



Distribution: General

Date: 30 October 2017

Original: English

Agenda item 7

WFP/EB.2/2017/7-A/2

Operational matters

For approval

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

Draft Guatemala Country Strategic Plan (2018–2021)

Duration	1 January 2018–31 December 2021
Total cost to WFP	USD 67,476,305
Gender and age marker*	2A

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

Executive summary

Guatemala faces serious challenges in reaching Sustainable Development Goal 2 on ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture. Access to food is limited by pervasive poverty: almost two thirds of the population lives below the poverty line of USD 2 per day and 80 percent of indigenous people live in multi-dimensional poverty in marginalized rural areas. Half of the population does not have sufficient income to cover the cost of the basic food basket. Recurrent natural disasters since 1998 have led to a nationwide increase in vulnerability and food insecurity. The country has the world's fourth highest prevalence of stunting in children under 5, at 46.5 percent, reaching 70 percent in some departments and a staggering 90 percent in some municipalities. In 2016, the Government committed to reducing stunting by 10 percent by 2020.

The Government of Guatemala is responding to these challenges with the General Policy (2016–2020), which prioritizes food security and nutrition, comprehensive health, quality education and social protection. WFP will reinforce work on the national food security priority, aligned with three targets of Sustainable Development Goal 2: i) reduce stunting in children under 5; ii) protect access to food for the most vulnerable people; and iii) raise the incomes of small-scale food producers, especially rural women, and agricultural productivity.

The strategic review of food security and nutrition in Guatemala, conducted by a national research institute, identified various opportunities for the country to reach these targets. Stakeholder consultations involving beneficiaries, government entities, civil society, the private sector and academia, and an analysis of comparative advantages determined the issues that WFP is best

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positioned to address. Based on these findings, this country strategic plan will focus on nutrition, resilience of subsistence and smallholder farmers, access to markets, capacity strengthening, and response to emergencies. Its strategic outcomes are aligned with the United Nations Development Assistance Framework priorities for inclusive and sustainable development and social development.

The country strategic plan articulates WFP's support to improving food security and nutrition in Guatemala. Its objective is to support the Government and partners in achieving the following strategic outcomes:

- Strategic outcome 1: Children under 2 in prioritized areas with elevated stunting rates have reduced stunting prevalence by 2021.
- Strategic outcome 2: National institutions and programmes, including social protection systems, are enabled to reduce food insecurity and malnutrition in all its forms, including in post-crisis situations, by 2021.
- Strategic outcome 3: Food-insecure communities and individuals in areas affected by climate-related shocks are able to address the impacts of these events on their food security and nutrition, as well as adapt to climate change and build resilience by 2021.
- Strategic outcome 4: Smallholder farmers in areas with potential surpluses in diversified nutritious food production have greater access to markets by 2021.
- Strategic outcome 5: Populations in areas affected by socio-economic or natural shocks can satisfy their basic food and nutrition requirements during emergencies.

These strategic outcomes will be achieved in synergy with the activities of government entities, civil society, non-governmental organizations and United Nations agencies.

Interventions in the country strategic plan will focus on the departments of Alta Verapaz, **Baja Verapaz**, Chimaltenango and Sololá, which have high stunting prevalence. WFP will target mainly poor indigenous populations in these departments, giving special attention to women and children, and will respond to emergencies nationwide. The total budget is USD 67,476,305 million.

Draft decision*

The Board approves Guatemala Country Strategic Plan (2018–2021) (WFP/EB.2/2017/7-A/2/~~DRAFT~~) at a total cost to WFP of USD 67,476,305.

* 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. Guatemala, a multi-ethnic, middle-income country with a population of 16.3 million¹ – 51.2 percent women and girls and 48.8 percent men and boys² – has among the highest rates of income inequality, gender inequality, poverty, chronic malnutrition, and maternal and infant mortality in Latin America, especially in rural and indigenous communities.
2. Guatemala is the most unequal country in Latin America, with a Gini index of 0.54.³ The prevalence of poverty is 58.1 percent in urban areas and 77.2 percent in rural areas. Approximately 80 percent of the indigenous population lives in multi-dimensional poverty, and 47 percent of the population in marginalized rural areas lives in extreme poverty.⁴
3. Guatemala is among the ten countries most vulnerable to climate change worldwide and is the fourth most exposed to natural disasters in the region. Climate shocks have had critical impacts on food security: long lean seasons heighten food shortages, increasing vulnerability to food insecurity and acute malnutrition, particularly in the Dry Corridor. Over the past three years, extended dry seasons have aggravated this situation and resulted in reduced harvests or the complete destruction of staple crops. Food availability is low given the decreased agricultural productivity and profitability resulting from poor soil conditions, over-exploitation of forest resources, degradation of lands, small plot sizes, and lack of access to credit, agricultural supplies and technical assistance.
4. Gender inequality in Guatemala is the highest in Latin America: the country ranked 113th of 159 countries on the 2016 Gender Inequality Index.⁵ Illiteracy among women and girls over 15 years is 18 percent, but affects two out of five indigenous women in rural areas.⁶ Women's wages are equivalent to 69 percent of men's salaries, and women comprise only 10 percent of the seasonal labour force in rural areas.⁷ More than half of women depend on the incomes of other family members for their own subsistence, which renders them vulnerable and economically dependent.⁸ In rural areas, 59 percent of indigenous women have no source of income of their own.⁹ Women only cultivate 15 percent of the land – usually smaller plots of lower-quality land, which they do not own.¹⁰ There are significant gaps between women and men in access to resources, decision-making processes and economic opportunities.¹¹

¹ World Bank. 2015.

² http://estadisticas.cepal.org/cepalstat/Perfil_Nacional_Social.html?pais=GTM&idioma=english

³ Inter-American Development Bank. 2014.

⁴ United Nations Development Assistance Framework (UNDAF) (2015–2019).

⁵ United Nations Development Programme (UNDP). 2016 Human Development Report.

⁶ National Committee for Literacy.

⁷ National Employment and Income Survey.

⁸ http://estadisticas.cepal.org/cepalstat/Perfil_Nacional_Social.html?pais=GTM&idioma=english

⁹ http://estadisticas.cepal.org/cepalstat/Perfil_Nacional_Social.html?pais=GTM&idioma=english

¹⁰ Oxfam. 2016. Unearthed: land, power and inequality in Latin America.

¹¹ UNDAF (2015–2019).

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

5. *Access to food.* In 2014, 59.3 percent of Guatemala's population lived below the poverty line of USD 2 per day.¹² Approximately 52 percent of the population does not have sufficient income to cover the cost of the basic food basket.¹³ Hunger gaps differ by gender and age, with access to nutritious foods more limited for women and girls.¹⁴
6. *End malnutrition.* Guatemala has the world's fourth highest stunting prevalence rate for children under 5, at 46.5 percent,¹⁵ reaching 70 percent in some departments and a staggering 90 percent in some municipalities. The high rate of chronic malnutrition is correlated with poverty, poor living conditions, low levels of education, and inappropriate nutrition practices.¹⁶
7. *Smallholder productivity and incomes.* Subsistence and smallholder farmers produce a large share of the country's main staple foods – maize and beans. Between 2000 and 2011, the proportion of smallholder farmer households, as a proportion of total farming households, decreased from 24.1 to 10.8 percent, mainly because of limited land access and land concentration for export crops.¹⁷ Agricultural productivity and profitability have decreased. As a result, vulnerable farmers rely increasingly on non-agricultural activities, government transfers and remittances.
8. *Sustainable food systems.* Subsistence and smallholder farmers and agricultural labourers are vulnerable to climate change as they depend on rainfed crops and cultivate marginal lands that are exposed to climate hazards. More droughts and floods related to El Niño are expected in the coming years. Reliance on unsustainable land-use practices is aggravated by limited technical capacity to adapt to changing climate conditions, putting the sustainability of food systems at risk.

Macroeconomic environment

9. For the past 30 years, the average annual growth rate of gross domestic product (GDP) has been 3.1 percent, but it was only 2.9 percent in 2016. Limited fiscal space curbs public social expenditures to 2.7 percent of GDP, hardly meeting the needs of vulnerable populations. Insufficient transparency in some public institutions, and high rates of drug trafficking, social conflict, crime and violence create a difficult environment for investments, while low agricultural productivity, poor physical infrastructure, unaddressed legal issues and a lack of clear and transparent legal processes hamper social development and economic growth. Rates of participation in the economy are 41 percent for women and 83 percent for men; women's incomes are only 84 percent of men's.¹⁸ The economy depends heavily on remittances from Guatemalans living in North America.

¹² Food Security and Nutrition Situation: Strategic Review in Guatemala with Emphasis on Chronic Malnutrition and its Determinants, 2016.

¹³ National Survey of Living Conditions, 2014.

¹⁴ Association of Research and Social Studies.

¹⁵ National Survey of Living Conditions, 2014.

¹⁶ National Survey on Mother and Child Health, 2015.

¹⁷ International Fund for Agricultural Development (IFAD). 2014. Family Farming in Latin America.

¹⁸ UNDAF (2015–2019).

Key cross-sector linkages

10. Guatemala achieved 25 percent of its targets for the Millennium Development Goals in 2015.¹⁹ In 2014, its Human Development Index score was 0.627.²⁰ The mortality rate among children under 5 is 35 per 1,000 live births.²¹ The latest Gender Inequality Index score of 0.494²² shows insufficient improvement regarding women's empowerment. Between 2006 and 2014, rural poverty increased from 74.5 to 76.1 percent and urban poverty from 27.3 to 42.1 percent.

1.3 Hunger gaps and challenges

11. The national strategic review²³ highlighted challenges to Guatemala's achievement of its SDG 2 targets:
- A national policy on food security and nutrition is in place, but a large share of the population still suffers from malnutrition and food insecurity.
 - Approximately 30 percent of families have energy-deficient diets. Diets also lack calcium, zinc, vitamin C and riboflavin.²⁴
 - According to the 2016 Nutrient Gap Study and the National Survey on Mother and Infant Health,²⁵ only half of children aged 6–23 months have a minimum acceptable diet.
 - The main underlying causes of malnutrition are inadequate diets and limited biological utilization of food as a result of infections, limited ability to acquire food in sufficient quantity and quality, limited capacity to purchase basic goods and access to services, limited household food productivity, poor health, limited knowledge of nutrition, and environmental degradation.
 - In 2016, the Government committed to reducing stunting by 10 percent by 2020.²⁶ As stunting prevalence has been reduced by only 17 percent in the past 50 years, this new target represents a significant challenge.
 - The limited coverage of social protection programmes jeopardizes achievement of the nutrition objectives of the National Food Security and Nutrition Policy. Even when fully funded, government social protection programmes provide only 33 percent of the daily kilocalorie requirements of targeted beneficiaries.
 - Basic health services reach only half of the population, and there is a significant gap between educational coverage in rural and urban areas.²⁷
 - Limited land tenure and access are among the most significant socio-economic problems in Guatemala, disproportionately affecting rural indigenous groups that mainly rely on subsistence agriculture.

1.4 Country priorities

Government

12. The National Development Plan, "*K'atun: Our Guatemala 2032*", which was approved in 2014, encompasses all national development priorities, including food security and nutrition, climate change and agriculture. The Government Policy (2016–2020) establishes priorities and directives for food security and nutrition, comprehensive health, gender equality and quality

¹⁹ Final Report on Achieving the Millennium Development Goals, Guatemala 2015.

²⁰ UNDP. 2016.

²¹ National Survey of Living Conditions, 2014.

²² UNDP. 2016.

²³ Association of Research and Social Studies.

²⁴ Institute of Nutrition of Central America and Panama.

²⁵ National Survey on Mother and Infant Health, 2014.

²⁶ National Strategy for the Prevention of Chronic Malnutrition (2016–2020).

²⁷ Ministry of Health and Social Assistance. 2012. National Health Diagnosis.

education. The food security priority comprises access, availability, consumption and biological utilization of food, and is aligned with three SDG targets: i) reduce stunting in children under 5 (SDG 2.2); ii) protect access to food for vulnerable people (SDG 2.1); and iii) improve the incomes of small-scale food producers, and agricultural productivity (SDG 2.3 and 2.4).

13. Other priorities are identified in the Food Security and Nutrition Strategic Plan (2016–2020) of the National Council for Food Security and Nutrition, the 2016 Seasonal Hunger Response Plan of the Food Security and Nutrition Secretariat, the National Strategy for the Prevention of Chronic Malnutrition (2016–2020), the 2009 National Policy for Comprehensive Rural Development, the 2012 Zero Hunger Pact, and the Family Agriculture Programme to Strengthen the Rural Economy (2016–2020) of the Ministry of Agriculture, Livestock and Food.

United Nations and other partners

14. The United Nations Development Assistance Framework (UNDAF) for 2015–2019 prioritizes: i) inclusive and sustainable development; ii) social development; iii) a safe and violence-free society; iv) justice for all people; and v) a diverse and multicultural society. There is a special focus on excluded and marginalized vulnerable groups, including young people, women, girls, boys, adolescents and indigenous populations.
15. The World Bank, the Inter-American Development Bank, the Union of South American Nations and the Community of Latin American and Caribbean States also focus on food security, rural development, nutrition, and disaster risk reduction.
16. In collaboration with other United Nations agencies, WFP leads implementation of the United Nations joint programme on Accelerating Progress towards the Economic Empowerment of Rural Women.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

17. The 2017 WFP Guatemala portfolio consists of a country programme (2015–2019) and the regional protracted relief and recovery operation (PRRO) 200490.
18. WFP has worked with the Ministry of Public Health and Social Assistance to incorporate complementary feeding programmes into the package of interventions included in the “1,000 days” approach. Evidence shows that specialized nutritious foods (SNFs) have a significantly greater impact when they are used in combination with other health and nutrition programmes. This was validated by the impact study of the *Mi Comidita* programme,²⁸ which revealed the protective effect of SNFs against stunting. Children aged 6–23 months who received *Mi Comidita* grew 1.3 cm more than those who received VitaCereal, the fortified blended food delivered by the Government. Through its Accelerating Progress towards the Economic Empowerment of Rural Women intervention, WFP has developed expertise in empowering rural women, strengthening their organizations, expanding their access to productive assets to increase incomes, and developing their knowledge to facilitate access to markets, financial services and credit.
19. The evaluation of regional PRRO 200490 recommended enhancing needs assessments and gender-sensitive project planning, including a more flexible approach to activity design, selection of transfer modalities and their combination.²⁹
20. Lessons learned and recommendations from the 2016 study on shock-responsive social protection, focusing on resilience-building, will be used to orient the CSP's operational plans. WFP will reinforce activities that strengthen government capacity and promote households' long-term resilience through increased productivity and livelihood diversification, and enhanced access to markets and jobs. WFP will support the improved articulation of roles in

²⁸ *Mi Comidita* is a locally produced corn-soya blend fortified with vitamins and minerals. Mexico National Institute of Public Health. 2016. Capacity Building to Prevent Chronic Malnutrition in Totonicapán, Guatemala: Results on Growth, Stunting Prevalence and Dietary Intake (pending final report);

²⁹ WFP operation evaluation of Central America PRRO 200490.

shock prevention and response for collaborating institutions such as the Ministry of Social Development, the National Coordination Committee for Disaster Risk Reduction, the Ministry of Agriculture, Livestock and Food, and the Food Security and Nutrition Secretariat.

21. The evaluation of the impact of food assistance for assets (FFA) on livelihood resilience in Guatemala (2003–2010) recommended concentrating WFP's efforts on a reduced number of large-scale multi-annual interventions in fewer communities to maximize impact.³⁰ Of targeted households, 77 percent reported substantial positive impacts on livelihoods, soil conservation, agricultural productivity and vegetation coverage.³¹ Participating households also reported significantly less migration than comparison groups.³² To enhance sustainability of assets, more binding and mutually accountable partnership agreements, including for the maintenance of assets, were recommended. Reframing FFA as a mechanism for disaster risk reduction and response would align activities with WFP's current policy and guidance, and build on its comparative advantages.³³ The evaluation also recommended developing a broad vision and framework for ensuring attention to gender in FFA, and fully integrating women into FFA decision-making processes so that they can benefit from the empowerment this engagement confers.
22. The PRRO evaluation highlighted the importance of working with communities to develop an action plan, to empower community members and enhance their ownership of the assets created.³⁴ WFP will use community-based participatory planning (CBPP) to ensure inclusion of the entire community.
23. The country office has been generating evidence of the importance of good nutrition in the first years of life. Evidence of the impact of improved complementary feeding compiled by the Institute of Nutrition of Central America and Panama was documented in *The Lancet Series*.³⁵ Increasing access to nutritious foods is a major component of CSP activities for enhancing resilience.
24. Using tools, such as the three-pronged approach (3PA), which comprises integrated context analysis, seasonal livelihood programming and CBPP, WFP will ensure optimal targeting of geographical areas and beneficiaries, and enhance medium- and long-term programme planning.

2.2 Opportunities for WFP

25. The CSP formulation workshop with government authorities identified four main areas for WFP support: i) health and nutrition; ii) resilience, social protection and emergencies; iii) production and access to food; and iv) water and sanitation.
26. National authorities also requested that WFP provide technical assistance to augment government efforts to improve food security and nutrition, and reduce chronic malnutrition.
27. The strategic review identified priority actions and recommendations related to WFP's role and future portfolio:
 - address the underlying causes of chronic malnutrition;
 - focus on vulnerable populations;
 - conduct studies on micronutrient deficiencies and water availability for human consumption and agricultural use;
 - support smallholder farmers in increasing food production and enhancing their livelihoods;
 - strengthen information systems; and

³⁰ Evaluation of the Impact of Food for Assets on Livelihood Resilience in Guatemala (2003–2010).

³¹ *Ibid.*

³² *Ibid.*

³³ *Ibid.*

³⁴ WFP operation evaluation of Central America PRRO 200490.

³⁵ *Lancet Series* 2008, 371:411-16.

- support adaptation to climate change.
28. Areas for additional support include:
- collaboration on strengthening the food security and nutrition of vulnerable populations and the capacities of local cooperating partners and national counterparts;
 - humanitarian assistance to vulnerable populations during and in the aftermath of sudden emergencies, and enhancement of capacities in emergency preparedness, contingency planning and simulations;
 - a gender-transformative approach to achieve gender equality as a prerequisite for achieving zero hunger;
 - support for early warning systems and identifying mechanisms to strengthen populations' resilience and adaptation to climate change; and
 - promotion and facilitation of regional and inter-regional South–South cooperation.

2.3 Strategic changes

29. WFP will work to strengthen policies and processes at the central and decentralized levels to support the achievement of CSP outcomes. WFP will collaborate with institutions and technical committees working on policies, strategies and programmes in line with the goals and objectives of the National Strategy to Prevent Chronic Malnutrition (2016–2020).
30. Interventions will be nutrition-sensitive to contribute to stunting prevention. WFP will support the shift to a gender-transformative approach to food security and nutrition, and will develop tools and materials for delivering basic messages to improve the nutrition and dietary habits of infants, children, adolescents, and pregnant and lactating women and girls (PLW/G) in WFP-supported programmes.³⁶
31. To enhance resilience, WFP will invest in human capital by protecting new generations from the life-long consequences of stunting on cognitive development, health and productivity.
32. To complement the Government's response to recurrent shocks, WFP will provide food assistance as needed, through any modality. It will also strengthen linkages among emergency preparedness and response, early recovery, resilience, and productive, shock-responsive and nutrition-sensitive social protection systems. This work will include supporting the design of cost-effective social protection systems, the institutionalization and integration of nutrition-sensitive initiatives; the development and utilization of risk management tools, and in-depth contextual analyses of value chains.
33. WFP will continue building efficient and cost-effective cash-based transfer (CBT) platforms to deliver food assistance through diverse modalities and distribution mechanisms that stimulate the local economy.
34. WFP will help the Government improve the cost-effectiveness of its programmes through enhanced implementation mechanisms and targeting approaches such as 3PA. WFP will increase its partnerships to facilitate joint actions among the Government, civil society, the private sector and the international community.
35. WFP will promote strong South–South cooperation in food security and nutrition, capacity strengthening, resilience, adaptation to climate change, emergency preparedness and response, disaster risk reduction, and resource mobilization.
36. WFP will facilitate the exchange of lessons learned and experience of social protection policies with Brazil (*Bolsa Família*), Chile (*Chile Solidario*) and Colombia (*Familias en Acción*), and will explore opportunities to facilitate the transfer of knowledge on social protection policies among regions.³⁷

³⁶ WFP. 2017. Guidelines for Nutrition Sensitive Programming.

³⁷ WFP. 2017. South–South Cooperation Mission, Panama Regional Bureau. February–March, 2017.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

37. The CSP will cover the period of 2018 to 2021 and may be revised at the end of 2019 to incorporate new developments stemming from the design of the next UNDAF (2020–2025).
38. The overall direction of the CSP was discussed with national authorities during the formulation workshop held in Guatemala City in February 2017. The CSP will focus on nutrition, resilience of subsistence and smallholder farmers, access to markets, capacity strengthening, and emergency response. Nutrition and resilience are mutually reinforcing objectives: ensuring good nutrition is an essential component of the resilience-building process. WFP will ensure the disaggregation of all person-related data by sex and age; the embedding of gender analysis in all assessments, research, technical assistance, knowledge, information management and related work; and the mainstreaming of gender throughout programme, policy and capacity-strengthening initiatives.³⁸
39. The five CSP strategic outcomes are aligned with the UNDAF, specifically its priorities on inclusive and sustainable development and social development. **Details of CSP activities will be described in the operational plans in agreement with the Government.**

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

Strategic outcome 1: Children under 2 in prioritized areas with elevated stunting rates have reduced stunting prevalence by 2021

40. This strategic outcome will support the Government's national strategy for stunting prevention through the provision of complementary foods and behavioural change communication (BCC).
41. The main beneficiaries of nutrition activities will be marginalized indigenous rural households. The recipients of SNFs include 33,000 children aged 6–23 months per year. BCC initiatives will target PLW/G, adolescents, men and boys. WFP will prioritize municipalities in the departments of Alta **Verapaz**, **Baja Verapaz**, Chimaltenango and Sololá, where the prevalence of stunting in children under 5 exceeds 50 percent.
42. WFP will support the Government in:
- increasing the timely availability of high-quality nutritious foods on the market;
 - leveraging government social protection programmes to ensure timely access to nutritious foods for the most vulnerable people, especially women and children; and
 - creating incentives for the production of healthy and highly nutritious native crops to contribute to the prevention of malnutrition in all its forms.
43. Partners under this outcome include the Ministry of Public Health and Social Assistance, the Food Security and Nutrition Secretariat, the Ministry of Social Development, the Secretariat of Social Works of the First Lady, non-governmental organizations (NGOs) and United Nations agencies such as the Food and Agriculture Organization of the United Nations (FAO), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA) and the World Health Organization (WHO).

Focus area

44. This strategic outcome will address the root causes of malnutrition.

Expected outputs

45. This outcome will be achieved through two outputs:
- Vulnerable children under 2 receive SNFs and other fortified foods through social safety nets and markets, to improve their nutrition status.

³⁸ WFP Gender Policy (2015–2020) and the corporate Gender Action Plan.

- Vulnerable families, including children and PLW/G, are exposed to nutrition communications to change harmful behaviours and improve the quality of their diets.

Key activities

Activity 1: Provide SNFs to children aged 6–23 months and BCC to women and men to ensure that the diet of the targeted population provides adequate nutrients.

46. The following sub-activities will be implemented:

- Provide SNFs, through in-kind distributions or commodity vouchers, to children aged 6-23 months in vulnerable municipalities.
- Provide community-based gender-transformative BCC activities to household heads, adolescents and PLW/G in vulnerable municipalities through the capacity-strengthening modality.
- Provide gender-sensitive capacity strengthening of government institutions and staff on approaches to the prevention of stunting and micronutrient deficiencies, and improved household-level nutrition.

Strategic outcome 2: National institutions and programmes, including social protection systems, are enabled to reduce food insecurity and malnutrition in all its forms, including in post-crisis situations, by 2021

47. This outcome is designed to cut across all WFP Strategic Results and multiple sectors. It includes activities to strengthen partners' capacity – at both the national and local levels – in emergency preparedness and response, resilience-building, productivity and income generation, access to markets, women's empowerment, gender equality, social protection, good governance for food security and nutrition, food security analysis, and disaster risk management. While strategic outcome 1 focuses on capacities in Guatemala's health system, work towards this outcome emphasizes broader and more comprehensive efforts to achieve SDG 2.
48. The scope of this outcome includes analysis of national strategies, programmes and plans, and development of new initiatives to reduce all forms of malnutrition – overweight and obesity, stunting, acute malnutrition, micronutrient deficiencies and food insecurity. It also includes interventions to strengthen the shock responsiveness of the national social protection system, with valuable linkages to strategic outcome 5.
49. Government institutions, civil society actors and United Nations and NGO partners will strengthen their capacities to prevent malnutrition in all its forms, directing their actions to meeting the objectives of the National Strategy to prevent Chronic Malnutrition (2016–2020) and SDGs 2 and 17.

Focus area

50. This strategic outcome will focus on resilience-building.

Expected outputs

51. This strategic outcome will be achieved through two outputs:
- Vulnerable communities benefit from enhanced policies, strategies, programmes and systems that address the factors underlying food and nutrition insecurity.
 - Disaster-prone areas benefit from strengthened emergency preparedness and response capacities in the institutions responsible for disaster risk management and social protection, to increase communities' resilience to shocks.

Key activities

Activity 2: Strengthen government capacities in reducing and preventing all forms of malnutrition and in gender equality, emergency preparedness and response, and policy planning.

52. The following sub-activities will be implemented:
- Strengthen capacities in nutrition and gender and promote alliances, including South–South cooperation, among national and local partners.
 - Provide government institutions with technical assistance in emergency preparedness and response, including strengthening social protection systems to make them more shock-responsive.
 - Strengthen policy and planning at the local and national levels to address the impacts of climate change on food security and nutrition.
 - Strengthen the capacity of national government institutions to include smallholder farmers in public food purchases.
53. National capacity assessments and consultations on capacity-strengthening needs will be carried out using a variety of techniques and activities to increase partners' capacity, including seminars, roundtables, dialogues and meetings, assessments, awareness-raising campaigns, the dissemination of studies and South–South exchanges. These actions are expected to increase sensitivity to gender equality and nutrition. Special emphasis will be given to increasing capacities in emergency preparedness and response, and strengthening resilience to climate change.

Strategic outcome 3: Food-insecure communities and individuals in areas affected by climate-related shocks are able to address the impacts of these events on their food security and nutrition, as well as adapt to climate change and build resilience by 2021

54. This strategic outcome is related to strengthening the productivity, income and livelihoods of subsistence farmers and agricultural labourers, particularly in marginal areas that are prone to floods, landslides, irregular rainfall and environmental degradation. Through this outcome, the most vulnerable households will improve their capacities to deal with climate-related shocks, notably dry spells, irregular rain and heavy storms, while meeting their food needs and strengthening their livelihoods.
55. Approximately 9,000 households – 45,000 people – per year from targeted communities prioritized using WFP's 3PA will participate in FFA initiatives, receiving in-kind food transfers or CBTs for an average of 100 days during the May to September lean season. WFP will strengthen resilience to climate and other shocks and stresses, applying a range of integrated and complementary approaches at scale in the same communities in the medium term. To enhance the impact and sustainability of its actions, WFP and its counterparts will use CBPP to identify multi-year FFA programmes in targeted areas of concentrated action.
56. To achieve this outcome, WFP and its partners will identify local organizations with proactive community leaders and implement CBPP with both men and women. WFP will promote training on climate change adaptation and crop diversification for income generation, and will use FFA activities to build assets for soil and water conservation and agroforestry on steep hillsides. These activities will be designed to be environmentally sound, avoiding or mitigating any potential risk to the environment.
57. WFP will collaborate with government counterparts including the Ministry of Agriculture, Livestock and Food and its subsidiaries, the Ministry of Environment and Natural Resources, the Food Security and Nutrition Secretariat, the Ministry of Public Health and Social Assistance, and municipalities. To increase the impact of WFP's assistance, alliances will be sought with local NGOs and United Nations agencies including FAO, IFAD and UNICEF.
58. Based on lessons learned, WFP will facilitate the meaningful participation of women in achieving this outcome, to promote their empowerment and advance food security in targeted communities. Gender equality will be integrated throughout implementation of the 3PA, with attention to the

equitable and empowering engagement of women and men, the creation of assets that meet the needs and interests of diverse women and men, and equal access, control and ownership.

59. This strategic outcome will contribute to raising the awareness and sensitivity of participants and their communities regarding the sustainable use of water, soil and forest resources to adapt to climate change.³⁹

Focus area

60. This strategic outcome will contribute to resilience-building for communities prone to recurrent natural disasters.

Expected outputs

61. This outcome will be achieved through two outputs:
- The most vulnerable people in communities affected by climate shocks receive food, CBTs or both, and benefit from the assets created to improve their productivity, food security and nutrition and resilience.
 - Targeted food-insecure populations benefit from strengthened capacities of public and private institutions and systems to respond to climate-related shocks and implement sustainable recovery actions.

Key activities

Activity 3: Provide FFA to create assets that strengthen resilience to climate change and other shocks.

62. The following sub-activities will be implemented:
- Provide conditional FFA and livelihood support to food- and nutrition-insecure households through in-kind assistance and CBTs.
 - Strengthen capacities for coordination, advocacy and educational activities that strengthen resilience in disaster-affected communities.

Strategic outcome 4: Smallholder farmers in areas with potential surpluses for diversified nutritious food production have greater access to markets by 2021

63. Strategic outcome 4 focuses on strengthening community-level resilience by supporting the Government's Family Agriculture Programme to Strengthen the Rural Economy through: i) sustainably increasing the production of smallholder farmer households to enhance food and nutrition security and dietary diversification; and ii) enhancing access to markets and inclusion in value chains.
64. Approximately 3,300 smallholder farmers from 25 farmer organizations will be assisted throughout the duration of the CSP. This outcome will target areas with potential or existing surplus production, with the aim of strengthening the sustainability of food systems. The selection criteria for participating farmer organizations will include women's participation in the organizations' boards of directors.
65. Complementing these efforts, an additional 1,625 women smallholder farmers will receive support as part of a United Nations joint programme to strengthen their positions in farmer organizations and communities.
66. WFP will foster South–South cooperation with a focus on improving food security and nutrition through the promotion and use of biofortified maize, beans and sweet potatoes. The initiative will focus on the WFP strategy for strengthening nutrition-sensitive approaches in conservation agriculture. Activities will be designed to be environmentally sustainable, avoiding or mitigating any potential risk to the environment.

³⁹ Committee on World Food Security. Policy Recommendations on Water for Food Security and Nutrition (2015) and on Food Security and Climate Change (2012).

67. WFP will collaborate with smallholder farmer cooperatives or associations, the Ministry of Agriculture, Livestock and Food, the Food Security and Nutrition Secretariat, municipalities, NGOs and other United Nations agencies. Exchanges with other countries will be sought through South–South cooperation.

Focus area

68. This strategic outcome will focus on resilience-building for smallholder farmer organizations to improve the food production and incomes of their members by expanding access to markets.

Expected outputs

69. This outcome will be achieved through two outputs:
- Smallholder organizations with both women and men as board directors receive technical assistance on eco-agriculture and marketing to enhance their resilience and response to shocks.
 - Farmers have opportunities to sell their surplus production of diverse nutritious foods at competitive and fair prices, and have better access to markets.

Key activities

Activity 4: Strengthen the capacities of smallholder organizations in improved production systems that enable smallholder farmers to reach a wider range of markets in an equitable and fair manner; purchase the production surpluses of smallholder farmers; and foster access to institutional markets related to public social programmes.

70. WFP and its partners will develop the capacity of 3,300 members of smallholder farmer associations and assist them through the following sub-activities:
- Improve production, in quantity and quality, using appropriate seeds and agronomic best practices.
 - Improve commercialization – including links to local markets – marketing opportunities, access to credit and reduced production costs, women’s empowerment and gender equality, and awareness of nutrition issues, in collaboration with the Ministry of Agriculture, Livestock and Food, and local municipalities.
 - Strengthen the capacities of smallholder organizations to increase their access to a wider range of markets in an equitable and fair manner, including to institutional markets.
 - Support smallholder organizations in selling surplus production to national social protection programmes and institutions in charge of food distribution, through partnerships with the Ministry of Agriculture, Livestock and Food, the Ministry of Public Health and Social Assistance, and the Ministry of Social Development.

71. The Rome-based agencies will support implementation through technical assistance: FAO will provide technical assistance and training in the field; IFAD will support financial investments and the systematization of processes; and WFP will work with smallholder farmer organizations to strengthen their food security and nutrition, and increase their incomes through the sale of nutritious food surpluses generated through this intervention.

Activity 5: Provide capacity-strengthening to farmer organizations and their members regarding the role of women in the value chain.

72. In line with the joint United Nations programme Accelerating Progress towards the Economic Empowerment of Rural Women, this activity will strengthen the capacities of 1,625 women in agricultural and small livestock production and marketing, management and leadership of smallholder farmer organizations, decision-making on food security, and household and community nutrition.

Strategic outcome 5: Populations in areas affected by socio-economic or natural shocks can satisfy their basic food and nutrition requirements during emergencies

73. This outcome builds on experiences and lessons learned from WFP's support to the Government in responding to disasters over the years, especially following Hurricane Mitch in 1998. Natural events, especially the slow-onset ones such as droughts and prolonged dry seasons that have affected the Dry Corridor for the past four years, are becoming increasingly recurrent. Planning for this outcome is based on analysis of historical trends in shocks, and WFP responses, and prioritizes the use of CBTs. The outcome builds on previous regional PRROs and their evaluations and reviews, and serves as a contingency arrangement for WFP-supported emergency responses when requirements are beyond the Government's capacity to respond.
74. Following such events, WFP will continue to support government efforts to provide conditional or unconditional food assistance to affected households, and conditional assistance during initial recovery. WFP will gradually link its interventions under this outcome with those implemented under strategic outcome 2 to strengthen the national social protection system and increase resilience to shocks.
75. WFP will analyse emergency situations taking into account historical trends to inform the planning of responses to new crises, in cooperation with the National Coordination Committee for Disaster Risk Reduction, the National Institute of Seismology, Volcanology, Meteorology and Hydrology, the Ministry of Agriculture, Livestock and Food, and the Food Security and Nutrition Secretariat.
76. This outcome will support poor people living in areas prone to recurrent sudden natural disasters such as floods, hurricanes, landslides and earthquakes, and slow-onset disasters such as droughts and prolonged dry seasons. It will improve communities' capacities to overcome shocks and satisfy basic food and nutrition needs during emergencies. The impacts of climate change affect women, men, boys and girls differently, often exacerbating gender inequalities. WFP will take into account the essential role of women and girls in ensuring household food security and nutrition, and the discrimination they face in access to, control over and consumption of food.⁴⁰
77. Lessons learned and recommendations from the 2016 study on shock-responsive social protection in Guatemala, which focused on resilience, will be used to orient the CSP's operational plans. Emphasis will be given to strengthening the capacities of government counterparts in assessing needs and coordinating food assistance during emergencies.

Focus area

78. This strategic outcome will support crisis response to protect and restore the food security and nutrition status of targeted populations affected by shocks.

Expected outputs

79. This outcome will be achieved through three outputs:
- Targeted populations affected by a sudden emergency receive food assistance to avoid deterioration of their food security during the emergency.
 - Targeted populations affected by a slow-onset emergency receive conditional food assistance and create assets to avoid deterioration of their food security during the emergency.
 - Vulnerable communities receive technical assistance to increase capacity for early recovery.

⁴⁰ WFP. 2017. Climate Change Policy.

Key activities

Activity 6: Provide food assistance to vulnerable populations in emergencies.

80. To implement this activity, WFP and its partners will provide unconditional or conditional food assistance to disaster-affected households through food transfers, CBTs or a mix of transfer modalities using a nutrition-sensitive approach.
81. WFP will support the National Coordination Committee for Disaster Risk Reduction, the Ministry of Agriculture, Livestock and Food, and the Food Security and Nutrition Secretariat in conducting emergency food security assessments. WFP will facilitate South–South cooperation to provide the Government with technical assistance in collecting, standardizing and analysing information, and conducting the monitoring and evaluation of emergency responses. Gender analysis will be integrated into all assessments.

3.3 Transition and exit strategies

82. Activities for each strategic outcome will be implemented directly with government institutions, NGO partners and United Nations agencies.
83. Strategic outcome 2 will facilitate a gradual shift from traditional project implementation to full government ownership. The competences of WFP’s senior staff and activity managers will be enhanced to manage the transition.
84. The sustainability of CSP implementation will be ensured through:
 - strategic alliances and coordination with local initiatives and actors;
 - maintenance plans for the assets created, prepared jointly with local authorities – when WFP’s direct support ends, additional technical support for two years is planned to ensure sustainability; WFP will endeavour to use low-cost technologies and local materials;
 - ensuring gender equality by promoting women’s leadership in community organizations;
 - the timely provision of food assistance, non-food items, training and technical assistance; and
 - working in clusters of neighbouring households – concentrated action – to facilitate the efficient use of resources and disseminate lessons learned and good practices.

4. Implementation arrangements

4.1 Beneficiary analysis

85. WFP will concentrate its activities in ~~three~~**four** departments that are highly vulnerable to food insecurity. This will ensure the most efficient use of technical and financial resources to achieve the strategic outcomes, monitor activities, facilitate the replication of good practices in neighbouring communities, and foster sustainability. Geographical targeting will be based on stunting rates, poverty levels, gender equality, women’s participation in the identification of activities, access to basic social infrastructure, level of exposure to natural shocks, prevalence of food insecurity, location of communities in selected watersheds, degradation of natural resources, vulnerability to climate change, and livelihood characteristics.
86. WFP will take into account government priorities in providing support to departments where the prevalence of stunting is higher than the national average of 50 percent: Alta Verapaz, **Baja Verapaz**, Chiquimula, Huehuetenango, Quiché, San Marcos, Sololá and Totonicapán. Targeting will also consider the presence of marginalized indigenous population groups without sustainable livelihoods. WFP will therefore concentrate its activities in the departments of Alta Verapaz, **Baja Verapaz**, Chimaltenango and Sololá. Capacity strengthening that emphasizes gender equality will be provided nationwide.
87. In 2017 and 2018, WFP will support resilience-building interventions in prioritized departments of the Dry Corridor with high recurrence of prolonged dry seasons, poor rainfall distribution, overexploited forest resources and degraded lands.

88. Municipalities will be selected with counterparts during elaboration of the annual CSP operational plan, taking into account the presence of other actors providing food assistance. WFP will articulate its interventions in each geographical area by integrating strategic outcomes 1, 3 and 4.
89. Government institutions, local authorities, community leaders and other United Nations agencies will be involved in beneficiary selection for each intervention; gender will be mainstreamed into all aspects of analyses.
90. *Strategic outcome 1:* In addition to providing SNFs to 33,000 children aged 6–23 months, WFP will provide BCC in the form of individual capacity strengthening for 3,600 “lead mothers” to ensure the nutritional adequacy of the diets of the targeted population. An estimated 34,560 women and men will attend local awareness-raising sessions conducted by lead mothers.⁴¹
91. *Strategic outcome 2:* The numbers of people benefiting from WFP’s technical assistance, advocacy, and support to policies, systems and national programmes under strategic outcomes 2, and 3 will be estimated on completion of the activity based on WFP’s country capacity strengthening framework and toolkit.
92. *Strategic outcome 3:* FFA activities will reach participants and their families – 90,000 people – and an estimated 33,750 additional community members, who will benefit from the assets, knowledge and capacity created.
93. *Strategic outcome 4:* Training will be provided to 3,300 smallholder farmers, while benefits from the adoption of good nutrition practices will reach 13,200 of their family members. Individual capacity strengthening will empower 1,625 women, who are expected to transmit these skills to 8,125 people in their communities.
94. *Strategic outcome 5:* Conditional and unconditional food assistance will be provided to 520,000 people, with an additional 600,000 community members benefiting from the assets created, based on actual shocks and resulting needs.
95. Beneficiary registration will rely on information management tools such as WFP’s corporate digital beneficiary and transfer management system (SCOPE), complemented by government beneficiary registries. Transfers for strategic outcomes 1, 3, and 5 will be based on the needs of an average household of five members.

Strategic outcome	Activity	Women	Men	Total
1	1. Provide SNFs to children aged 6–23 months and BCC to women and men to ensure that the diet of the targeted population provides adequate nutrients – food, vouchers	39 660	37 340	77 000
3	3. Provide FFA to create assets that strengthen resilience to climate change and other shocks – food, CBTs	45 810	44 190	90 000
5	6. Provide food assistance to vulnerable populations in emergencies – food, CBTs or mix of both	264 680	255 320	520 000
Total		350 150	336 850	687 000

* Sex- and age-disaggregated data can be provided on request. All data collected during CSP implementation will be disaggregated by sex and age.

⁴¹ Although this action focuses on “lead mothers”, it will shift discriminatory gender roles in nutrition. Gender stereotypes and discriminatory actions against women will be avoided.

4.2 Transfers

Food and CBTs

96. Transfer modalities will be selected based on context and assessments. WFP will continue assessing the relevance and impact of CBTs, taking into account findings from gender analysis. When feasible, WFP will leverage government platforms and modalities, especially with the Ministry of Social Development and the Ministry of Agriculture, Livestock and Food.
97. Based on assessments, CBTs will be prioritized because they have proved to be the most cost-efficient and effective way of ensuring households' access to a nutritious and diversified diet in Guatemala. CBTs rather than in-kind assistance are preferred by – and empowering for – both women and men. Distributions of in-kind food assistance will mainly be limited to emergency responses when food availability in markets is affected by the shock.
98. To support the Ministry of Agriculture, Livestock and Food, in collaboration with FAO, WFP will provide capacity development and technical assistance to smallholder farmers and their organizations to diversify production. In addition to strengthening smallholders' production of biofortified crops and nutritious foods for their own consumption and sale, WFP will also support smallholders' integration into markets to facilitate local purchases and enhance the nutrition sensitivity of its interventions.
99. WFP will consolidate and scale up successful nutrition-sensitive responses that consider food security, dietary diversity, protection needs, local government priorities and partner capacities.

TABLE 2: FOOD RATIONS (g/person/day) AND CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

	Strategic outcome 1	Strategic outcome 3		Strategic outcome 5	
	Activity 1	Activity 3		Activity 6	
Beneficiary type	Children aged 6–23 months	Family members		Food-insecure households	
Modality	CBTs and food	Food	CBTs	Food	CBTs
Cereals	-	400 g	-	400 g	-
Pulses	-	80 g	-	60 g	-
Oil	-	30 g	-	25 g	-
SuperCereal	-	30 g	-	60 g	-
SuperCereal Plus	66.6 g	-	-	-	-
Micronutrient powder	-	-	-	-	-
Total kcal/day	264	2 112	-	2 111	-
% kcal from protein	16	11.6	-	9.8	-
Cash (USD/person/day)	0.15	0.5	0.5	-	0.5
Number of feeding days*	365	100	-	60	90

* For planning purposes only – the duration of assistance will be based on assessed needs.

TABLE 3: TOTAL FOOD/CBT REQUIREMENTS AND VALUE		
Food type/CBTs	Total (mt)	Total (USD)
Cereals	3 699	1 694 035
Pulses	615	742 530
Oil and fats	246	346 986
Mixed and blended foods	2 673	4 226 356
Other	-	-
Total (food)	7 233	7 009 907
CBT	-	29 583 303
Total (food and CBT)	7 233	36 593 210

Capacity strengthening including South–South cooperation

100. Guatemala seeks to be involved in inclusive and effective international and regional cooperation, not only as a recipient but also as a provider of knowledge and best practices.
101. Guatemala promotes the objectives of unity and integration in Central and South America, and with Mexico. Its partners in this are Argentina, Chile, Colombia, El Salvador, Honduras and Mexico.
102. Guatemala leads the regional committee for implementation of the Central America Integration System’s Integrated Food Security Phase Classification.
103. At the national and regional levels, WFP will facilitate the sharing of experiences, knowledge, skills and best practices in ending hunger and improving food security and nutrition. WFP will engage with the private sector to strengthen capacities on gender equality and promote innovation in building an evidence base for reaching zero hunger.

4.3 Supply chain

104. Partnerships with local financial institutions will be strengthened to improve the efficiency and effectiveness of the CBT platform so that it can eventually provide additional services to partners and the Government.
105. WFP will leverage its logistics capacity in distributing in-kind food assistance during the immediate response to an emergency and in supplying non-food items to support resilience building. Its role in emergency coordination groups such as the United Nations Emergency Team and the Humanitarian Network, and its participation in the logistics cluster will allow WFP to coordinate humanitarian actors more effectively in emergencies. Emergency preparedness workshops that increase knowledge and links among all humanitarian actors will also result in more coordinated emergency response.
106. WFP will prioritize local procurement of food, linking smallholder farmers to large national retailers as the main buyers of staple foods such as maize and beans. Analyses of input suppliers, smallholder farmers, government institutions and counterparts may be carried out to map, analyse and diagnose the supply chains and help improve supply chain processes. This will enhance smallholders’ efficiency and competitiveness, and establish better links to markets.

4.4 Country office capacity and profile

107. The implementation of new, integrated initiatives in the context of this CSP requires a review of the country office structure and staff profile to ensure capacity for timely and appropriate response to government requests for assistance.
108. The country office will continue investing in staff learning and capacity to ensure that the team is fully equipped to implement the CSP. Training will focus on knowledge management, climate change adaptation, resilience, social protection, rural development, disaster risk reduction, soil and water management, collection of food production and yield data, food market assessments,

and supply chains. Gender will be mainstreamed in all knowledge management and capacity-building initiatives. WFP is able to provide logistics services to other humanitarian actors to improve overall humanitarian response. This support may include gap analysis or activation of the logistics cluster to reinforce national capacities when necessary.

4.5 Partnerships

109. WFP will establish and maintain communications with all national institutions, national and international NGOs, United Nations agencies including FAO and IFAD, the private sector, academia and civil society actors involved in CSP implementation.
110. For cross-cutting issues, WFP will establish special coordination arrangements with UN-Women. It will also reinforce its partnerships with UNICEF and WHO to build synergies for stunting reduction.
111. Gender is a cross-cutting issue in all WFP actions in Guatemala. There are funding opportunities in the following actions:
 - work with United Nations agencies such as the International Labour Organization (ILO), UNFPA, UNICEF and UN-Women to support gender equality and opportunities for decent work throughout WFP's interventions;
 - development of a value proposition and awareness-raising materials on gender equality; and
 - sharing of lessons learned with traditional donors and the private sector on gender equality pilot projects in Guatemala, and seeking additional funding to ensure continuity in the Accelerating Progress towards the Economic Empowerment of Rural Women intervention.

Key stakeholders

112. WFP's main partner in Guatemala is the Government. WFP will continue to coordinate policy and operational issues with the Presidential Commission for the Reduction of Chronic Malnutrition; the Food Security and Nutrition Secretariat; the ministries of agriculture, livestock and food, public health and social assistance, and social development; and the National Coordination Committee for Disaster Risk Reduction.
113. WFP will expand its cooperation with the other Rome-based agencies and build on lessons learned from the pilot experience outlined in the document on "Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda".⁴²
114. To achieve the strategic objectives of its CSP, WFP will strengthen its partnerships with: i) the Government; ii) donor governments; iii) United Nations agencies; iv) international organizations; v) civil society actors and local NGOs; vi) academia; and vii) the private sector.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

115. The country office will adjust its monitoring, review and evaluation plans to make them gender-responsive, and will integrate gender into all monitoring processes. In monitoring WFP's contributions towards SDG 17, WFP will assess the strengthened capacities of local and national partners.
116. WFP and the United Nations country team will track national SDG indicators in support of the Government's SDG monitoring.
117. In coordination with government entities, WFP will continue to undertake field visits, carry out surveys, compile reports and implement joint monitoring mechanisms.
118. A team of field monitors using mobile data collection technologies will routinely capture output, process and outcome data. Household surveys and focus group discussions will assess the effectiveness of gender, protection, capacity-strengthening and partnership approaches.

⁴² WFP/EB.2/2016/4-D/Rev.1

Progress towards annual targets will be included in reports for donors and the Government, and contrasted with baseline values. The data collected will be complemented with qualitative information such as reviews, video recordings, infographics and photographs.

119. Solid beneficiary complaint and feedback mechanisms and other participatory approaches will ensure compliance with WFP's strategy for accountability to affected populations.
120. WFP's web-based platforms – the country office tool for managing effectively (COMET), the Logistics Execution Support System (LESS) and SCOPE – will be instrumental in tracking and registering CBTs, food and non-food items, and disaggregating beneficiary data by sex and age.
121. The CSP will undergo an independent country portfolio evaluation managed by WFP's Office of Evaluation in 2020, which will help to ensure accountability for performance and results in WFP's country portfolio, and inform future programming, focusing on findings related to gender. The country portfolio evaluation will be complemented by a decentralized evaluation of nutrition-sensitive interventions, which will be commissioned by the country office in 2019; resources have been budgeted for this purpose. The results of these evaluations, at least one programmatic review and the documentation of good practices will be widely disseminated.

5.2 Risk management

Contextual risks

122. Given its geographical position, the Atlantic and Pacific oceans influence Guatemala's climate. The country is exposed to numerous recurrent natural events such as floods, landslides, droughts, long dry periods, forest fires, earthquakes, epidemics and crop diseases such as coffee rust. It has also witnessed social and economic shocks such as political instability and high food prices.
123. There are significant concerns related to organized crime throughout Guatemala involving weapons, drugs, human trafficking and smuggling. WFP cannot mitigate this risk.

Programmatic risks

124. The Government is still facing challenges in ensuring sufficient transparency and accountability to strengthen trust in government. To achieve its strategic outcomes, WFP will develop a strong resource mobilization strategy that broadens its donor base and increases support from local governments. WFP will also participate in United Nations joint proposals.
125. Given the country's insecurity, frequent disrespect for women's human rights and cultural norms that reinforce male dominance, WFP will advocate for gender equality and the prevention of gender-based violence in rural and urban areas through training and sensitization of men and women.
126. Country office staff may have insufficient skills to implement the shift from direct implementation to capacity strengthening and integration of WFP's activities into government programmes. WFP will mitigate this risk by strengthening staff capacity and relying on support from Headquarters and the regional bureau.

Institutional risks

127. Changes in the cooperation policies of donors may affect the implementation of interventions in the country. Large-scale natural disasters can shift priorities to areas that were not considered in the original CSP. The 2017 report of the United Nations Department of Safety and Security (UNDSS) indicates that insecurity is moderate to high in Guatemala. To reduce risks and ensure staff safety, WFP will collaborate with UNDSS through compliance with minimum operating security standards and strict adherence to security protocols.

6. Resources for results

6.1 Country portfolio budget

	Year 1	Year 2	Year 3	Year 4	Total
	2018	2019	2020	2021	
Strategic outcome 1	2 419 822	2 515 531	2 536 013	2 523 872	9 995 238
Strategic outcome 2	985 202	1 009 546	988 319	1 020 238	4 003 306
Strategic outcome 3	4 809 791	5 091 461	5 184 266	4 906 312	19 991 830
Strategic outcome 4	922 636	873 754	865 643	835 601	3 497 634
Strategic outcome 5	7 433 416	7 516 865	7 554 839	7 483 176	29 988 297
Total	16 570 868	17 007 157	17 129 080	16 769 199	67 476 305

6.2 Resourcing outlook

128. Although official development assistance is expected to decrease during the course of this CSP, significant resources are being channelled to poverty reduction, disaster response and resilience in Guatemala. During formulation of the national strategic review and the CSP, a number of resourcing opportunities were identified. The cost of the CSP portfolio is in line with resource levels of recent years.
129. The resourcing forecast for the CSP (2018–2021) is realistic and based on the long-term support that the country office has received from the Government, traditional donors and United Nations funds. The four-year budget of the CSP is USD 67.5 million. In line with WFP's commitment to gender equality, at least 15 percent of funding will be devoted to achieving this goal.

6.3 Resource mobilization strategy

130. The country office has prepared a comprehensive resource mobilization strategy identifying opportunities for partnerships and resource support for each strategic outcome. The country office will advocate for long-term and flexible funding arrangements with the Government, national donors, United Nations and climate change funds, and the private sector.

ANNEX I

LOGICAL FRAMEWORK FOR GUATEMALA COUNTRY STRATEGIC PLAN (JANUARY 2018-DECEMBER 2021)

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 5: Population in areas affected by socio-economic or natural shocks can satisfy their basic food and nutrition requirements during emergencies.

Outcome category: nutrition-sensitive
 Maintained/enhanced individual and household access to adequate food
 Focus area: crisis response

Assumptions:

Sufficient funding is available to cover commitments with the Government and target beneficiaries.

Outcome indicators

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

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (percentage of households using coping strategies)

Minimum dietary diversity – women

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

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

Activities and outputs

6. Provide food assistance to vulnerable populations in emergencies. (Unconditional resource transfers to support access to food)

Targeted populations affected by a slow-onset emergency receive conditional food assistance and create assets to avoid deterioration of their food security during the emergency. (A: Resources transferred)

Targeted populations affected by a slow-onset emergency receive conditional food assistance and create assets to avoid deterioration of their food security during the emergency. (D: Assets created)

Targeted populations affected by a sudden emergency receive food assistance to avoid deterioration of their food security during the emergency. (A: Resources transferred)

Vulnerable communities receive technical assistance in order to increase capacity for early recovery. (C: Capacity development and technical support provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 1: Children under 2 in prioritized areas with elevated stunting rates have reduced stunting prevalence by 2021.

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

Focus area: root causes

Assumptions:

Sufficient funding is available to cover commitments with the Government and target beneficiaries.

Government counterparts continue provision of basic health services and distribution of specialized nutritious foods to children and pregnant and lactating women.

Outcome indicators

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**1. Provide SNFs to children aged 6–23 months and BCC to women and men to ensure that the diet of the targeted population provides adequate nutrients. (Malnutrition prevention activities)**

Vulnerable children under 2 years of age receive SNFs and other fortified foods through social safety nets and markets, in order to improve their nutritional status. (A: Resources transferred)

Vulnerable children under 2 years of age receive SNFs and other fortified foods through social safety nets and markets, in order to improve their nutritional status. (B: Nutritious foods provided)

Vulnerable families, including children and PLW/G, are exposed to nutrition communication in order to change harmful behaviours and improve the quality of their diet. (C: Capacity development and technical support provided)

Vulnerable families, including children and PLW/G, are exposed to nutrition communication in order to change harmful behaviours and improve the quality of their diet. (E: Advocacy and education provided)

Strategic Objective 3: Achieve food security**Strategic Result 3: Smallholders have improved food security and nutrition**

Strategic outcome 3: Food-insecure communities and individuals in areas affected by climate-related shocks are able to address the impacts of these events on their food security and nutrition, as well as adapt to climate change and build resilience by 2021.

Outcome category: nutrition-sensitive
 Increased smallholder production and sales

Focus area:
 resilience-building

Assumptions:

Sufficient funding is available to cover commitments with the Government and target beneficiaries.

Outcome indicators

Consumption-based coping strategy index (average)

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (percentage of households using coping strategies)

Minimum dietary diversity – women

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

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

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

Proportion of the population in targeted communities reporting environmental benefits

Activities and outputs

3. Provide FFA to create assets that strengthen resilience to climate change and other shocks (Asset creation and livelihood support activities)

Targeted food-insecure populations benefit from strengthened capacities of public and private institutions and systems to respond to climate-related shocks and implement sustainable recovery actions. (C: Capacity development and technical support provided)

The most vulnerable people in communities affected by climatic shocks receive food, CBTs or both, and benefit from the assets created to improve their productivity, food security and nutrition and resilience. (A: Resources transferred)

The most vulnerable people of communities affected by climatic shocks receive food, CBTs or both, and benefit from the assets created to improve their productivity, food security and nutrition and resilience. (D: Assets created)

Strategic Result 4: Food systems are sustainable

Strategic outcome 4: Smallholder farmers in areas with potential surpluses for diversified nutritious food production have greater access to markets by 2021.

Outcome category: nutrition-sensitive
 Supported inclusive commercial food system functions and services
 Focus area: resilience-building

Assumptions:

Sufficient funding is available to cover commitments with the Government and target beneficiaries.

Outcome indicators

Zero hunger capacity scorecard

Activities and outputs

4. Strengthen the capacities of smallholder organizations in improved production systems that enable smallholder farmers to reach a wider range of markets in an equitable and fair manner; purchase production surpluses of smallholder farmers; and foster access to institutional markets related to public social programmes. (Smallholder agricultural market support activities)

Farmers have opportunities to sell their surplus production of diverse nutritious foods at competitive and fair prices, and have better access to markets. (K: Partnerships supported)

Smallholder organizations with both women and men as board directors receive technical assistance on eco-agriculture and marketing to enhance their resilience and response to shocks. (C: Capacity development and technical support provided)

5. Provide capacity-strengthening to farmer organizations and their members regarding the role of women in the value chain. (Individual capacity-strengthening activities)

Smallholder organizations with both women and men as board directors receive technical assistance on eco-agriculture and marketing to enhance their resilience and response to shocks. (C: Capacity development and technical support provided)

Smallholder organizations with both women and men as board directors receive technical assistance on eco-agriculture and marketing to enhance their resilience and response to shocks. (E: Advocacy and education provided)

Smallholder organizations with both women and men as board directors, receive technical assistance on eco-agriculture and marketing in order to become better equipped and resilient to shocks. (G: Linkages to financial resources and insurance services facilitated)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs

Strategic outcome 2: National institutions and programmes, including social protection systems, are enabled to reduce food insecurity and malnutrition in all its forms, including in post-crisis situations, by 2021

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

Focus area: resilience-building

Assumptions:

Sufficient funding is available to cover commitments with the Government and target beneficiaries
Rotation of government staff

Outcome indicators

Zero hunger capacity scorecard

Activities and outputs

2. Strengthen government capacities in reducing and preventing all forms of malnutrition and in gender equality, emergency preparedness and response, and policy planning. (Institutional capacity strengthening activities)

Disaster-prone areas benefit from strengthened emergency preparedness and response capacities in the institutions responsible for disaster risk management and social protection, to increase communities' resilience to shocks. (M: National coordination mechanisms supported)

Vulnerable communities benefit from enhanced policies, strategies, programmes and systems that address the factors underlying food and nutrition insecurity. (C: Capacity development and technical support provided)

Vulnerable communities benefit from enhanced policies, strategies, programmes and systems that address the factors underlying food and nutrition insecurity. (I: Policy engagement strategies developed/implemented)

Vulnerable communities benefit from enhanced policies, strategies, programmes and systems that address the factors underlying food and nutrition insecurity. (J: Policy reform identified/advocated)

Strategic 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.2.1: Proportion of targeted people accessing assistance without protection challenges

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 2, SDG target 2.2	Strategic Result 5, SDG target 17.9	Strategic Result 3, SDG target 2.3	Strategic Result 4, SDG target 2.4	Strategic Result 1, SDG target 2.1	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Transfers	7 465 852	2 747 478	14 179 930	2 202 921	23 112 320	49 708 501
Implementation	676 558	514 145	2 104 634	647 172	1 318 913	5 261 421
Adjusted direct support costs	1 198 934	479 785	2 399 390	418 724	3 595 212	8 092 045
Subtotal	9 341 344	3 741 407	18 683 953	3 268 817	28 026 446	63 061 967
Indirect support costs (7.0 percent)	653 894	261 898	1 307 877	228 817	1 961 851	4 414 338
Total	9 995 238	4 003 306	19 991 830	3 497 634	29 988 297	67 476 305

Acronyms used in the document

3PA	three-pronged approach
BCC	behavioural change communication
CBPP	community-based participatory planning
CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
LESS	Logistics Execution Support System
NGO	non-governmental organization
PLW/G	pregnant and lactating women and girls
PRRO	protracted relief and recovery operation
SCOPE	System for Cash Operations
SDG	Sustainable Development Goal
SNF	specialized nutritious foods
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAM	vulnerability analysis and mapping
WHO	World Health Organization