

Country strategic plan revision

Date of this revision: 12 November 2025

Kenya country strategic plan, revision [2]

	Current	Change	Revised
Duration	01 July 2023 – 30 June 2027	No change	01 July 2023 – 30 June 2027
Beneficiaries	2,865,000	856,500	3,721,500
Total cost (USD)	1,433,999,462	(364,327,032)	1,069,672,430

DELEGATION OF AUTHORITY FOR APPROVAL: ED

5. RATIONALE

1. This second revision to the Kenya Country Strategic Plan (CSP) 2023 – 2027 seeks to align activities with changes in the funding prospects, operating context, and related shifts in programmatic approaches, including:
 - a. the increase in refugee numbers combined with the need to move from blanket assistance to a more tailored needs-based approach that supports transition to self-reliance;
 - b. a stronger focus on nutrition prevention and healthy diets in a context where commodity-based nutrition programming is facing funding and operational challenges;
 - c. changed relief needs for Kenyans based on latest assessment results¹ and the introduction of anticipatory action as a key tool to prevent and reduce humanitarian needs in drought-prone areas;
 - d. an updated integrated resilience model with less transfers and more capacity strengthening to support vulnerable communities in the Arid and Semi-arid Lands (ASAL).

6. CHANGES

Strategic orientation

2. There is no change in the strategic orientation of the CSP.

CSP outcomes

CSP Outcome 1

Activity 1

General Distribution for refugees: There is an increase in the planned beneficiaries to 710,000 compared to the original plan which had the highest planned at 550,000 over the CSP period. The CSP had anticipated a reduction in the number of refugees in Kenya based on resettlement plans, voluntary repatriations, and a proposed data clean-up by the Department of Refugee Services and UNHCR which is yet to materialize to date. Instead, there has been a substantial

¹ The number of food insecure people decreased from about 4 million in 2022/23 to about 2 million people in early 2025. The latest IPC Acute Food Insecurity and Acute Malnutrition Analysis (July 2025 – January 2026) shows that nearly 1.8 million people are acutely food insecure (Integrated Phase Classification (IPC) 3 and above), out of whom, 179,000 people are in IPC 4 – [IPC Kenya Acute Food Insecurity Acute Malnutrition Analysis \(July 2025 - January 2026\)](#).

upward trend in refugee numbers due to resumption of the registration of newborns and continued arrivals from neighbouring conflict-affected countries².

3. Despite the increase in target population, the activity budget is reduced due to changes in transfer levels. In 2025, transfer levels have been adjusted to 50 percent of the Minimum Food Basket (MFB) for all refugees, given the resourcing situation. 2025 is a transition year for the “Differentiated Assistance” (DA) approach, jointly led by the Government’s Department of Refugee Services (DRS), WFP and UNHCR, which WFP is gradually implementing. The transition to DA after years of blanket support is informed by joint assessments and extensive consultations with communities, refugee leaders, NGO partners, and donors.
4. For 2026 and 2027, the revised plan reflects different levels of assistance per refugee category. Refugees categorised as extremely vulnerable (category 1) are eligible to receive 60 percent rations, while vulnerable (category 2) and partially self-reliant (category 3) are eligible to receive 40 percent and 20 percent of the MFB, respectively. Fully self-reliant refugees (category 4) will receive only policy support. There is no change in the share of in-kind and cash-based transfers (CBT) for both categories 1 and 2 refugees, while the support to category 3 refugees is fully CBT.
5. Should resources to meet these transfer levels not materialize, WFP will prioritize transfers to the most vulnerable refugees (categories 1 and 2), with constant adjustments of transfer levels based on evolving needs and resources. Similarly, should the resources be higher than expected, the actual transfer levels for categories 1 and 2 can be increased.
6. *Nutrition – Prevention and Management of wasting: (refugees):* The number of beneficiaries supported with the management of moderate acute malnutrition (MAM) has been revised downward. Targeted supplementary feeding for malnourished children under five years of age, as well as for pregnant and breastfeeding women and girls (PBWGs), will continue. Preventive supplementary feeding which was implemented all year round will only be implemented during surge periods and when global acute malnutrition (GAM) rates exceed 10 percent, targeting children in food insecure households receiving food assistance. Given the current funding outlook, this approach represents a more realistic and sustainable plan as WFP and its partners continue to closely monitor the nutrition situation in the camps.
7. *School Meals Programme (refugee/host integrated schools):* the resource requirements have reduced following WFP’s partnership with the Government’s National Council for Nomadic Education (NACONEK), where WFP and NACONEK will cover 60 percent and 40 percent of the requirements, respectively. Beneficiary numbers have increased, reflecting projected camp population growth and trends in monthly school feeding figures over the past year.

Activity 2

8. *Refugee self-reliance:* The revision in beneficiary numbers mirrors the latest plans for self-reliance activities, which are a critical component of the DA approach and gradual reduction of humanitarian transfers. The revision also incorporates refugees in category 3 who will be receiving tailored livelihood support through the Changing Lives Transformation Fund.

² [UNHCR Kenya Statistics Package – 31 July 2025](#)

Activity 3

9. *Relief for Kenyans*: This sub-activity is substantially reduced due to three main factors: evolution of needs, improved government and local capacity to respond, and funding outlook. In 2025, WFP will support 165,000 people with relief assistance. For 2026 and 2027, targeted beneficiaries will be reduced from 500,000 to 250,000. Anticipatory Action is also increasingly relevant for the country context and reflected under CSP Outcome 2 activities.
10. *Nutrition – Prevention and Management for Kenyans*: WFP will continue to support the management of MAM, targeting 100,000 children aged 6-59 months and 80,000 PBWGs. WFP is participating in the operational pilot for the 2023 WHO Guidelines on prevention and management of wasting³ across three counties. One of the key recommendations from the WHO Guidelines is the use of alternative approaches in the prevention and management of wasting. In line with this, WFP is proposing a phased adoption of CBT in 2026 to support part of the targeted beneficiaries for both prevention and management, while the remaining beneficiaries will continue to receive in-kind transfers. Specific analyses will be conducted and updated prior to the rollout of the CBT modality in nutrition interventions. For prevention, due to funding constraints and a changing operational environment, the blanket supplementary feeding programme is deactivated in favour of nutrition activities included in the anticipatory action interventions under activity 4.

CSP Outcome 2

Activity 4

11. *Resilience*: The main change under this activity is the removal of seasonal cash transfers due to both funding constraints and programmatic evolution of WFP's resilience interventions. Capacity strengthening will be intensified, with an increase in beneficiary numbers, including for the social behaviour change programme "PD Hearth"⁴ which is part of the National Nutrition Action Plan activities implemented by WFP in the resilience hubs.
12. The revision includes anticipatory action interventions (early warning actions, unrestricted cash transfers and nutrition actions) that WFP plans to continue expanding and strengthening.⁵
13. Beneficiaries previously planned under the livestock insurance component have been removed because the component will be covered by the Government to ensure national ownership and sustainability.

CSP Outcome 3

14. No changes are envisaged to activities 5 and 6 under this outcome.

³ WHO guideline on the prevention and management of wasting and nutritional oedema (acute malnutrition) in infants and children under 5 years, World Health Organisation, 2023

⁴ Positive Deviance or PD Hearth is a nutrition program that aims to address child malnutrition by showing families how to use locally available, nutrient-dense foods and proven caregiving practices. PD Hearth is conducted in a community setting, where positive practices from households with well-nourished, healthy children are used as an example for other participating families, who are also trained on preparing nutritious meals with local foods. Adopted by the Government of Kenya as a standard tool, it is practical, community-led, and focused on sustainable behaviour change.

⁵ Unique direct beneficiaries for Anticipatory Action are 126,000 for the duration of the CSP. Actions include anticipatory cash transfers, cash top-ups for nutrition, SBC, and early warning information.

CSP Outcome 4

15. No changes are envisaged for activities 7 and 9.
16. Activity 8 is proposed for deactivation as the donor originally supporting this activity opted to support activity 7 (UNHAS).

Protection and Accountability to Affected People

17. WFP will continue to mainstream protection across all programmes in the CSP. Additional community engagement and strengthened community feedback mechanisms are being prioritized to ensure communities understand the differentiated approach and can voice concerns, allowing WFP together with UNHCR to promptly address the concerns. WFP will continue to advance women's and girls' empowerment across the CSP portfolio, while ensuring no one is left behind.

Risk Management

18. To support the roll-out of DA and integrate a risk-informed approach from the outset, a dedicated risk workstream co-led by WFP and UNHCR has been established, with active participation from the Government and various NGOs.
19. Strategic risks are mitigated through coordinated planning with government entities (DRS, Ministry of Interior), UN agencies such as UNHCR, cooperating partners, and community representatives. Scenario planning will support caseload shifts and prepare for disruptions in assistance in refugee-hosting areas like Kakuma and Dadaab.
20. Operational risks are addressed through real-time monitoring of ration changes and assistance modalities. Community feedback mechanisms as well as post distribution monitoring capture beneficiary concerns and the joint recourse mechanism for differentiated assistance is active.
21. Fiduciary risks are managed through strengthened internal controls, financial capacity assessments, and compliance reviews. Joint spot checks and audit follow-ups will ensure transparency and accountability. The strategy will be reviewed regularly to remain responsive to emerging risks associated to the roll-out of DA.

M&E arrangements

22. WFP has put in place a structure in line with the minimum monitoring requirements. This includes i) a framework that tracks and updates monitoring requirements for each field office, geographical location and activity; ii) prioritization of monitoring sites based on identified risks in all the field offices; iii) monitoring experts located in each of the field with clear disaggregation of duties from field programme staff; iv) long term agreement with third party monitoring firms that complement monitoring coverage as and when required; v) outsourcing of outcome monitoring to independent firms / consultants; and vi) a monitoring unit that manages and provides oversight of all CSP monitoring activities.
23. As part of the differentiated approach roll-out, a joint monitoring and evaluation framework has been developed, which includes a robust recourse mechanism to review cases and address inclusion and exclusion errors. A comprehensive CSP baseline conducted in 2024 established a foundation for tracking progress at the outcome level.

Beneficiary analysis

TABLE 1: BENEFICIARIES BY CSP OUTCOME									
CSP Outcome	Activity	Output	Period	2023	2024	2025	2026	2027	ALL YEARS
CSP Outcome 01	Activity 01	Output 01	Current	550,000	521,000	494,000	458,850	452,500	550,000
			Increase/Decrease	0	0	216,000	251,150	257,500	160,000
			Revised	550,000	521,000	710,000	710,000	710,000	710,000
		Output 02	Current	83,070	78,370	76,720	71,370	68,660	83,070
			Increase/Decrease	0	0	-59,650	-27,850	-26,140	0
			Revised	83,070	78,370	17,070	43,520	42,520	83,070
		Output 03 ⁶	Current	99,100	97,100	91,700	88,000	83,500	99,100
			Increase/Decrease	0	0	9,300	13,000	15,500	3,500
			Revised	99,100	97,100	101,000	101,000	99,000	102,600
	Activity 02	Output 04 ⁷	Current	6,870	8,310	9,290	10,290	10,490	10,490
			Increase/Decrease	0	0	-4,330	-4,290	-4,490	-4,490
			Revised	6,870	8,310	4,960	6,000	6,000	6,000
	Activity 03	Output 05	Current	500,000	500,000	500,000	500,000	500,000	500,000
			Increase/Decrease	0	0	-335,000	-250,000	-250,000	0
			Revised	500,000	500,000	165,000	250,000	250,000	500,000
		Output 06	Current	930,000	930,000	930,000	930,000	930,000	930,000
			Increase/Decrease	0	0	-710,000	-710,000	-710,000	0
CSP Outcome 02	Activity 04	Output 07 ⁸	Current	570,000	570,000	570,000	456,000	347,994	570,000
			Increase/Decrease	0	0	-505,000	-391,000	-282,994	-505,000

⁶ The figures in the current row have been amended to correct an error noted in the original CP document during the CSP development.

⁷ There was an omission of the output figures in COMET during the CSP development, however, the original CSP narrative had planning figures for this output, which are reflected in the current row. Planning figures in COMET have been updated for the years 2025, 2026 and 2027.

⁸ These values were initially consolidated under Output 8 during the development of the CSP; however, they have been disaggregated and are now reflected in the correct output.

			Revised	570,000	570,000	65,000	65,000	65,000	65,000
			Current	94,500	232,000	315,000	220,500	0	315,000
		Output 08	Increase/Decrease	0	0	-604,690	-383,494	-149,000	145,000
			Revised	94,500	232,000	166,310	185,000	79,000	1,030,000
		Output 09	Current	0	0	0	0	0	0
			Increase/Decrease	0	0	443,000	483,000	483,000	483,000
			Revised	0	0	443,000	483,000	483,000	483,000
TOTAL without overlap			Current	2,644,500	2,753,200	2,695,000	2,457,344	2,110,500	2,865,000
			Increase/Decrease	0	0	-925,690	-544,344	-303,500	856,500
			Revised	2,644,500	2,753,200	1,769,310	1,913,000	1,807,000	3,721,500

COST BREAKDOWN

TABLE 2: COST BREAKDOWN OF THE REVISION ONLY (USD)					
CSP outcomes	CSP 1	CSP 2	CSP 3	CSP 4	Total (USD)
Focus area	Crisis Response	Resilience Building	Root Causes	Crisis Response	
Transfer	(293,152,891)	(52,208,728)	0	(5,277,279)	(350,638,898)
Implementation	4,563,973	27,977	(319,910)	(127,800)	4,144,241
Direct support costs	<i>(no figures in the grey cells)</i>				4,079,002
Subtotal					(342,415,655)
Indirect support costs					(21,911,378)
TOTAL					(364,327,032)

TABLE 3: OVERALL CSP COST BREAKDOWN FOLLOWING THE REVISION (USD)					
CSP outcome	1	2	3	4	
Focus area	Crisis Response	Resilience Building	Root Causes	Crisis Response	Total (USD)
Transfer	715,983,557	126,259,376	26,465,048	20,003,300	888,711,281
Implementation	43,895,850	18,752,546	8,796,367	684,080	72,128,843
Direct support costs	35,292,105	6,425,029	1,840,531	1,005,565	44,563,230
Subtotal	795,171,513	151,436,951	37,101,946	21,692,945	1,005,403,354
Indirect support costs	51,686,148	9,843,402	1,688,795	1,050,730	64,269,075
TOTAL	846,857,661	161,280,353	38,790,741	22,743,675	1,069,672,430