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Operational Matters

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Country Strategic Plans — Mozambique (2017–2021)

Duration	1 July 2017–31 December 2021
Total cost to WFP	USD 167,656,459
Gender and age marker	2A

<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

Executive Summary

Mozambique achieved some hunger targets under Millennium Development Goal 1, but challenges remain in terms of Sustainable Development Goal 2, particularly with regard to chronic malnutrition rates and vulnerability to natural disasters, which are among the highest worldwide.

WFP's country strategic plan (2017–2021) draws on the findings from the zero hunger strategic review, lessons learned and consultations with stakeholders. It focuses on WFP's areas of strength that add value to the national zero hunger agenda and prioritizes support for government programmes and institutions, even when WFP plays an operational role. WFP will maintain its humanitarian assistance capacity while supporting long-term resilience and work to address the underlying causes of food insecurity and malnutrition. A gender and nutrition lens will be applied throughout the portfolio.

The following strategic outcomes will be addressed:

- i) Households in food-insecure areas of Mozambique are able to maintain access to adequate and nutritious food throughout the year, including in times of shock.
- ii) Shock-affected people in Mozambique are able to meet their basic food and nutrition needs during and immediately after a crisis.
- iii) Children in chronically food-insecure areas have access to nutritious food throughout the year.
- iv) Targeted people in prioritized areas of Mozambique have improved nutritional status in line with national targets by 2021.
- v) Targeted smallholder farmers in northern and central Mozambique have enhanced livelihoods by 2021.

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- vi) Humanitarian and development partners in Mozambique are reliably supported by efficient and effective supply chain and information and communication technology services and expertise.

WFP's main partners are the Government, the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Children's Fund, the United Nations Population Fund, UN-Women and non-governmental organizations.

The country strategic plan is aligned with the Government's Vision 2025 and its Five-Year Plan (2015–2019), which are integrated with the Mozambique United Nations Development Assistance Framework (2017–2020), and contributes to WFP Strategic Results 1, 2, 3 and 8 in the WFP Strategic Plan (2017–2021).

Draft decision*

The Board approves Mozambique Country Strategic Plan (2017–2021) (WFP/EB.A/2017/8-A/3/DRAFT) at a total cost to WFP of USD 167.7 million.

* 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. Mozambique is a low-income food-deficit country¹ with a largely rural population of 28 million. It ranked 181st of 188 countries in the 2016 Human Development Index, 104th of 118 in the 2016 Global Hunger Index and 139th of 157 in the 2015 Gender Inequality Index.

1.2 Progress Towards SDG 2

Progress towards SDG 2 targets

2. Mozambique achieved some hunger targets under Millennium Development Goal 1,² but significant challenges remain in terms of Sustainable Development Goal (SDG) 2 targets.
3. *Access to food.* Economic access remains a major obstacle. In 2010,³ 80 percent of the population was unable to afford an adequate diet and 46 percent lived below the poverty line.⁴ Of households headed by women, 63 percent are poor – compared with 52 percent of those headed by men⁵ – and at risk of food insecurity and negative coping strategies.⁶ National safety nets do not yet provide for adequate nourishment for the most vulnerable people. Vulnerability to climate shocks further limits access to food. Mozambique also hosts long-term refugees and asylum seekers.⁷
4. Food insecurity affects 50 percent of households, 24 percent of them chronically;⁸ 25 percent of households suffer from acute food insecurity at least once a year.⁹
5. *End malnutrition.* Chronic malnutrition (stunting) affects 43 percent of children under 5 – a rate classified as very severe;¹⁰ stunting levels are significantly higher in northern provinces, at 55 percent in Nampula compared with 23 percent in Maputo, and recent progress has been limited. Acute malnutrition – wasting – increased from 4 percent in 2008¹¹ to 6 percent in 2011,¹⁰ with regional peaks during climate shocks.¹²
6. Anaemia affects 70 percent of children under 5 and 55 percent of women of reproductive age.^{10, 13} Vitamin A deficiency in children under 5 and iron deficiency in children under 2 both stand at 69 percent; iodine deficiency affects 68 percent of children aged 6–12 years.

¹ www.fao.org/countryprofiles/lifdc/en

² Halving chronic food security and undernourishment.

³ WFP. 2010. *Cost of Diet in Mozambique*. Maputo.

⁴ Ministry of Economy and Finance. 2015. *Household Budget Survey, 2014/15*. Maputo.

⁵ Chr. Michelsen Institute. 2009. *Monitoring and Evaluating Mozambique's Poverty Reduction Strategy, 2006–2008*. Bergen.

⁶ WFP. 2016. *Mozambique Trend Analysis. Key Food Security and Nutrition Indicators*. Rome.

⁷ There are 14,800 asylum seekers, most of whom originate from Burundi, the Democratic Republic of the Congo, Rwanda and Somalia. Of these, 11,000 live in Maratane camp in Nampula province.

⁸ Technical Secretariat for Food and Nutrition Security. 2013. *Baseline Study on Food Security and Nutrition*. Maputo.

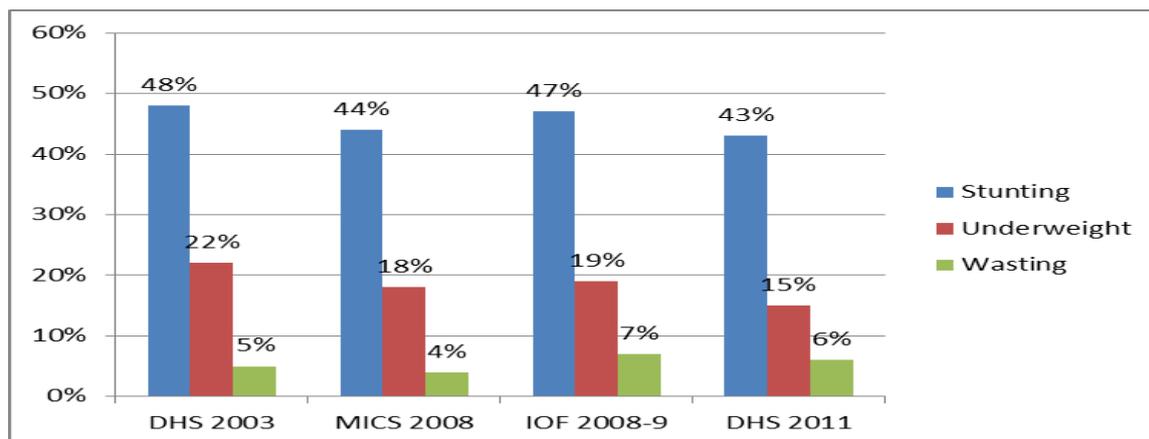
⁹ WFP. 2009. *Comprehensive Food Security and Vulnerability Analysis*. Maputo.

¹⁰ National Statistics Institute. Ministry of Health. 2013. *Demographic and Health Survey (DHS) 2011*. Maputo.

¹¹ National Statistics Institute. *Multiple Indicator Cluster Survey 2008*. Maputo.

¹² During the 2016 El Niño drought, global acute malnutrition was 9 percent in Zambezia province and 6 percent in Sofala according to the Ministry of Health and the Technical Secretariat for Food and Nutrition Security.

¹³ Mainly related to poor diet, malaria and intestinal parasites. United Nations. 2015. *Common Agenda for the Reduction of Chronic Undernutrition*. Maputo.

Figure 1: Malnutrition among children under 5

Note: IOF = *Terceiro Inquérito Nacional aos Orçamentos Familiares* (Third National Household Survey); MICS = multiple-indicator cluster survey.

7. Among the underlying causes of undernutrition are poverty and food insecurity.¹⁴ The immediate causes include inadequate nutritional intake and diet diversity, poor knowledge of healthy foods, inadequate food preparation, infrequent meals and high levels of disease. Undernutrition is high even where food production is adequate. In addition, 64 percent of the rural population lacks access to clean water⁴ and 90 percent do not use modern sanitation.
8. *Smallholder productivity and incomes.* Seventy percent of Mozambicans depend on subsistence agriculture;⁴ fewer than 4 percent of smallholders are members of farmers' organizations,¹⁵ most of which lack structure and support. Most smallholders sell their produce at low prices because people have limited access to credit and market information. Rural markets are not integrated. Post-harvest losses reach 30 percent because capacities for storage, processing and handling are limited.¹⁶
9. *Most farmers are women.*¹⁷ They have smaller plots than men and use less fertilizer, pesticide and machinery; they experience more difficulties in access to and control over cash, land and livestock and are under-represented in farmers' organizations.
10. Sustainable food systems. Agriculture accounts for a third of gross domestic product (GDP).¹⁸ Production of maize,¹⁹ cassava, beans and legumes meets national demands, but rice, wheat, vegetable oil and meat are imported.²⁰ The food balance remains negative. Only 10 percent of arable land is cultivated, and only 3 percent irrigated.²¹ Climate shocks also affect food production.

¹⁴ United Nations. 2015. *Common Agenda for the Reduction of Chronic Undernutrition*. Maputo.

¹⁵ Ministry of Agriculture and Food Security. 2015. *Anuário de Estatísticas Agrárias, 2012–2014*. Maputo.

¹⁶ World Bank. 2011. *Mozambique: Analysis of Public Expenditure in Agriculture*. Report No. 59918-MZ, Vol. I. Washington, D.C.

¹⁷ Of households headed by women, 76 percent are farmers compared with 56 percent of households headed by men. Ministry of Economy and Finance. 2015. *Household Budget Survey, 2014/15*. Maputo.

¹⁸ See: http://www.indexmundi.com/mozambique/gdp_composition_by_sector.html

¹⁹ Most production is consumed locally, but some maize produced in the north is exported, because roads are poor and markets are inefficient.

²⁰ Carrilho, J., Abbas, M., Junior, A., Chidassicua, J. and Mosca, J. 2016. *Food Security and Nutrition Challenges in Mozambique*. Maputo, *Observatório do Meio Rural*.

²¹ African Development Bank Group. 2011. *Republic of Mozambique: Country Strategy Paper 2011–2015*. Maputo.

Macroeconomic environment

11. In recent years, Mozambique has achieved 7.5 percent average annual GDP growth²² driven largely by mining, transport, manufacturing and agriculture. However, this growth has not been sufficiently inclusive.²³ Increased use of domestic resources reduced overseas development assistance from 44 percent of the national budget in 2010 to 24 percent in 2015.²⁴
12. The immediate economic outlook is challenged by high inflation and devaluation of the national currency. External debt reached 98 percent of GDP in 2016, significantly higher than the 37 percent average for sub-Saharan Africa. Long-term economic forecasts are positive, however.

Key cross-sectoral linkages

13. Mozambique is highly prone to natural disasters. The southern and central regions experience regular droughts, and floods occur almost annually in major river basins and poorly drained urban settlements; 60 percent of the population lives in coastal areas affected by rapid-onset disasters.
14. Of the adult population, 45 percent is illiterate: the rates are 30 percent for men and 58 percent for women. The retention rate in primary school grades 1–7 is only 36 percent. A higher proportion of girls drop out of school than boys, particularly in the upper grades as a result of, for example, early marriage and long distances to school.
15. The prevalence of HIV is 10.6 percent – the eighth highest in the world – and 1.5 million people, of whom 60 percent are women, are HIV-positive. HIV/AIDS is one of the leading causes of death, and prevention and treatment programmes face social and cultural barriers.
16. Average life expectancy is 55 years for men and 59 for women. Under-5 mortality decreased to 79 per 1,000 live births and infant mortality to 57 per 1,000 live births. The maternal mortality rate is 489 per 100,000 live births,²⁵ one of the highest in the world. Access to sexual and reproductive health services is limited.

1.3 Gaps and Challenges

17. The zero hunger strategic review²⁰ and stakeholder consultations identified the following strategic gaps:
 - The operationalization of policy and legal frameworks, particularly at the sub-national level, is challenged by insufficient development of implementation strategies.
 - Insufficient implementation capacity in government institutions, limited availability of qualified staff and limited resources affect nutrition and food security programmes, particularly at the provincial and district levels.
 - National emergency preparedness and response capacities are insufficient to address frequent climate shocks, despite progress over recent years.
 - Fragmented multi-sectoral coordination between the Government and partners on food security and nutrition prevents consistency in programming and limits consideration of regional differences.
 - Access to markets and sustainable food systems is limited, constraining commercialization of food produced by smallholder farmers at affordable prices.
 - Limitations in food security and nutrition data affect programme planning and targeting, the formulation of evidence-based policies and analysis of their impacts.

²² International Monetary Fund. 2016. *Country Report No. 16/10*. Washington, D.C.

²³ UNDAF, Mozambique (2017–2020) country analysis.

²⁴ UNDAF, 2017–2020.

²⁵ See: <http://data.worldbank.org/indicator/SH.STA.MMRT/countries>

1.4 Country Priorities

Government priorities

18. Food security and nutrition are national priorities in the following policy frameworks:
- Agenda 2025 prioritizes access to food with a view to improving living conditions and developing human capital.
 - The Government's Five-Year Plan 2015–2019 focuses on empowering women and men for gender equity and equality, poverty reduction, economic development, and food security and nutrition.
 - The Operational Plan for Agricultural Development 2015–2019²⁶ aims to enhance food sovereignty by strengthening value chains, public–private partnerships and farmers' organizations.
 - The National Master Plan for the Prevention and Mitigation of Natural Disasters 2006–2016 is the basis for disaster risk management. The plan is complemented by the National Climate Change Adaptation and Mitigation Strategy, approved in 2012 and led by the Ministry of Land, Environment and Rural Development.
 - The National Strategy for Basic Social Security II (2016–2024) aims to improve the management and coverage of social security programmes, including during emergency response and recovery.
 - The 2013 *Programa nacional de alimentação escolar* (PRONAE; National School Feeding Programme) foresees the expansion of school feeding to all pre-primary and primary schools, emphasizing local procurement, community participation and nutrition education.
 - The National Multi-Sectoral Action Plan for the Reduction of Chronic Undernutrition 2011–2020 and its Food Fortification Strategy aim to reduce stunting in children under 5, recognizing wasting in pregnant and lactating women and girls and in children under 2 as risk factors for stunting.
 - The 2009 Strategy for Maternity Waiting Homes sets out dietary requirements for pregnant women close to delivery.

United Nations and other partners

19. Mozambique was one of the first eight “Delivering as One” countries. The United Nations Development Assistance Framework (UNDAF) (2017–2020) is aligned with the Government's Five-Year Plan 2015–2019 and the 2030 Agenda for Sustainable Development.
20. Several United Nations agencies collaborate on food security and nutrition, including through the Scaling Up Nutrition initiative. WFP works with the United Nations Children's Fund (UNICEF) and the International Labour Organization (ILO) in support of the National Strategy for Basic Social Security.

2. Strategic Implications for WFP

2.1 WFP's Experience and Lessons Learned

21. In recent years, the country office has started to shift from direct implementation to support for the Government in taking over and developing zero hunger programmes, while retaining its ability to respond to disasters when government capacities are surpassed.
22. Recent evaluations of WFP's operations in Mozambique²⁷ concluded that the portfolio was aligned with WFP and government priorities and relevant to people's needs, recommending that WFP focus more on capacity development and technical support by building on its recognized

²⁶ The plan harmonizes the Five-Year Plan with the Strategic Plan for Agricultural Sector Development 2010–2019 and other national programmes for agriculture, food and nutrition, such as the National Food and Nutrition Strategy (ESAN II) and the Action Plan for the Food and Nutrition Security 2008–2015.

²⁷ Protracted relief and recovery operation 200355, country programme 200286 and trust fund 200574.

strengths.²⁸ WFP should focus on the prevention of chronic malnutrition other than emergency response, enhance its monitoring and evaluation capacities and operationalize its gender-transformative approach throughout the portfolio.

2.2 Opportunities for WFP

23. The strategic review and stakeholder consultations recommended that WFP focus on the following areas, with due attention to gender equality:
- continue playing a lead role in humanitarian responses while building the Government's response capacities;
 - strengthen resilience to climate change and national disaster preparedness and management capacities where there are financial, technical and human resource constraints, particularly at decentralized levels;
 - enhance the responsiveness to shocks and zero hunger requirements of national social protection programmes, enabling them to scale up rapidly during crises and to maximize their contribution to food and nutrition security;
 - translate policy into action at the community level through increased consultation with communities with a view to developing locally relevant solutions – WFP can draw on its field and operational presence to support these efforts;
 - strengthen smallholder farmers' engagement in agricultural markets, reinforcing the Government's support and prioritizing demand-side elements of the value chain; and
 - address chronic malnutrition to reduce stunting, in line with national priorities.

2.3 Strategic Changes

24. Given the frequency and scale of emergencies, WFP's support will be needed for the foreseeable future even though the Government's emergency-response capacity has improved. WFP will seek to maximize the quality of responses, enhance climate change resilience and optimize government capacities for emergency preparedness and response and social protection at the national and decentralized levels with a view to reducing the need for external humanitarian support.
25. WFP will support the introduction of innovations and best practices into national integrated food security and nutrition analysis; this will be informed by an assessment of the institutional capacities of the Technical Secretariat for Food and Nutrition Security (SETSAN) and supported by an overall plan for capacity strengthening.
26. WFP support for PRONAE will continue, as the programme is expected to start using national resources²⁹ to fund scale-up during the country strategic plan (CSP) period. WFP will work with the Government to build its school feeding business case and will seek to make PRONAE more nutrition-sensitive and gender-transformative in line with the Government's Gender Strategy for the Education and Human Development Sector (2016–2020).
27. WFP will support treatment for moderate acute malnutrition during emergencies, focusing at other times on prevention of stunting and reduction of micronutrient deficiencies, in line with the Government's strategy for combating malnutrition.
28. WFP will focus on local food procurement for its operations and will support women and men smallholder farmers in obtaining access to markets other than WFP such as government institutions and programmes and private-sector partners in food fortification.
29. WFP's supply chain services are utilized increasingly by other actors, which recognize their efficiency and effectiveness. WFP will communicate its ability to provide such services more emphatically and expand its engagement in the strengthening of government capacities by leveraging its expertise in areas such as food storage, handling and accounting.

²⁸ Emergency response, disaster risk reduction, social protection, school feeding and logistics.

²⁹ Derived from a debt-for-development swap with the Government of the Russian Federation.

30. This CSP is informed by a country gender analysis and a gender action plan aligned with the regional gender strategy and the WFP Gender Policy (2015–2020), with a view to shifting to gender-transformative programming.

3. WFP Strategic Orientation

3.1 Direction, Focus and Intended Impacts

31. This CSP takes into account the strategic review, lessons learned and consultations with stakeholders. It focuses on WFP's strengths with a view to adding value to the national zero hunger agenda, prioritizing support for government systems and institutions, even when WFP plays an operational role. WFP will maintain its humanitarian assistance capacities and support long-term resilience and work to address the underlying causes of food insecurity and malnutrition. All programming will consider gender equality and be nutrition sensitive. Gender-transformative and age-sensitive social and behaviour change communication adapted to specific contexts is mainstreamed throughout the CSP except for activity 7.
32. The CSP is aligned with the Government's Vision 2025 and its Five-Year Plan (2015–2019) and relevant sector policies and is integrated with the UNDAF (2017–2020). It operationalizes WFP's Strategic Plan (2017–2021) and Strategic Results 1, 2, 3 and 8 in the country.

3.2 Strategic Outcomes, Focus Areas, Expected Outputs and Key Activities

Strategic outcome 1: Households in food-insecure areas of Mozambique are able to maintain access to adequate and nutritious food throughout the year, including in times of shock

33. This strategic outcome adopts a multi-faceted approach to increasing resilience to climate change in national institutions and vulnerable communities with a view to reducing the need for humanitarian responses.
34. Strategic outcome 1 is aligned with WFP Strategic Result 1 and SDG target 2.1 and the following national SDG targets: priority 5, strategic objective 5 of the Five-Year Plan, section 4.4 of the Strategy and Action Plan for Food Security and Nutrition II, and pillar 1 of the National Strategy for Basic Social Security II (2015–2019).

Focus area

35. This strategic outcome contributes to resilience-building.

Expected outputs

36. Strategic outcome 1 will be achieved through five outputs:
- People in shock-prone areas benefit from the Government's strengthened capacity to plan and prepare for, respond to and recover from shocks in order to meet their basic needs in times of crisis.
 - Shock-affected people benefit from the Government's strengthened capacity to provide expanded safety-net services in order to meet their basic needs in times of crisis.
 - Targeted food-insecure communities benefit from construction and/or rehabilitation of assets that improve food security and build resilience to natural shocks and climate change.
 - Targeted households benefit from improved knowledge in nutrition, care practices and healthy diets in order to improve their food consumption and nutrition status.
 - Targeted food-insecure communities receive conditional cash- and/or food-based transfers in order to improve their food consumption.

Key activities

37. *Activity 1: Provide capacity strengthening to prepare for, respond to and recover from weather-related shocks to the government at the national, sub-national and community levels.* WFP will support the preparedness, planning, management and coordination capacities of the National Institute for Disaster Management (INGC) and other relevant entities, particularly at decentralized levels. An initial capacity assessment will lead to a systematic approach and

- improved alignment between WFP and other partners such as UNICEF, United Nations Development Programme, UN-Women and non-governmental organizations (NGOs).
38. WFP will support SETSAN and other bodies in integrated food security and nutrition analyses, monitoring and information management, with emphasis on nutrition data. The Fill the Nutrient Gap (FNG) tool³⁰ will provide additional evidence to inform such programming.
 39. The three-pronged approach will be scaled up at the national, provincial and community levels to facilitate multi-stakeholder involvement and multi-disciplinary approaches to resilience-building.
 40. *Activity 2: Provide technical assistance to the Government in making social protection programmes shock-responsive and hunger-sensitive.* WFP will work with the Ministry of Gender, Children and Social Action and INGC to enhance the shock-responsiveness of national social protection programmes by, for example, enhancing alignment between social protection and humanitarian systems, improving the standards of assets to increase the preparedness and adaptive capacities of the Productive Safety Net Programme (PASP) with regard to climate risks, and exploring options for improving the nutrition outcomes of programmes.
 41. WFP will provide assistance in the form of food and cash-based transfers (CBTs) in coordination with the PASP for asset creation with a view to enhancing resilience at the community level in line with the three-pronged approach, focusing on the quality and relevance of assets, identification of nutrition-relevant assets, and assets that benefit women and are controlled equally by women and men. This will involve community-based participatory planning and may include assets to improve access to markets and health centres and recovery of degraded land to support local production of diverse and nutritious foods. WFP will ensure equitable participation of women and men at all stages. Lessons learned will inform the Government's productive safety net programming.

Strategic outcome 2: Shock-affected people in Mozambique are able to meet their basic food and nutrition needs during and immediately after a crisis

42. WFP will continue to address shock-related food security and nutrition needs when they exceed the capacities of the Government. WFP will support humanitarian coordination by co-chairing the humanitarian country team and the Food Security Cluster. It will also support refugees in the country. Strategic outcome 2 supports WFP Strategic Result 1, SDG target 2.1, and objectives 1 and 2 of the National Master Plan for the Prevention and Mitigation of Natural Disasters.

Focus area

43. This strategic outcome focuses on crisis response.

Expected outputs

44. Strategic outcome 2 will be achieved through three outputs:
 - Shock-affected people receive unconditional cash and/or food-based transfers in order to meet their basic food and nutrition requirements.
 - Shock-affected malnourished children and pregnant and lactating women receive specialized nutritious foods in order to treat and reduce acute malnutrition rates.
 - Shock-affected people benefit from improved knowledge in nutrition, care practices and healthy diets in order to improve their nutritional status.

Key activities

45. *Activity 3: Provide cash and/or food transfers to vulnerable households affected by crisis.* WFP will provide food and nutrition assistance when needs exceed the Government's institutional and financial response capacities; equal benefits for women and men will be ensured. The scope of the activity is based on previous years' disaster trends and includes assistance for relief during times of flood and drought, early recovery and treatment of moderate acute malnutrition.

³⁰ See strategic outcome 4.

The current plan includes emergency school feeding until at least December 2017. In case of major emergencies or unexpected shocks, strategic outcome 2 will be augmented to enable WFP to provide food and nutrition assistance adapted to the situation.

46. This activity includes support for food and nutrition assessments, training, system development and learning directly linked to the implementation and quality enhancement of WFP's emergency responses.
47. WFP will provide food assistance for refugees in Maratane camp. The number of refugees requiring assistance is expected to fall during the CSP as complementary support for livelihoods and self-reliance activities in cooperation with the Office of the United Nations High Commissioner for Refugees (UNHCR), UN-Habitat and the Food and Agriculture Organization of the United Nations (FAO) take effect; this activity will also serve as a testing ground for new approaches to addressing protracted refugee displacement.

Strategic outcome 3: Children in chronically food-insecure areas have access to nutritious food throughout the year

48. Strategic outcome 3 supports PRONAE in providing nutritious meals for vulnerable school-age children, primarily through capacity development to enhance the capacities of the Ministry of Education and Human Development to manage the scaled-up programme sustainably. Direct implementation by WFP will gradually decrease as the ministry assumes greater management responsibility.
49. The outcome is in line with WFP Strategic Result 1, SDG target 2.1, the primary objective of PRONAE, the Education Sector Strategic Plan (2012–2019), and the Gender Strategy of the Education and Human Development Sector (2016–2020).

Focus area

50. This strategic outcome focuses on root causes.

Expected outputs

51. Strategic outcome 3 will be achieved through three outputs:
 - Schoolchildren targeted by the national home-grown school feeding programme benefit from improved design, finance and implementation capacity of the Government that helps meet their basic food and nutrition needs and increase school attendance and retention.
 - WFP-targeted schoolchildren receive a nutritious meal every day they attend school in order to meet basic food and nutrition needs and increase school attendance and retention.
 - Targeted schoolchildren benefit from improved knowledge of nutrition, care practices and healthy diets to improve their nutrition status.

Key activities

52. *Activity 4: Strengthen the capacity of the government bodies responsible for the national home-grown school feeding programme.* WFP's capacity strengthening for the Ministry of Education and Human Development will focus on: i) enhancing the funding base for school feeding through cost-benefit analyses and an advocacy plan for PRONAE; ii) strengthening inter-sectoral coordination for PRONAE; iii) training of school council members and school feeding managers; iv) training in supply chain management and monitoring; v) hygiene and nutrition education; and vi) school gardening.
53. WFP will co-implement PRONAE with the Ministry of Education and Human Development and continue to test implementation models to inform government decision-making and investment, including in addressing micronutrient deficiencies through use of fortified foods, micronutrient supplementation and diet diversification. The FNG tool will help develop strategies to improve the nutrient intake of adolescent girls in school.
54. WFP will promote gender transformation in PRONAE through: i) community-level initiatives to increase knowledge of gender equality and women's empowerment; ii) pilot distributions of take-home rations for girls in the upper grades of primary school, where dropouts increase

significantly among girls; iii) an evaluation of the pilot to inform government decision-making; and iv) promotion of women's representation in school feeding management committees and related training.

Strategic outcome 4: Targeted people in prioritized areas of Mozambique have improved nutrition status in line with national targets by 2021

55. Levels of stunting and micronutrient deficiencies are high, and wasting, although relatively rare, contributes to stunting. The Government aims to be self-reliant in programmes based on specialized nutritious foods.
56. WFP will obtain evidence through four studies and one intervention to support the Government in achieving its nutrition objectives through increased availability of, access to, demand for and/or consumption of safe nutritious foods, and/or nutrition-related services. The aim is to reduce micronutrient deficiencies among women and girls of reproductive age and stunting in children under 5 in a context where HIV prevalence is high. Additional interventions may be added to this outcome on the basis of evidence gathered.
57. Strategic outcome 4 is aligned with WFP Strategic Result 2, SDG target 2.2, priority 2, strategic objective 2 of the Five-Year Plan, and the National Multi-Sectoral Action Plan for the Reduction of Chronic Undernutrition (2011–2020).

Focus area

58. This strategic outcome focuses on root causes.

Expected outputs

59. Strategic outcome 4 will be achieved through two outputs:
 - Vulnerable people in Mozambique benefit from strengthened, evidence-based national capacity to combat stunting and micronutrient deficiencies in order to improve their nutrition status.
 - Vulnerable people in Mozambique benefit from improved knowledge in nutrition, care practices and healthy diets in order to improve their nutrition status.

Key activities

60. *Activity 5: Provide capacity strengthening and technical assistance to government entities implementing the national strategy to combat stunting and micronutrient deficiencies.* A study using the FNG tool and incorporating participatory gender analysis will identify barriers to the availability of, access to, demand for and consumption of safe and nutritious foods and nutrition-related services in development and emergency settings, identify cost-effective options for transfer modalities and inform integrated food security and nutrition strategies and optimize nutrition-related aspects of other CSP activities.³¹
61. WFP and the Ministry of Health will seek to improve nutrition practices among parents of young children, and increase access to maternity waiting homes for pregnant women and adolescent girls. A study will explore: i) whether incentives enhance uptake of this service; ii) ways of increasing access to antenatal care services and maternity waiting homes through awareness-raising among women and girls; and iii) education options for women and girls in waiting homes to enhance their nutrition-sensitive practices for preventing stunting.
62. A third study will explore the feasibility of national production of SuperCereal for treatment of moderate acute malnutrition in children over 5, adolescent girls and boys and adult women and men by leveraging WFP's partnership with large-scale food fortification companies.
63. In view of the link between HIV and acute malnutrition, WFP will support the Government in understanding the extent to which reducing acute malnutrition among pregnant and lactating women and girls, and children under 5 drives uptake and retention of clients in HIV treatment programmes. This will inform the Government's HIV and nutrition policies and programmes.

³¹ See strategic outcomes 3 and 5.

64. WFP will help to reduce micronutrient deficiencies among women and adolescent girls who are pregnant or of reproductive age by increasing the availability of specialized and staple fortified foods. It will assist the Ministry of Industry and Commerce in expanding fortification programmes and strengthening fortification facilities for wheat and maize flour, vegetable oil and sugar and rural hammer mills fortifying maize flour. The FNG study will identify further options for the national food fortification strategy.
65. WFP will continue to develop gender-transformative and age-sensitive models for the national social and behaviour change communication programme, focusing on food fortification and healthy diets, infant and young child feeding practices, and health and nutrition among women and girls of reproductive age.

Strategic outcome 5: Targeted smallholder farmers in northern and central Mozambique have enhanced livelihoods by 2021

66. Mozambique was one of the first countries to participate in the Purchase for Progress and Purchase from Africans for Africa initiatives. WFP is working with FAO and the International Fund for Agricultural Development (IFAD) on agricultural supply chains and will continue to support the Government and farmers' organizations in increasing the range of competitive markets for smallholders and commercial growers. WFP will work with FAO and IFAD to enhance synergies related to access to production factors, productivity and value addition and to shorten value chains so that farmers can increase their market share.
67. This outcome is aligned with WFP Strategic Result 3, SDG target 2.3, priority 2, strategic objective 1 of the Five-Year Plan and the Operational Plan for Agricultural Development.

Focus area

68. This strategic outcome focuses on root causes.

Expected outputs

69. Strategic outcome 5 will be achieved through two outputs:
- Targeted smallholder farmers benefit from WFP value chain support in order to improve access to profitable markets and increase their incomes.
 - Targeted smallholder farmer households benefit from improved knowledge in nutrition, care practices and healthy diets to improve their nutrition status.

Key activities

70. *Activity 6: Enhance the aggregation, marketing and decision-making capacities of smallholder farmers, with focus on women.* WFP will work with FAO to increase the number of smallholders in farmers' organizations and strengthen the capacities of farmers' organizations for business and organizational management and aggregation, food storage and handling, and quality control to reduce post-harvest losses. WFP will prioritize organizations led by women and will support women members by promoting labour-saving technologies and gender-awareness training for women and men. The country office will draw on experience in other countries to inform its work on access to agricultural markets.³² Strategic outcome 5 may be augmented depending on needs and funding availability.

³² Malawi for food exchanges, Uganda for post-harvest losses and Zimbabwe for risk mitigation.

Strategic outcome 6: Humanitarian and development partners in Mozambique are reliably supported by an efficient and effective supply chain and information and telecommunications services and expertise

71. There is increasing demand from partners for WFP's supply chain management services and recognized expertise to fill capacity gaps and ensure more effective delivery of zero hunger programmes in humanitarian and development contexts. This outcome is in line with WFP Strategic Result 8, SDG target 17.16 and pillar 3, and strategic objective 1 of the Five-Year Plan 2015–2019.

Focus area

72. This strategic outcome focuses on resilience-building.

Expected outputs

73. Strategic outcome 6 will be achieved through two outputs:
- Vulnerable communities benefit from WFP provision of supply chain and information technology services and expertise to the Government and other partners that improve the effectiveness of development and humanitarian programmes.
 - Vulnerable communities benefit from increased supply chain capacity of the Government and other partners that improves the effectiveness of development and humanitarian programmes.

Key activities

74. *Activity 7: Provide supply chain services for humanitarian and development partners.* WFP will strengthen the capacities of national institutions in areas that include food management, handling and storage, and accounting. It will provide supply chain services for the Ministry of Health, the Ministry of Education and Human Development, INGC, UNICEF, the United Nations Population Fund (UNFPA), the World Bank, donors such as the United States Agency for International Development, and NGOs. The services will include food procurement, storage and handling, customs clearance, inventory management, transport, and quality and quantity control. WFP will manage and coordinate humanitarian logistics and telecommunications clusters when these are activated.

3.3 Transition and Exit Strategies

75. Support for national ownership of zero hunger programmes is the guiding principle of this CSP. WFP's portfolio focuses on capacity strengthening and technical assistance to enhance the Government's ability to manage high-quality programmes, advance gender equality, and gather evidence for improved advocacy, policy direction and programming. Where WFP plays an operational role, it will do so in combination with capacity strengthening and learning initiatives.

4. Implementation Arrangements

4.1 Beneficiary Analysis³³

Strategic outcome	Activity	Women/girls	Men/boys	Total
1	Activity 2	10 400	9 600	20 000
2	Activity 3	282 103	265 897	548 000
	Flood relief assistance	83 200	76 800	160 000
	Drought relief assistance	41 600	38 400	80 000
	Early recovery assistance	197 600	182 400	380 000
	Emergency school feeding	47 863	52 137	100 000
	Treatment of moderate acute malnutrition: children under 5	7 680	8 320	16 000
	Treatment of moderate acute malnutrition: pregnant and lactating women and girls	4 000		4 000
	Refugees: half rations	1 560	1 440	3 000
	Refugees: full rations	2 600	2 400	5 000
3	Activity 4	174 359	189 926	364 285
Total*		570 862	561 423	1 132 285
Adjusted total (excluding overlaps)		466 862	465 423	932 285

* Cumulative beneficiary figures; adjusted total includes overlaps among activities; the recovery caseload is excluded because it overlaps with the relief caseload.

76. The three-pronged approach and climate risk analysis will inform geographical targeting for asset creation in Activity 2. WFP's target population will be at least 50 percent women for community-based participatory planning and food assistance-for-assets interventions. Beneficiaries of activity 3 will be targeted on the basis of Integrated Food Security and Nutrition Phase Classification. Refugees receiving food assistance are identified by UNHCR; full rations are provided for new and vulnerable refugees and half rations for long-term refugees. Activity 4 targets primary-school pupils where indicators for chronic food insecurity are high and those for education are low.
77. Capacity strengthening and service delivery interventions will target ministries, national institutions and individuals.
78. The country office will use beneficiary feedback mechanism to maximize accountability to affected populations and hence the quality and transparency of its interventions. A dedicated telephone line and email address will receive complaints and observations directly from beneficiaries.

4.2 Transfers

Food and cash-based transfers

79. In-kind food baskets reflect local dietary habits and nutritional requirements. Maize meal and vegetable oil are fortified and salt is iodized. School meals are complemented with fresh produce purchased locally. The ration for pregnant women and girls – 333 g of SuperCereal per day³⁴ – is based on the Ministry of Health protocol for nutrition rehabilitation.

³³ Actual beneficiary figures will be disaggregated by sex and age.

³⁴ See Table 2.

80. Regular monitoring of markets, which will include mobile monitoring, will inform decisions on CBT programming under activities 2 and 3. CBTs are based on market prices and adjusted to account for price fluctuations. Under activity 2, 70 percent of transfers will be CBTs, assuming that markets are stable. Under activity 3, 50 percent of conditional transfers will be food vouchers. WFP will explore CBT options for refugees. All transfers will benefit women and men equally.

TABLE 2: FOOD (G/PERSON/DAY) OR CBT VALUE (USD/PERSON/DAY) BY STRATEGIC OUTCOME AND ACTIVITY

	Strategic outcome 1		Strategic outcome 2												Strategic outcome 3		
Activity	Provide technical assistance to the Government in making social-protection programmes shock-responsive and hunger-sensitive		Provide cash and/or food transfers for vulnerable households affected by crisis												Strengthen the capacity of the government bodies responsible for the national home-grown school feeding programme		
Beneficiary type	Standard	Standard	Refugees full ration	Refugees half ration	Refugees full ration	Refugees half ration	Children 6-59 months	Pregnant women and girls	Emergency school feeding	Flood relief		Drought relief		Early recovery		Standard	Standard
Modality	CBTs	Food	Food	Food	CBTs	CBTs	Food	Food	Food	Food	CBTs	Food	CBTs	Food	CBTs	Food	CBTs
Cereals: maize		267	480	240								480		267			
Cereals: maize meal								150	480			0		0		150	
Oil			20	20				10	25			25				10	
Salt								3								3	
SuperCereal								333									
Ready to use suppl. foods							100										
Kcal/day		1 110	2 133	1 155			1 076	1 251	738	2 181		2 177		1 110		2 718	
% kcal from protein		12.2	11	11			10.5	16.3	10.5	9.9		10.7		12.2		10.5	
% kcal from fat		10.6	18.3	24.7			59.0	19.2	15.6	13.9		20.0		10.6		15.6	
CBT (USD/person/day)	0.22				0.44	0.22					0.4		0.4		0.22		0.148
Feeding days per year	120	120	360	360	360	360	90	180	194	90	90	90	90	180	180	194	194

TABLE 3: TOTAL FOOD/CBT REQUIREMENTS AND VALUE		
Food type/CBTs	Total (mt)	Total (USD)
Cereals	34 698	18 541 188
Pulses	6 069	4 173 589
Oil and fats	1 684	2 852 565
Mixed and blended foods	264	502 609
Other	334	83 471
Total food	43 049	26 153 422
CBTs (USD)		31 772 777
Total food and CBTs (USD)	43 049	57 926 199

Capacity Strengthening including South–South Cooperation

81. Capacity strengthening cuts across all activities, and three are devoted to it. WFP aims to maintain its operational capacities for service delivery and humanitarian assistance, and to enhance institutional and community capacities to design and deliver zero hunger initiatives.
82. South–South cooperation will be sought: Mozambique might, for example, become a provider of expertise in emergency preparedness and response for other countries. WFP works with the Centre of Excellence in Brazil and the Brazilian Cooperation Agency on school feeding, and may engage with the new centre of excellence in the Russian Federation. Brazil is a major partner in social protection under the Partnership for National Social Development Initiative and in market access under Purchase from Africans for Africa.

4.3 Supply Chain

83. Food purchases will prioritize local procurement, a government priority, including from men and women smallholder farmers. Regional purchases will be made from WFP’s Global Commodity Management Facility. Specialized nutritious foods – SuperCereal Plus, ready-to-use supplementary foods and premix for fortification – will be sourced internationally. WFP will explore the feasibility of local production of SuperCereal (see strategic outcome 4). Food deliveries will be made by private-sector organizations using WFP supply chain networks. Food quality will be managed with support from the regional bureau. An e-voucher system using SCOPE cards will be used for CBTs.

4.4 Country Office Capacity and Profile

84. The focus on gender equality, capacity development and technical assistance requires reorganization of the country office and training for staff to establish the necessary skill sets. Training in the Corporate Results Framework and the financial framework will also be required. WFP will maintain its sub-offices supporting field operations, using a “light footprint” approach to minimize costs and enhance flexibility.

4.5 Partnerships

85. WFP will work with the Ministry of Agriculture and Food Security as coordinator for SDG 2, SETSAN, INGC, the Ministry of Gender, Children and Social Action, the Ministry of Education and Human Development, the Ministry of Economy and Finance, the Ministry of Health, the Ministry of Land, Environment and Rural Development, the Ministry of Industry and Commerce and the Ministry of Foreign Affairs and Cooperation.
86. WFP will partner: i) FAO on resilience, fortification, social and behaviour change communication, market access and coordination of SDG 2 activities and the Food Security Cluster; ii) IFAD on social and behaviour change communication and market access; iii) UNICEF, ILO and the World Bank on social protection; iv) UNICEF, UNFPA and the World Health Organization on nutrition; v) UNHCR on refugees; and vi) United Nations agencies and civil society organizations on gender equality initiatives.

87. As co-chair of the Scaling Up Nutrition business network with the Global Alliance for Improved Nutrition, WFP will work with private-sector partners on fortification and market access linkages such as with PRONAE.
88. NGOs and strategic partners will be operational in delivering this CSP, particularly in humanitarian response, resilience and nutrition.

5. Performance Management and Evaluation

5.2 Monitoring and Evaluation Arrangements

89. Gender-responsive monitoring and evaluation will be guided by the country office monitoring, review and evaluation plan.³⁵ Baseline data will be collected within three months of the start of an activity and targets will be set for each indicator. Outputs will be monitored monthly at the field and country office levels. The collection of annual outcome data, evaluations and reviews will be led by the monitoring and evaluation unit.
90. The country office will consider outsourcing, using remote monitoring and increasing the use of mobile data-collection tools; SCOPE will be used for CBT programming, and joint monitoring will be increased to achieve more comprehensive monitoring at reduced cost.
91. The country office will establish a monitoring and evaluation unit and employ a full-time monitoring and evaluation assistant in each sub-office. There will be a mid-term review and a final portfolio evaluation; decentralized evaluations and reviews that include a focus on gender equality and protection will examine activities 5 and 6 in 2018, activities 2 and 3 in 2019, and activity 4 in 2020.

5.2 Risk Management

92. Contextual, programmatic and institutional risks and mitigation measures will be periodically reviewed and updated.
93. Insecurity, fuel price increases and exchange rate fluctuations may affect cargo movements and the costs of imported foods. WFP will prioritize local procurement and will review and adjust logistics arrangements regularly, with support from the regional bureau as needed.
94. The economic situation may affect the Government's delivery of social services and hence exacerbate the food security and nutrition status of the most vulnerable people. WFP will augment its humanitarian response as required.
95. Potential risks regarding the choice of transfer modalities – food, CBTs – will be managed through regular market price monitoring and sectoral assessments, with attention to gender equality and protection issues, and by developing common standards with the Government and humanitarian partners.
96. Difficulties in local procurement of food and other items will be addressed through regular updates of the list of service providers. To ensure that competent local partners are available, WFP will screen potential partners at the start of the CSP and invest in building the capacities of national NGOs, particularly those that are committed to gender equality.
97. Staffing readiness will be reviewed before the start of the CSP, and training will be provided to address capacity gaps. Additional technical expertise will be sourced through partnerships and South–South cooperation as required.

³⁵ The logical framework includes indicators related to programmes and trust funds carried over from previous operations.

6. Resources for Results

6.1 Country Portfolio Budget

Strategic outcome	Year 1* 2017	Year 2 2018	Year 3 2019	Year 4 2020	Year 5 2021	Total
1	2 875 148	4 797 411	4 780 219	4 119 970	3 974 007	20 546 756
2	18 118 292	17 280 911	10 488 320	7 892 125	4 816 796	58 596 444
3	6 375 697	13 803 656	14 462 195	14 043 983	13 508 476	62 194 008
4	1 312 461	1 370 487	1 936 443	1 714 491	1 513 518	7 847 400
5	905 981	353 816	0	0	0	1 259 797
6	7 008 358	6 166 678	2 113 399	927 241	996 378	17 212 054
Total	36 595 938	43 772 959	33 780 577	28 697 810	24 809 175	167 656 459

* July–December.

98. The total cost of this CSP over 54 months is USD 167.7 million. Of this, strategic outcomes 1, 2 and 3 account for the largest share because they involve high proportions of food transfers and CBTs. The costs of strategic outcomes 4 and 5 result from investments in national capacity development in nutrition and market access for smallholders. The cost of strategic outcome 6 reflects demand for supply chain services. Gender equality initiatives will account for 15 percent of project funds.

6.2 Resourcing Outlook

99. The cost of the CSP is realistic and matches recent resourcing trends – an average USD 33 million annually over the last five years,³⁶ of which USD 17 million is humanitarian funding. Current confirmed and forecast contributions cover half of CSP requirements.

6.3 Resource Mobilization Strategy and Resource Prioritization

100. The resource mobilization and partnership strategy based on consultations with donors will be regularly updated: this will include exploring options for direct funding from the Government following the example of the debt-for-development swap for PRONAE.

101. WFP will seek joint resourcing opportunities with UNICEF, UNFPA, the World Health Organization and FAO in nutrition and with UNICEF and ILO in social protection.

102. In the event of funding shortfalls, WFP will: i) prioritize life-saving interventions, followed by those advancing gender equality, over long-term capacity development; ii) reduce beneficiary numbers; iii) reduce capacity strengthening and technical assistance interventions; iv) reduce staffing and field presence costs; and v) phase out under-resourced activities.

³⁶ This refers to the full portfolio: country programme 200286, protracted relief and recovery operation 200355, trust funds 200574 and 200962 and bilateral operation 200554.

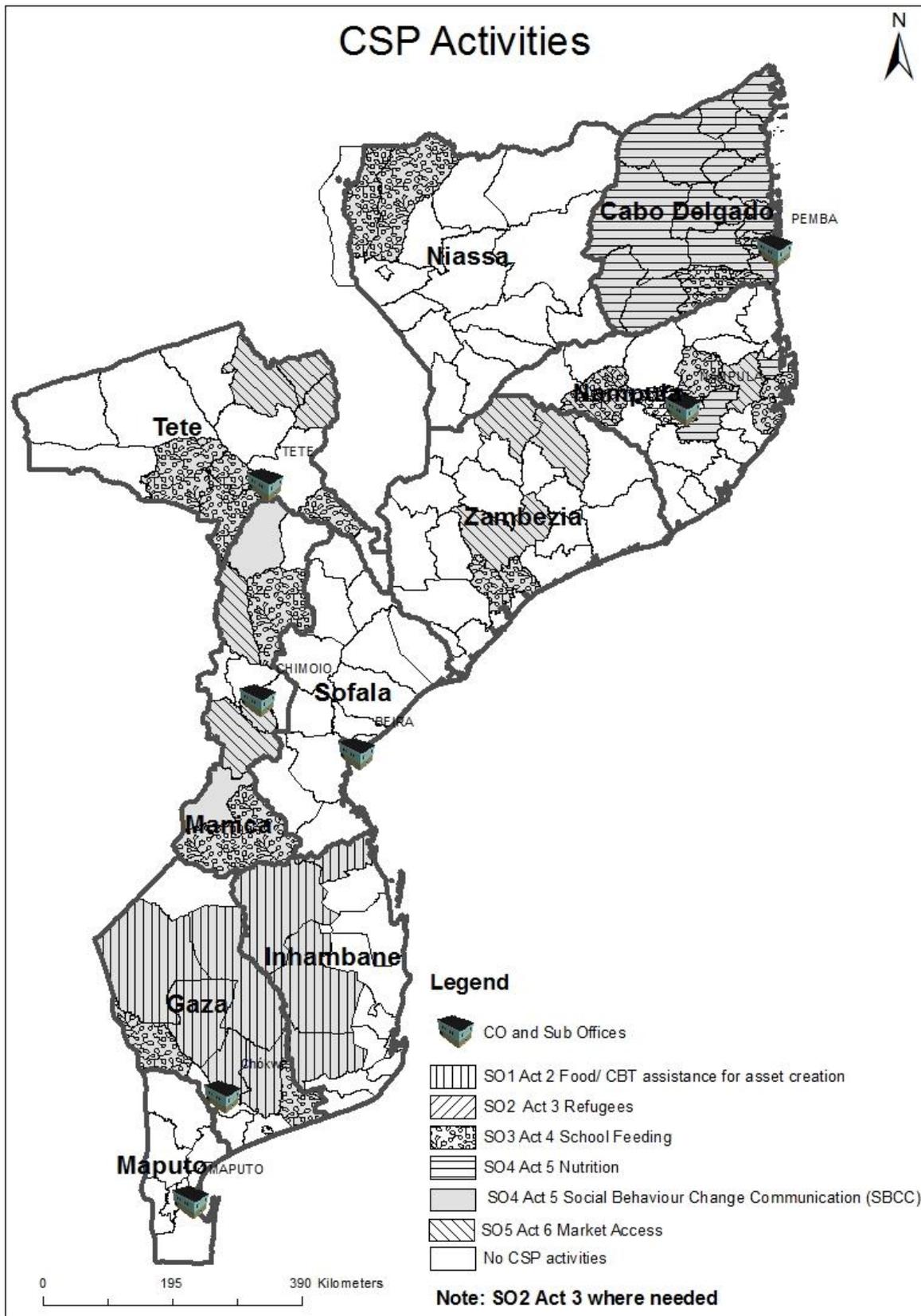
**ANNEX I: SUMMARY OF LOGICAL FRAMEWORK FOR
MOZAMBIQUE COUNTRY STRATEGIC PLAN (2017–2021)**

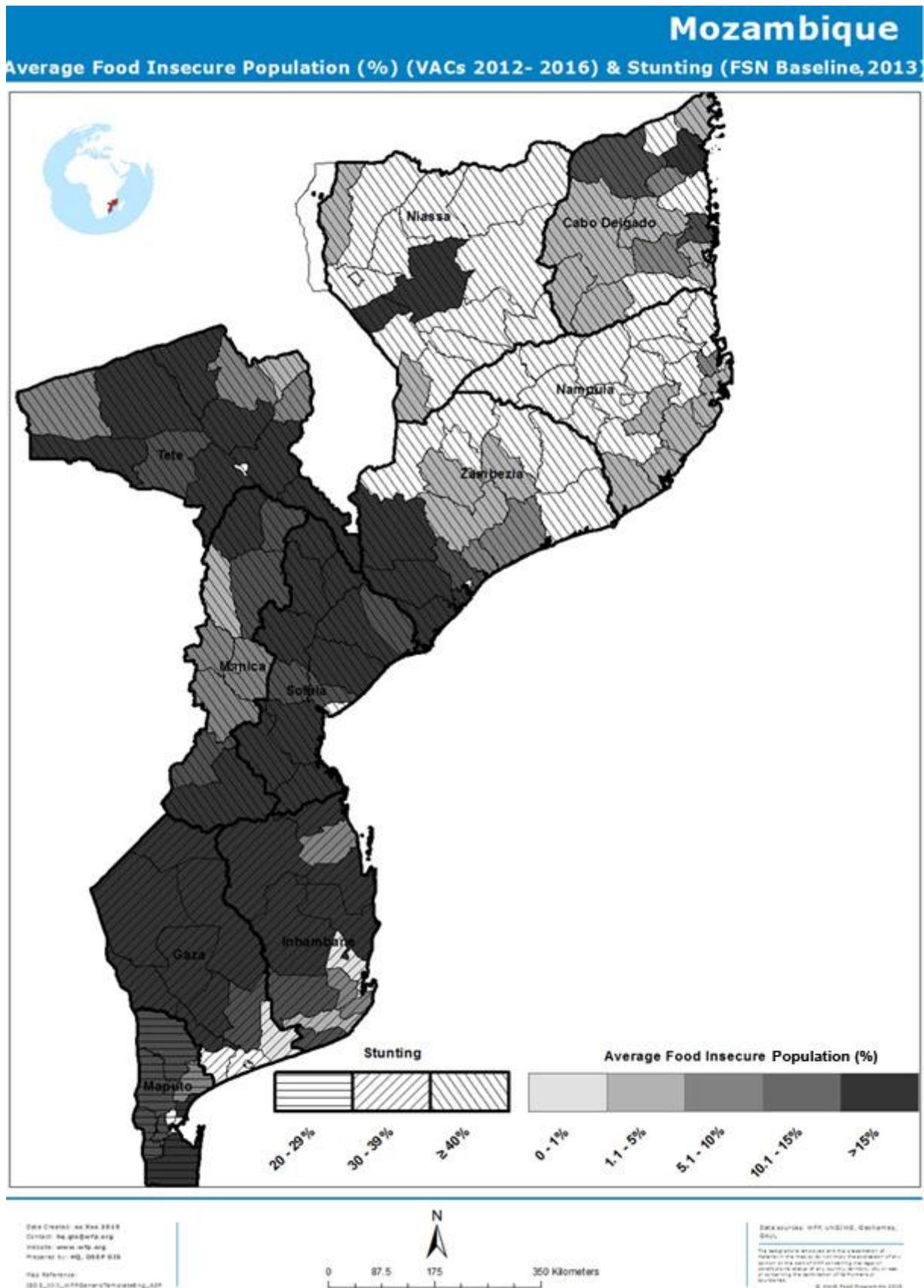
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ANNEX II

INDICATIVE COST BREAKDOWN (USD)							
WFP Strategic Results/ SDG targets	Strategic Result 1/SDG 2.1			Strategic Result 2/ SDG 2.2	Strategic Result 3/ SDG 2.3	Strategic Result 8/ SDG 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Transfers	11 939 628	42 323 023	46 638 339	4 207 009	929 470	13 969 469	120 006 939
Implementation	5 376 149	7 855 401	5 578 342	2 400 571	178 189	915 428	22 304 080
Adjusted direct support costs (%)	1 886 798	4 584 607	5 908 561	726 438	69 721	1 201 135	14 377 261
Subtotal	19 202 575	54 763 032	58 125 241	7 334 019	1 177 380	16 086 032	156 688 279
Indirect support costs (7 percent)	1 344 180	3 833 412	4 068 767	513 381	82 417	1 126 022	10 968 180
Total	20 546 756	58 596 444	62 194 008	7 847 400	1 259 797	17 212 054	167 656 459

ANNEX III





The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

Acronyms Used in the Document

CBT	cash-based transfer
CSP	country strategic plan
DHS	Demographic and Health Survey
FAO	Food and Agriculture Organization of the United Nations
FNG	Fill the Nutrient Gap
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INGC	National Institute for Disaster Management
NGO	non-governmental organization
PASP	Productive Safety Net Programme
PRONAE	National School Feeding Programme
SDG	Sustainable Development Goal
SETSAN	Technical Secretariat for Food and Nutrition Security
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund