP will establish multi-year agreements and annual workplans with national authorities such as the national office for disaster and risk management, the national office for emergency prevention and management and the Ministry of Population, Social Protection and Women's Empowerment as well as with local governments.
53. WFP will work in alignment with the national crisis mechanism, led by the national office for disaster and risk management and the Ministry of Population, Social Protection and Women's Empowerment. It will also work in collaboration with the Government, the food security and livelihood cluster, the nutrition cluster and the national cash working group.
54. WFP will collaborate with other United Nations entities and international financial institutions (including the World Bank) to support the Government in operationalizing social protection systems that are inclusive, based on human rights, shock-responsive, gender-responsive and nutrition-sensitive.

Assumptions

55. Climate and socioeconomic shocks will continue to occur.
56. The Government will ask WFP to assist populations affected by shocks and conditions will be conducive to strengthening government capacity and ownership of emergency food and assistance programmes.

Transition/handover strategy

57. WFP will gradually transfer the leadership of its emergency food and nutrition assistance programmes to the Government while ensuring that the technical and financial capacity of government institutions and implementing partners is strengthened through support under CSP outcome 4.

Country strategic plan outcome 2: By 2030, targeted groups at risk in Madagascar, especially young children and pregnant and breastfeeding women and girls, are part of the national social protection scheme and have improved nutrition and education outcomes, which contributes to enhanced human capital development

58. Focusing on resilience building, work under this CSP outcome supports the Government in addressing and preventing malnutrition in rural and urban areas, particularly through school feeding. WFP aims to prevent malnutrition through community-based platforms and national social protection mechanisms, creating a safety net for households that supports their future resilience and ultimately fostering human capital development.

59. This CSP outcome contributes to SDG target 2.2 in addition to targets 1.3, 4.1 and 5.5.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

62. This CSP outcome will contribute to UNSDCF priority 2, "Ensuring human capital development" and to the implementation of the national social protection policy, including the national social protection strategy for 2024–2028 and the national multisectoral action plan for nutrition for 2022–2026.

Expected outputs

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

- Output 2.1: Children enrolled in targeted primary schools receive a nutritious daily school meal and benefit from digital platforms that provide complementary nutrition-sensitive services and a package of social and behaviour change activities designed to improve and maintain their consumption of nutritious food and support better education outcomes.
- Output 3.1: To prevent undernutrition and improve nutrition status, targeted people at risk of malnutrition in urban and rural areas, including pregnant and breastfeeding women and girls, adolescent girls and children, receive adequate resource transfers and/or an integrated package of adequate and timely nutrition services that encompasses specialized nutrition products and social and behaviour change activities.

Key activities

Activity 2: Provide locally or regionally sourced, safe, high-quality and nutritious school meals for girls and boys

64. As Government's primary national school meals programme partner, WFP will continue to support the Government in delivering high-quality nutritious and diversified meals for children to improve attendance, reduce dropout rates and contribute to better nutrition. In the event of sudden onset emergencies, WFP will stand ready to provide school meals or take-home rations in shock-affected areas.

65. Through the HGSF model, WFP will provide cash-based transfers to schools, alongside or instead of in-kind food baskets, to support the procurement and consumption of locally produced nutritious foods. Smallholder farmers will be included in the HGSF supply chain to improve their income opportunities, with a focus on women's economic empowerment (under CSP outcome 3).

66. By promoting the use of green energy in schools and through environmental education initiatives for children, parents and teachers, WFP will seek to minimize the impact of wood fuel use on local natural resources and enhance environmental sustainability.
67. Utilizing the school feeding platform, WFP and partners will deliver complementary nutrition services, including deworming; water, sanitation and hygiene support; and social and behaviour change activities. Campaigns and information sessions will be used to sensitively raise awareness of child marriage and gender-based violence.

Activity 3: Provide nutrition services for groups at risk – in particular, pregnant and breastfeeding women and girls, adolescent girls, children and people affected by HIV and tuberculosis – to prevent all forms of malnutrition through a nutrition multisectoral community approach and leveraging the implementation of the national nutrition multisectoral action plan

68. To help prevent malnutrition among groups at risk, such as pregnant and breastfeeding women and girls, adolescent girls and children under 5, WFP will expand its community-based approach and integrated nutrition package comprising specialized nutritious foods, cash-based transfers, malnutrition screening and the referral of acute cases, and promotion of essential nutrition practices.
69. In alignment with the national social protection strategy, WFP will provide unconditional and gender-responsive food and cash assistance to groups at risk including people living with HIV, tuberculosis patients, older persons and persons with disabilities. Where possible, beneficiaries will be selected using the unique single registry.

Partnerships

70. WFP will partner with the Ministry of Agriculture and Livestock, the Ministry of National Education, the national nutrition office under the Prime Minister's office and the World Bank to expand the coverage of the school feeding programme. WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Labour Organization will seek to link local production to school feeding, with a focus on supporting women's economic empowerment. WFP will collaborate with the Ministry of Population, Social Protection and Women's Empowerment and UNICEF in the implementation of safety net activities and will partner with the Ministry of Public Health and the national nutrition office on the prevention of malnutrition.
71. Collaboration with other United Nations entities and partners will facilitate access to complementary services such as disease prevention and water, sanitation and health services and facilitate linkages to local production.
72. WFP will engage with partners in the School Meals Coalition to develop a strategy for leveraging the sustainable financing initiative.
73. The civil society, private sector, academic institutions and the Scaling Up Nutrition platform will be engaged in scaling up community-based nutrition approaches.

Assumptions

74. WFP will secure adequate multi-year funding to increase the number of targeted schools and children. Schools remain accessible and open.

Transition/handover strategy

75. Efforts will be made to enhance institutional capacity under CSP outcome 4, including accountability and reporting on fund utilization, which will facilitate a gradual transition of activities to the Government in the long term.

Country strategic plan outcome 3: By 2030, targeted communities in Madagascar benefit from productive, inclusive and sustainable food systems that contribute to improved food diversity, livelihoods and resilience to shocks, in particular climate and economic shocks

76. WFP aims to build a phased integrated programme to enhance the shock resilience of value chains. The systems approach will be used to restore productive potential, improve market access and promote the consumption of nutritious foods. Continuous assessment, results-based learning and evidence-driven enhancements will be integral to ensuring the scalability and effectiveness of the programme in enhancing resilience and food security.
77. CSP outcome 3 primarily contributes to SDG target 2.4 in addition to SDGs 1, 4, 5, 13 and 16.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

80. Work under this CSP outcome contributes to UNSDCF priorities 3, "Support labour productivity and the creation of productive jobs for decent incomes and a competitive economy" and 4, "Strengthening sustainable, resilient, and inclusive environmental management" and to policies for development, resilience and climate including the *Plan Émergence Madagascar*, the integrated strategy for the development of the Grand Sud, the recovery and resilience plan for the Grand Sud, the national strategy for climate change adaptation and mitigation (2012–2025) and the national plan for climate change adaptation.

Expected outputs

81. The following outputs will contribute to the achievement of CSP outcome 3:
- Output 4.1: Targeted farmers, including women, young people and other population groups at risk, benefit from climate-adaptive tools and practices, financial services and value chain support that give them access to more diverse livelihood and economic opportunities, enhance their resilience to shocks and increase the availability of nutritious foods.
 - Output 4.2: Women and men in targeted communities equally benefit from integrated social and behaviour change activities that help to promote healthy diets and stimulate demand for and the consumption of nutritious foods while addressing discriminatory social and gender norms.
 - Output 4.3: Smallholder farmers, farmers' organizations and value chain actors in targeted communities are empowered to access informal, formal and institutional markets, including HGSF initiatives.
 - Output 4.4: Targeted communities benefit from an improved road network, infrastructure and transportation services that allow better access to markets.

Key activities

Activity 4: Provide assistance to smallholder farmers and value chain actors, particularly women and young people, by offering innovative technologies, skills, financing tools, remunerative market outlets, post-harvest management and value addition technologies and environmentally inclusive asset creation with the aim of promoting resilient and nutritious value chains and the adoption of diverse, climate-adaptive livelihoods

82. *Preparedness.* Giving smallholder farmers access to storage facilities and management systems, including community grain reserves and post-harvest management tools, will support food pre-positioning to prepare for shocks.
83. *Risk financing.* WFP will promote access to climate services, implement anticipatory action and use macro-insurance and other innovative climate financing tools to mitigate climate risks through a disaster risk financing strategy that layers different disaster risk financing instruments. WFP will support the Government's involvement with the African Risk Capacity, their technical working group and sovereign insurance policies to expand climate hazard coverage.
84. *Digital financial inclusion.* WFP will use cash-based transfers and support access to financial products such as insurance and savings to help integrate people – particularly women – into the digital economy. WFP's integrated approach will link access to such financial services with activities that support smallholder farmers' access to markets in order to enhance household and community resilience.
85. *Building resilience.* Building on the Rapid Rural Transformation model, communities in food-insecure areas, in particular women and young people, will receive conditional assistance for asset creation and environmental rehabilitation activities and will receive training on climate-smart agriculture, natural resource management practices and livelihood diversification.
86. *Sustainable value chains.* WFP will create and enhance economic opportunities for rural communities by providing resources and technical support for food value chain stakeholders. This will facilitate the development of sustainable and resilient food systems. A value chain development approach will be adopted to enhance sustainable production models; support aggregation; improve food processing, quality and food safety; and reduce post-harvest losses. In this context, WFP will also build the capacities of smallholder farmers to minimize post-harvest losses to improve their resilience to shocks. WFP will leverage partnerships with the Government, international financial institutions and other government partners to develop, rehabilitate and maintain essential infrastructure, including transport infrastructure, food processing units¹⁵ and cold rooms, in order to facilitate the efficient transportation of farmers' produce, reduce losses, increase incomes and improve access to services for rural communities. As part of this approach, WFP will promote clean and sustainable energy solutions to improve natural resource management, income diversification opportunities and safer cooking practices.
87. *Market access.* WFP will enhance market access for smallholders through private sector partnerships and institutional and community markets such as grain reserves. WFP will help local farmers' organizations to link smallholders to the HGSF programme in alignment with activity 2. Local and inter-regional procurement will promote the resilience of national and subnational food systems, while WFP's digital inclusion efforts will support the

¹⁵ Food processing units are small-scale manufacturing facilities that serve as hubs for the transformation of raw agricultural materials into consumable products.

establishment of digital information platforms to improve the exchange of information on local markets.

Partnerships

88. WFP will partner with the ministries responsible for agriculture, the environment, energy, water, digitalization and planning; disaster risk preparedness entities (the national office for emergency prevention and management and the national office for disaster and risk management); and the national nutrition office and other government entities in support of transformative, productive, inclusive and sustainable food systems. WFP will engage with partners, including other United Nations entities, in initiatives such as the “*zone de convergence*” to implement the national road map for sustainable food systems. Integration with the Rapid Rural Transformation initiative and other infrastructures that offer access to multiple services will be prioritized.
89. Partnerships between the Rome-based agencies will be strengthened through a revised WFP–FAO workplan and the ongoing WFP–International Fund for Agricultural Development (IFAD) collaboration for value chain support and climate risk insurance with the aim of increasing farmers’ productivity and supporting resilient food systems, landscape management and smallholder farmers’ access to markets.
90. WFP will work with other United Nations entities such as the United Nations Industrial Development Organization, the United Nations Development Programme, UNICEF and the World Health Organization to ensure complementarity with social services and joint value chain interventions, strengthening its work related to empowering women and young people planned under this outcome.

Assumptions

91. Multi-year funding will be secured to ensure the long-term sustainability of activities that necessitate an extended period of support.
92. Progress will not be undermined by significant shocks until effective resilience is established.

Transition/handover strategy

93. WFP plans to gradually integrate its interventions into national systems by supporting government policies and building capacity at community, household and individual levels to facilitate market opportunities and the efficient management of agricultural assets and natural resources. An evidence-based transition strategy will be developed, drawing on a decentralized evaluation and a cost–benefit and return on investment analysis of the Rapid Rural Transformation sites, planned for 2024.

Country strategic plan outcome 4: By 2030, the Government and national stakeholders will have enhanced capacity to manage equitable and inclusive food and nutrition programmes, along with systems for social protection, emergency preparedness and early response

94. WFP will collaborate with the Government and other stakeholders to support the continued development and implementation of national policies and plans and improved multisector coordination. A country capacity strengthening strategy will help to structure and sequence CSP activities designed to strengthen national systems and programmes. WFP will encourage the transfer of knowledge and technical assistance through South–South and triangular cooperation.
95. This CSP outcome contributes to SDG target 17.9 in addition to targets 1.2, 2.1, 5c, 13.1, 13.2 and 17.6.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

98. This CSP outcome is aligned with UNSDCF priorities 2, "Ensuring human capital development" and 4, "Strengthening sustainable, resilient, and inclusive environmental management", as well as the commitments set out in the *Politique générale de l'État* and the *Plan Émergence Madagascar*. It is also consistent with other relevant policies and development plans such as the national education plan, the national strategy for HGSF, the environmental plan and the development plan for the south of the country.

Expected outputs

99. The following outputs will contribute to the achievement of CSP outcome 4:
- Output 5.1: National institutions and stakeholders benefit from improved access to integrated tools on climate, agriculture, vulnerability and socioeconomic information for preparedness, early warning and enhanced design and programme implementation.
 - Output 5.2: The Government has enhanced capacity to design and implement its social protection strategies, including for shock-responsive social protection for rural and urban populations.
 - Output 5.3: Local and national government and stakeholders have enhanced capacity to implement policies and programmes, including in the areas of nutrition, school feeding and rural transformation, and to mainstream gender considerations.
 - Output 5.4: Government and private sector stakeholders have enhanced capacity to process and provide high-quality fortified foods.
 - Output 5.5: National institutions and stakeholders benefit from South–South and triangular cooperation that increases their capacity and knowledge in order to enhance policies, strategies, processes and programmes that contribute to achieving zero hunger and other SDGs.

Key activities

Activity 5: Provide technical assistance and transfer knowledge on emergency preparedness, early action, disaster risk reduction and shock-responsive adaptive programming to the Government and partners to the design, coordination and implementation of national development policies and programmes, including through evidence generation

100. *Enhanced emergency preparedness and response capacities.* WFP will strengthen the capacity of the Government and other partners to implement emergency preparedness and response actions, particularly in the areas of programme design and supply chain management.
101. *Coordination for emergency preparedness and response.* WFP will reinforce the technical capacity of the Madagascar vulnerability assessment committee, government coordination committees and other data providers. This involves leveraging WFP's expertise in food and nutrition security monitoring, urban vulnerability analysis and coordination.

102. *Enhanced evidence-driven decision-making.* WFP will strengthen the capacity of national and decentralized authorities to utilize multidimensional vulnerability analysis, multisector early warning systems, information management and remote data collection for real-time data in order to improve gender-responsive programming and implementation. This will improve the government capacity in targeting, implementation and monitoring and evaluation, while facilitating programme adjustments.
103. *Strengthening social protection and inclusion.* WFP, with UNICEF and the World Bank, will assist the Government in enhancing the national social protection system. This involves developing a unique social registry and advocating the use of inclusion criteria and vulnerability-based targeting to ensure that entitlements are equitable, including in urban areas.
104. *School feeding.* WFP will support the implementation of the national school feeding strategy and expand the HGSF model, through a collaborative national school meals forum with the Government. WFP will support the Government in conducting a Systems Approach for Better Education Results exercise, drafting a policy road map and strengthening governance, innovation and digitalization, and financial sustainability; and ensuring the technical set-up and implementation of a national school feeding programme. This will lay the groundwork for a potential transition (beyond the timeframe of this CSP) of the school feeding programme to the Ministry of National Education.
105. *Enhancing nutrition capacities.* WFP will strengthen national systems-related capacity in nutrition, particularly that of the national nutrition office, in support of the operationalization of the national nutrition policy and nutrition multisectoral plan.
106. *Rural transformation and women's economic empowerment.* WFP will strengthen the national and decentralized capacity of ministries to implement a sustainable food system road map, covering activities including livelihood diversification, the integration of water management into landscape management, and climate adaptation and mitigation solutions.
107. *Food fortification and private sector engagement.* WFP will strengthen the country's capacity for food fortification and complementary food processing by collaborating with the ministry in charge of food industry oversight and the private sector (including the Scaling Up Nutrition platform).
108. *South-South and triangular cooperation.* Leveraging existing cooperative engagements and initiating new ones, WFP will facilitate the sharing of expertise, especially in areas such as disaster risk reduction and preparedness, the administration of social protection systems and initiatives related to agriculture and food systems. This work encompasses engagement with regional bodies, including the Southern African Development Community.

Partnerships

109. In collaboration with the World Bank and UNICEF, WFP will engage with the Ministry of Population, Social Protection and Women's Empowerment at the strategic level to strengthen the social protection system.
110. Partnerships with the other Rome-based agencies will be strengthened to provide coherent support to resilience building activities and the value chain approach implemented with the Ministry of Agriculture and Livestock. WFP will partner with the International Labour Organization on sustainable livelihoods and the United Nations Population Fund on gender equality and women's empowerment.
111. WFP will engage with FAO, IFAD and the World Bank to develop synergies in resilience and food diversification.

112. WFP will collaborate with the private sector, civil society (including community-based and women's organizations), and other stakeholders to encourage their engagement with the Government.

Assumptions

113. The Government's commitments to national strategies continue beyond the elections in late 2023.
114. WFP secures adequate funding and engagement to carry out the work planned under this CSP outcome.

Transition/handover strategy

115. WFP will seek to ensure the Government has enhanced institutional capacity to design, plan and implement programmes to facilitate a sustainable shift towards national ownership.

Country strategic plan outcome 5: Government, humanitarian and development actors in Madagascar have improved access to mandated and on-demand services and benefit from innovative solutions that enable the delivery of timely and cost-efficient assistance

116. CSP outcome 5 highlights WFP's role in enabling the efficient delivery of assistance, including in the aftermath of shocks, and enhancing the capacity of the Government and partners in the areas of transport, logistics, procurement, administration, infrastructure, digital solutions, telecommunications and data analytics.
117. CSP outcome 5 contributes to SDG target 17.16 in addition to targets 1.2, 9.1, 9.c, 10.2 and 16.7.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

120. CSP outcome 5 is in line with the *Plan Émergence Madagascar* and the Government's strategy to improve access to remote and crisis-affected regions and address logistical and operational challenges to ensure the efficient delivery of humanitarian assistance.

Expected outputs

121. The following outputs will contribute to the achievement of CSP outcome 5:
- Output 6.1: Government, humanitarian and development actors have access to and utilize logistics services to deliver more efficient, effective and coordinated responses and services.
 - Output 7.1: Government, humanitarian and development actors benefit from cost-effective WFP telecommunications services that support the timely and efficient delivery of assistance.
 - Output 8.1: Government, humanitarian and development actors benefit from the timely and cost-effective services of the United Nations Humanitarian Air Service that support the timely and efficient delivery of assistance.
 - Output 9.1: Crisis-affected populations targeted by humanitarian and development partners receive life-saving assistance through on-demand services and expertise.

Key activities

Activity 6: Provide logistics and coordination services to the humanitarian community and partners through the logistics cluster

122. WFP will continue to provide coordination and support, facilitating common logistics services (sea, road and storage) and strengthening logistics capacities of the Government and partners for the supply of humanitarian assistance. WFP will work through regional logistics working groups that include humanitarian partners, government bodies and private sector entities to oversee local operations, tackle bottlenecks and alleviate infrastructure constraints.

Activity 7: Provide telecommunications services to government and humanitarian and development partners to support their assistance interventions in an efficient and timely way

123. WFP will provide a comprehensive suite of information technology initiatives and services to government and humanitarian partners, encompassing emergency communication systems, mobile applications for efficient aid distribution and secure digital payment systems in order to streamline relief operations during crises. Support for the establishment of e-learning and education platforms will ensure access to educational resources for displaced populations.

Activity 8: Provide aviation and air operation services to government and humanitarian partners to facilitate access to humanitarian intervention areas

124. The United Nations Humanitarian Air Service remains critical for a swift, secure, efficient and cost-effective response in southern Madagascar, especially in remote areas, delivering light cargo and conducting medical and security evacuations. WFP will also restore airport infrastructure as required.

125. To address humanitarian air access challenges and ensure long-term solutions, WFP will strengthen capacity of local partners, specifically civil aviation authorities, local operators, and suppliers. This involves developing regulatory frameworks, procedures and risk management mechanisms.

Activity 9: Provide on-demand services and expertise for humanitarian and development partners to support their assistance interventions in an efficient and timely way

126. WFP will provide on-demand services for humanitarian partners and the Government at the regional and municipal levels beyond the scope of mandated service provision activities. Such services may include storage, transport, costal shipment and procurement processes as requested. WFP will also strengthen partner and government capacity to efficiently deliver assistance in a timely manner.

Partnerships

127. WFP will partner with the Department of Disaster Management Affairs, the national food reserve agency, relevant ministries, other United Nations entities, NGOs, private sector warehouse operators, transporters and logistics providers.

128. WFP will engage with government entities such as the national office for disaster and risk management, the airports authority of Madagascar and the Madagascar civil aviation authority.

129. WFP will engage with international financial institutions on transforming infrastructure for better food security and market access.

Assumptions

130. The Government, partners, humanitarian actors and private sector partners will continue to require telecommunication, supply chain and transportation services. Additionally, national and subnational coordination structures and systems will remain able to facilitate the delivery of these services.

Transition/handover strategy

131. WFP will focus on enhancing partner coordination and capacity via platforms that facilitate oversight. The handover of all responsibilities to the Government and partners is not foreseen within the five-year period of the CSP because of structural and capacity limitations in Madagascar.

4. Implementation arrangements

4.1 Beneficiary analysis

132. During this CSP, WFP will target over 3.9 million unique beneficiaries, as summarized in annex II; 50.7 percent of beneficiaries will be women and girls and 49.3 percent men and boys.
133. Under CSP outcome 1, WFP will provide food assistance to over 2.8 million people, complemented by nutrition support and services, social and behaviour change activities and asset rehabilitation. Crisis response will be informed by vulnerability and targeting analyses carried out in coordination with the Government and other partners.
134. Under CSP outcome 2, WFP will ensure that about 1 million people, notably people at risk, receive food and nutrition assistance, including through the national social protection system. Over 752,000 girls and boys will receive school meals.
135. Under CSP outcome 3, WFP will support over 763,065 smallholder farmers and value chain actors with asset creation and rehabilitation activities and enhanced agricultural practices, promoting financial literacy and improving resilience to shocks. This work covers access to markets, infrastructure and food processing units.
136. Targeting will be based on joint food security and vulnerability assessments conducted with the Madagascar vulnerability assessment committee. Codes of conduct signed with community leaders will reduce errors and promote inclusive targeting, especially for groups at risk.

4.2 Transfers

137. Transfer modalities will be chosen based on a comprehensive evaluation of market functionality, infrastructure, beneficiary preferences, donor requirements and an in-depth risk assessment, including social cohesion and "do no harm" considerations. This analysis will consider feasibility, appropriateness, efficiency, gender equality and the safety of women, men, girls, and boys. Cash interventions will be accompanied by regular monitoring of prices and opportunities for expanding cash-based transfers will be explored wherever possible.
138. All transfers will include social and behaviour change components to promote appropriate nutrition and health practices. WFP's digital beneficiary information and transfer management platform will be used for registration to avoid double counting and improve tracking while transitioning to the unique social registry.

139. Under activity 2, WFP will provide both in-kind and cash-based transfers for schools, progressively moving towards cash-based transfers. This shift will grant schools greater autonomy in procurement and menu design while preparing for a prospective handover of interventions.

4.3 Country office capacity and profile

140. WFP will conduct a strategic workforce planning exercise to identify structural and workforce adjustments needed to deliver on the CSP's strategic priorities. Organizational alignment reviews will be carried out to identify structural and workforce gaps, while a learning needs assessment will identify the capacity building needs of staff in order to improve organizational performance.
141. In line with the WFP policy on occupational safety and health, WFP will engage in joint activities for promoting good health among its staff and the staff of partner agencies.
142. Large-scale emergency response would require additional surge capacity.

4.4 Partnerships

143. In alignment with UNSDCF priorities, WFP will seek joint advocacy and programming opportunities with other United Nations entities and international financial institutions. WFP will leverage its expertise in South-South and triangular cooperation and its centres of excellence while enhancing United Nations country team collaboration, consistent with United Nations development system reforms.
144. WFP will develop resource mobilization strategies with traditional donors, non-traditional donors including emerging donors and the private sector and explore thematic funding streams such as climate financing and other innovative financing options.
145. WFP will also seize funding opportunities with multilateral institutions such as the African Development Bank, the International Monetary Fund and the World Bank, focusing on resilience building and sustainable development pathways to support transformative change and exit strategies. New areas of mutual interest will be explored with international financial institutions, including emergency response and disaster risk reduction, and ties will be strengthened with the private sector for long-term expertise and investment beyond activities linked to corporate social responsibility.
146. As an active member of the United Nations and humanitarian country team, WFP contributes to various thematic working groups, co-chairing the food security and agriculture sector cluster with FAO. Ongoing collaboration includes school feeding activities with UNICEF and the United Nations Educational, Scientific and Cultural Organization and livelihoods and food systems enhancement with FAO.
147. WFP will reduce and streamline its cooperating partners, building long-lasting relationships in resilience and social protection and empowering local NGOs and government agencies. WFP will seek specialized partners for nutrition-sensitive programming, disability inclusion, gender equality, women's empowerment and knowledge and research initiatives.

5. Performance management and evaluation

5.1. Monitoring and evaluation arrangements

148. WFP will establish a robust age and gender-responsive monitoring and evaluation system fully aligned with the corporate results framework for 2022–2025 and national and UNSDCF systems.
149. WFP will develop a comprehensive monitoring, review and evaluation plan, encompassing regular and robust CSP process monitoring, results monitoring and evidence generation and including the CSP mid-term review (2026) and final evaluation (2027), along with a decentralized evaluation of the shift to a humanitarian–development nexus approach (end

of 2026). In 2024, the first year of CSP implementation, WFP is planning to conduct a decentralized evaluation and a benefit and return on investment analysis of the innovative Rapid Rural Transformation sites in order to maximize the multiple benefits of this initiative for communities.

150. Information on the integrated inter-agency community and feedback mechanism will be widely shared at the community level, enhancing programme awareness, responsiveness, transparency and accountability.
151. The Government's existing monitoring and evaluation system will be enhanced to measure and track outputs and outcomes through data disaggregated by region, gender, age and disability and cross-checked against post-distribution monitoring data, while ensuring compliance with safeguards and cross-cutting indicators.
152. WFP will collaborate with the *Groupe intégré de suivi et d'évaluation* to track progress in implementing the national integrated monitoring and evaluation system, improving alignment between the UNSDCF and national development plans.

5.2 Risk management¹⁶

Strategic risks

153. Following the 2023 elections, the government transition throughout 2024 may lead to policy shifts and strategic changes that impact WFP operations. To address this, mitigation efforts will focus on reinforcing existing partnerships, resource mobilization and enhancing capacity at national and decentralized levels.
154. Funding shortfalls and coordination gaps with other United Nations entities could hamper CSP implementation and resource availability. A partnership strategy and a prioritization plan have been devised to diversify resources and enhance advocacy.
155. To mitigate compliance risks, including financial loss and reputational damage related to the deliberate dissemination of disinformation about WFP, WFP management conducts an annual review of the effectiveness of its internal controls and continuously assesses and monitors risks.

Operational risks

156. Persistent gender inequalities, early child marriage and sexual and gender-based violence pose a risk to the achievement of the SDGs and the CSP. With partners, the Government and other United Nations entities, WFP will develop a strategy that enhances the leadership skills of women and girls, addresses the underlying causes of social exclusion and upholds standards for protection. The enhanced training of staff, sensitization of affected communities, oversight of cooperating partners and strengthening of reporting systems will address concerns related to risks of sexual exploitation and abuse.
157. To mitigate the risks of delivery delays, WFP will plan and utilize the Global Commodity Management Facility mechanism to minimize lead times and pre-position food.
158. WFP will strengthen cooperating partners' technical and management capacities and undertake due diligence and compliance by registering all partners on the United Nations Partner Portal and undertaking regular spot checks, performance evaluations and capacity strengthening sessions.

¹⁶ WFP Madagascar has in place a Reassurance Action Plan that aims to address identified gaps and enhance operational effectiveness.

159. WFP will collaborate with local governments, communities and organizations, including those representing persons with disabilities, to ensure inclusive beneficiary selection processes and prevent exclusion errors.

Fiduciary risks

160. To mitigate security risks, WFP will follow the United Nations security system standards, collaborate with national and local authorities, prioritize accountability to affected people and establish a robust community feedback mechanism.
161. WFP will enhance cash assurance measures to reduce fraud risks. Mitigation measures include periodic independent beneficiary verification, increased digital delivery solutions and support for beneficiary identity management systems.

Financial risks

162. To mitigate the risk of rising food and fuel prices, which affect purchasing, procurement and distribution costs, WFP will negotiate favourable rates with local suppliers and seek rebates on fuel prices. WFP will promote local purchases to minimize expenses related to international procurement.

5.3 Social and environmental safeguards

163. WFP will promote environmentally friendly interventions, ensuring environmental safeguards are addressed through activities that promote sustainable agriculture and restore degraded environments.
164. By strengthening the resilience of communities and government partners, WFP aims to ensure the dignity of disadvantaged and marginalized groups, including minority groups and persons with disabilities.
165. WFP's work on nutrition-sensitive shock-responsive social protection will incorporate accountability and protection mechanisms and promote inclusive and equitable approaches.

6. Resources for results

6.1 Country portfolio budget

166. Over the five years of the CSP, WFP requires USD 659 million, 39 percent of which is for work carried out under CSP outcome 1 – resource transfers to shock-affected people and anticipatory action. Transfers related to social protection systems, nutrition support and school feeding under CSP outcome 2 account for 42 percent of the total budget. Under CSP outcome 3, 11 percent of the total CSP budget is devoted to strengthening the resilience of smallholder farmers and value chain stakeholders. To strengthen country capacity, WFP will allocate USD 17.4 million under CSP outcome 4. Under CSP outcome 5, WFP has devoted USD 32.6 million of the budget to ensuring that the Government and partners have improved access to mandated and on-demand services.
167. In line with corporate requirements, 15 percent of the budget is allocated to the promotion of gender equality and women's empowerment.

COUNTRY PORTFOLIO BUDGET (USD)							
Country strategic plan outcome	Activity	2024	2025	2026	2027	2028	Total
1	1	54 198 789	63 456 975	52 445 781	48 640 590	39 795 486	258 537 621
2	2	20 885 063	32 839 296	42 470 160	50 626 669	51 977 347	198 798 535
	3	12 161 238	15 673 227	16 295 745	16 631 527	16 642 246	77 403 984
3	4	25 553 245	14 945 464	13 188 903	11 228 845	9 551 061	74 467 518
4	5	3 372 228	3 364 689	3 393 296	3 550 999	3 738 224	17 419 435
5	6	736 539	553 657	558 001	562 065	569 503	2 979 766
	7	889 796	976 484	1 021 314	1 023 359	1 031 366	4 942 320
	8	7 473 287	4 087 207	5 612 044	2 606 907	3 428 686	23 208 132
	9	284 065	297 689	303 715	308 394	313 933	1 507 795
Total		125 554 250	136 194 688	135 288 959	135 179 356	127 047 852	659 265 106

6.2 Resourcing outlook and strategy

168. Multiple competing emergencies and shifting donor priorities are expected to result in an overall decline in funding. A comprehensive resource mobilization and advocacy strategy will be pursued with the Government and key stakeholders. A partnership action plan has been developed to guide the country office's areas of engagement and resource mobilization strategy.
169. In the event of funding shortfalls, WFP will prioritize the provision of life-saving assistance over support for livelihoods, school meals and other safety nets. Should prioritization be required within life-saving assistance, likely measures include reducing transfer values and prioritizing all non-earmarked funding for crisis response. If WFP does not receive sufficient funding for the "changing lives" component of the CSP, resources will be concentrated and prioritized for the most vulnerable areas, while mitigating delivery risks.

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

Country strategic outcome 1: People in Madagascar affected by seasonal or other shocks are prepared and able to meet their immediate food and nutrition needs throughout the year

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

Nutrition-sensitive

Focus area: crisis response

Assumptions

Climate shocks remain within recent trends and timely resources will be provided to sustain activities

Outcome indicators

Consumption-based coping strategy index (average)

Dietary Diversity Score

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Moderate acute malnutrition treatment default rate

Moderate acute malnutrition treatment mortality rate

Moderate acute malnutrition treatment non-response rate

Moderate acute malnutrition treatment recovery rate

Number of local governments that implement local disaster risk reduction strategies in line with national strategies and the Sendai Framework

Percentage of individuals practicing recommended healthy diet behaviour

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

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

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

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

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

Activities and outputs

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

1.3 Crisis-affected women, men, girls and boys in priority areas participate in food assistance for assets and income-generating activities that improve their livelihoods and support early 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)

1.3 Crisis-affected women, men, girls and boys in priority areas participate in food assistance for assets and income-generating activities that improve their livelihoods and support early recovery (Output category D: Assets created, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.3 Crisis-affected women, men, girls and boys in priority areas participate in food assistance for assets and income-generating activities that improve their livelihoods and support early recovery (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 People affected by seasonal and other shocks receive adequate and timely specialized nutritious foods to prevent and treat acute malnutrition, including activities aimed at fostering social and behaviour change (Output category A: Resources transferred, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

1.2 People affected by seasonal and other shocks receive adequate and timely specialized nutritious foods to prevent and treat acute malnutrition, including activities aimed at fostering social and behaviour change (Output category B: Nutritious food provided, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

1.2 People affected by seasonal and other shocks receive adequate and timely specialized nutritious foods to prevent and treat acute malnutrition, including activities aimed at fostering social and behaviour change (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

1.4 Shock-affected people benefit from the enhanced implementation by the Government and stakeholders of emergency preparedness and response, anticipatory and early actions in relation to shocks and the operationalization of shock-responsive social protection including the pre-positioning of stock, the deployment of equipment and the establishment of infrastructure (Output category C: Capacity development and technical support provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Targeted food-insecure people and those affected by seasonal and other shocks receive adequate and timely assistance, accompanied by social and behaviour change activities, that meets their immediate 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)

1.1 Targeted food-insecure people and those affected by seasonal and other shocks receive adequate and timely assistance, accompanied by social and behaviour change activities, that meets their immediate food and nutrition 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)

SDG target 2: End malnutrition

Country strategic outcome 2: By 2030, targeted groups at risk in Madagascar, especially young children and pregnant and breastfeeding women and girls, are part of the national social protection scheme and have improved nutrition and education outcomes, which contributes to enhanced human capital development

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

Nutrition-sensitive

Focus area: resilience building

Assumptions

Adequate multi-year funding is secured.

Schools remain accessible and open.

The Government has increased its direct financial contributions.

Outcome indicators

Annual change in enrolment

Attendance rate

Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission of HIV (PMTCT) programmes

Graduation rate

Minimum diet diversity for women and girls of reproductive age

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

Percentage of individuals practicing recommended healthy diet behaviour

Percentage of students who by the end of two grades of primary schooling demonstrate ability to read and understand grade-level text

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

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

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

Retention rate, by grade

Activities and outputs**2. Provide locally or regionally sourced, safe, high-quality and nutritious school meals for girls and boys (SMP-1.5: School based programmes)**

2.1 Children enrolled in targeted primary schools receive a nutritious daily school meal and benefit from digital platforms that provide complementary nutrition-sensitive services and a package of social and behaviour change activities designed to improve and maintain their consumption of nutritious food and support better education outcomes (Output category A: Resources transferred, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1 Children enrolled in targeted primary schools receive a nutritious daily school meal and benefit from digital platforms that provide complementary nutrition-sensitive services and a package of social and behaviour change activities designed to improve and maintain their consumption of nutritious food and support better education outcomes (Output category B: Nutritious food provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1 Children enrolled in targeted primary schools receive a nutritious daily school meal and benefit from digital platforms that provide complementary nutrition-sensitive services and a package of social and behaviour change activities designed to improve and maintain their consumption of nutritious food and support better education outcomes (Output category C: Capacity development and technical support provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1 Children enrolled in targeted primary schools receive a nutritious daily school meal and benefit from digital platforms that provide complementary nutrition-sensitive services and a package of social and behaviour change activities designed to improve and maintain their consumption of nutritious food and support better education outcomes (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1 Children enrolled in targeted primary schools receive a nutritious daily school meal and benefit from digital platforms that provide complementary nutrition-sensitive services and a package of social and behaviour change activities designed to improve and maintain their consumption of nutritious food and support better education outcomes (Output category N: School feeding provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

3. Provide nutrition services for groups at risk – in particular, pregnant and breastfeeding women and girls, adolescent girls, children and people affected by HIV and tuberculosis – to prevent all forms of malnutrition through a nutrition multisectoral community approach and leveraging the implementation of the national nutrition multisectoral action plan (NPA-1.3: Malnutrition prevention programme)

3.1 To prevent undernutrition and improve nutrition status, targeted people at risk of malnutrition in urban and rural areas, including pregnant and breastfeeding women and girls, adolescent girls and children, receive adequate resource transfers and/or an integrated package of adequate and timely nutrition services that encompasses specialized nutrition products and social and behaviour change activities (Output category A: Resources transferred, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3.1 To prevent undernutrition and improve nutrition status, targeted people at risk of malnutrition in urban and rural areas, including pregnant and breastfeeding women and girls, adolescent girls and children, receive adequate resource transfers and/or an integrated package of adequate and timely nutrition services that encompasses specialized nutrition products and social and behaviour change activities (Output category B: Nutritious food provided, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3.1 To prevent undernutrition and improve nutrition status, targeted people at risk of malnutrition in urban and rural areas, including pregnant and breastfeeding women and girls, adolescent girls and children, receive adequate resource transfers and/or an integrated package of adequate and timely nutrition services that encompasses specialized nutrition products and social and behaviour change activities (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

SDG target 4: Sustainable food system

Country strategic outcome 3: By 2030, targeted communities in Madagascar benefit from productive, inclusive and sustainable food systems that contribute to improved food diversity, livelihoods and resilience to shocks, in particular climate and economic shocks

WFP strategic outcome 3: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

Assumptions

No significant shocks until effective resilience is established.

Adequate multi-year funding is secured.

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 (average)

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

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

Percentage of FFA supported assets that demonstrate improved vegetation and soil conditions

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

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

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

Proportion of the population in targeted communities reporting environmental benefits

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

4. Provide assistance to smallholder farmers and value chain actors, particularly women and young people, by offering innovative technologies, skills, financing tools, remunerative market outlets, post-harvest management and value addition technologies and environmentally inclusive asset creation with the aim of promoting resilient and nutritious value chains and the adoption of diverse, climate-adaptive livelihoods (CAR-1.9: Actions to protect against climate shocks)

4.4 Targeted communities benefit from an improved road network, infrastructure and transportation services that allow better access to markets (Output category F: Smallholder farmers supported, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

4.1 Targeted farmers, including women, young people and other population groups at risk, benefit from climate-adaptive tools and practices, financial services and value chain support that give them access to more diverse livelihood and economic opportunities, enhance their resilience to shocks and increase the availability of nutritious foods (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)

4.1 Targeted farmers, including women, young people and other population groups at risk, benefit from climate-adaptive tools and practices, financial services and value chain support that give them access to more diverse livelihood and economic opportunities, enhance their resilience to shocks and increase the availability of nutritious foods (Output category D: Assets created, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4.1 Targeted farmers, including women, young people and other population groups at risk, benefit from climate-adaptive tools and practices, financial services and value chain support that give them access to more diverse livelihood and economic opportunities, enhance their resilience to shocks and increase the availability of nutritious foods (Output category F: Smallholder farmers supported, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4.1 Targeted farmers, including women, young people and other population groups at risk, benefit from climate-adaptive tools and practices, financial services and value chain support that give them access to more diverse livelihood and economic opportunities, enhance their resilience to shocks and increase the availability of nutritious foods (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)

4.2 Women and men in targeted communities equally benefit from integrated social and behaviour change activities that help to promote healthy diets and stimulate demand for and the consumption of nutritious foods while addressing discriminatory social and gender norms (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4.3: Smallholder farmers, farmers' organizations and value chain actors in targeted communities are empowered to access informal, formal and institutional markets, including HGSF initiatives (Output category C: Capacity development and technical support provided, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

4.3: Smallholder farmers, farmers' organizations and value chain actors in targeted communities are empowered to access informal, formal and institutional markets, including HGSF initiatives (Output category F: Smallholder farmers supported, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

SDG 17: Partnerships for the goals

SDG target 9: Capacity building

Country strategic outcome 4: By 2030, the Government and national stakeholders will have enhanced capacity to manage equitable and inclusive food and nutrition programmes, along with systems for social protection, emergency preparedness and early response

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

Continuity of the Government's commitments.

The social protection committee remains activated and fully functioning to ensure proper coordination of social protection interventions.

Adequate funding is secured.

Outcome indicators

Proportion of Emergency Preparedness Capacity Indicator (EPCI) capacity parameters with improved rating

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

Number of new or existing legislative instruments, standards or policies for fortified staple foods developed/adapted with WFP capacity strengthening support

Number of new or existing legislative instruments, standards or policies for fortified staple foods endorsed as result of WFP capacity strengthening support

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

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

SABER school feeding index

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

Activities and outputs

5. Provide technical assistance and transfer knowledge on emergency preparedness, early action, disaster risk reduction and shock-responsive adaptive programming to the Government and partners to the design, coordination and implementation of national development policies and programmes, including through evidence generation (EPA-1.1: Emergency preparedness and early action)

5.4 Government and private sector stakeholders have enhanced capacity to process and provide high-quality fortified foods (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)

5.2 The Government has enhanced capacity to design and implement its social protection strategies, including for shock-responsive social protection for rural and urban populations (Output category C: Capacity development and technical support provided, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

5.3 Local and national government and stakeholders have enhanced capacity to implement policies and programmes, including in the areas of nutrition, school feeding and rural transformation, and to mainstream gender considerations (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)

5.5 National institutions and stakeholders benefit from South–South and triangular cooperation that increases their capacity and knowledge in order to enhance policies, strategies, processes and programmes that contribute to achieving zero hunger and other SDGs (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)

5.1 National institutions and stakeholders benefit from improved access to integrated tools on climate, agriculture, vulnerability and socioeconomic information for preparedness, early warning and enhanced design and programme implementation (Output category C: Capacity development and technical support provided, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

SDG target 16: Global Partnership

Country strategic outcome 5: Government, humanitarian and development actors in Madagascar have improved access to mandated and on-demand services and benefit from innovative solutions that enable the delivery of timely and cost-efficient assistance

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

Focus area: crisis response

Assumptions

The Government and partners will continue to require supply chain and transportation services.

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs

6. Provide logistics and coordination services to the humanitarian community and partners through the logistics cluster (LCS-2.1: Logistics cluster)

6.1 Government, humanitarian and development actors have access to and utilize logistics services to deliver more efficient, effective and coordinated responses and services (Output category C: Capacity development and technical support provided, Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

6.1 Government, humanitarian and development actors have access to and utilize logistics 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)

7. Provide telecommunications services to government and humanitarian and development partners to support their assistance interventions in an efficient and timely way (ETC-2.2: Emergency telecommunications cluster)

7.1 Government, humanitarian and development actors benefit from cost-effective WFP telecommunications services that support the timely and efficient delivery of assistance (Output category C: Capacity development and technical support provided, Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

7.1 Government, humanitarian and development actors benefit from cost-effective WFP telecommunications services that support the timely and efficient delivery of assistance (Output category H: Shared services and platforms provided, Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

8. Provide aviation and air operation services to government and humanitarian partners to facilitate access to humanitarian intervention areas (HAS-2.3: United Nations Humanitarian Air Service)

8.1 Government, humanitarian and development actors benefit from the timely and cost-effective services of the United Nations Humanitarian Air Service that support the timely and efficient delivery of assistance (Output category C: Capacity development and technical support provided, Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

8.1 Government, humanitarian and development actors benefit from the timely and cost-effective services of the United Nations Humanitarian Air Service that support the timely and efficient delivery of assistance (Output category H: Shared services and platforms provided, Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

9. Provide on-demand services and expertise for humanitarian and development partners to support their assistance interventions in an efficient and timely way (ODS-2.4: On-demand services)

9.1 Crisis-affected populations targeted by humanitarian and development partners receive life-saving assistance through on-demand services and expertise (Output category H: Shared services and platforms provided, Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

SDG 17: Partnerships for the goals

CC.1. Protection

Cross-cutting indicators

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

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

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

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

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

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

CC.2. Accountability

Cross-cutting indicators

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

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

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

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

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

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

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

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

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

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

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

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

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

CC.5.3: Nutrition sensitive score

SDG 2: Zero hunger**CC.1. Protection****Cross-cutting indicators**

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

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

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

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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

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

CC.5.3: Nutrition sensitive score

ANNEX II

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)									
Country strategic plan outcome	Activity	Output	Beneficiary group	2024	2025	2026	2027	2028	Total
1	1	1.1	Girls	247 038	213 039	163 150	146 338	104 868	802 934
			Boys	230 627	198 889	152 315	136 616	97 901	749 595
			Women	204 713	176 538	135 199	121 268	86 901	665 375
			Men	181 392	156 429	119 796	107 448	77 000	589 566
			Total	863 770	744 895	570 460	511 670	366 670	2 807 470
		1.2	Girls	27 939	33 534	27 483	25 128	17 901	190 942
			Boys	26 869	32 112	26 310	24 058	17 142	182 622
			Women	36 938	32 245	24 773	23 083	17 083	134 124
			Men	-	-	-	-	-	-
			Total	91 746	97 891	78 566	72 269	52 126	507 688
		1.3	Girls	52 825	48 975	41 147	38 730	40 103	221 773
			Boys	49 315	45 722	38 413	36 159	37 440	207 039
			Women	43 774	40 573	34 098	32 087	33 231	183 778
			Men	38 786	35 960	30 212	28 439	29 446	162 840
			Total	184 700	171 230	143 870	135 415	140 220	775 430

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)									
Country strategic plan outcome	Activity	Output	Beneficiary group	2024	2025	2026	2027	2028	Total
2	2	2.1	Girls	222 318	235 789	292 375	302 404	302 404	302 404
			Boys	197 149	209 095	259 276	268 170	268 170	268 170
			Women	34 826	43 533	50 063	50 063	50 063	50 063
			Men	8 707	10 883	12 516	12 516	12 516	12 516
			Total	463 000	499 300	614 230	633 153	633 153	633 153
	3	3.1	Girls	32 380	34 761	35 945	36 260	35 936	121 608
			Boys	32 460	34 671	35 796	36 087	35 759	118 125
			Women	44 241	48 162	50 185	50 783	47 864	187 508
			Men	16 054	15 899	15 738	15 579	15 425	16 058
			Total	125 135	133 493	137 664	138 709	134 984	443 299
3	4	4.1	Girls	46 161	44 349	44 992	41 366	41 366	218 238
			Boys	43 095	41 402	42 002	38 618	38 618	203 739
			Women	38 256	36 751	37 286	34 282	34 282	180 845
			Men	33 893	32 563	33 035	30 374	30 374	160 243
			Total	161 405	155 065	157 315	144 640	144 640	763 065
Total (with overlap)				1 889 756	1 801 874	1 702 105	1 635 856	1 471 793	5 930 105
Total (without overlap)				1 361 898	1 324 614	1 362 818	1 338 894	1 262 688	3 937 906

ANNEX III

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY										
	Country strategic plan outcome 1									
	Activity 1									
Beneficiary type	Vulnerable households - GFD	Vulnerable households - GFD	Vulnerable households - FFA	Vulnerable households - FFA	Children aged 6-23 months	Children aged 6-23 months	Pregnant and breastfeeding women and girls	Pregnant and breastfeeding women and girls	Children aged 6-59 months with MAM	Pregnant and breastfeeding women and girls with MAM
Modality	Food	CBTs	Food	CBTs	Food	CBTs	Food	CBTs	Food	Food
Cereals	400		400							
Pulses	60		60							
Oil	35		35				20			25
Super Cereal							200			250
LNS-LQ									100	
LNS-MQ					50					
Total kcal/day	2 009	2 009	2 009	2 009	281		940		561	1 175
% kcal from protein	9	9	9	9	8.6	8.6	13.2	13.2	8.6	13.2
Cash-based transfers (USD/person/day)		0.4		0.4		0.5		1.2		
Number of feeding days per year	180	180	100	100	210	210	210	210	90	180

Abbreviations: FFA = food assistance for assets; GFD = general food distribution; LNS-LQ = lipid-based nutrient supplements – large quantity; LNS-MQ = lipid-based nutrient supplements – medium quantity; MAM = moderate acute malnutrition

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 2										Country strategic plan outcome 3		
	Activity 2					Activity 3					Activity 4		
Beneficiary type	School-aged children and support – rice + oil + cash		School-aged children and support – oil + cash		School-aged children and support – cash	Vulnerable households – SPS	Vulnerable households – SPS	Children and pregnant and breastfeeding women and girls living with HIV	Children and pregnant and breastfeeding women and girls living with tuberculosis	Adult all – FFA	Adult all – FFA	Adult all – MMI	
Modality	Food	CBTs	Food	Food	CBTs	Food	CBTs	CBTs	Food	Food	CBTs	CBTs	
Cereals	140									140			
Pulses										30			
Oil	10		10	20		20			20	10			
Super Cereal				200		200			200				
LNS-LQ													
LNS-MQ													
Total kcal/day	650		650		650	940	940	940	940			2 009	
% kcal from protein				13.2	13.2	13.2	13.2	13.2	13.2	9	9		
Cash-based transfers (<i>USD/person/day</i>)		0.12			0.9		0.9	0.9			0.4	4.0	
Number of feeding days per year	175	175	175	360	360	360	360	360	360	90*	180	30	

* Gradual shift from food to cash-based transfers.

Abbreviations: FFA = food assistance for assets; LNS-LQ = lipid-based nutrient supplements – large quantity; LNS-MQ = lipid-based nutrient supplements – medium quantity; MMI = micro/meso insurance; SPS = social protection sector support.

ANNEX IV

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	91 988	52 206 337
Pulses	11 649	12 545 870
Oil and fats	10 754	14 348 974
Mixed and blended foods	26 927	43 306 420
Other	0	0
Total (food)	141 319	122 407 600
Cash-based transfers		209 936 473
Total (food and cash-based transfer value)	141 319	332 344 073

ANNEX V

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)						
	SDG target 2.1/WFP strategic outcome 1	SDG target 2.2/WFP strategic outcome 2	SDG target 2.4/WFP strategic outcome 3	SDG target 17.9/WFP strategic outcome 4	SDG target 17.16/WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Crisis response	
Transfers	208 210 626	226 448 818	59 398 518	12 298 696	25 410 424	531 767 082
Implementation	21 785 567	18 901 024	6 886 446	3 185 207	3 713 103	54 471 348
Adjusted direct support costs	12 762 137	13 995 246	3 637 588	872 374	1 614 519	32 881 864
Subtotal	242 758 330	259 345 088	69 922 552	16 356 277	30 738 046	619 120 293
Indirect support costs (6.5 percent)	15 779 291	16 857 431	4 544 966	1 063 158	1 899 966	40 144 812
Total	258 537 621	276 202 519	74 467 518	17 419 435	32 638 013	659 265 106

Acronyms

COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
HGSF	home-grown school feeding
NGO	non-governmental organization
SDG	Sustainable Development Goal
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework