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Draft Guinea-Bissau country strategic plan (2019–2024)

Duration	1 July 2019 – 30 June 2024
Total cost to WFP	USD 61,610,662
Gender and age marker*	3

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

Executive summary

The Republic of Guinea-Bissau is a low-income food-deficit country that faces significant development challenges despite economic opportunities in agriculture, fisheries, tourism and mining. Since independence in 1973, the country has struggled to secure stable governance and leadership. Political instability complicates food security and nutrition nationwide, particularly for children, rural women, elderly people and people living with HIV, tuberculosis or disabilities. Food security is exacerbated by the consequences of climate change such as flooding, erratic rainfall and rainstorms.

The Government of Guinea-Bissau has established a strategic and operational plan for 2015–2025, *Terra Ranka*,¹ that emphasizes the development of human capital through better education, health services and social protection. WFP is a trusted partner, providing technical and financial assistance

¹ Government of Guinea-Bissau. 2015. Strategic and Operational Plan for 2015–2025, “*Terra Ranka*”. Executive summary available at [http://www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=DCD/DAC/RD\(2015\)15/RD2&docLanguage=En](http://www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=DCD/DAC/RD(2015)15/RD2&docLanguage=En). *Terra Ranka* means “fresh start [for the] country” in Guinea-Bissau Creole. Similar documents in other countries are commonly referred to as national development plans.

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to support government efforts in nutrition, school meals, food security and nutrition monitoring, emergency preparedness and crisis response.

Building on experience and partnerships, the 2019–2024 country strategic plan includes five strategic outcomes. Gender-transformative approaches and the inclusion of people with disabilities will be pursued in all areas. Under strategic outcome 1, a joint contingency plan will be established for Government-coordinated immediate emergency response, based on lessons learned from previous shocks.

Under strategic outcome 2, WFP-supported home-grown school meals will expand, and government capacities will be strengthened in preparation for transition to a Government-managed national programme. This outcome will complement strategic outcome 4, which will support women and young farmers by strengthening their capacity to supply food to schools, thus facilitating their access to new markets (schools), increased income and training opportunities.

WFP will continue to support the Government and its partners in the implementation of the national nutrition policy under strategic outcome 3, focusing on social and behaviour change communication to prevent stunting, the treatment of moderate acute malnutrition, and nutrition assistance to people living with HIV and their households. WFP will provide capacity-strengthening support to national institutions for the effective and equitable formulation and implementation of social safety nets, food security and nutrition programmes, and emergency preparedness and response mechanisms under strategic outcome 5.

This country strategic plan is aligned with WFP Strategic Results 1, 2, 3 and 5; findings and recommendations of the national zero hunger strategic review; *Terra Ranka*; and the United Nations partnership assistance framework for Guinea-Bissau for 2016–2020.²

Draft decision*

The Board approves the Guinea-Bissau country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/3) at a total cost to WFP of USD 61,610,662.

² The United Nations partnership assistance framework for Guinea-Bissau is Guinea-Bissau's equivalent of the United Nations development assistance frameworks agreed with governments in other countries.

* 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. Guinea-Bissau is home to people of diverse ethnicities, language groups, cultures and religions. Ranked 177th in the 2017 Human Development Index, the country is among the poorest in the world. Average life expectancy is 57.8 years (56 years for men and 59.5 years for women); 70 percent of the population lives on less than USD 2 per day, and 33 percent lives in extreme poverty, with less than USD 1 per day.³ At least 50 percent of people over 15 are illiterate, with a wide disparity between males (45 percent) and females (71 percent).
2. Since independence in 1973, Guinea-Bissau has struggled to secure stable government and development. Plagued by unstable governance, widespread impunity and dependence on a single cash crop, cashew nuts, the country has seen four successful coup d'états (the most recent in 2012) and 16 suspected coup attempts. Since the 2014 democratic election, the President has dismissed six prime ministers and dissolved five governments for various reasons. Women are substantially under-represented in the national assembly and government. A law requiring that women hold at least 36 percent of national assembly seats was passed in August 2018 and promulgated in December 2018. Legislative elections took place successfully on 10 March 2019 and constitutional reform is under way to address structural issues that affect government stability.
3. Women and girls are more vulnerable to violence, abuse, discrimination and injustice as the justice system lacks the capacity to enforce gender-based protection and female representation in the traditional local justice system is rare. Some ethnic groups discourage girls from attending school, force them to drop out of school for early marriage and early pregnancy, practise female genital mutilation (FGM) and restrict the participation of women and girls in household and community decision-making and politics. According to the 2014 multiple-indicator cluster survey, 28 percent of girls become pregnant before age 18.⁴ The prevalence of FGM is 45 percent among women and girls aged 15–49 and 30 percent for girls aged 0–14. The practice is most prevalent in the region of Gabu, where 96 percent of women and 69 percent of girls have undergone FGM.
4. Net school attendance is 76 percent for primary schools in urban areas and 54 percent for primary and secondary schools in rural areas, with wide disparities related to economic status. Seventy percent of children start school after age 6. Poverty, food insecurity, child labour, discriminatory gender norms (unpaid household work and early marriage), inadequate education infrastructure, the scarcity of qualified teachers and weak community engagement limit children's access to schools. The low primary school completion rate of 37 percent is due to delayed enrolment, high repetition rates and a peak in children dropping out of school between grades 4 and 5, as schools in many rural communities only offer up to grade 4. Early marriage, pregnancy and increased domestic chores increase the dropout rate of rural girls. The dropout rate in primary school is 18 percent, and 44.2 percent of children aged 6–11 are outside the formal education system.⁵

³ United Nations Development Programme. 2017. *Human Development Report 2017*. <http://hdr.undp.org/en/countries/profiles/GNB>, Sex-disaggregated data not available.

⁴ UNICEF. 2014. *Guinea-Bissau multiple-indicator cluster survey*. Available at <http://ghdx.healthdata.org/record/guinea-bissau-multiple-indicator-cluster-survey-2014>. The results of the sixth multiple-indicator cluster survey are expected to be published during the third quarter of 2019.

⁵ Ministry of Education, UNICEF. "Campanha 6/6" (6/6 Campaign – which advocates that primary school start at age 6 and last at least six years). 2018. Not available online. See also UNICEF Annual Report 2017: Republic of Guinea-Bissau. https://www.unicef.org/about/annualreport/files/Guinea_Bissau_2017_COAR.PDF

5. The maternal mortality rate is 900/100,000 live births and mortality among children under 5 is 55/1,000 births.⁶ The fertility rate is 4.9 children per woman, and an average household has seven members.⁷ The chronic malnutrition rate improved from 32 percent in 2010 to 28 percent in 2014. There has been a regression in the exclusive breastfeeding rate from 65 percent in 2010 to 53 percent in 2014. At 3.3 percent, HIV prevalence is the highest in West Africa. HIV prevalence among girls and women aged 14–24 is 4.2 percent, three times more than that of boys and men in the same age group. The incidence of tuberculosis and HIV is also high at 120/100,000.⁸ Only 33 percent of the 44,000 people living with HIV (PLHIV) receive anti-retroviral treatment (ART).⁹

1.2 Progress towards Sustainable Development Goal 2

Targets

6. *Access to food:* The national zero hunger strategic review (ZHSR) found that food security is a challenge. Household data indicate that high food insecurity is caused by poverty, low agricultural productivity, limited access to food, gender inequality and cashew nut prices.¹⁰ The average price and sales volume for cashew nuts decreased in 2018, shrinking the economy. Households led by women are more food-insecure (24 percent) than those headed by men (19 percent).¹¹ Seasonal flooding, environmental degradation and other natural hazards linked to climate change exacerbate food insecurity. The percentage of food-insecure households is higher in rural areas, where there is more chronic malnutrition.
7. *End malnutrition:* Acute malnutrition among children under 5 exceeds 6 percent. Chronic malnutrition affects 28 percent (29 percent of boys and 26 percent of girls) and exceeds 30 percent in the regions of Oio (35 percent), Bafatá (34 percent) and Gabu (30.1 percent).¹² Only 53 percent of infants under six months are exclusively breastfed, and just 20 percent of mothers practise exclusive breastfeeding for the first six months. Forty-six percent of women and girls aged 15–49 years are anaemic. In 2014, only 8 percent of households used iodized salt.¹³

⁶ UNICEF. 2014. *Guinea-Bissau multiple-indicator cluster survey*. Available at <http://ghdx.healthdata.org/record/guinea-bissau-multiple-indicator-cluster-survey-2014>.

⁷ *Ibid.*

⁸ WHO. 2017. *Guinea-Bissau Tuberculosis profile*. Available at https://extranet.who.int/sree/Reports?op=Replet&name=%2FWHO_HQ_Reports%2FG2%2FPROD%2FEXT%2FTBCountryProfile&ISO2=GW&LAN=EN&outtype=html. Sex-disaggregated figures not available. Incidence of tuberculosis is higher for men and boys (4.3) than for women and girls (2.7).

⁹ Joint United Nations Programme on HIV and AIDS. 2017. http://www.unaids.org/sites/default/files/media_asset/20170720_Data_book_2017_en.pdf.

¹⁰ Nationally, 30 percent of rural households were food-insecure in the 2016 lean season, a figure that improved to 20 percent in the 2017 lean season. The change was due to increased household income from higher cashew nut sales and prices. Source: WFP food security and monitoring system. 2016 and 2017. *Enquête de suivi de la Sécurité Alimentaire et de la Nutrition: Guinée Bissau*. Available at https://documents.wfp.org/stellent/groups/public/documents/ena/wfp289937.pdf?_ga=2.109456069.1362199534.1540811865-1224495264.1529964566 and <https://docs.wfp.org/api/documents/WFP-0000062460/download/> (in French).

¹¹ WFP food security and monitoring system. 2017. *Enquête de suivi de la Sécurité Alimentaire et de la Nutrition: Guinée Bissau*. Available at <https://docs.wfp.org/api/documents/WFP-0000062460/download/> [in French].

¹² UNICEF. 2014. *Guinea-Bissau multiple-indicator cluster survey* Available at <http://ghdx.healthdata.org/record/guinea-bissau-multiple-indicator-cluster-survey-2014>. The results of the sixth multiple-indicator cluster survey are expected to be published during the third quarter of 2019.

¹³ *Ibid.*

8. A survey by the Ministry of Public Health, Family and Social Cohesion showed that 11 percent of women and girls aged 15–49 suffer from acute malnutrition,¹⁴ and the food security and nutrition monitoring system (FSNMS) reports that only 29 percent of women and girls achieve minimum dietary diversity.¹⁵ Low birth weight affects 21 percent of newborn babies.¹⁶ Malnutrition among pregnant and lactating women and girls is a primary factor contributing to high maternal and child mortality and child undernutrition. Only 8 percent of children aged 6–23 months receive a minimum acceptable diet.¹⁷ Acute malnutrition among people living with HIV and tuberculosis exceeds critical thresholds.¹⁸ Overweight and obesity is becoming an issue among children, adolescent girls and women.¹⁹
9. *Smallholder productivity and incomes:* Agriculture accounts for 69 percent of gross domestic product (GDP), and more than 90 percent of that 69 percent comes from cashew nut exports, which provide direct income to 85 percent of the population.²⁰ Cashew nut production is dominated by smallholder farming and occupies 50 percent of arable land. Smallholder farmers, especially women, generally work with little or no equipment or training and limited access to water, land and adequate roads. Although women are heavily engaged in cashew nut cultivation, particularly at harvest time, men manage the sales of both cashew nuts and rice.²¹ Women farmers are disadvantaged by a lack of decision-making power over household budgets, which reinforces inequality and contributes to continued food insecurity and malnutrition.²²
10. *Sustainable food systems:* Most of the annual cashew nut harvest is exported unprocessed, and the sector suffers from low investment, resulting in reduced yields.²³ Rice, the main cereal crop, is primarily grown for home consumption. Cereal production is affected by irregular rainfall and flooding linked to climate change, lack of investment in infrastructure and equipment, environmental degradation in lowland areas, lack of agricultural inputs and credit, urban migration and weak farmer organizations. The gross cereal deficit in 2017/2018 was 201,871 mt, and the country depends on imported rice, mostly exchanged for cashew nuts.²⁴ Any fall in household income caused by a drop in cashew nut prices or sales volume affects the affordability of rice. Irregular rainfall and fluctuating cashew nut sales and prices influence food security.
11. Markets are functional and well supplied with local and imported food. Only 1 percent of Bissau-Guineans use the banking system, and access to credit is limited. Women's access to credit is further restricted by their higher illiteracy rates, lower participation in formal

¹⁴ Ministry of Public Health, Family and Social Cohesion. 2014. *Standardized Monitoring and Assessment of Relief and Transitions*. Not available online.

¹⁵ WFP food security and monitoring system. 2017. *Enquête de suivi de la Sécurité Alimentaire et de la Nutrition: Guinée Bissau*. Available at <https://docs.wfp.org/api/documents/WFP-0000062460/download/> (in French).

¹⁶ UNICEF. 2014. *Guinea-Bissau multiple-indicator cluster survey*. Available at <http://ghdx.healthdata.org/record/guinea-bissau-multiple-indicator-cluster-survey-2014>.

¹⁷ *Ibid.* A 2016 WFP study in Bafatá, Gabu and Oio (regions where WFP operates) revealed that the prevalence of minimum acceptable diets had improved in Oio (rising from 4 to 17.4 percent) and Gabu (from 3 to 7 percent) and had remained unchanged in Bafatá at 13 percent.

¹⁸ *Ibid.*

¹⁹ *Ibid.*

²⁰ World Bank. 2016. *Guinea-Bissau: Turning Challenges into Opportunities for Poverty Reduction and Inclusive Growth*. Available at <https://elibrary.worldbank.org/doi/abs/10.1596/24695>.

²¹ *Ibid.*

²² *Ibid.*

²³ Yield per tree decreases as trees age, and replanting has not taken place as planned.

²⁴ Ministry of Agriculture and Rural Development. 2018. *Sécurité alimentaire, niveau de production agricole et Animale, Evaluation de la Campagne Agricole, 2017–2018 et Bilan Alimentaire du Pays*. Available (in French) at <https://reliefweb.int/sites/reliefweb.int/files/resources/WFP-0000098937.pdf>.

education and limited ownership of capital, land and other productive resources. Although traders report being able to increase supplies of imported rice by up to 25 percent within two weeks, rice prices are likely to increase significantly during a crisis.²⁵

Macroeconomic environment

12. Despite significant potential in agriculture, fisheries, tourism and some mineral resources, GDP growth averaged only 3.3 percent per year between 2000 and 2017, below the 4.8 percent average in sub-Saharan African countries during the same period. While the economy grew by 6.1 percent in 2015 and 6.2 percent in 2016, increases in GDP were mainly due to higher international prices for cashew nuts.²⁶ Although women participate in the economy, their activities are concentrated in the informal sector and inadequately reflected in macroeconomic indicators.

Key cross-sector linkages

13. Despite progress in establishing legal frameworks for gender equality, the participation of women in decision-making at the national level remains limited. Coordination mechanisms to combat gender-based violence are weak because of limited resources and lack of government engagement. Non-governmental organizations (NGOs) working to combat violence are centralized in the capital, Bissau, and lack regional partners to follow up on incidents and help reorient traditional norms that discourage women from complaining about physical violence, FGM and forced early marriage. Women also face legal and customary discrimination regarding the age of marriage, parental authority, inheritance and rights to land and water.
14. Among school-age children, 45 percent are out of school (27 percent of boys and 51 percent of girls). Net attendance in urban areas is 76 percent in primary schools and 74 percent in secondary schools, in contrast to rural areas where net attendance is 54 percent in both primary and secondary schools.²⁷ Disparities in attendance are also income-related. Despite progress made in increasing access and reducing gender disparity in primary schools, poor retention rates generate completion rates that reach just 62 percent countrywide, with lower rates in the most vulnerable regions.²⁸

1.3 Hunger gaps and challenges

15. The drivers of food and nutrition insecurity include the misuse of natural potential – the area under forest cover has been shrinking, with a consequent loss of natural habitat and biodiversity;²⁹ weak legal frameworks; a lack of coordination mechanisms and synergies among activities;³⁰ the need for enhanced availability, systemization and timely dissemination of information on activities; insufficient availability of resources and productive assets for ensuring food system viability; inadequate food and nutrition education programmes; and the absence of local food industries, laboratories to analyse and certify food products and education programmes for consumers. Gender inequalities are an additional challenge underpinning hunger and malnutrition and include restrictions

²⁵ *Ibid.*

²⁶ The current Government has not addressed economic diversification. Policy changes depend on forthcoming legislative and presidential elections.

²⁷ *Ibid.*

²⁸ United Nations Educational, Scientific and Cultural Organization. 2016. *A major overhaul of the Guinea-Bissau education system is well overdue*. Available at <https://unesdoc.unesco.org/ark:/48223/pf0000247043>.

²⁹ Land degradation associated with climate change, unsustainable land use practices and illicit land use affects the food security of the most vulnerable people by reducing food production.

³⁰ Weak coordination mechanisms negatively impact project outcomes and increase the risk of duplicating efforts.

on women's access to resources and involvement in household and community decision making and social service policy formulation.

1.4 Key country priorities

Government

16. *Terra Ranka* is the overarching framework for development and multisector policies and strategies in Guinea-Bissau. Its priorities include improving institutional capacity and the quality of governance, developing human capital and care for social well-being, and industrialization. The Government has placed greater emphasis on the development of human capital through better education, health and social protection services, together with an increased focus on gender equality and women's empowerment.
17. The education sector plan for 2017–2025 recognizes school meals as an important and efficient vehicle for improving children's academic performance and promoting gender equality and equity. Guinea-Bissau has reaffirmed its commitment to achieving universal primary education for all, adopting the 1990 World Declaration on Education for All and the Dakar Framework for Action agreed at the World Education Forum in 2000. The country has also reaffirmed its commitment to promoting home-grown school feeding (HGSF), in line with a declaration made by African Heads of State and Government during the African Union Summit in 2016.³¹
18. The Government's first cash contribution to WFP was made in May 2017 to implement HGSF in 40 rural schools, demonstrating its strong commitment to school meals. This landmark contribution, repeated in 2018, shows the viability of government-financed HGSF and offers valuable experience to inform the scale-up of the initiative. At the 2018 Global Child Nutrition Forum in Tunis, the Minister of Education emphasized the importance of investments in HGSF and pledged continued government support. The national plan for agricultural investment (2018–2022) prioritizes improving value chains and market performance by strengthening the capacity of smallholder farmers.
19. A social protection policy is being developed by an inter-ministerial committee supported by the United Nations Children's Fund (UNICEF), the World Bank and WFP. The policy focuses on gender-responsive actions to complement existing government interventions in education, health and other sectors and to empower less privileged populations. In 2012, the Government established the national policy for the promotion of gender equality and equity. This policy needs to be updated to improve its alignment with the Sustainable Development Goals (SDGs) and establish the equal rights of men, women, boys and girls.
20. The national nutrition plan for 2015–2019 promotes the equitable assumption of nutrition-related responsibilities, broader awareness of good nutrition practices and measures for preventing malnutrition, better management of malnutrition cases and increased availability of and access to nutritious, safe and diverse food. The Government and its partners are developing a plan for operationalizing the policy. In 2015, the Government appointed a Scaling Up Nutrition (SUN) national focal point and multisector committee, demonstrating its commitment to improving nutrition for all and reducing child and maternal mortality caused by malnutrition.

United Nations and other partners

21. The United Nations partnership assistance framework for Guinea-Bissau for 2016–2020 (UNPAF) (the equivalent of a United Nations development assistance framework in other countries) is aligned with *Terra Ranka* and harnesses the comparative advantages of

³¹ African Union. 2016. *Decisions, Declarations and Resolutions of Assembly/AU/Dec.589(XXVI)*. Available at https://au.int/sites/default/files/decisions/29514-assembly_au_dec_588_-_604_xxvi_e.pdf.

United Nations agencies. The UNPAF prioritizes access to basic social services, including education and nutrition; better social protection mechanisms; stronger national institutions; and resilience to climate change and natural hazards.

22. Supported by WFP, in 2017 the Ministry of Economy and Finance launched a cost of hunger in Guinea-Bissau (COHA) study, investing its own funds.³² Also in 2017, as proposed by WFP the Council of Ministers designated 18 November National Nutrition Day. The day was celebrated in 2017 and 2018 by bringing together national and regional governments, traditional and religious leaders, representatives from civil society, children and United Nations organizations to commit to improved nutrition. WFP will strengthen support for behaviour change communication in nutrition, including through its partnership with the “Network Journalist Friends of Nutrition and WFP”.
23. In August 2018, with support from the United Nations country team, the Government led an exercise to align *Terra Ranka* with the SDGs, Agenda 2063 of the African Union, the Small Island Developing States Accelerated Modalities of Action Pathway and findings from a fragility assessment conducted by the United Nations Development Programme and the Government in 2017. An inter-agency contingency plan is being prepared to support gender-responsive emergency preparedness and response WFP chairs the United Nations inter-agency humanitarian working group and works with the Government, civil society organizations, donors and communities to support rapid assessment and emergency response in coordination with the national civil protection service (NCPS).

2. Strategic implications for WFP

2.1 WFP’s experience and lessons learned

24. The Government has relied on WFP technical and financial assistance for school meal implementation and policy guidance since 2000. Sustained WFP investments in capacity strengthening have yielded a group of Bissau-Guineans who have learned of the benefits of school meals and food and nutrition security monitoring through hands-on experience, study visits and domestic and international workshops. The Government’s programme for 2017–2018 included plans gradually to assume responsibility for school meals, supported by the national budget and WFP technical assistance.³³ In 2017, supported by WFP, the Government began to strengthen its monitoring capacity in preparation for a Government-managed national school meals programme with universal coverage.
25. A 2014 evaluation of WFP’s protracted relief and recovery operation 200526 (PRRO) found that while school meals contributed significantly to increasing children’s access to school, a significant proportion of school-age children remained out of school and half of those enrolled did not complete the basic six-year education cycle. The evaluation found that take-home rations increased the likelihood of girls’ continued attendance and reduced dropouts and mitigated persistent risks of early marriage and adolescent pregnancy. The evaluation recommended a transition to a nationally owned school feeding programme by strengthening government capacities and fostering local food purchase for HGPF. The evaluation also found that levels of chronic malnutrition among young children and malnourished PLHIV justified the stunting prevention programme and the provision of nutrition support for PLHIV and their households.
26. The 2017 regional synthesis evaluation of WFP operations in West and Central Africa found limitations in the quality, availability, reliability and use of data captured through the FNSMS

³² For more information, see <https://www.uneca.org/publications/cost-hunger-africa>.

³³ Government of Guinea-Bissau, 2017. *Programa do Vº Governo da IXª Legislature, 2017/2018*, p. 38. Not available online.

and recommended corrective action.³⁴ A 2018 European Union evaluation of the FSNMS, conducted by an external consultant, also noted the limited number of users of the data and analysis provided by the system. While the evaluation found WFP and its partners competent in coordinating the FSNMS – Guinea-Bissau's only food security and nutrition monitoring system validated by stakeholders – it noted weaknesses in data collection that could compromise accuracy caused by insufficient funding. The evaluation recommended improving the quality of data collection, with greater involvement of the National Institute of Statistics (Instituto Nacional de Estatística, or INE); and redesigning the FSNMS to better reflect partner needs and local conditions.

2.2 Opportunities for WFP

27. The ZHSR has been highly consultative, involving public consultations in nine sectors (children, young people, women, the media, civil society, the private sector, governments, parliamentary committees and the military) and three provinces covering all eight regions and one national consultation gathering all sectors, regions and development partners and the United Nations. WFP has also consulted the Government, civil society and other United Nations agencies on the country strategic plan (CSP) concept note and CSP activity development.
28. The ZHSR highlighted areas where the Government needs support to implement *Terra Ranka* and its sectoral plans. Its recommendations revolve around food security and nutrition, national ownership and leadership of the development agenda, policies and programmes, and the stability and sustainability of governance and monitoring systems for food, nutrition, agriculture and related areas. The review identified opportunities to address gaps in legislation and evidence-generating research; formulate and implement equitable public policies; and ensure sustainability, resource mobilization and accountability (ZHSR strategic axis 1).
29. HGSP has the potential to improve the nutritional value of school meals by including a greater variety of food while providing rural women with access to a reliable market for their produce, helping them to increase their incomes and providing them with literacy and nutrition education, as well as knowledge about the value chain. The Government and WFP have the opportunity to apply a multisector and more gender-transformative approach to school meals.
30. As a chair of the SUN Network, WFP works with UNICEF, the United Nations Population Fund (UNFPA), the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO) to strengthen government capacity and the nutrition platform, fostering accountable governance in order to improve the nutrition status of all. In 2019, equipped with results from the COHA study; a knowledge, attitudes and practices in nutrition study; the planned Fill the Nutrient Gap (FNG) study; and an evaluation of a World Bank-supported initiative that provides cash transfers accompanied by nutrition education for households, WFP will have a strong evidence base – with gender and age analyses embedded in monitoring and research – to inform the design of practical, sustainable stunting prevention activities (ZHSR strategic axis 4).
31. WFP, UNICEF and the World Bank are supporting the Government in developing a national social protection policy and gender-responsive social protection measures informed by experience gained from HGSP and stunting prevention programmes, the World Bank's cash transfer project and other social safety net programmes. WFP is also in discussions with the African Development Bank to develop a partnership in the area of nutrition and school

³⁴ WFP. 2017. *Regional Synthesis 2013–2017: West and Central Africa Region*. Available at <https://docs.wfp.org/api/documents/WFP-0000023758/download/>.

feeding involving the purchase of food produced by local farmers supported by the bank (ZHSR strategic axis 6). In 2017, the Community of Portuguese-speaking Countries supported the creation of the National Council of Food Security and Nutrition (CONSAN).³⁵ WFP worked to ensure that nutrition was clearly featured in the statutes of CONSAN and provides the council with advocacy and advisory support.

2.3 Strategic changes

32. The CSP is founded on evidence-based advocacy and programming: the results of studies and evaluations will inform advocacy, policy advice, technical assistance, resource mobilization and programme design. Gender-transformative approaches will be ensured in all activities. Knowledge management will enhance the effectiveness of WFP support for national partners. All CSP activities have been designed with evaluation recommendations and exit strategies in mind. The ZHSR consultations and other discussions with the Government, development partners and communities highlighted that WFP should focus on providing food assistance and strengthening the capacities of its national partners. WFP will continue to invest in a sustainable food and nutrition security monitoring system to support Guinea-Bissau's progress towards SDG 2. WFP will also seek strategic and complementary partnerships with development partners and national stakeholders to maximize the impact of its operations.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

33. WFP will focus on areas where it can make a substantial contribution to achieving zero hunger by 2030, taking into consideration its comparative advantages and pursuing positive behaviour change and the inclusion of people with disabilities through; gender-transformative and environmentally and socially responsible approaches in all its work. WFP will provide its cooperating partners and beneficiaries with continual awareness raising and technical support to ensure the mainstreaming of gender and protection issues, including the prevention of sexual exploitation and abuse and gender-based violence.
34. WFP's portfolio is built on lessons learned from previous emergency response operations. A joint contingency plan for rapid emergency response will be established with the Government to improve the nutritional status of affected populations in line with national targets by 2024 (strategic outcome 1).
35. HGSP will be expanded and capacities strengthened in preparation for a transition to a Government-led national programme. Strategic outcome 2 will be closely linked with strategic outcome 4: supporting women and young farmers through improved access to markets, literacy and understanding of nutrition and value chains. Through joint programming with UNFPA and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), supported by the United Nations Peacebuilding Fund, rural women will be able to participate more in the economic and political spheres and pursue government and legislative accountability for the sustainable transformation of their lives and the lives of their families (strategic outcomes 2 and 4).
36. With partners, WFP will sensitize communities and support change in social norms and practices aimed at healthier eating habits, improved infant feeding practices, breastfeeding and complementary feeding for young children and nutrition education for school-age children and young people (strategic outcome 3).

³⁵ CONSAN is expected to replace the food security group, which WFP and FAO used to alternate in leading before that role was handed over to the Government.

37. WFP will strengthen the capacities of national institutions to take effective legislative action and formulate and implement equitable public policies that support social safety nets, food security and nutrition programmes and emergency preparedness and response mechanisms in line with FSNMS evaluation recommendations (strategic outcome 5).
38. WFP will adhere to data protection and privacy standards in beneficiary registration and food and cash disbursements, with attention to gender and protection issues, particularly with regard to polygamous households. WFP employees, partners and contractors will be trained in protection from sexual exploitation and abuse. WFP will continue to encourage beneficiaries to use the established toll-free hotline to report gender and protection-related issues.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Crisis-affected populations in Guinea-Bissau are able to meet their basic food and nutrition requirements in the aftermath of shocks

39. This outcome will strengthen the capacity of the Government and of communities that experience shocks to achieve greater resilience in food and nutrition security through improved preparedness and risk mitigation. WFP will continue to provide life-saving food assistance for populations affected by crises involving food and nutrition insecurity, with an emphasis on capacity strengthening to achieve sustainable change. This strategic outcome contributes to WFP Strategic Result 1 and SDG Target 2.1.

Focus area

40. The focus area of this strategic outcome is crisis response.

Expected outputs

41. This strategic outcome will be achieved through the following three outputs:
 - Individuals affected by shocks receive timely and adequate nutritious food and/or cash-based transfers (CBTs) to meet their immediate food and nutrition needs.
 - Individuals affected by shocks benefit from enhanced capacities of and coordination among national partners that ensure safe and adequate access to food and nutrition.
 - Both outputs will contribute to SDGs 2, 13 and 17 by strengthening government response and community resilience in the face of food security and nutrition crises or shocks.

Key activity

Activity 1: Provide food and nutrition assistance to crisis-affected populations and strengthen the capacity of and coordination among national partners in responding to crises as a contingency measure

42. WFP will provide a healthy food basket to households severely affected by crisis and implement income-generating resilience activities to break the vicious cycle of food insecurity. Rapid emergency assessments with gender and age analyses will be used to estimate, map and target affected populations. Food assistance will be implemented by WFP in partnership with NCPS, the Red Cross, and other national and United Nations organizations.
43. For people repeatedly affected by climate change-related or environmental hazards, the most frequent being floods, this activity will use cash or vouchers for assets to support farmers in rehabilitating salinated agricultural fields, learning measures to protect agricultural fields from future damage and acquiring knowledge regarding value chain enhancement and basic business skills. Social and behaviour change communication in nutrition will also be provided. Farmers will receive cash as an incentive to rehabilitate their damaged land.

44. In collaboration with United Nations agencies, WFP will strengthen the capacities of INE, NCPS and other national partners, particularly the capacity to undertake rapid vulnerability and emergency food needs assessment and analysis and thus improve emergency preparedness.

Strategic outcome 2: School-age children in Guinea-Bissau have access to nutritious meals during the school year

45. This outcome will support access to safe and nutritious food for pre- and primary schoolchildren throughout the year in line with the human development pillar of *Terra Ranka*. Interventions will deliver timely and adequate food to schoolchildren, particularly girls; strengthen the capacities of the Government, communities and school management committees to monitor and manage school meals; and increase national ownership of the school meals programme. This strategic outcome contributes to WFP Strategic Result 1, SDG Target 2.1 and SDG 4.

Focus area

46. The focus area of this strategic outcome is root causes.

Expected outputs

47. This strategic outcome will be achieved through the following three outputs:
- Pre- and primary schoolchildren in rural areas receive timely, nutritious and diversified school meals to improve their food and nutrition security and create the minimum conditions for quality learning.
 - The households of girls in 5th and 6th grades receive take-home rations that support household food security to foster increased school attendance and retention.
 - Pre- and primary schoolchildren benefit from enhanced management and gender-responsive monitoring capacities of the Government, communities and schools that improve food and nutrition security.

Key activity

Activity 2: Provide nutritious school meals to pre- and primary schoolchildren and take-home rations for girls in years 5 and 6 and strengthen the capacities of the Government and partners at the central and local levels to implement and monitor a nutrition-sensitive and gender-transformative school feeding programme

48. Interventions will target schoolchildren in rural areas where net enrolment is below 62 percent, 27 percent or more of children are out of school, or the gender ratio is below the national average of nine girls for every ten boys. No one of these are minimum criteria. School meals will be provided for 180,000 children, encouraging caregivers to send their children to school, addressing short-term hunger and improving children's capacity to concentrate on learning. WFP will work with Humanity and Inclusion and the federation of disabled people's organizations of Guinea-Bissau to integrate schools that teach disabled children in the HGSF programme.
49. To prevent dropouts, school meals will be supplemented with a monthly take-home ration provided to 15,000 girls in grades 5 and 6 who attend at least 80 percent of classes.³⁶ WFP will address the challenges that prevent adolescent girls from staying in school, including discriminatory socio-cultural practices in their households and communities. In partnership with Plan International, WFP will carry out awareness-raising campaigns in rural areas to

³⁶ Most girls in rural areas start school late and have reached age 12 or higher by grades 6 and 7.

promote girls' education.³⁷ WFP also plans to work with UNFPA to provide age-appropriate health information and sensitize girls and boys. WFP will work closely with community and children's representatives and local civil society organizations to implement school meals and strengthen gender-responsive monitoring.

50. Capacity strengthening, coordinated by WFP and the Ministry of Education, Higher Education, Youth, Culture and Sports will target national institutions and actors at the local and school levels. The issue of accountability and transparency in school meals provision and commodity handling will be emphasized throughout the training. WFP will strengthen partnerships with communities and local and international NGOs to improve food management for school meals. Capacity strengthening will target women and men, and training modules will support gender equality, including women's empowerment.
51. WFP will partner with UNICEF and other stakeholders in the education sector to support a learning assessment (with gender and age analyses) to be carried out by the Ministry of Education to improve education quality. WFP will advocate that the national institute for education development (INDE) and the Ministry of Public Health, Family and Social Cohesion finish updating nutrition education in school curricula. WFP will also continue its partnerships with UNICEF for water quality testing in schools and information campaigns on good hygiene practices and with the Ministry of Public Health, Family and Social Cohesion and WHO for deworming.

Strategic outcome 3: Populations at risk of malnutrition in Guinea-Bissau, particularly children, women and girls of reproductive age and people living with HIV, have improved nutrition status in line with national targets by 2024

52. In collaboration with the Ministry of Public Health, Family and Social Cohesion, this outcome will focus on preventing chronic malnutrition in children aged 6–23 months, women of reproductive age and adolescent girls and treating moderate acute malnutrition (MAM) in children aged 6–59 months in the regions of Bafatá, Gabu and Oio and malnourished PLHIV countrywide. This strategic outcome contributes to WFP Strategic Result 2 and SDG Target 2.2.

Focus area

53. The focus area of this strategic outcome is root causes.

Expected outputs

54. This strategic outcome will be achieved through the following five outputs:
 - Targeted populations benefit from the Government's improved capacities in social and behaviour change communications that promote healthy nutrition-related practices.
 - Women and girls of reproductive age, children attending pre- and primary school, school teachers, school personnel, adults responsible for providing childcare in households and communities, people living with HIV and receiving ART, health workers and journalists receive adequate and systematic nutrition education that promotes the adoption of healthy and nutritional eating and feeding practices.
 - Targeted individuals are sensitized to and receive training in nutrition, the importance of exclusive breastfeeding during the first six months after birth and healthy eating habits to improve their nutrition status.
 - Pregnant and lactating women and girls attending pre- and post-natal consultations, their households and community members involved in childcare are sensitized to

³⁷ WFP will provide take-home ration entitlements and Plan International will provide funds encouraging family support for girls to continue education into secondary school.

exclusive breastfeeding for the first six months after birth and to stunting prevention practices.³⁸

- Children aged 6–59 months and people living with HIV and receiving ART and their household members receive nutritious food or CBTs for improving their nutrition status.

Key activity

Activity 3: Support the implementation of the national nutrition policy and the protocol for the integrated prevention of stunting and treatment of moderate acute malnutrition focusing on the provision of support for policy design and gender and age-informed implementation, technical assistance and capacity strengthening to the Ministry of Public Health, Family and Social Cohesion; social and behaviour change communication, the prevention of stunting among children aged 6–23 months, the treatment of moderate acute malnutrition among children aged 6–59 months, and food and nutrition assistance to people living with HIV and their households

55. WFP will support the Ministry of Public Health, Family and Social Cohesion in preventing malnutrition through a comprehensive package of nutrition-sensitive and gender-responsive interventions. Evidence-based social and behaviour change communication (SBCC) strategies will be developed to combat multiple socio-cultural taboos related to food and to improve nutrition knowledge, encouraging people in targeted areas to consume locally produced nutritious foods and adopt optimal infant and young child feeding practices. WFP will support the Ministry in implementing the SBCC initiative to increase nutrition education for pregnant and lactating women and girls, including on exclusive breastfeeding, complementary feeding and good personal and food hygiene practices.
56. Complementary activities in health, water, sanitation, infant and young child feeding and HIV and AIDS prevention will be coordinated with UNICEF, the Ministry of Public Health, Family and Social Cohesion and the country coordinating mechanism for HIV/AIDS, TB and malaria.
57. WFP will support stunting prevention by integrating complementary feeding after the exclusive breastfeeding period of six months in children aged 6–23 months. WFP will work with UNICEF to promote good nutrition practices by improving nutrition-related education for pregnant and lactating women and girls and others responsible for infant care, including an emphasis on exclusive breastfeeding during the first six months after birth. Targeted supplementary feeding will support the treatment of MAM in children aged 6–59 months. WFP and the World Bank will continue work on a social protection pilot project to provide nutrition measures that complement the World Bank's cash transfer initiative for poor households. Through this pilot, WFP expects to extend efforts to prevent chronic malnutrition prevention to regions not currently covered.
58. In partnership with the Ministry of Public Health, Family and Social Cohesion and UNICEF, WFP will continue to advocate implementation of the nutrition protocol, working to strengthen community capacity to increase knowledge about MAM and severe acute malnutrition, to improve early detection and to follow up on new cases and access to treatment centres. WFP will strengthen national capacity, including of caregivers, to assist malnourished ART clients and their households. WFP will continue to provide food and nutrition assistance nationwide to malnourished ART clients receiving treatment, complemented by cash transfers to the households of ART clients who cannot work to earn income. WFP will also provide a comprehensive package of associated food and nutrition

³⁸ This output will be pursued in coordination with health centres and community health workers.

services to PLHIV and their households, including nutritional assessment, education and counselling.

Strategic outcome 4: Smallholder farmers in Guinea-Bissau, particularly women and young people, have improved livelihoods and increased household incomes by 2024

59. In collaboration with the Ministry of Agriculture and Rural Development, national NGOs and associations of smallholder farmers, this outcome will strengthen capacity in production techniques, basic business management and citizen advocacy of smallholder farmers who supply food for school meals. It will also facilitate linkages between smallholder farmers and schools and encourage smallholder participation in the value chain; provide incentives to produce diverse food; and provide technical assistance to the Government to scale up local purchase from smallholder farmers for school meals and establish a viable and replicable model for school purchases. This strategic outcome contributes to WFP Strategic Result 3 and SDG Target 2.3.

Focus area

60. The focus area of this strategic outcome is resilience building.

Expected outputs

61. This strategic outcome will be achieved through the following three outputs:

- Smallholder farmers, particularly women and young farmers associations, that supply food for school meals receive training on the optimization of agricultural value chains to increase incomes, improve livelihoods and strengthen resilience to climate change.
- Smallholder farmers, particularly women and young farmers associations, that supply food for school canteens benefit from training in literacy, basic bookkeeping and business skills and nutrition education that improves their knowledge and fosters their adoption of best practices for food and nutrition.
- Smallholder farmers, particularly women and young farmers associations, that supply food for school meals are able to advocate for their rights, change public policies in education, nutrition and health and demand and receive timely assistance.

Key activity

Activity 4: Provide an integrated package of assistance interventions to associations of women and young smallholder farmers that comprises nutrition and literacy education, training in basic business skills, sensitization to their rights to adequate food and nutrition, market access through the school feeding programme and the transfer of knowledge on the optimization of agricultural value chains

62. The existing partnership with FAO and the Government will be strengthened and WFP will work with the International Fund for Agricultural Development (IFAD) to assist farmer associations in improving the production, storage and transformation of cereals, pulses and horticultural crops, in addition to providing literacy and nutrition classes, together with follow-up practice sessions, for women farmers in small groups organized with the Ministry of Education. This activity and the Ministry of Health. Social, business and leadership skills and information on land and water rights, access to justice, the legal framework and cooperatives will also be provided with the support of NGOs. These activities will strengthen women's capacities and address access to farmland, based on the clear linkages between, including through support to improved nutrition, women's economic empowerment and the reduction of post-harvest losses.

63. WFP will support asset creation activities to improve the management of natural resources, enhance household assets and livelihoods and reduce vulnerability to flooding. In collaboration with the Ministry of Agriculture and Rural Development, weather information will be disseminated to smallholder farmers to inform agricultural planning.

64. WFP will also strengthen field-level collaboration with the Ministry of Agriculture and Rural Development and NGOs for the identification, selection, organization and training of producer associations that supply food for school meals, particularly in the regions of Bafatá, Cacheu, Gabu, Oio, Quinara and Tombali. To support demand for locally grown foods, WFP will help develop and distribute nutritious school meals menus adapted to local produce, culture and diet.
65. WFP will purchase food for schools from smallholder farmers through cooperating partners. WFP will also support smallholder farmers by providing technical assistance and vouchers that schools can exchange for locally produced food. Transfer modalities include commodity vouchers, which allow payments from WFP to school-managed e-money accounts upon the validation of receipts provided by farmer associations. Vouchers can be redeemed through mobile money or banks in urban areas.

Strategic outcome 5: National institutions and legislators in Guinea-Bissau have enhanced capacity in and are accountable for the development, implementation and monitoring of evidence-based food security and nutrition policies and programmes by 2030

66. In partnership with United Nations agencies, WFP will provide policy support, technical assistance and capacity strengthening of national institutions for the effective formulation and implementation of social safety nets, food security and nutrition programmes and emergency preparedness and response mechanisms that are gender equitable and support equality of outcome. To strengthen the capacity of national counterparts including those in CONSAN, WFP will improve the effectiveness and efficiency of the FSNMS, which is expected to be handed over to government management by the end of the CSP term. This strategic outcome contributes to WFP Strategic Result 5 and SDG Target 17.9.

Focus area

67. The focus area of this strategic outcome is root causes.

Expected outputs

68. This strategic outcome will be achieved through the following two outputs:
- Food and nutrition-insecure people and people vulnerable to shocks benefit from strengthened national capacities in the formulation and implementation of equitable public policies related to social protection, food security and nutrition (including HGSF) and emergency preparedness and response; the generation of evidence, monitoring and reporting; the mobilization of resources; and the coordination of work in the food security and nutrition sector to better meet people's food and nutrition needs.
 - Food-insecure people benefit from advocacy efforts with government institutions, legislators, civil society organizations and other partners for the adoption of laws and regulations and the implementation and scale-up of equitable policies and programmes for enhancing their food and nutrition security.

Key activity

Activity 5: Provide national institutions with support for policies, technical assistance and the transfer of knowledge and advocate for the effective formulation and implementation of gender-transformative social safety nets, food security and nutrition programmes (including data collection and analysis, evidence generation and monitoring systems) and emergency preparedness and response mechanisms

69. WFP will provide policy support, technical assistance and capacity strengthening to national institutions and will advocate the effective formulation and implementation of gender-transformative social protection, food security and nutrition programmes (including data collection and analysis, evidence generation and monitoring systems) and emergency preparedness and response mechanisms.

70. WFP will advocate the setup or reactivation of institutional and technical frameworks in food security and nutrition, including CONSAN, the food security and nutrition working group and the national early warning system. WFP will work with the Secretariat of Planning, the directorates of statistics and school meals in the Ministry of Education, the Directorate of Agriculture Statistics in the Ministry of Agriculture and Rural Development, the nutrition services of the Ministry of Public Health, Family and Social Cohesion, INE, NCPS and the Civil Society Network for Sovereignty and Food Security and Nutrition in Guinea-Bissau to strengthen their capacity to design, coordinate and efficiently implement national food security and nutrition policies and programmes.
71. A yearly national food security and nutrition survey will collect disaggregated data to be processed and analysed to keep national and international stakeholders updated on the food security and nutrition situation. WFP will continue to support the FSNMS in providing information on food and nutrition security trends for all regions and districts, including urban areas, through regular gender-responsive monitoring, in the publication of reliable food security and nutrition analyses, with disaggregated data and gender and age analyses where relevant, to strengthen evidence-based advocacy and policies; and in government capacity strengthening in food security and nutrition analysis to support a sustainable, nationally managed FSNMS.

3.3 Transition and exit strategies

72. Capacity strengthening is key to transition and exit planning with regard to all strategic outcomes. Progress on gender equality and women's empowerment through the CSP will be important to the success of the transition and exit strategies. The Ministry of Education and WFP envision a gradual transfer of a national HGSP programme to the Government by 2030 in three phases:
- Phase 1 (2017–2019): meals countrywide in targeted schools; government investment in HGSP; Ministry of Education monitoring started in targeted schools in Biombo; the Ministry of Education and WFP plan a decentralized evaluation in 2019 to support improved programme design in phases 2 and 3;
 - Phase 2 (2019–2025): holistic programme to achieve outcomes related to education, nutrition and water, sanitation and hygiene (WASH); costing analysis in 2019; the development, testing, modification and application of smallholder-friendly HGSP policies aimed at increasing the supply of local food in schools; Ministry of Education to manage the whole process in one region; resource mobilization strategy prepared to reinforce annual government investment;
 - Phase 3 (2026–2030): standard design and operating procedures devised for a national HGSP programme that applies good practices identified through independent evaluations and annual stakeholder reviews; transfer of HGSP programme management to the Government.
73. During CSP implementation WFP will focus on learning, capacity strengthening and increased partnership, with greater investment in gender-responsive monitoring and evaluation. WFP will aim to create a holistic programme that integrates literacy, nutrition and WASH and connects with United Nations and NGO partners in order to strengthen multisectoral results. WFP will promote inclusive and participatory community engagement, government leadership and accountable governance and a stable budget allotment from the general state budget³⁹ to enable the transition.

³⁹ On 31 January 2019, the Council of Ministers approved the decree on school feeding, and it is expected to be promulgated soon.

74. The Ministry of Education and WFP will carry out an HGPF cost-benefit analysis to estimate the total cost of HGPF with universal coverage and the total return on investment combining the education, nutrition, social protection and agriculture sectors; will analyse alternative scenarios that combine HGPF with international contributions of in-kind food; and will examine the sustainability of local markets, value chains and environmental conditions. WFP will use findings to advocate that the Ministry of Economy and Finance and the Council of Ministers increase the budget allocation to HGPF and that the Ministry of Agriculture and Rural Development increase its support for smallholder farmers via extension services and critically needed agricultural inputs.
75. The COHA study supports high-level advocacy for national investment and public policies on stunting prevention. The knowledge, attitudes and practices in nutrition and FNG studies establish a basis for SBCC and sustained grassroots changes in eating and feeding practices. Together, the studies form the foundation for sustainable behaviour change aimed at reducing stunting. Sustainability will depend on sustained individual and collective behaviour changes and social reinforcement, starting with the first 1,000 days of life.
76. WFP will work with the ministries of education and agriculture and rural development to strengthen their capacities in the local purchase of food for school meals and thus ensure the sustainability and expansion of HGPF. Increased participation in the procurement system will improve the livelihoods and incomes of smallholder farmers.
77. The FSNMS stakeholder review conducted in January 2019 will provide inputs for defining transition strategies. These will build on technical capacity strengthening for national stakeholders, stakeholder forums, the designation of governance and accountability structures and the expected endorsement of FSNMS results by the Council of Ministers.

4. Implementation arrangements

4.1 Beneficiary analysis

78. In the event of a shock during the term of the CSP, up to 125,000 people will be supported under strategic outcome 1. Of these, 60,000 will be directly supported through food and nutrition assistance and the remaining 65,000 will indirectly benefit from national partners' increased capacity for crisis response. Beneficiaries will be identified and prioritized every year in accordance with available funds and their vulnerability status. Under strategic outcome 2, 263,538 primary schoolchildren will receive school meals, which will include locally sourced food from smallholder farmers; of this group, 45,000 girls will also receive monthly take-home rations if they attend at least 80 percent of their classes. Targeting criteria will be established in coordination with the Ministry of Education.
79. Under strategic outcome 3, WFP will provide direct support to 116,000 beneficiaries in the form of MAM treatment; stunting prevention measures; and support to ART clients and ART client household members. Under strategic outcome 4, 25,000 women and young people will be assisted through an integrated assistance package that supports their access to markets. Strategic outcome 5 will focus on partners and national institutions working on food security, nutrition and social safety nets, whose beneficiaries will indirectly benefit from better national capacities in these areas.
80. Participatory gender and age analyses will inform targeting to ensure that women, men, girls and boys benefit equitably from WFP operations and that the needs of elderly people and people with disabilities are addressed. WFP will use its beneficiary and transfer management system to register beneficiary data and information for various activities, together with WFP corporate tools for creating and managing beneficiary databases.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY (ALL YEARS, TIER 1 ONLY)						
Strategic outcome	Activity	Girls	Boys	Women	Men	Total
1	Provide food and nutrition assistance to crisis-affected populations	8 250	8 250	21 750	21 750	60 000
2	Provide on-site school meals to pre- and primary schoolchildren (including locally sourced foods)	123 863	139 675	-	-	263 538
	Provide take-home rations for girls in years 5 and 6	45 000	-	-	-	45 000
3	Treat MAM in children aged 6–59 months	5 000	5 000	-	-	10 000
	Prevent stunting in children aged 6–23 months	45 000	45 000	-	-	90 000
	Provide food for ART clients	120	160	1 460	260	2 000
	Provide cash assistance for ART clients households	3 500	3 500	3 500	3 500	14 000
4	Provide assistance package to women and young smallholders farmers	-	-	22 500	2 500	25 000
Total (without overlaps)		193 719	193 719	48 550	28 550	464 538

4.2 Transfers

Food and cash-based transfers

TABLE 2: FOOD RATION (g/person/day) OR CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY								
	Strategic outcome 1	Strategic outcome 2		Strategic outcome 3				Strategic outcome 4
	Activity 1	Activity 2		Activity 3				Activity 4
Beneficiary type	People affected by crises	School-age children	Girls in grades 4-6	Children aged 6-23 months	Children aged 24-59 months	ART clients	ART client family members	Farmers
Modality	Cash-based transfers	Food	Food	Food	Food	Food	Cash-based transfers	CBT
Cereals		120	208					
Pulses		20						
Vegetable oil		10				25		
Salt		3						
Canned fish		20						
Roots and tubers		120						
SuperCereal						250		
SuperCereal Plus				200	200			
Total kcal/day		692	749	787	787	1 175		
% kcal from protein		8	8	17	17	13		
Cash-based transfers	0.40						0.27	3.5
Number of feeding days/year	90	165	165	180	60	180	180	51

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfers	Total (mt)	Total (USD)
Cereals	20 394	6 383 322
Pulses	3 503	2 170 567
Oil and fats	1 494	1 072 692
Salt	526	158 704
SuperCereal / SuperCereal Plus	3 450	3 341 574
Canned fish	2 970	12 331 440
Roots and tubers	3 200	2 855 205
Total (food)	35 537	28 313 504
Cash-based transfers		5 426 865
Total (food and cash-based transfers)		33 740 369

Capacity strengthening including South–South cooperation

81. WFP will support capacity strengthening for government partner institutions and will continue to promote synergies among partners in different sectors to optimize interventions. WFP will prioritize common geographic areas and a mutually supportive, school-community-based approach.⁴⁰ In collaboration with government partners and national and international NGOs, WFP will pursue opportunities to strengthen joint programming with UNICEF, UNFPA, FAO, IFAD, UN-Women and the Joint United Nations Programme on HIV and AIDS.
82. WFP will work with partners, including the Ministry of Public Health, Family and Social Cohesion and NGOs and civil society organizations committed to achieving gender equality, to ensure that gender competencies are strengthened to enable progress towards gender equality across all strategic outcomes. Training will address the linkages between gender equality and nutrition, with benefits extending to the 234,688 people in need supported by WFP programmes. WFP has partnership agreements with local NGOs for the identification, selection, organization and training of farmer associations.
83. WFP has signed a memorandum of understanding on South–South technical cooperation with the governments of Guinea-Bissau and Brazil, which will be fully implemented during the CSP period. The memorandum supports the ministries of education and agriculture and rural development in establishing a sustainable, context-specific national HGSM model linked to strategic outcome 4. WFP will provide the Directorate of Social Affairs and School Feeding with a policy expert to support the implementation of a law on sustainable school meals, the revision of the national school meals strategy, the reactivation of the inter-ministerial committee on school meals, the enhancement of the directorate and of the statistics capacities of the Ministry of Education, and the strengthening of the capacity of community-based organizations to implement the school meals policy.

⁴⁰ The school-community-based approach integrates support from parents and child caregivers, who provide inputs that contribute to children's primary education.

Supply chain

84. WFP will support food deliveries and CBTs; the efficient planning of local food production, purchase and warehousing; transformation and marketing through assessments; and the improved food storage capacities of farmer associations and partners, who will benefit from training and materials to facilitate the timely and efficient implementation of WFP activities.
85. WFP will support market-based interventions through retail assessments, ensuring quality control and a continuous supply of food to beneficiaries. An assessment of the retail supply chain is planned in order to prevent bottlenecks and reduce costs per beneficiary. A macro supply chain assessment of national sourcing and distribution, transport systems (including private sector involvement) and other relevant sectors will be undertaken.
86. A superintendent will test the food quality of all incoming commodities to ensure compliance with national and cross-border requirements. Quality control in respect of transported and warehoused food will follow WFP recommended practices. In the event of quality concerns, mechanisms are in place with the Ministry of Public Health, Family and Social Cohesion to provide laboratory testing and verify food quality.
87. Although most roads are accessible throughout the year, deliveries during the rainy season are difficult in some places. The delivery of goods for nutrition and school meals activities during the first trimester of the school year coincides with the end of the rainy season, creating problems in some areas as storage conditions in schools and health centres do not always conform to required standards. WFP will continue to sensitize transporters to the importance of school meals and nutrition programmes to reduce the risk of food diversion.
88. Initially, WFP estimates, approximately 12 percent of food requirements will be purchased within Guinea-Bissau and 10 percent through international competitive tenders, while the remaining 78 percent will be received as in-kind donations shipped from donor countries to the port of Bissau; WFP will use the Global Commodity Management Facility and regional purchases, when opportunities arise. The percentage of food coming from overseas is expected to decrease as HGSF expands. Transport from the port to the WFP warehouse transshipment point is arranged by a private transporter and carrier agent. The port has acceptable capacity in terms of transport, handling (container loader) and storage (WFP leases space at the container park in the port).
89. WFP will optimize supply chain resources (storage, transportation and equipment), planning, efficiency, tracking and visibility. It will support the enhancement of the supply chain capacities of local producers and provide national institutions with capacity strengthening packages comprising technical support, food safety and quality and emergency preparedness and response.

4.3 Partnerships

90. WFP works in partnership with the Ministry of Education on HGSF; the Ministry of Public Health, Family and Social Cohesion on nutrition; the Ministry of Agriculture and Rural Development on support to smallholder farmers; NCPS on emergency preparedness and response to shocks; all of the above and INE and INDE on capacity strengthening; the Ministry of Economy and Finance on evidence generation and investment cases; and the Ministry of Foreign Affairs on institutional cooperation.
91. UNICEF and WFP work in partnership to improve education quality, child nutrition and WASH in schools. WFP, the World Bank and UNICEF are founders and core members of the social protection working group, which supports the Ministry of Public Health, Family and Social Cohesion, the lead ministry for social protection. WFP and the World Bank will work together to support the Ministry of Education in improving aspects of the current curriculum and supporting the monitoring activities of school inspectors. WFP will add nutrition activities to the World Bank's cash transfer programme for social protection, which is

expected to be rolled out nationwide following two pilots that began in 2018. WFP will continue to work with the Network of Journalist Friends of Nutrition and WFP on behaviour change communication aimed at improving nutrition. WFP will strengthen partnerships with the African Development Bank on nutrition and HGSF support for smallholders.

92. WFP will pursue gender-transformative approaches that promote gender equality across all areas of intervention. Continuing WFP engagement will ensure the implementation of the country office gender action plan for 2015–2020 in partnership with the United Nations country team gender working group, UN-Women, the United Nations Peacebuilding Support Office, the Institute of Women and Children of Guinea-Bissau, the Network of Women Parliamentarians and NGOs and other organizations that defend the rights of women and girls.⁴¹
93. WFP conducts regular financial assessments of commercial partners. WFP also works to strengthen field-level collaboration with NGOs on the identification, selection, organization and training of producer associations that supply food for school meals; the training, capacity strengthening and empowerment of smallholder farmers; and stunting prevention.
94. In 2017 and 2018, the Government invested its own funds to support HGSF in the regions of Oio and Cacheu. This milestone national commitment is expected to increase annually and expand geographically; a contribution from the Government of Japan will expand local purchases for school meals across six regions.
95. In the context of HGSF, WFP supports the creation of new markets for smallholder farmers and the provision of nutritious school meals that utilize local produce match with local diets and food culture and raise awareness of nutrition. In order to increase the quality and quantity of locally produced food, WFP will continue to explore opportunities for smallholders to benefit from seed production for beans, potatoes and other tubers, as well as use of biological fertilizer and insecticide, and to train smallholders on techniques for preserving fruits and vegetables in partnership with the Ministry of Agriculture and Rural Development, FAO, IFAD and NGOs. WFP also works with local and international NGOs to promote girls' education and behaviour changes, especially during the transition from grades 4 to 5 and from 6 to 7, when many girls drop out of school. WFP works with local community-based organizations, including school management committees, parent and farmer associations and traditional and religious leaders, and supports NGOs and faith-based organizations in the implementation of school meals with improved monitoring.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

96. The monitoring and evaluation strategy for the CSP will support improvements in programme quality, effectiveness, efficiency, accountability to beneficiaries and technical support to the Government in assessing progress towards SDGs 2 and 17. WFP will use digital technology for data collection and analysis and strengthen the capacity of employees and partners in the use of the WFP corporate results framework.
97. A baseline will be established three months before the start of the CSP, using data disaggregated by region, sex, age and vulnerability. A mid-term review will be carried out at the CSP midpoint, and a decentralized evaluation will be conducted in 2021 focusing on nutrition activities and reflecting stakeholder demand, evidence and learning needs. A portfolio evaluation led by the WFP Office of Evaluation will be conducted in the penultimate year of the CSP. Lessons learned through these exercises, annual reporting and regular

⁴¹ Guinea-Bissau's Institute of Women and Children is under the tutelage of the Ministry of Public Health, Family and Social Cohesion.

monitoring will be used to improve programme performance during implementation. The complaint and feedback mechanism will be strengthened to facilitate equal and safe access and more effective and efficient follow-up on complaints, questions, requests and issues raised by WFP beneficiaries and cooperating partners.

98. The WFP corporate results framework and gender and age marker provide a comprehensive gender-responsive approach to defining indicators for outputs and outcomes in line with national SDG targets. WFP has also developed a detailed monitoring, review and evaluation plan; a monitoring budget plan; and an activity implementation plan. During the five-year CSP, WFP will carry out robust process and outcome monitoring with partners, using increased resources and capacity.
99. WFP will explore a strategic partnership with Plan International to develop monitoring indicators for output 2 of strategic outcome 2 and strategic outcome 3 related to girls, paying attention to their transition from primary to secondary school. Consistent with their respective mandates, WFP and Plan International will define indicators that measure progress.
100. In line with consultations undertaken through the CSP partner engagement process, WFP will work in partnerships with national institutions and United Nations organizations to coordinate CSP monitoring and United Nations development assistance framework and SDG monitoring.
101. Gender-responsive measures will be monitored and analysed regularly through a gender-sensitive monitoring, review and evaluation plan, in order to ensure that gender equality is mainstreamed across all WFP programmes. Successes and challenges will be shared in annual performance monitoring reports. WFP will extend market price monitoring for cash transfer initiatives and will implement a price and commodity information system for smallholder farmers.
102. The implementation and monitoring of the CSP will be informed and guided by recommendations from the 2014 PRRO evaluation, the 2018 European Union evaluation of the FSNMS, the mid-term decentralized evaluation of the 2016–2019 school meals project funded by the McGovern-Dole International Food for Education and Child Nutrition Program (and final evaluation at the end of the school meals project), feedback from beneficiaries and partners and WFP best practices.

5.2 Risk management

103. Strategic risks include sudden climate-related or price shocks, frequent changes in senior government leadership leading to institutional instability, political violence, lack of political will and political instability affecting government programmes and budgets. These will be mitigated through measures such as strengthening the FSNMS to promote early awareness of and response to shocks, including community asset creation to prevent the large-scale destruction of agricultural fields; strengthening the capacity of technical partners at the local, regional and national levels; and supporting communities in building resilience to better prepare for shocks before they occur. Other strategic risks concern pipeline breaks resulting from funding shortages: Guinea-Bissau is a “donor orphan”, and development partners are maintaining a wait-and-see attitude as they await the results of the two elections held in 2019, post-election political stability and public and security sector reforms before deciding whether to invest in its development. Insufficient national food production, particularly of cereal, could affect the WFP pipeline in the future, when HGSF expands to include local cereal purchases. Mitigation measures for this include strategic partnerships, diversification of donors and strengthening of family agriculture through resilience building and HGSF.

104. Operational risks include insufficient capacity and competencies of national partners, weak participation of women in school management committees and decision-making, and religious and traditional barriers that discourage girls' education and good eating and feeding practices. Mitigation measures include strengthening the capacity and competencies of national partners, developing a strategy with partners to reinforce women's leadership roles, and effective SBCC. Failure to address challenges associated with early marriage, the high dropout rate of girls, and inadequate women's leadership in targeted communities may compromise expected results. WFP will partner with United Nations agencies, NGOs and women's networks to address gender-related challenges linked to food security and nutrition.
105. Fiduciary risks include the diversion of food and cash from intended beneficiaries. WFP will mitigate this risk by raising awareness of it among stakeholders throughout the supply chain.

6. Resources for results

6.1 Country portfolio budget

106. The largest portion of the CSP budget is allocated to strategic outcome 2, which focuses on implementing the national school meals programme while it is being gradually transferred to government management. The second-largest portion of the budget is allocated to strategic outcome 3, which covers nutrition activities in targeted areas with high levels of malnutrition – a critical safety net targeting the first 1,000 days of life – and treatment and care of malnourished PLHIV and their families. Support for the food and nutrition security of smallholder farmers, mainly women and young people, is covered by strategic outcome 4, which has the third largest portion of the budget. With a much smaller budget, strategic outcome 1 aims to ensure and reinforce country capacity for immediate response to shocks. The allocation to strategic outcome 5 is the most modest; it provides policy support, technical assistance, evidence generation and the transfer of capacity to national institutions and advocates for the effective formulation and implementation of gender transformative social safety nets, food security and nutrition monitoring and emergency preparedness and response mechanisms. All strategic outcomes include adequate funding to advance gender equality in all food security and nutrition activities under the CSP.

Strategic outcome	Year 1 (2019)*	Year 2 (2020)	Year 3 (2021)	Year 4 (2022)	Year 5 (2023)	Year 6 (2024)**	Total
1	433 533	684 722	690 170	699 368	684 299	303 363	3 495 455
2	3 854 775	8 815 178	8 756 656	8 941 478	8 632 084	4 886 325	43 886 496
3	834 763	1 570 444	1 696 082	1 582 968	1 553 394	791 191	8 028 842
4	504 420	800 265	814 586	812 713	795 254	332 276	4 059 514
5	326 462	453 410	458 852	462 422	317 612	121 597	2 140 355
Total	5 953 953	12 324 019	12 416 346	12 498 949	11 982 643	6 434 752	61 610 662

* July–December 2019.

** January–June 2024.

6.2 Resourcing outlook

107. Between 2014 and 2018, WFP received USD 41 million in contributions. The CSP budget of USD 61.6 million (USD 12.3 million per year) is based on the amount that donors are willing to contribute to support the country portfolio. Since 2017, WFP has added five new traditional and non-traditional donors. A further four donors are expected to support WFP's work in the country by June 2019. Partnerships in social protection could develop into multi-year funding opportunities for community-based nutrition activities on a national scale. WFP will mobilize funds for the contingency measures under strategic outcome 1 through discussions with partners that provide emergency funding. Based on experience with emergencies in Guinea-Bissau, both the Government and donors respond with immediate support in the event of widespread crisis.

6.3 Resource mobilization strategy

108. WFP will engage with traditional and new donors to mobilize in-kind and cash contributions to the CSP, whether single or multi-year, flexible or earmarked, to ensure maximum income from all potential funding opportunities without compromising programmatic integrity. Donor diversification is vital to reducing the risk of dependency on a single donor. The resource mobilization strategy matches donor interests and WFP programme needs, in full alignment with country priorities, and presents desired outcomes in a donor-friendly and flexible way, clearly delineating WFP's comparative advantage, niche services, visibility and accountability.
109. WFP forges strong partnerships with donors by achieving programme complementarity, rather than by simply seeking funds. This works well with international financial institutions and bilateral donors. WFP will continue to engage with all government representations in Guinea-Bissau and in Dakar to prepare for increased donor interest in the post-election development phase, noting that in-country donor presence and interest has been limited in recent years due to political instability. WFP will be part of United Nations joint resource mobilization efforts with development partners in the context of the UNPAF and the United Nations Peacebuilding Fund.
110. WFP has been successful in attracting new and expanded donor engagement from the Government, international financial institutions, the United Nations and the Global Fund to Fight AIDS, Tuberculosis and Malaria. The Government's role as a donor to WFP is of particular strategic importance in demonstrating to other partners the level of national commitment to the CSP. WFP will continue to support the Government through joint resource mobilization and in the prioritization of social investments in food security and nutrition.

ANNEX I

LOGICAL FRAMEWORK FOR GUINEA-BISSAU COUNTRY STRATEGIC PLAN

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Crisis-affected populations in Guinea-Bissau are able to meet their basic food and nutrition requirements in the aftermath of shocks

Outcome category:
Maintained/enhanced individual
and household access to
adequate food

Nutrition sensitive

Focus area: crisis response

Assumptions

Sufficient resources (human, logistical, financial) for food and nutrition assistance

Accessibility to crisis areas

Outcome indicators

Consumption-based coping strategy index (percentage of households with reduced CSI)

Economic capacity to meet essential needs (new)

Food consumption score

Food consumption score – nutrition

Food expenditure share

Minimum dietary diversity – women

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

Activities and outputs

1. Provide food and nutrition assistance to crisis-affected populations and strengthen the capacity of and coordination among national partners in responding to crises as a contingency measure (URT: Unconditional resource transfers to support access to food)

Individuals affected by shocks benefit from enhanced capacities of and coordination among national partners that ensure safe and adequate access to food and nutrition (C: Capacity development and technical support provided)

Individuals affected by shocks benefit from enhanced capacities of and coordination among national partners that ensure safe and adequate access to food and nutrition (E: Social and behaviour change communication (SBCC) delivered)

Individuals affected by shocks receive timely and adequate nutritious food and/or cash-based transfers (CBTs) to meet their immediate food and nutrition needs (A: Resources transferred)

Strategic outcome 2: School-age children in Guinea-Bissau have access to nutritious meals during the school year

Outcome category:

Nutrition sensitive

Maintained/enhanced individual and household access to adequate food

Focus area: root causes

Assumptions

N/A

Outcome indicators

Attendance rate

Enrolment rate

Graduation rate

Minimum dietary diversity – women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Retention rate/drop-out rate (new)

SABER school feeding national capacity (new)

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Activities and outputs

2. Provide nutritious school meals to pre- and primary schoolchildren and take-home rations for girls in years 5 and 6 and strengthen the capacities of the Government and partners at the central and local levels to implement and monitor a nutrition-sensitive and gender-transformative school feeding programme (SMP: School meal activities)

Pre- and primary schoolchildren in rural areas receive timely, nutritious and diversified school meals to improve their food and nutrition security and create the minimum conditions for quality learning (A: Resources transferred)

Pre- and primary schoolchildren in rural areas receive timely, nutritious and diversified school meals to improve their food and nutrition security and create the minimum conditions for quality learning (E: Social and behaviour change communication (SBCC) delivered)

Pre- and primary schoolchildren in rural areas receive timely, nutritious and diversified school meals to improve their food and nutrition security and create the minimum conditions for quality learning (N: School feeding provided)

Pre- and primary schoolchildren benefit from enhanced management and gender-responsive monitoring capacities of the Government, communities and schools that improve food and nutrition security (C: Capacity development and technical support provided)

The households of girls in 5th and 6th grades receive take-home rations that support household food security to foster increased school attendance and retention (A: Resources transferred)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 3: Populations at risk of malnutrition in Guinea-Bissau, particularly children, women and girls of reproductive age and people living with HIV, have improved nutrition status in line with national targets by 2024

Outcome category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: root causes

Assumptions

No shortfall or supply break of treatment drugs occurs

Health centres function adequately for treatment of malnutrition and support for ART and DOTS

No major epidemics occur

Government nutrition-coordination mechanisms function effectively

Outcome indicators

Moderate acute malnutrition (MAM) treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

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

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Activities and outputs

3. Support the implementation of the national nutrition policy and the protocol for the integrated prevention of stunting and treatment of moderate acute malnutrition focusing on the provision of support for policy design and gender and age-informed implementation, technical assistance and capacity strengthening to the Ministry of Public Health, Family and Social Cohesion; social and behaviour change communication, the prevention of stunting among children aged 6–23 months, the treatment of moderate acute malnutrition among children aged 6–59 months, and food and nutrition assistance to people living with HIV and their households (NPA: Malnutrition prevention activities)

Children aged 6–59 months and people living with HIV and receiving anti-retroviral treatment and their household members receive nutritious food or CBTs for improving their nutrition status (A: Resources transferred)

Children aged 6–59 months and people living with HIV and receiving anti-retroviral treatment and their household members receive nutritious food or CBTs for improving their nutrition status (B: Nutritious foods provided)

Pregnant and lactating women and girls attending pre- and post-natal consultations, their households and community members involved in childcare are sensitized to exclusive breastfeeding for the first six months after birth and to stunting prevention practices (SBCC delivered)

Targeted individuals are sensitized to and receive training in nutrition, the importance of exclusive breastfeeding during the first six months after birth and healthy eating habits to improve their nutrition status. (E: Social and behaviour change communication (SBCC) delivered)

Targeted populations benefit from the Government's improved capacities in social and behaviour change communications that promote healthy nutrition-related practices (E: Social and behaviour change communication (SBCC) delivered)

Women and girls of reproductive age, children attending pre- and primary school, school teachers, school personnel, adults responsible for providing childcare in households and communities, people living with HIV and receiving anti-retroviral treatment, health workers and journalists receive adequate and systematic nutrition education that promotes the adoption of healthy and nutritional eating and feeding practices (SBCC delivered)

Strategic Objective 3: Achieve food security

Strategic Result 3: Smallholders have improved food security and nutrition

Strategic outcome 4: Smallholder farmers in Guinea-Bissau, particularly women and young people, have improved livelihoods and increased household incomes by 2024

Outcome category: Increased smallholder production and sales

Nutrition sensitive

Focus area: resilience-building

Assumptions

No major natural catastrophe occurs

Political stability continues

The Government is committed to supporting agriculture

Contingency plans are developed at the community and national levels to respond to natural disasters. People are informed about food prices

Outcome indicators

Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Percentage of WFP food procured from pro-smallholder farmer aggregation systems

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Activities and outputs

4. Provide an integrated package of assistance interventions to associations of women and young smallholder farmers that comprises nutrition and literacy education, training in basic business skills, sensitization to their rights to adequate food and nutrition, market access through the school feeding programme and the transfer of knowledge on the optimization of agricultural value chains (CSB: Individual capacity strengthening activities)

Smallholder farmers, particularly women and young farmers associations, that supply food for school canteens benefit from training in literacy, basic bookkeeping and business skills and nutrition education that improves their knowledge and fosters their adoption of best practices for food and nutrition (F: Purchases from smallholders completed)

Smallholder farmers, particularly women and young farmers associations, that supply food for school meals are able to advocate for their rights, change public policies in education, nutrition and health and demand and receive timely assistance (F: Purchases from smallholders completed)

Smallholder farmers, particularly women and young farmers associations, that supply food for school meals receive training on the optimization of agricultural value chains to increase incomes, improve livelihoods and strengthen resilience to climate change (F: Purchases from smallholders completed)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs

Strategic outcome 5: National institutions and legislators in Guinea-Bissau have enhanced capacity in and are accountable for the development, implementation and monitoring of evidence-based food security and nutrition policies and programmes by 2030

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Nutrition sensitive

Focus area: root causes

Assumptions

No major natural catastrophe occurs

Political stability continues

Outcome indicators

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support (new)

Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening (new)

Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews

Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (new)

Activities and outputs

5. Provide national institutions with support for policies, technical assistance and the transfer of knowledge and advocate for the effective formulation and implementation of gender-transformative social safety nets, food security and nutrition programmes (including data collection and analysis, evidence generation and monitoring systems) and emergency preparedness and response mechanisms (CSI: Institutional capacity strengthening activities)

Food and nutrition-insecure people and people vulnerable to shocks benefit from strengthened national capacities in the formulation and implementation of equitable public policies related to social protection, food security and nutrition (including home-grown school feeding (HGSF)) and emergency preparedness and response; the generation of evidence, monitoring and reporting; the mobilization of resources; and the coordination of work in the food security and nutrition sector to better meet people's food and nutrition needs (C: Capacity development and technical support provided)

Food and nutrition-insecure people and people vulnerable to shocks benefit from strengthened national capacities in the formulation and implementation of equitable public policies related to social protection, food security and nutrition (including HGSF) and emergency preparedness and response; the generation of evidence, monitoring and reporting; the mobilization of resources; and the coordination of work in the food security and nutrition sector to better meet people's food and nutrition needs (M: National coordination mechanisms supported)

Food-insecure people benefit from advocacy efforts with government institutions, legislators, civil society organizations and other partners for the adoption of laws and regulations and the implementation and scale-up of equitable policies and programmes for enhancing their food and nutrition security (C: Capacity development and technical support provided)

Food-insecure people benefit from advocacy efforts with government institutions, legislators, civil society organizations and other partners for the adoption of laws and regulations and the implementation and scale-up of equitable policies and programmes for enhancing their food and nutrition security (M: National coordination mechanisms supported)

Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)

C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)

C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

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

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1 SDG Target 2.1		Strategic Result 2 SDG Target 2.2	Strategic Result 3 SDG Target 2.3	Strategic Result 5 SDG Target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Crisis response	Root causes	Root causes	Resilience building	Root causes	
Transfer	2 671 907	35 372 976	5 870 254	2 841 715	1 798 000	48 554 853
Implementation	410 253	3 330 005	1 210 486	737 722	88 244	5 776 710
Adjusted direct support costs	199 956	2 504 997	458 077	232 313	123 481	3 518 824
Subtotal	3 282 116	41 207 978	7 538 818	3 811 750	2 009 725	57 850 387
Indirect support costs (6.5%)	213 338	2 678 519	490 023	247 764	130 632	3 760 275
Total	3 495 454	43 886 497	8 028 841	4 059 514	2 140 357	61 610 662

Acronyms used in the document

ART	anti-retroviral treatment
CBT	cash-based transfer
COHA	Cost of Hunger in Guinea-Bissau
CONSAN	National Council of Food Security and Nutrition
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FGM	female genital mutilation
FSNMS	food security and nutrition monitoring system
GDP	gross domestic product
HGSF	home-grown school feeding
IFAD	International Fund for Agricultural Development
INDE	National Institute for Education Development
MAM	moderate acute malnutrition
NCPS	National Civil Protection Service
NGO	non-governmental organization
PLHIV	people living with HIV
PRRO	protracted relief and recovery operation
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition movement
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNPAF	United Nations partnership assistance framework for Guinea-Bissau 2016–2020
WASH	water, sanitation and hygiene
WHO	World Health Organization
ZHSR	zero hunger strategic review