



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

## Executive Board

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## Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Guatemala (2021–2025)

### Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of WFP's country strategic plan (CSP) for Guatemala for 2021–2025. The CSP was originally planned to cover the period 2021–2024 but was extended by one year to align with the term of the United Nations sustainable development cooperation framework and the Government of Guatemala's administration cycles. The evaluation served both accountability and learning purposes and has informed the design of the next country strategic plan for Guatemala.

The evaluation resulted in five recommendations, of which two are strategic and three operational. This management response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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### Focal point:

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Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Implementation status
<b>Priority: High</b> <b>Deadline: February 2026</b> <b>Recommendation 1:</b> <b>Strengthen the coherence and effectiveness of the CSP by defining a strategy for combining the strengthening of national and local institutional capacities with interventions at the local level.</b>	Country office (regional office, headquarters in Rome)	Agreed				
1.1 Ensure a geographic and thematic focus that favours internal coherence, effectiveness and efficiency.		Agreed	1. The country office is implementing the recommendation by articulating a strategy that combines efforts to strengthen national and local institutional capacities with targeted local interventions. <ul style="list-style-type: none"> <li>- The activities under all CSP outcomes are co-located in five geographically prioritized areas identified as most vulnerable to malnutrition, food insecurity, poverty and climate events.</li> <li>- Within each area, WFP has co-developed capacity-strengthening plans with local authorities. The plans are coordinated with the national Government to ensure alignment with national priorities, harmonized monitoring and scalable, resilient solutions.</li> </ul>	Country office programme unit (field staff)	February 2026	Ongoing

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1.2 Strengthen the use of lessons learned in informing national programming by systematizing local experiences.		Agreed	2. The country office is strengthening the learning feedback loop by systematizing local experiences so that they can be used to inform national programming.  WFP is consolidating lessons from monitoring and evaluation initiatives in the five priority areas where CSP activities are co-located, pairing targeted capacity development at the national and subnational levels with community-level implementation and using evidence generation initiatives, including a national food security assessment and a recent Fill the Nutrient Gap analysis, both led by WFP in coordination with the Government, to directly inform government targeting, programme design and policy adjustments, thereby enabling the scale-up of successful local approaches to the national level.	Country office programme unit (country office research, assessment and monitoring unit (RAM))	October 2025	Completed
1.3 Consider conceptualizing service provision as an intervention modality for achieving food security and nutrition outcomes, rather than a separate outcome, in order to show its strategic significance.		Agreed	3. The country office has implemented this sub-recommendation and incorporated it into the new CSP by repositioning government service provision as a core intervention modality for achieving food security and nutrition outcomes rather than treating it as a standalone result.	Country office programme unit (country office support)	October 2025	Completed

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			The new CSP integrates the potential for service delivery within all outcomes. That integration opens strategic connections; aligns financing, monitoring and capacity-strengthening support to enable subnational government bodies to deliver resilient, nutrition-sensitive services; and ensures that these service-oriented interventions are tracked and scaled up using harmonized indicators and national coordination mechanisms.			
<b>Priority: High</b> <b>Deadline: February 2026</b> <b>Recommendation 2: In dialogue with national counterparts, define a strategy for ensuring that improvements in procurement and distribution processes are sustained through capacity strengthening for relevant institutions.</b>	Country office (regional office, headquarters in Rome)	Agreed				

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2.1 Conduct an analysis of WFP's service provision in terms of transaction costs and added value in order to remain competitive and to strengthen WFP's position as a preferred partner in procurement services.		Agreed	<p>1. The country office is engaging with national counterparts to define a sustainability strategy for improved procurement and distribution processes that combines targeted capacity strengthening in relevant institutions with phased handover and institutionalization measures.</p> <ul style="list-style-type: none"> <li>- WFP has completed a preliminary review of its service provision model and transaction costs and will develop a formal competitiveness analysis that quantifies WFP's added value in 2026 and identifies efficiency opportunities; the analysis will be presented to the Government.</li> <li>- The country office proposes to carry out the full analysis and complementary capacity-building activities in 2026 to secure government buy-in and to position WFP as a preferred partner for procurement and social protection support services.</li> <li>- This exercise includes an analysis of government procurement processes as outlined in the national law on purchases and contracts. The goal is to understand the differences between the procurement maturity assessment and government procedures and to define a working approach with the Government.</li> </ul>	Country office programme unit (country office supply chain unit (SC))	February 2026	Ongoing

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2.2 Conduct a risk analysis of WFP's involvement in service provision-related targeting, distribution and post-distribution monitoring and define the acceptable level of risk for WFP before signing agreements.		Agreed	<p>2. The country office assurance plan has addressed most of these recommended risk management measures.</p> <ul style="list-style-type: none"> <li>- To date, through its service provision initiatives, the country office has advocated with the Government for the adoption of WFP's targeting recommendations and provided technical assistance to strengthen monitoring and evaluation and related safeguards while respecting government contracts and their institutional interests.</li> <li>- Under the new CSP, the country office will expand support for the Government's humanitarian assistance programmes, taking a more holistic approach that uses service provision as a principal modality complemented by broader capacity-strengthening and technical assistance to reinforce targeting and monitoring.</li> </ul>	Country office programme unit (country office RAM, SC)	February 2026	Ongoing
<b>Priority: Medium</b> <b>Deadline: June 2026</b> <b>Recommendation 3:</b> <b>Strengthen the capacity of WFP and its partners at the local level.</b>	Country office (regional office, headquarters in Rome)	Agreed				

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<p>3.1 Continue to implement and reinforce the training process for WFP field staff and cooperating partners and monitor performance systematically, including with regard to gender, inclusion and cultural appropriateness.</p>		Agreed	<p>1. WFP has continued to strengthen its approach to building the capacities of field staff and cooperating partners through structured onboarding and targeted learning sessions.</p> <ul style="list-style-type: none"> <li>- Onboarding for cooperating partners covers key topics such as gender equality, protection, accountability to affected people, community feedback mechanisms and protection from sexual exploitation, abuse and harassment.</li> <li>- Additional workshops for WFP personnel and cooperating partner staff reinforce knowledge of gender, inclusion and cultural appropriateness and cover corporate policies and practical guidance for integrating this knowledge into operations.</li> <li>- These efforts are complemented by support for cooperating partners in order to enhance their own policies on gender, protection and inclusion, as well as training on community feedback mechanisms.</li> <li>- Safeguards are embedded throughout implementation. Each field-level agreement is screened for social, environmental and cultural risks to ensure respect for local customs and the protection of human rights.</li> </ul>	Country office programme unit (country office gender, protection and inclusion unit (PSA), RAM)	October 2025	Completed

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			<ul style="list-style-type: none"> <li>- Risk mitigation measures include culturally sensitive approaches and mechanisms designed to uphold the dignity and rights of affected people.</li> <li>- Progress and compliance are reviewed through continuous engagement with partners, monthly technical reports and periodic participatory coordination sessions with cooperating partners and field staff. Follow-up actions are informed by annual partner evaluations and risk-based spot checks.</li> <li>- WFP field staff have also had the opportunity to attend coaching sessions with human resources staff from WFP's Latin America and the Caribbean Regional Office.</li> <li>- All these combined efforts ensure systematic monitoring of performance and continuous improvement in alignment with WFP's corporate standards and its principles of inclusion and respect.</li> </ul>			



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3.2 Establish formal collaboration with municipalities through memorandums of understanding that clarify roles and responsibilities in alignment with national policies and in coordination with the Secretariat of Planning and Programming of the Presidency.		Agreed	2. The country office has not yet signed formal memorandums of understanding with municipalities, but where applicable and necessary it has agreed joint workplans that clarify roles, responsibilities and resource commitments and are aligned with national policies and planning processes.	Country office programme unit (WFP local political advisory team)	November 2025	Completed
			3. WFP's local political advisory team is actively working with government counterparts, including the Guatemalan Secretariat for Planning and Programming of the Presidency, to develop a template for memorandums of understanding and other agreements that meets municipal, national and WFP requirements.	Country office programme unit (WFP local political advisory team)	June 2026	Ongoing
3.3 Strengthen local capacity to face crises through training in anticipatory planning, the development of local response protocols and the provision of digital tools that allow efficient risk management.		Agreed	4. The country office has strengthened local capacities for crisis preparedness by providing targeted anticipatory action, emergency preparedness and shock-responsive social protection training and conducting an anticipatory action and shock-responsive social protection simulation exercise in collaboration with the Ministry of Social Development and the National Coordinator for Disaster Reduction. The country office has also facilitated multiple regional exchanges to share best practices and is providing technical assistance to government teams developing and refining national anticipatory action plans and local	Country office programme unit	November 2025	Completed

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			response protocols, while supporting the roll-out of digital risk management tools and technologies such as climate sensors and dashboards to improve early warning, decision-making and rapid response at the subnational level.			
			5. The country office is also procuring critical preparedness and response equipment such as mobile storage units.	Country office programme unit (country office SC)	November 2025	Completed
<b>Priority: High</b> <b>Deadline: June 2026</b> <b>Recommendation 4: Maintain and reinforce a culturally appropriate and inclusive approach to CSP implementation.</b>	Country office (regional office, headquarters in Rome)	Agreed				

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4.1 Strengthen the participation of Indigenous leaders in the design and implementation of interventions to ensure the cultural appropriateness of WFP activities.		Agreed	1. The country office continues to maintain and reinforce a culturally appropriate and inclusive approach to CSP implementation by strengthening free, prior and informed consent through the systematic participation of Indigenous leaders and representative organizations in the design, adaptation and roll-out of interventions; this includes regular community consultations and culturally sensitive dialogue processes, the incorporation of Indigenous priorities and traditional practices into CSP activities, the use of local languages and gender-balanced engagement, targeted capacity-building for community authorities and culturally appropriate monitoring and grievance mechanisms to ensure that activities respect local customs and respond to community feedback.	Country office programme unit (country office PSA, RAM, and communications unit (COMS))	November 2025	Completed

Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Implementation status
4.2 Promote the participation of persons with disabilities in CSP activities by ensuring access for all and by ensuring reasonable accommodation and accessible infrastructure for all staff in accordance with WFP's commitment to the implementation of the United Nations Disability Inclusion Strategy.		Agreed	2. The country office promotes the participation of people with disabilities through inclusive implementation practices, reasonable accommodations and accessible materials.	Country office programme unit (country office PSA)	October 2025	Completed
			3. The country office will further strengthen and mainstream these measures in the new CSP, ensuring that infrastructure accessibility, staff guidance and monitoring are aligned with WFP's commitments under the United Nations Disability Inclusion Strategy. This will guarantee that disability inclusion is systematically integrated throughout project design, implementation and reporting.	Country office programme unit (country office PSA, RAM, COMS)	March 2026	Ongoing
4.3 Continue to systematically incorporate data disaggregated by gender, ethnicity, disability and age in monitoring and evaluation systems.		Agreed	4. The country office continues to systematically incorporate data disaggregated by sex, ethnicity, disability and age into its monitoring and evaluation systems and ensures that such data are collected and reported for every stage of all interventions in order to inform adaptive management and equitable programming.	Country office programme unit (country office PSA, RAM, COMS)	October 2025	Completed

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<b>Priority: High</b> <b>Deadline: June 2026</b> <b>Recommendation 5: Further strengthen the implementation of the regional gender policy and strategy, challenge gender stereotypes and encourage shared responsibility for domestic and care-giving tasks in all WFP activities.</b>	Country office (regional office, headquarters in Rome)	Agreed				
5.1 Develop community awareness strategies that promote the acceptance of active female participation in activities traditionally carried out by men in "food for work" interventions, while reducing the workload of women through support services such as childcare and time-saving technologies.		Agreed	1. Although the new CSP does not contain food-for-assets activities, the country office continues to advance the regional gender policy by mainstreaming measures across the remaining assistance modalities. Accordingly, the country office: <ul style="list-style-type: none"> <li>- develops community awareness strategies in order to challenge gender stereotypes (e.g. training through the Gender Action Learning System and Community Empowerment Methodology);</li> <li>- promotes shared responsibility for domestic and care tasks (e.g. through a social behaviour change campaign).;</li> <li>- supports active female participation in traditionally male roles through targeted outreach and the promotion of time-saving technologies;</li> </ul>	Country office programme unit (country office PSA)	November 2025	Completed

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			<ul style="list-style-type: none"> <li>- adapts activity timing and local arrangements to accommodate care responsibilities; and</li> <li>- uses strengthened gender and social inclusion analyses that pay particular attention to the needs of Indigenous and rural women and systematically assess effects on participation, workload and outcomes: the outcome analysis is also included in the framework on accountability for results in the new CSP.</li> </ul>			
5.2 Ensure that all interventions include a thorough analysis of the needs of women, especially Indigenous and rural women, and systematically analyse the effects of interventions on participation, power dynamics and roles within households and communities.		Agreed	2. The country office has completed a general gender analysis, and many of its projects already include detailed gender assessments that address the needs of women – particularly Indigenous and rural women – and examine impacts on participation, power dynamics and household roles.	Country office programme unit (country office PSA, RAM)	October 2025	Completed
			3. The above practice is not yet applied systematically for every intervention. The country office is committed to institutionalizing comprehensive gender analysis in the new CSP through standardized guidance, staff training and monitoring and evaluation requirements so that all interventions include the assessment and monitoring of gender effects and inform adaptive programming.	Country office programme unit (country office PSA, RAM, regional office, headquarters Gender, Inclusion and Protection Unit)	June 2026	Ongoing