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Draft Guatemala country strategic plan (2021–2024)

Duration	1 January 2021–31 December 2024
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Gender and age marker*	3

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

Executive summary

Guatemala is an upper-middle-income country with stable macroeconomic indicators and sustained economic growth. Nonetheless, pervasive poverty, high rates of stunting among children under 5 and socioeconomic and political inequality threaten the food security of the most vulnerable people, particularly women and rural and indigenous people. Guatemala is prone to natural hazards and is one of the countries in the region most affected by climate variability and change. The COVID-19 pandemic has aggravated an already precarious food security and nutrition situation and has had negative effects on the economy, while many people already lived below the poverty line. Loss of income resulting from measures to contain the pandemic severely compromised the ability of many households to buy food, leading to widespread food insecurity. As a result, Guatemala faces serious challenges in achieving Sustainable Development Goal 2 on zero hunger.

WFP's country strategic plan for 2021–2024 is aimed at supporting the Government of Guatemala in achieving sustainable, inclusive and equitable development by investing in resilience building, nutrition-specific and -sensitive programmes and policies as a pathway towards rural transformation and the sustainable development of infrastructure and human capital and by providing technical assistance to facilitate exchanges through South–South and triangular

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cooperation. The country strategic plan is aligned with priorities set out in the Government's national plan for 2020–2024 and its long-term national development strategy, *K'atun: Nuestra Guatemala 2032*. It is focused on providing technical assistance for government social protection and emergency preparedness programmes, promoting transformative approaches such as behaviour change to improve diets and climate change adaptation, and employing a comprehensive approach to building resilience in the most vulnerable communities. Given Guatemala's exposure to natural hazards and the impacts of climate change, WFP will also continue to provide direct food assistance to meet essential needs and ensure that the most vulnerable people have access to nutritious food in the event of shocks.

Aligned with national priorities and the United Nations sustainable development cooperation framework, and informed by consultations with the Government, donors, partners and beneficiaries, the country strategic plan has five strategic outcomes:

- Strategic outcome 1: Crisis-affected populations in Guatemala are able to meet their essential needs during and in the aftermath of crises.
- Strategic outcome 2: Vulnerable populations in targeted areas have access to comprehensive services and programmes that promote healthy diets by 2024.
- Strategic outcome 3: Rural vulnerable populations and local institutions engage in nutrition and gender-sensitive, sustainable and climate-resilient food systems throughout the year.
- Strategic outcome 4: National institutions have strengthened capacities and improve their coordination to manage an integrated social protection system by 2024.
- Strategic outcome 5: National partners have access to efficient services and technical assistance throughout the year.

Under the country strategic plan, WFP plans to continue to engage in activities that were well established under the previous strategic plan, such as emergency preparedness and response and women's empowerment, and to expand new areas of collaboration, including resilience building and strengthening of the national social protection system. Nutrition issues will be addressed primarily through social and behaviour change communication activities to be implemented throughout the country strategic plan. WFP will also provide services to support the Government in achieving zero hunger.

The strategic outcomes will be achieved in collaboration with government institutions, civil society, the private sector, non-governmental organizations and United Nations agencies, particularly the other Rome-based agencies.

Draft decision*

The Board approves Guatemala country strategic plan (2021–2024) (WFP/EB.A/2020/X-X/X) at a total cost to WFP of USD 157,601,501.

* 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. Located in Central America and situated between two seismic fault lines, Guatemala has four active volcanoes. The country occasionally experiences tropical storms and hurricanes and is increasingly exposed to erratic weather: of all the countries in the world, Guatemala was the 16th most affected by climate events between 1999 and 2018¹ and is the eighth most exposed and vulnerable to natural hazards,² resulting in periodic disruption of economic and social development. In 2020, Guatemala suffered the consequences of the Coronavirus disease 2019 (COVID-19) pandemic, which increased poverty and caused widespread food insecurity.
2. Guatemala's population is diverse, with one of the largest indigenous populations in Latin America, comprising 23 indigenous groups. It is also young, with 34.3 percent of its population between 9 and 24 years of age. The country has achieved macroeconomic stability and growth, inflation is stable and annual growth in gross domestic product has averaged 3.4 percent since 2010. Nonetheless, Guatemala ranked 126th in the Human Development Index in 2019.³ Poverty rates and inequality are high and strongly correlated with food insecurity and malnutrition. The poverty rate increased from 51 percent in 2006 to 59.3 percent in 2014,⁴ and Guatemala is one of the most unequal countries in Latin America, with a Gini index of 48.3.⁵ The poverty rate is twice as high in rural as in urban areas, and the extreme poverty rate is three times as high in rural areas, while 79.2 percent of indigenous people live in poverty and 40 percent in extreme poverty.
3. Guatemala faces severe challenges from gender inequality. It ranked 126th of 159 countries on the 2019 Gender Inequality Index.⁶ According to the United Nations Economic Commission for Latin America and the Caribbean, the percentage of women who lack their own incomes is one of the highest in the region at 51 percent,⁷ and women are over-represented in unpaid care and domestic work, exposing them to financial dependence, poverty and violence. Gender equality gaps, especially for indigenous women, are accentuated by unequal access to land, lack of economic and social resources, and low representation in government decision making forums.
4. Levels of violence are very high in Guatemala. Violent death and injury, street robbery and extortion are frequent and affect all social classes. In 2019, more than 300 people were murdered while travelling on public transport, and so far in 2020 there have been about 51 reports of extortion per day. In 2019, an average of four women disappeared, two women died violently and two children died every day. There were also 55 reports of violence against

¹ Germanwatch. 2019. *Global Climate Risk Index 2020. Who Suffers Most from Extreme Weather Events? Weather-Related Loss Events in 2018 and 1999 to 2018*. <https://www.germanwatch.org/en/17307>.

² Ruhr Universität Bochum and Institute for International Law of Peace and Armed Conflict. 2019. *World Risk Report 2019*. https://reliefweb.int/sites/reliefweb.int/files/resources/WorldRiskReport-2019_Online_english.pdf.

³ United Nations Development Programme. 2019. Human Development Indicators: Guatemala. <http://hdr.undp.org/en/countries/profiles/GTM>.

⁴ World Bank. no date. Data: Guatemala. <https://data.worldbank.org/country/guatemala>.

⁵ World Bank. 2014. Data: Guatemala: <https://data.worldbank.org/indicator/SI.POV.GINI?locations=GT>.

⁶ United Nations Development Programme. 2019. Gender Inequality Index (GII). <http://hdr.undp.org/en/content/gender-inequality-index-gii>.

⁷ United Nations Economic Commission for Latin America and the Caribbean. Gender Equality Observatory for Latin America and the Caribbean. *People without incomes of their own*. <https://oig.cepal.org/en/indicators/people-without-incomes-their-own>.

women every day. Guatemala's location makes it particularly attractive to drug trafficking and people smuggling networks, which have a strong presence in the country.

5. The Global Hunger Index categorizes Guatemala's hunger levels as "serious". One out of two children under 5 is stunted, and in rural indigenous populations the rate reaches eight out of ten. Rural and indigenous people, adolescents, children, women and people with disabilities are left the furthest behind. Poor living conditions and violence have led to an increase in migration in the last decade, but only 6 percent of households report improvements resulting from migration.⁸
6. Guatemala has one of the lowest tax revenues in Latin America owing to low taxation, high levels of tax evasion and a large informal economy. With low public debt as a percentage of gross domestic product, public expenditure is among the lowest in the region. This translates into low investment in social protection and basic services, limited operational capacity of the Government and inefficient use of public expenditure.⁹ Limited national budgets for health and education often require households to invest in access to basic services. This, coupled with poverty, hinders Guatemala's potential to develop human capital at a time when the country is poised to benefit from the "demographic bonus" of its large population of working age people.¹⁰

1.2 Progress towards the 2030 Agenda for Sustainable Development

7. Guatemala's national strategy "*K'atun: Nuestra Guatemala 2032*" (K'atun) was approved in 2014. It establishes national priorities and provides for subsequent policy development, budget allocation and monitoring of results. The Sustainable Development Goals (SDGs) are reflected in the ten priorities of K'atun: poverty reduction and social protection, access to health services, employment and investment, access to water and management of natural resources education, economic value of natural resources, food and nutrition security, institutional strengthening, security and justice, territorial planning, and comprehensive tax reform.¹¹
8. In 2017, Guatemala prepared its first SDG progress report and voluntary national review on hunger, malnutrition, nutrition security, social protection and resilience building.¹² The review revealed progress in education, employment and transparency, but did not report achievements towards SDG 2. Guatemala presented a brief voluntary summary to the High-Level Political Forum on Sustainable Development in 2019, acknowledging weak progress towards SDG 2 and a need to accelerate progress towards equality and reduce gaps, focusing on rural areas, indigenous populations, children, women and persons people with disabilities.¹³

⁸ Inter-American Development Bank, International Fund for Agricultural Development, International Organization for Migration, Organization of American States and WFP. 2017. *Food security and emigration: Why people flee and the impact on family members left behind in El Salvador, Guatemala and Honduras*. <https://www.wfp.org/publications/2017-food-security-and-emigration>.

⁹ United Nations Economic Commission for Latin America and the Caribbean. 2018. *Panorama fiscal de América Latina y el Caribe*. https://repositorio.cepal.org/bitstream/handle/11362/43405/7/S1800082_es.pdf.

¹⁰ United Nations Economic Commission for Latin America and the Caribbean. 2019. *Tendencias recientes de la Población de América Latina y el Caribe*. https://www.cepal.org/sites/default/files/static/files/dia_mundial_de_la_poblacion_2019.pdf.

¹¹ Information on the priorities of K'atun is available at: <http://pnd.gt/>.

¹² Government of Guatemala. 2017. *Examen nacional voluntario, 2017*. Available at: <https://www.segeplan.gob.gt/nportal/index.php/ods>.

¹³ Government of Guatemala. 2019. *Revisión Nacional Voluntaria 2019: El camino hacia el desarrollo sostenible*. https://sustainabledevelopment.un.org/content/documents/23066Guatemala_MENSAJES_PRINCIPALES_HLPF_2_limpio.pdf.

1.3 Progress towards SDGs 2 and 17

Progress towards SDG 2 targets

9. *Access to food.* Guatemala has a well-established framework for protecting the right to food. In 2004, the Government signed a law on a national system for food security and nutrition that protects the legal right of everyone to timely, permanent, physical, economic and social access to sufficient good-quality food. Food security is far from guaranteed, however, as poverty, lack of livelihoods and geographical, cultural, gender and age-related barriers limit access to food and nutritious diets.
10. Maize costs have tripled since 2001, negatively affecting the most vulnerable households, whose diet depends on maize *tortillas*. The increasing price of black beans, the main source of protein for poor rural Guatemalans, leads people to use cheaper substitutes such as pasta, drastically reducing dietary diversity.¹⁴ This problem is particularly acute in rural and indigenous communities, with reports suggesting that only 3 percent of children age 6–23 months in rural villages meet the standards for dietary diversity and meal frequency of the World Health Organization.¹⁵ In addition, traditional eating practices within households discriminate against women and girls, resulting in their nutrient needs not being met.¹⁶
11. *End malnutrition.* At 46.7 percent, Guatemala has the world's sixth highest prevalence of stunting among children under 5, which reaches 70 percent in some departments and a staggering 90 percent in some municipalities; rural and indigenous populations generally have the highest rates. Acute malnutrition rates increase sharply during the lean season from May to August and following climate events that reduce food access, mainly in rural populations that depend on agriculture. Infant and childcare practices are inadequate; poor dietary intake and nutrition status prior to and during pregnancy, especially in adolescent mothers, limit gestational growth and affect the nutrient intake of breastfed children. The median duration of exclusive breastfeeding is 4.3 months in rural, indigenous populations, and substitutes for breastmilk are inadequate.¹⁷ About 34 percent of children age 6–59 months, 15 percent of pregnant women and girls and 32 percent of non-pregnant women are anaemic.¹⁸ More than half of the adult population is overweight or obese,¹⁹ mainly owing to unhealthy habits.
12. *Smallholder productivity and incomes.* The share of agriculture in Guatemala's gross domestic product is decreasing, reflecting an economy in transition. Smallholders, who account for 82 percent of agricultural landholdings, use only one sixth of arable land and produce mainly food staples for their own consumption. With an average of 0.6 ha of land, most smallholder farmers cannot rely on agriculture as their only source of income and combine it with daily labour, commerce and remittances.²⁰ Most smallholders depend on rainfall and have limited

¹⁴ A 2019 emergency food security assessment found that 35 percent of rural households had consumed foods from three or fewer food groups the previous week.

¹⁵ WFP. 2017. Key findings from a Fill the Nutrient Gap analysis of Guatemala. (unpublished).

¹⁶ Government of Guatemala. 2015. *VI Encuesta Nacional de Salud Materno Infantil (ENSMI) 2014–2015*. <https://onu.org.gt/wp-content/uploads/2017/03/ENSMI-2014-A-2015.pdf>.

¹⁷ WFP. 2017. *Fill the Nutrient Gap analysis of Guatemala*. (unpublished).

¹⁸ *Ibid.*

¹⁹ WFP and United Nations Economic Commission for Latin America and the Caribbean, Institute of Nutrition of Central America and Panama and Ministry of Public Health and Social Assistance. 2020. *El Costo de la Doble Carga de la Malnutrición: Impacto Social y Económico: Guatemala*. (publication pending).

²⁰ Combined with public transfers, remittances result in an average increase of 18 percent in total household income, well above the equivalent figure for other Latin American countries. FAO. 2018. Small family farms country factsheet – Guatemala. <http://www.fao.org/3/I8357EN/i8357en.pdf>.

access to financial tools and public or private extension services. Women, who have limited access to land (either through leases or inheritance),²¹ manage only 15.2 percent of smallholder farms and face discriminatory social norms that hamper productivity increases and market access.²²

13. *Sustainable food systems.* Food availability is highly dependent on production from rainfed and marginal land, resulting in high vulnerability to climate-related shocks and extreme weather events such as droughts, excessive rainfall and floods. During WFP's local consultations, farmers in the Dry Corridor reported six bad years for agricultural production between 2006 and 2016. WFP's emergency food security assessment of 2019 found 2.3 million rural smallholders at risk of food insecurity because of erratic weather patterns.

Progress towards SDG 17 targets

14. *Capacity strengthening.* Despite having a comprehensive legal framework for food security and nutrition and the long-term vision of K'atun, the Government has limited capacity to achieve zero hunger and to substantially reduce malnutrition, mainly because of small budgets, poor implementation capacity and lack of synergy between national and decentralized government expenditures.
15. *Policy coherence.* According to a study carried out using the Core Diagnostic Instrument²³ in 2019, social protection programmes in Guatemala are dispersed and operate in isolation, with monitoring that, despite being continuous, provides no data on impact.
16. *Diversified resourcing.* Public investments in human capital development are lower than international standards and investments in other countries in the region; as an upper-middle-income country, Guatemala no longer qualifies for official development assistance. In order to achieve the SDGs, the country needs to increase investment, mainly by increasing tax revenue.
17. *Enhanced global partnerships.* National programmes have limited coverage and are inefficient, often because of complex processes that are intended to tackle corruption. As a result, international partnerships and independent experts are essential for achieving national goals.

1.4 Hunger gaps and challenges

18. The national strategic review,²⁴ the 2019 common country assessment²⁵ and consultations with the Government and partners have identified the main challenges to the achievement of zero hunger:
 - Climate variability and extreme weather events affect food security owing to poor adaptation to climate change and limited preparedness. Individuals and local institutions have limited knowledge and resources for addressing climate-related risks sustainably. There is a need to foster resilience through the diversification of livelihoods, including non-agricultural livelihoods, to promote climate change adaptation and to make risk management tools accessible to smallholders.

²¹ Food and Agriculture Organization of the United Nations. 2017. *Inicia proceso para mejorar igualdad de género en el área rural.* <http://www.fao.org/guatemala/noticias/detail-events/es/c/1024621/>.

²² Food and Agriculture Organization of the United Nations. 2018. Small family farms country factsheet – Guatemala. <http://www.fao.org/3/I8357EN/i8357en.pdf>.

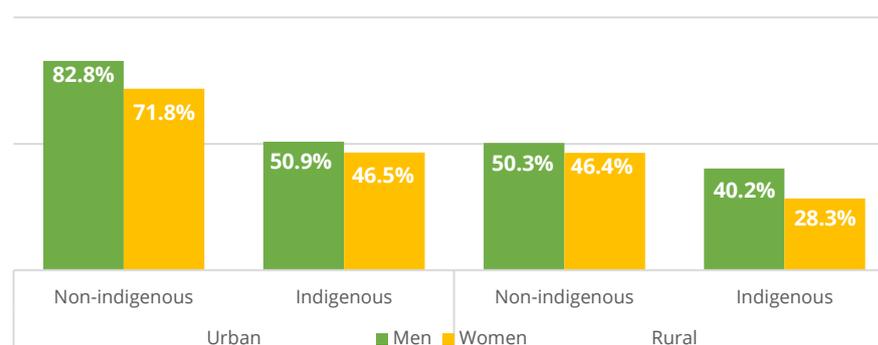
²³ The Core Diagnostics Instrument is used to assess the elements of countries' social protection systems. Additional information on the instrument is available at: <https://ispatoools.org/core-diagnostic-instrument/>.

²⁴ Guatemala's 2017 national strategic review is available (in Spanish) at: <https://docs.wfp.org/api/documents/WFP-0000019251/download/>.

²⁵ The common country assessment (in Spanish) is available at *Análisis común de país.* 2019: <https://guatemala.un.org/es/49288-analisis-comun-de-pais>.

- Malnutrition is limiting the potential of an entire generation. Stunting affects the cognitive and physical development of half of the country's children under 5. Iron deficiencies and anaemia destabilize children's overall well-being and affect their productivity throughout their lives. Acute malnutrition rates spike during times of drought and lack of access to food. In addition, rapidly increasing rates of overweight and obesity due to poor diets place a burden on the health system, further limiting human capital development and creating a double burden of malnutrition. About 63 percent of adults are overweight or obese, and many overweight or obese adults live in the same households as chronically malnourished children.
- Basic health services reach only half of the population and there is a significant gap in educational coverage²⁶ between rural and urban areas owing to a scarcity of public resources for providing basic services. Cost-efficient alternatives are needed to allow better use of resources, the dissemination of information for behaviour change and the promotion of community and locally based solutions that cater to basic needs.
- Discrimination and gender inequality are historically and structurally embedded in and defined by social, political and economic norms and hinder economic and social opportunities for large portions of the population. This situation calls for a more in-depth understanding of the interaction between gender, ethnic group and food insecurity and for targeted interventions that promote gender and age equality and non-discrimination.

Figure 1: Percentage of the basic food basket that is affordable to households, by gender, ethnicity and area



Source: National Institute of Statistics 2017 data.

- Limited coverage and fragmentation of social protection programmes hinder their impact. Programmes would benefit from greater coordination of and support for implementation through enhanced links among institutions and programmes; facilitation of an integrated approach that enables the construction of an inclusive national social protection system to cater to the needs of women and men throughout their lives; and strengthened technical capacity among implementers, including platforms for beneficiary management. The social protection system also requires stronger links between social protection and emergency response if it is to provide fully integrated support.²⁷

²⁶ According to data from the Ministry of Education, in 2016, coverage rates of education services were 46.8 percent for pre-primary, 80.4 percent for primary school and 45.9 percent for secondary school.

²⁷ WFP. 2018. El Niño response in the Dry Corridor of Central America: an evaluation. p. 20. <https://www.wfp.org/publications/el-niño-response-dry-corridor-central-america-evaluation>.

19. The impacts of the COVID-19 pandemic in Guatemala are not yet fully understood. WFP will participate in country assessments and lead food insecurity and nutrition assessments that provide a full picture of the impacts in 2020 and inform implementation of the country strategic plan (CSP).

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

20. WFP interventions have shifted from mainly direct operations to a focus on capacity strengthening and policy support as the Government's capacity to respond to food security challenges evolves.
21. In 2007, WFP began facilitating market access for smallholder farmers to increase incomes and enhance food security. In 2014, WFP's Purchase for Progress pilot initiative was assessed to gather lessons and determine impact.²⁸ The lessons were then applied to the Joint Programme on Rural Women's Economic Empowerment, which has been implemented since 2015. This programme²⁹ has the aim of promoting women's equal participation, empowerment and leadership in productive markets, including through links to the national school feeding programme, and will be evaluated in 2020. Building on these experiences, WFP will continue to build capacity to improve the livelihoods of women and men smallholder farmers.
22. WFP has provided food assistance to schoolchildren in the poorest regions of Guatemala since 1986. Over the years WFP has strengthened the capacity of the Government to expand the national school feeding programme, and in 2010 it successfully handed over all implementation of a centralized procurement model. In 2017 Guatemala transformed national school feeding by adopting a home-grown school feeding model in which funds are transferred to schools to procure food from smallholder farmers. WFP's support for this programme started in 2018 and is reflected in this CSP.
23. Since 2013, WFP has been working in the Dry Corridor to build communities' resilience and mitigate the impact of prolonged dry spells, overexploited forest resources and degraded soil. Using cash-based transfers (CBTs), technical assistance and the participatory three-pronged approach³⁰, as well as co-locating various interventions in shared geographic areas, WFP has managed to generate sustainable changes in rural livelihoods. A 2018 evaluation of the resilience programme in the Dry Corridor³¹ found that in addition to long-term interventions, the introduction of financial inclusion elements into programmes could also generate resilience, facilitating access to savings, credit and insurance for smallholder farmers and thereby enabling them to increase and protect their productive activities and farming investments.³²

²⁸ WFP. 2015. Summary report of the strategic evaluation of WFP's pilot Purchase for Progress initiative (2008–2013). (WFP/EB.1/2015/5-C). <https://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc063678.pdf>.

²⁹ United Nations Development Group. Accelerating Progress towards the Economic Empowerment of Rural Women. <http://mptf.undp.org/factsheet/fund/RWF00>.

³⁰ WFP. 2017. *The Three-pronged Approach factsheet*. <https://www.wfp.org/publications/2017-three-pronged-approach-3pa-factsheet>.

³¹ WFP. 2019. *PRO-ACT: El Niño Response in the Dry Corridor of Central America, 2016–2018*. <https://www.wfp.org/publications/pro-act-el-nino-response-dry-corridor-central-america-2016-2018>.

³² *Ibid.*

24. Most of WFP's targeted indigenous and rural households do not have adequate access to land. Therefore, productive activities promoted by WFP should prioritize activities that do not require large areas of land in order to ensure that the most vulnerable farmers are included.³³ Resilience activities under the CSP will include the development of employability and non-agricultural livelihoods in rural areas, going beyond traditional approaches to agricultural production to cater to the differing needs of beneficiaries according to gender, age and other sociocultural inequality. This shift will also support the Government's response to the economy-wide effects of COVID-19.
25. WFP's emergency preparedness and response (EPR) interventions began in the aftermath of Hurricane Mitch in 1998 and support response mechanisms at various levels. Since 2015, WFP has focused on decentralized institutions throughout the country. In 2018 the findings from reviewing historical trends with the Government, analysing the scale of emergencies and extracting lessons for lean season responses³⁴ formed the basis for the Government's national response plan.³⁵ The CSP will focus on connecting this plan to inclusive social protection systems and assistance during complex emergencies.³⁶
26. Building on the Government's strong commitment to reducing malnutrition, WFP will continue to play a role in promoting good nutrition. The CSP includes an ambitious social and behaviour change communication (SBCC) strategy with gender- and nutrition-responsive approaches, which will use various entry points to create the right conditions for ensuring healthy diets among rural and vulnerable people and will apply a lifecycle approach. Schools and early childhood development centres will be used as platforms for SBCC and WFP will continue to contribute to the generation of evidence with a view to strengthening interventions and addressing nutrition issues.³⁷
27. WFP provides services for the Government and other partners. The CSP includes activities for the provision of an integrated package consisting of service provision along with technical assistance for enhancing the implementation of national programmes implementation to achieve zero hunger.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

28. K'atun's interventions are organized along five axes: urban and rural Guatemala; welfare for the people; wealth for all; natural resources for today and the future; and a state that guarantees human rights and drives development. The Government's national plan – the general government policy – is aligned with K'atun and is based on five pillars: economic competitiveness, social development, security, governance and transparency, and expansion of international and diplomatic relations. The CSP focuses on the priorities for social development and economic competitiveness of the general government policy and cuts across the K'atun axes that target nutrition and gender-sensitive and sustainable development activities.

³³ WFP. 2019. *Evaluación descentralizada. Evaluación final del Proyecto: Respuesta al fenómeno de El Niño en el Corredor Seco El Salvador, Guatemala, Honduras y Nicaragua, 2016–2018*. <https://docs.wfp.org/api/documents/WFP-0000103578/download/>.

³⁴ These lessons learned were obtained in 2016 from a protracted relief and recovery operation systematization exercise with government counterparts in Jutiapa, Chiquimula and Alta Verapaz departments.

³⁵ National Coordinator for Disaster Reduction. 2019. *PNR. Plan Nacional de Respuesta*. <https://conred.gob.gt/site/documentos/planes/Plan-Nacional-de-Respuesta.pdf>.

³⁶ The country office will be guided by WFP. 2020. *Strategic Evaluation of WFP's Capacity to Respond to Emergencies*. <https://www.wfp.org/publications/evaluation-wfps-capacity-respond-emergencies>.

³⁷ WFP has played a major role in generating evidence in various areas. It contributed to development of the *Costo de la doble carga de la malnutrición: impacto social y económico* study in 2020 (publication pending) and the Fill the Nutrient Gap analysis of 2017 (unpublished).

29. Recognizing that malnutrition is among Guatemala's greatest challenges, in 2020 the Government launched the "National Crusade for Nutrition", a plan for reducing all forms of malnutrition. The crusade was developed with the support of WFP, other United Nations and international cooperation agencies, private sector entities, civil society organizations (CSOs) and non-governmental organizations (NGOs). It has the aims of strengthening and increasing access to health service networks and promoting good nutrition, access to food, safe water and sanitation.
30. WFP participated in the development of the United Nations sustainable development cooperation framework (UNSDCF) for 2020–2024. The UNSDCF has five intended results, which contribute to K'atun's long-term priorities and relate to: access to basic social services, including health, education, food security and nutrition, and social protection; participation; justice, peace and security, including prevention of gender-based violence; economic access; and environment, climate change and natural shocks. The CSP contributes to six UNSDCF outcomes.

2.3 Engagement with key stakeholders

31. The design of this CSP is based on findings from the common country assessment and the national strategic review. The CSP was further developed through a participatory approach in specific thematic areas, which complemented other consultative processes. WFP took advantage of the protracted transition period of the newly appointed Government to hold consultations at the technical and executive levels, which, among other things, allowed it to be strategically involved in the formulation and development of the National Crusade for Nutrition. WFP also obtained feedback on the CSP during extensive consultations organized during preparation of the UNSDCF, allowing it to consult civil society and beneficiary groups. Bilateral consultations were also held with, for example, other United Nations agencies, donors and private sector entities.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

32. Through the CSP WFP intends to support Guatemala in addressing the underlying causes of food insecurity and malnutrition and to help develop sustainable processes that increase national human capital. The CSP is focused on the provision of technical assistance to government social protection and emergency preparedness programmes, the promotion of transformative approaches that contribute to gender equality and women's empowerment, behaviour change to improve diets, climate change adaptation and the application of a comprehensive approach to building resilience in the most vulnerable communities. Given Guatemala's exposure to natural hazards and climate variability and change, WFP will also provide direct assistance to ensure that the most vulnerable people have access to nutritious food in the event of shocks.
33. The planned outcomes of the CSP represent varied and complementary results of combining WFP's direct implementation of key interventions in coordination with the Government and civil society with its provision of institutional capacity strengthening to create the conditions under which Guatemala can close its hunger gap.

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

Strategic outcome 1: Crisis-affected populations in Guatemala are able to meet their essential needs during and in the aftermath of crises

34. Guatemala is exposed to geological hazards and extreme weather events, which can have a direct impact on food security in terms of economic and physical access to food, with effects varying by gender, age and other structural inequality. Work under this outcome has the aim of providing support for national emergency responses when the Government's capacity is exceeded.

Focus area

35. This strategic outcome is focused on crisis response.

Alignment with national priorities

36. This strategic outcome contributes to UNSDCF outcome 3 on improved food security and nutrition and is aligned with the national priority for social development, which includes food security and nutrition.

Expected output

37. This outcome will be achieved through one output:
- Crisis-affected populations receive adequate and timely assistance to meet their essential needs, including food and nutrition needs.

Key activity

Activity 1: Provide direct nutrition and gender responsive assistance to crisis-affected populations

38. WFP will provide timely assistance to populations affected by sudden or slow-onset events in order to save lives, protect livelihoods and facilitate recovery. Assistance will consist primarily of unconditional CBTs for food and nutrition-insecure households,³⁸ although in-kind food assistance might be used when markets are disrupted or physical access to food is limited. Rations will be calculated to cover all the daily nutritional requirements of each person in a household and other essential needs identified. For targeting, WFP will take particular care to include households with pregnant and lactating women and girls and children under five, adding supplementary nutritious foods to the food basket to prevent acute malnutrition.
39. The transfer modalities and delivery mechanisms will take into consideration relevant aspects of nutrition, protection, human rights, local culture and gender and age equity, ensuring that assistance complements and leverages national mechanisms, is effective and equitable, and meets the specific needs of assisted people. CBTs will be complemented by a package of behaviour change communication measures aimed at improving decision making with regard to households' procurement of nutritious foods, increasing the participation of women in decision making and transforming discriminatory practices in food distribution and consumption.

Partnerships

40. WFP's counterparts for this activity include the National Coordinator for Disaster Reduction (CONRED), the Secretariat of Food Security and Nutrition (SESAN), the Ministry of Agriculture, Livestock and Food and the Ministry of Social Development for implementation of emergency responses, and the Ministry of Public Health and Social Assistance for the prevention of acute malnutrition. WFP will coordinate through the United Nations

³⁸ Targeting will take into consideration the exact composition of households and the differing needs of household members according to gender, age and other considerations.

humanitarian country team and the working group on gender in humanitarian action. WFP leads the national food security, logistics and emergency telecommunications clusters and is a member of the inter-agency cash working group.

Assumptions

41. This outcome is premised on the assumption that the response capacity of national institutions is maintained or increases during CSP implementation. It also assumes that treatment for girls and boys suffering from acute malnutrition is available and provided by national authorities or other partners.

Transition and handover strategy

42. National capacity is sufficient to respond to sudden events, and WFP will respond only when national capacity is exceeded. Full handover will require a redesign of existing systems to fill gaps in the shock-responsive social protection system, enhanced coordination of operational responses under strategic outcome 4 and further enhancement of the efficiency of national responses under strategic outcome 5.

Strategic outcome 2: Vulnerable populations in targeted areas have access to comprehensive services and programmes that promote healthy diets by 2024

43. Stunting rates are high in Guatemala, with a 46.7 percent prevalence among children under 5,³⁹ reaching 53 percent in rural and 58 percent in indigenous communities. The stunting rate declined by only 17 percent over the last 50 years and has probably remained unchanged for the last five years owing to the limited coverage and quality of national health services and social protection programmes. The nutrition profile of Guatemala is rapidly changing, with increasing rates of overweight and obesity among adults adding new dimensions to the country's nutrition concerns.
44. This combination of nutrition problems is linked to recurrent food insecurity, limited access to basic services and unhealthy dietary habits. The National Crusade for Nutrition aims to tackle these issues through a comprehensive approach focused on expanding the coverage of basic services, the implementation of a social communication strategy to promote healthy diets, complementing food access for the most vulnerable populations with agricultural interventions and the distribution of supplementary fortified foods. The National Crusade for Nutrition is coordinated by SESAN and will be implemented by the ministries responsible for health, agriculture, social development and education in the 114 municipalities where stunting rates are highest.
45. Through this strategic outcome and under the National Crusade for Nutrition, WFP will implement an SBCC strategy covering a wide range of nutrition issues, which will follow a lifecycle approach and be linked to gender equality, social protection, resilience and climate change interventions that generate human capital among the most vulnerable communities and individuals. In addition, WFP will provide the Government with technical assistance aimed at fostering evidence-based decision-making in the government institutions responsible for implementing the National Crusade for Nutrition.

³⁹ With rates of 47.1 percent among boys and 45.8 percent among girls. Government of Guatemala. 2015. *VI Encuesta Nacional de Salud Materno Infantil (ENSMI) 2014–2015*. <https://onu.org.gt/wp-content/uploads/2017/03/ENSMI-2014-A-2015.pdf>.

Focus area

46. This strategic outcome is focused on resilience building.

Alignment with national priorities

47. This strategic outcome contributes to UNSDCF outcome 3 on improved food security and nutrition and is aligned with the national priority for social development, which includes the National Crusade for Nutrition and other prioritized interventions in food security, nutrition and health.

Expected outputs

48. This outcome will be achieved through two outputs:

- Vulnerable communities benefit from a social mobilization strategy to increase the demand for comprehensive programmes that promote healthy diets.
- National and local institutions benefit from strengthened capacities to design, manage and implement nutrition-sensitive social protection programmes to reach vulnerable populations.

Key activity

Activity 2: Strengthen national and local capacities in nutrition and healthy diets promotion for vulnerable populations

49. WFP will implement an integral SBCC strategy aimed at increasing vulnerable households' knowledge of and demand for healthy diets and inclusive social protection programmes. The strategy will be based on participatory research and integrated gender and age analysis to identify effective content and channels for communication. WFP will launch a double burden of malnutrition agenda, positioning all-of-nutrition concerns and moving from the "1,000 days" to the "8,000 days" window of opportunity, as well as applying a lifecycle approach.
50. The SBCC strategy will contain components for the individual, community and national levels aimed at strengthening beneficiaries' coping and transformative capacity to build resilience. At the individual and community levels, WFP will complement implementation of the strategy with the creation of "soft skills" and access to finances via loan and savings groups. The strategy will aim to transform inequitable gender relations, empower young people and stimulate discussions on food security and nutrition. Partnering with the Government, CSOs and NGOs, including women's rights and feminist organizations, WFP will generate evidence-based results to inform the improvement of resilience building and nutrition interventions, highlight the linkages between gender inequality and food insecurity and transform household food distribution practices and other discriminatory social norms.
51. The SBCC strategy will have strong links to national efforts, facilitating coordination between WFP community counsellors and health centres. Community counsellors will be trained to determine when medical care is needed and to refer individuals to health centres for prenatal care, child growth monitoring and other preventive interventions. Complementing direct implementation of the SBCC strategy, WFP will support the Government in deploying SBCC interventions at scale and enhancing its nutrition surveillance tools with technological innovations that identify cases of malnutrition and track attendance at health centres. WFP will also work with various institutions to foster the inclusion of nutrition-sensitive elements in inclusive social protection programmes that follow a gender equality and lifecycle approach, with interventions during the first 1,000 days, for school-age girls and boys, for girl and boy adolescents and for pregnant and lactating women and girls, to ensure access to nutritious foods and healthy habits throughout the lifecycle and to tackle all forms of malnutrition.

52. Under this activity, WFP will strengthen government HIV/AIDS programmes by promoting the adoption of standards for the nutritional care of people living with HIV/AIDS, strengthening the Ministry of Public Health and Social Assistance strategies for increasing adherence to anti-retroviral treatment services, promoting self-support groups, and, through NGOs, supporting economic activities for people living with HIV/AIDS. WFP will also continue to support the generation of evidence on the relationship between HIV/AIDS and nutrition status.

Partnerships

53. Through the National Crusade for Nutrition, WFP will coordinate with SESAN and the ministries responsible for health, agriculture, education and social development. WFP will collaborate with CSOs and local NGOs on the implementation of its community-based SBCC strategy and its HIV/AIDS activities.

Assumptions

54. For this outcome it is assumed that the National Crusade for Nutrition will remain a flagship government intervention, fostering coordination among ministries and receiving adequate national funding. It is also assumed that no major event will disrupt progress in enhancing food security and nutrition and that strategic outcomes 3, 4 and 5 – which are directly related to strategic outcome 2 – will be achieved.

Transition and handover strategy

55. WFP will focus on building capacity that increases the national demand for healthy diets and basic services. The CSP represents a first step in this work, as WFP will no longer implement the complementary feeding intervention of the National Crusade for Nutrition but will instead provide procurement services under strategic outcome 5. However, full handover will be a long process. In areas where it has phased out its own SBCC activities and community networks are still functioning, WFP will conduct assessments to determine key success factors that can be replicated in the areas covered by the National Crusade for Nutrition.

Strategic outcome 3: Rural vulnerable populations and local institutions engage in nutrition- and gender-sensitive, sustainable and climate-resilient food systems throughout the year

56. This outcome addresses the weaknesses of national food systems through interventions at the local and national levels. WFP will seek to break the vicious cycle of negative coping strategies that limit livelihood productivity and investment and expose vulnerable households to the risk of climate-related and other shocks. Interventions under this strategic outcome will comprehensively address gaps in the capacity and opportunities of infra-subsistence and subsistence farmers and landless households to increase their resilience. WFP will also work with local authorities and national institutions to strengthen policies and practices that support sustainable food systems, such as the development of territorial plans and the implementation of the school feeding law.
57. Interventions will involve and equitably benefit women, including women farmers, addressing their specific needs and capacity. They will include strong nutrition-sensitive components, promoting nutritious products in school menus, hygiene protocols and healthy habits that are linked to increased incomes. WFP will also promote the use of traditional and indigenous knowledge and the adoption of positive habits among all stakeholders with the aim of fostering transformative approaches that improve relations between genders and different age groups, decrease inequalities and enhance access to information and decision making.

58. WFP will work with national and local authorities to ensure that interventions are integrated with territorial and food security plans and that local public budgets are used to create synergies with private investments and transfers from national authorities. WFP will promote and support local coordination structures such as education and agroclimatic roundtables, which bring together various ministries to ensure that health, nutrition, education, social protection, agriculture and preparedness considerations are incorporated into all interventions under this outcome. This will ensure the sustainability of WFP interventions and promote equitable access to basic services within communities, contributing to human capital.

Focus area

59. This outcome is focused on resilience building.

Alignment with national priorities

60. This strategic outcome contributes to UNSDCF outcomes 3, on improved food security and nutrition, and 10, on access to economic services, productive resources and jobs, and is aligned with the national priorities for social development, which include food security and nutrition, health and education, and economy, competitiveness and prosperity, the last of which encompasses livelihood diversification, income and productivity increases.

Expected outputs

61. This outcome will be achieved through nine outputs:

- School children and smallholder farmers benefit from strengthened management of the national school feeding programme and enhanced capacities of the education community to access healthy diets and habits.
- School children benefit from home-grown school feeding to access healthy diets.
- School children parents benefit from a social mobilization strategy to prevent all forms of malnutrition and gender discrimination.
- Prioritized populations benefit from training and assets to diversify and adapt their livelihood and access new job opportunities.
- Local institutions benefit from capacity strengthening to enhance governance, design and implement inclusive resilience-building comprehensive plans.
- Prioritized populations and institutions benefit from training and assets to access climate resilient services, tools and practices.
- Prioritized populations and institutions benefit from a social mobilization strategy that promotes transformative practices in climate resilience, gender and inclusion.
- Smallholder farmers and microentrepreneurs benefit from organizational strengthening training for increased market access.
- Smallholder farmers and microentrepreneurs benefit from financial services for integrated risk management.

Key activities

Activity 3: Strengthen capacities of institutions responsible for school feeding, school communities and smallholder farmers

62. The national school feeding programme is the largest social safety net in Guatemala and provides the majority of children in rural and indigenous areas with their main daily meal. The 2017 school feeding law ensures a budget of USD 0.5 per day per student and covers approximately 30,000 schools with a total of 3 million students. The funds received by schools are managed by family parent associations, and the school feeding law requires that

- 50 percent of purchases be procured from family farming. School feeding therefore provides an opportunity to cover the basic needs of vulnerable children, promote healthy habits and inject funds into the local economy.
63. The implementation of the school feeding law faces challenges. Family parent associations need organizational capacity to ensure that the nutrition criteria defined by the Ministry of Education are met within the budget. Parents are responsible for meal preparation, but kitchen facilities are often poor because transfers from the Ministry of Education do not cover cooking utensils and mothers are responsible for most of the cooking, adding to women's unpaid workloads and exposing them to suboptimal working conditions. Only legally registered farmers can supply food to schools, which creates an obstacle to the inclusion of smallholder farmers, especially women.
 64. WFP will provide training for family parent associations and smallholder farmers to strengthen their capacity to comply with the school feeding law. Family parent associations and school staff will receive training on their obligations under the law and on good practices for food procurement, preservation and handling. Equally targeted women and men smallholder farmers will be trained in business management and food production to increase their marketable agricultural surpluses; they will also receive assistance from partners in legally registering for access to the school feeding market. WFP will provide kitchen items to selected schools in the most vulnerable regions.
 65. WFP will develop digital tools for disseminating information on the provisions of the School Feeding Law and connecting schools to farmers. Consideration of gender, age and other structural inequality will be incorporated into digital tools, training and awareness-raising sessions. WFP will use schools as platforms for the development of resources that will last beyond the programme, such as certification schemes that increase employability and school gardens for food production and livelihood diversification, with gender equitable participation. Coordination with local education roundtables will allow the integration of school feeding into the broader health and nutrition agenda and the positioning of WFP as a partner of choice in mobilizing a package of health interventions for schools aimed at mitigating the effects of crises and supporting the transformative capacity of communities to create resilience.
 66. WFP will complement its own direct implementation with the provision of support to the Ministry of Education for improving the school feeding model. This will include technical assistance to ensure that school feeding menus are feasible, culturally sensitive and nutritious and standardized models for school kitchens that improve the environments in which parents, primarily mothers, contribute to the programme. WFP will support the Government in generating evidence and documenting best practices to inform revisions of the school feeding law and research to inform the design and implementation of innovative, equitable and inclusive policies and programmes. WFP will also promote gender-responsive community monitoring of the programme.
 67. Because of its coverage the national school feeding programme is also an important emergency response mechanism, as was shown during the COVID-19 pandemic. WFP will collaborate with the Ministry of Education on enhancing the integration of school feeding into a shock-responsive social protection system and on incorporating emergency preparedness into the school feeding programme.
 68. In 2019 the Government launched community centres for early childhood development, which are locally managed and provide an entry point for tackling nutrition issues and promoting healthy dietary habits. WFP will support the expansion of these centres in line with strategies of the ministries of education and social development and will use them as platforms for SBCC that promotes positive early childhood development practices, gender equality in childcare and other outcomes.

Activity 4: Provide training, equipment, cash-based transfers and technical assistance to vulnerable smallholder farmers, communities, cooperatives and local institutions

69. This activity will support individuals, households and organizations in strengthening resilience to food insecurity and climate-related shocks, following an integrated approach based on nutrition-sensitive, gender-equitable and transformative and climate-resilient actions adapted to the specific needs and conditions of targeted communities and bridging interventions that address immediate needs with sustainable resilience-building initiatives. The activity will strengthen the coping, adaptive and transformative capacity of targeted beneficiaries.
70. Vulnerable households will be targeted with a view to ensuring equal participation and decision making by women and men and will receive conditional CBTs in exchange for creating agreed assets for environmental conservation and contributing to other productive investments. WFP will use a participatory community-based planning approach⁴⁰ and integrated context analysis. Assets will contribute to the sustainable management of natural resources, environment-friendly practices and the conservation and restoration of natural biodiversity, particularly soil, forests and watersheds, to protect vulnerable communities from the impacts of ecosystem degradation. The assets will benefit the diverse members of the community, who will have equitable access to them and equitable roles in their management.
71. Women and men smallholder farmers will be supported equitably in adopting climate-smart agricultural practices for adapting to climate variability and change. WFP will provide technical assistance for smallholder farmers on making sustainable investments and selling surpluses to local markets, particularly the school feeding programme in coordination with activity 3, tackling the additional barriers that women farmers encounter. Assistance will include a “last-mile” climate service methodology to produce relevant climate information and help farmers to adapt practices to seasonal climate forecasts. Adaptation practices, especially reforestation and agroforestry systems, will be promoted at various levels. The integration of smallholder farmers into value chains will be emphasized.
72. Participants will receive equipment and technical assistance for establishing, improving and managing agricultural and non-agricultural microenterprises. Microentrepreneurs will be supported in selling to local markets, including through training on investment planning, administrative and financial management and organizational strengthening. Small-scale producers and microentrepreneurs will receive financial training and full or partial subsidies that facilitate access to context-specific and tailored financial services, including parametric microinsurance, savings and credit. Women and men without access to land will receive vocational training that fosters access to dignified employment opportunities. Returned migrants will be targeted for these activities to facilitate their reintegration. Simultaneously, WFP will offer potential local employers equipment and technical assistance that enable them to provide decent and equitable work opportunities for rural women and men.
73. Rural populations and institutions will receive training and technical assistance related to food security and nutrition, territorial management and disaster reduction. Working through governance bodies such as agroclimatic roundtables, local development boards and local gender offices, WFP will support communities, local authorities and institutions in the design, implementation and monitoring of adaptation, development and investment plans for strengthening social and institutional resilience. Women and men will be equally included in decision making, community participation and local governance bodies to ensure a comprehensive approach to community resilience.

⁴⁰ WFP. 2017. *The Three-pronged Approach factsheet*. <https://www.wfp.org/publications/2017-three-pronged-approach-3pa-factsheet>.

Partnerships

74. Partnering with local and national government, WFP will work in coordination with SESAN and the ministries responsible for education, the economy, labour, agriculture and health. To ensure sustainability, partnerships with CSOs, local NGOs, private sector entities and academic institutions will be prioritized. WFP will seek to work with women's rights associations and indigenous authorities with a view to enhancing the sustainability of interventions.

Assumptions

75. This outcome is based on the assumption that no major events disrupt food systems on such a scale that entire regions fall into crisis and resilience-building work is delayed by the need for crisis response. It is also assumed that national priorities will remain stable throughout the term of the CSP and that budgets allocated to the national school feeding programme and other initiatives are implemented.

Transition and handover strategy

76. Engagement with local authorities and the use of transformative approaches at the community level will ensure the sustainability of changes generated by the intervention, including advances towards gender equality. WFP has planned a phased approach within territories to ensure appropriate handover of interventions at the community level. WFP will support the Ministry of Education's efforts to improve legal frameworks, including by providing South-South and triangular cooperation support, and will strengthen the capacity of all stakeholders involved in the school feeding programme, although full handover is not foreseen during implementation of the CSP.

Strategic outcome 4: National institutions have strengthened capacities and improve their coordination to manage an integrated social protection system by 2024

77. There is global recognition of the promising links between inclusive social protection, disaster risk management, climate change adaptation, resilience and humanitarian action in responding to shocks. Following international discussions, WFP conducted a strategic evaluation to generate evidence and inform practice for improving EPR in Latin American and Caribbean countries⁴¹ and linking EPR to more flexible national social protection systems. This outcome builds on recommendations from the evaluation and takes into account current conditions in Guatemala such as the strong government capacity for policy formulation, the decentralization of administration and national priorities.

Focus area

78. This outcome is focused on resilience building.

Alignment with national priorities

79. This strategic outcome contributes to UNSDCF outcomes 4, on design and implementation of an integrated social protection system, and 11, on governance for climate risk management, and is aligned with the national priority for social development, which includes social protection.

⁴¹ WFP. 2020. *Strategic Evaluation of WFP's Capacity to Respond to Emergencies*. <https://www.wfp.org/publications/evaluation-wfps-capacity-respond-emergencies>.

Expected outputs

80. The outcome will be achieved through two outputs:
- Vulnerable populations benefit from strengthened institutional capacities to manage an integrated and shock-responsive national social protection system.
 - Vulnerable populations benefit from enhanced and coordinated emergency preparedness and response to prevent and reduce the impact of shocks on poverty and food security and nutrition.

Key activities*Activity 5: Provide technical assistance at policy and operational level to social protection institutions*

81. According to a Core Diagnostic Instrument study, the social protection system in Guatemala is dispersed among the ministries responsible for social development, labour, agriculture and education and is not designed to respond to emergencies or the sudden deterioration of livelihoods because its programmes for addressing poverty are not implemented in a coordinated manner and do not follow a life cycle or gender-equality approach. Social protection programmes in Guatemala therefore require institutional and technical capacity strengthening if they are to meet the needs of the most vulnerable people and communities, especially in rural areas, and if they are to constitute an integrated inclusive, gender- and nutrition-responsive social protection system.
82. Activity 5 will contribute to the consolidation of an integrated, inclusive and shock-responsive social protection system and will complement individual and institutional capacity strengthening efforts under strategic outcomes 2 and 3. WFP will support the Ministry of Social Development in developing a shock-responsive social protection strategy that includes a legal framework, functional institutional structures and efficient operational mechanisms that improve the Government's response to meet the needs of vulnerable populations. WFP will provide technical assistance to improve beneficiary targeting, information management systems and post-disaster assessments, strengthening and facilitating the delivery of supply chain services and institutional protocols and improving evaluation and monitoring for institutions involved in social protection. Such support will include South-South and triangular and coordination with other institutions involved in emergency preparedness and social protection, such as CONRED and the Ministry of Education, and will be closely linked to activities under strategic outcomes 3 and 5.

Activity 6: Provide technical assistance to national and subnational institutions of the emergency preparedness and response system.

83. This activity will complement activity 5 by supporting the objectives of CONRED's national response plan through the strengthening of emergency preparedness to anticipate, respond to and recover from disasters. WFP will support CONRED in updating national protocols, creating links to the social protection system and supporting the ongoing decentralization of the EPR system, identifying the diverse needs of affected people by type of event and sector to ensure that responses are efficient, equitable and effective.
84. EPR support will include inter-institutional coordination, bringing together civil and social protection and humanitarian actors and taking inclusion and diversity issues into consideration; strengthening of the government's supply chain capacity for food and non-food items; and development of early warning systems that define forecasts, risks and impact levels and include the use of drills and simulation exercises. These actions will result in strengthened protocols and preparedness plans.

85. WFP will support government efforts to assess food security in emergencies and will transfer assessment methodologies through a learning-by-doing approach. In collaboration with relevant national institutions, WFP will assess the feasibility of integrating forecast-based financing mechanisms into the social protection system. This would allow early action and timely resource allocation based on forecasts, thereby mitigating the impact of shocks. WFP will provide technical assistance for the design of tailored climate-based triggers for action, participatory and inclusive design of operating procedures, inter-institutional coordination and South-South and triangular cooperation with countries that have experience with forecast-based financing.

Partnerships

86. WFP will implement this strategic outcome in coordination with CONRED, the National Institute for Seismology, Volcanology, Meteorology and Hydrology, the ministries responsible for social development, agriculture and education, other actors in social protection, other United Nations agencies and the World Bank. WFP will work closely with the United Nations emergency team, the working group on gender in humanitarian action, the inter-agency cash working group and the United Nations humanitarian country team and its members, such as NGOs, CSOs and local governments. WFP will partner with research organizations and academic institutions on climate change and forecast-based financing activities.

Assumptions

87. Strategic outcome 4 is based on the assumption that no major event will disrupt social protection programmes, that coordination among social protection actors functions at the technical and political levels and that government budget allocations to social protection programmes remain stable or increase.

Transition and handover strategy

88. During the period covered by the CSP, the foundations of an integrated and shock-responsive social protection system will be developed, but it is expected that technical support will continue beyond implementation of the CSP. National EPR capacity is already established, and WFP will focus on building the capacity of local governments and other actors throughout the CSP period.

Strategic outcome 5: National partners have access to efficient services and technical assistance throughout the year

89. Under this strategic outcome, WFP seeks to leverage its strengths in supply chain and beneficiary management to provide services to improve national government programmes. Work under the outcome will complement technical assistance provided under strategic outcomes 2 and 4.

Focus area

90. This strategic outcome is focused on resilience building.

Alignment with national priorities

91. This strategic outcome contributes to UNSDCF outcome 6 on efficient and transparent management of national institutions' resources, and is aligned with the national priority for a responsible, transparent and effective state, which includes transparency, accountability and programme effectiveness.

Expected outputs

92. The outcome will be achieved through three outputs:
- Targeted populations benefit from national programmes that are more efficient and transparent, due to food procurement services provided to national institutions.
 - Targeted populations benefit from national programmes that are more efficient and transparent, due to services and technical assistance provided to national institutions.
 - National coordination mechanisms receive technical assistance to ensure coherence and transparency of national programmes.

Key activities*Activity 7: Provide food procurement services to national institutions and other partners*

93. WFP will provide food procurement services that assist government programmes in implementing the national budget. This activity will use competitive procurement processes and timely schemes to ensure cost-effective and -efficient use of national resources, prioritizing local markets to enhance the national economy. When possible, WFP will facilitate procurement from smallholder farmers.

Activity 8: Provide services and technical assistance to national institutions and other partners

94. WFP will provide services such as procurement of non-food items for nutrition, school feeding and resilience programmes. WFP will also provide other logistic services and beneficiary management services to ensure the integration of programmes supported under strategic outcome 4. The support will be context specific and tailored to requests from government institutions and aimed at equitably addressing the needs of government beneficiaries.

Partnerships

95. WFP will implement services on request primarily for government institutions and other partners such as other United Nations agencies.

Assumptions

96. Strategic outcome 5 is based on the assumption that no major events will disrupt WFP's supply chain capacity and that its SCOPE digital beneficiary and transfer management system does not encounter major legal obstacles from the Government.

Transition and handover strategy

97. Through this activity, WFP will strengthen the capacity of the Government by establishing a joint strategy for specific services such as beneficiary management, in coordination with activities under strategic outcome 4.

4.1 Implementation arrangements**4.1 Beneficiary analysis**

98. WFP will focus on the most vulnerable communities, mainly rural and indigenous populations with high levels of stunting, poverty and gender inequality and at high risk of climate-related shocks. WFP interventions often target mainly indigenous people, who represent almost half of the national population and are concentrated in rural areas. If relevant, and taking into consideration the impact of COVID-19, WFP will carry out specific assessments to determine whether to target people in urban areas. For resilience building activities WFP, in collaboration with partners, will target specific groups such as young people in conflict with the law and women who have survived violence. The interventions that WFP

implements directly will be culturally sensitive and will respond equitably to the essential needs of all household members, including people with disabilities.

99. WFP will take into consideration the geographic targeting of the National Crusade for Nutrition. Most of its activities will be implemented nationwide, depending on the availability of resources and assessed needs (for example, during an emergency response). WFP will coordinate with other actors present in the geographic areas of its interventions to avoid duplication and develop synergies that enhance impact. Beneficiaries receiving in-kind food assistance or CBTs will be managed through SCOPE.
100. The CSP establishes a continuum between emergency response and resilience building complemented with nutrition-specific interventions. Beneficiary overlaps could occur between strategic outcomes 1 and 3 if people receive emergency food assistance and then shift to resilience activities in areas such as the Dry Corridor and between strategic outcomes 2 and 3 if nutrition interventions coincide with resilience activities, especially in vulnerable areas in the Dry Corridor and northwestern regions. Under strategic outcome 3, beneficiaries will progress through various packages of assistance during implementation of the CSP.
101. WFP will contribute to the strengthening of national programmes and other actions with nationwide coverage. Strategic outcomes 2, 3 and 4 will have indirect beneficiaries who will benefit from information promoting healthy habits and gender-transformative actions, improved planning at the local level and integrated social protection programmes at the national level implemented with WFP support.

**TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES
BY STRATEGIC OUTCOME, OUTPUT AND ACTIVITY, 2021-2024**

Strategic outcome	Outputs	Activity	Beneficiary group	Year 1	Year 2	Year 3	Year 4	Total
1 (Strategic Result 1)	1.1	1	Girls	53 650	53 650	53 650	53 650	214 600
			Boys	51 800	51 800	51 800	51 800	207 200
			Women	41 625	41 625	41 625	41 625	166 500
			Men	37 925	37 925	37 925	37 925	151 700
			Total	185 000	185 000	185 000	185 000	740 000
2 (Strategic Result 2)	2.1 and 2.2	2	Girls	9 000	8 000	8 000	8 000	33 000
			Boys	7 000	7 000	7 000	7 000	28 000
			Women	1 500	1 500	1 600	1 600	6 200
			Men	700	600	700	800	2 800
			Total	18 200	17 100	17 300	17 400	70 000
3 (Strategic Result 4)	3.1, 3.2 and 3.3	3	Girls	2 500	2 500	3 000	3 000	11 000
			Boys	3 000	3 000	3 500	3 500	13 000
			Women	800	800	800	800	3 200
			Men	650	650	650	650	2 600
			Total	6 950	6 950	7 950	7 950	29 800
	4.1, 4.2, 4.3, 4.4, 4.5 and 4.6	4	Girls	16 280	22 385	35 613	35 613	109 891
			Boys	10 120	13 915	22 137	22 137	68 309
			Women	10 566	12 100	19 250	19 250	61 166
			Men	10 368	12 100	19 250	19 250	60 968
			Total	47 334	60 500	96 250	96 250	300 334

Strategic outcome	Outputs	Activity	Beneficiary group	Year 1	Year 2	Year 3	Year 4	Total
4 (Strategic Result 5)	6.1	6	Girls	679	552	636	515	2 382
			Boys	629	512	589	477	2 207
			Women	629	512	589	476	2 206
			Men	579	470	542	438	2 029
			Total	2 516	2 046	2 356	1 906	8 824
Total (without overlap)				260 000	224 262	248 356	212 256	948 208

4.2 Transfers

Food and cash-based transfers

102. The primary transfer modality will be capacity strengthening, followed by CBTs, which will be used under strategic outcomes 1 and 3 and will be appropriate and cost-effective as long as the economy and prices are stable and food is widely available. WFP will carry out assessments, monitor prices and assess the relevance and appropriateness of ration sizes. The provision of CBTs through a financial service provider will be monitored to ensure that CBTs adequately and equitably meet the needs of women and men, including older persons, minors in need of assistance and people with disabilities. WFP will assess the need to pre-position in-kind food assistance for sudden-onset emergencies.

	Strategic outcome 1		Strategic outcome 3
	Activity 1		Activity 4
Beneficiary type	Shock-affected people		Vulnerable local population
Modality	Food	Cash-based transfers	Cash-based transfers
Cereals	400		
pulses	60		
Oil	25		
Super Cereal Plus	60		
Total kcal/day	2 110	2 100	2 100
% kcal from protein	11.4		
CBTs (USD/person/day)		0.60	0.60
Number of feeding days per year	10	90	100

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/CBTs	Total (mt)	Total (USD)
Cereals	1 200	531 432
Pulses	180	207 000
Oil and fats	75	102 577
Mixed and blended foods	180	205 902
Total (food)	1 635	1 046 911
Cash-based transfers (USD)	-	33 772 100
Total (food and cash-based transfer value)	1 635	34 819 011

4.3 Partnerships

103. WFP will operate in close coordination with the Government. It will partner with national and local government entities, CSOs, other United Nations agencies, academic institutions, funding partners and private sector entities and will leverage its current role in supporting the general government policy and the National Crusade for Nutrition. Building on achievements and lessons learned from the previous CSP, WFP will pursue strategic partnerships to diversify its resourcing portfolio and unlock funding opportunities in innovative areas of work and will seek strengthened partnerships with civil society.
104. WFP will strengthen alliances with municipal governments for sustainable impact and will promote South-South and triangular cooperation mechanisms to facilitate the exchange of knowledge and experiences in nutrition, food systems and resilience building with other countries in the region. Emphasis will be placed on shifting existing relationships with traditional donors from transaction-based engagement to strategic partnerships. WFP will enhance engagement with the private sector to secure technical cooperation and innovative solutions. In its partnerships, WFP will apply a three-part strategy:
- Position WFP as a technical partner in efforts to strengthen government capacity related to food systems, nutrition, risk management, preparedness and emergency response. South-South and triangular cooperation will also be promoted as a way of strengthening government capacity and sharing Guatemala's political and operational level experience, complementing WFP's capacity strengthening interventions under the CSP.
 - Diversify partnership portfolios, securing new alliances for furthering progress towards SDGs 2 and 17 and the broader 2030 Agenda. WFP will seek new partnerships with traditional and non-traditional actors, including international financial institutions, social enterprises, influencers, academic and research institutions, foundations and leading corporations.
 - WFP will utilize evidence from joint programming to promote its growing role in resilience, development and innovation.
105. Partnerships with other United Nations agencies, CSOs and local and national NGOs will be crucial for the implementation of field activities to maximize the impact of the CSP's SBCC strategy, including the development of gender- and nutrition-transformative approaches and consideration of indigenous people's views and needs in WFP interventions. To achieve this impact, WFP will also engage closely with local communities and with academic institutions that can help generate robust evidence from assessments and reviews.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

106. WFP will implement a comprehensive monitoring and evaluation plan for measuring progress towards results through a combination of the corporate outcome and output indicators included in the logical framework, additional indicators for measuring the impact of capacity strengthening and behaviour change, and the facilitation of gender- and nutrition-responsive monitoring and evaluation.
107. WFP will collect baseline data from sampled communities, households and individuals. Monitoring of distributions, activities and progress towards outcomes will meet corporate requirements and follow standard procedures. Baseline values, annual targets and follow-up values will be recorded in WFP's country office tool for managing effectively, COMET. Field staff will be equipped with mobile data collection devices. In isolated areas WFP will use remote data collection for monitoring, assessments and early warning. Analysis and reporting will be based on gender- and age-disaggregated data registered on SCOPE tracking beneficiaries and WFP assistance. WFP will track results that contribute to SDGs other than SDGs 2 and 17 and will participate in UNSDCF assessments. It will also coordinate joint assessments of food security and nutrition with the United Nations country and humanitarian teams.
108. WFP will learn from and adjust implementation to take into account monitoring reports and feedback received through its feedback and complaint mechanism hotline. It will document good practices in thematic reviews, video recordings, infographics and photo galleries, including initiatives that contribute to qualitative monitoring, such as the use of storytellers.
109. In the second year of CSP implementation, WFP will carry out a decentralized evaluation designed to generate evidence and lessons learned. In the third year it will conduct an independent centralized evaluation to inform the design of the next CSP and fulfil accountability requirements. In coordination with the Office of Evaluation, the country office is exploring the potential for conducting an impact evaluation in partnership with the Development Impact Evaluation group of the World Bank as part of WFP's impact evaluation "window" on climate change and resilience. A baseline assessment would be conducted at the end of 2020 or in early 2021, and results would be reported by 2024.

5.2 Risk management

Strategic risks

110. The formulation of this CSP coincided with the appointment of a new government, creating uncertainty concerning the continuity of political priorities. WFP engaged proactively with the new Government before it took office to mitigate this risk. Guatemala is prone to natural hazards, and a major climate-related event could undermine resilience and long-term development work. WFP will therefore continue to provide capacity strengthening relevant to EPR. As Guatemala is a country of origin, transit, destination and return for migrating people, WFP will continue to work closely with the Office of the United Nations High Commissioner for Refugees and the International Organization for Migration on monitoring the situation, and it is ready to scale up and adapt CSP activities if necessary. Challenges resulting from gender inequality and other structural inequality could undermine WFP's development efforts, and WFP will strive to adapt interventions to avoid exacerbating these challenges.

Operational risks

111. Organized crime poses a major risk to staff and beneficiaries. To mitigate this risk, WFP will comply with United Nations security rules and will maintain close relations with local authorities and communities in the areas in which it operates. Security assessments will be

carried out during the selection of transfer modalities and delivery mechanisms. Government staff turnover, particularly in the decentralized offices of ministries, might cause delays in implementation, so WFP will organize regular capacity strengthening sessions for new staff and seek ways to mitigate any protracted delays caused by government staff turnover.

Fiduciary risks

112. To avoid the risk of misappropriation of cash-based transfers, WFP staff will monitor distributions regularly and reinforce beneficiary information. All beneficiary complaints regarding potential misbehaviour will be channelled through a hotline mechanism that ensures appropriate action. Field staff will monitor the selection process for and eligibility of beneficiaries, and WFP will perform regular post-distribution reconciliations.

5.3 Social and environmental safeguards

113. The country office applies environmental social standards when designing and implementing its operations and programme activities. WFP developed a green office programme in 2019, which will be implemented throughout the CSP period in accordance with the International Organization for Standardization's standard ISO 14001:2014. The programme includes the training of staff in environmental matters such as management of energy, water and waste, reduction of carbon footprints and efficient use of technology. The country office has selected indicators for these areas, which are monitored to ensure compliance with standards. The design and implementation of all activities will take into consideration corporate guidelines for environmental and social standards in operations.

6. Resources for results

6.1 Country portfolio budget

114. Projected needs for the CSP are USD 157 million, reflecting the geographic scope of operations and the programmatic shift towards resilience building. The most significant budget allocations are to strategic outcomes 3 and 5 on resilience building, followed by strategic outcome 1 on crisis response. Gender equality activities account for 20 percent of the total budget.

Strategic outcome	Activity	Year 1	Year 2	Year 3	Year 4	Total
1	1	7 280 540	7 128 598	7 202 730	7 308 604	28 920 473
2	2	686 805	695 130	821 569	918 926	3 122 430
3	3	851 982	795 221	820 994	811 417	3 279 614
	4	9 189 989	14 255 530	15 719 480	16 189 558	55 354 558
4	5	290 527	292 823	297 882	305 911	1 187 143
	6	538 453	436 052	509 471	372 233	1 856 209
5	7	16 970 034	16 808 737	16 930 315	8 076 342	58 785 428
	8	1 266 943	1 259 969	1 274 437	1 294 297	5 095 645
Total		37 075 274	41 672 061	43 576 878	35 277 289	157 601 501

6.2 Resourcing outlook and strategy

115. Currently, 20 percent of the country portfolio budget is covered by confirmed contributions and high probability forecast contributions. Additional funds from the Government for service provision, for which the Government has made firm commitments, and carryovers from the current CSP mean that 48 percent of the activities expected to take place during the first year of CSP implementation are already funded. Ninety-six percent of funding needs for strategic outcome 2 are covered, along with 67 percent of needs for strategic outcome 4 and 37 percent for strategic outcome 3. Activities planned under strategic outcome 5 are based on firm government agreements, and trends indicate that emergency response under strategic outcome 1 would be funded in the event of an emergency.
116. During the formulation of the CSP and its partnership action plan WFP held meetings with donors, the Government and other partners to seek their validation of CSP strategies and operations. Partners expressed a strong interest in the CSP, with donors also expressing an interest in mobilizing pooled funds for comprehensive interventions that integrate responses to food insecurity and other emergencies with efforts to achieve sustainability through resilience building.

ANNEX I**LOGICAL FRAMEWORK FOR GUATEMALA COUNTRY STRATEGIC PLAN (2021–2024)**

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Crisis-affected populations in Guatemala are able to meet their essential needs during and in the aftermath of crises

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

Nutrition
sensitive

Focus area: Crisis response

Assumptions:

A comprehensive national response is well funded by stakeholders in the country.

Outcome indicators

Consumption-based Coping Strategy Index (average)

Dietary Diversity Score

Economic capacity to meet essential needs

Food Consumption Score

Food Consumption Score – Nutrition

Food Expenditure Share

Livelihood-based Coping Strategy Index (percentage of households using coping strategies)

Activities and outputs**1. Provide direct nutrition and gender responsive assistance to crisis-affected populations (URT: Unconditional resource transfers to support access to food)**

Crisis-affected populations receive adequate and timely assistance to meet their essential needs, including food and nutrition needs (A: Resources transferred)

Strategic Objective 2: Improve nutrition**Strategic Result 2: No one suffers from malnutrition****Strategic outcome 2: Vulnerable populations in targeted areas have access to comprehensive services and programmes that promote healthy diets by 2024**

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

Focus area: Resilience
building

Assumptions:

Government commitment for health and nutrition remains a priority in the national agenda

Outcome indicators

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

Proportion of eligible population that participates in programme (coverage)

Activities and outputs**2. Strengthen national and local capacities in nutrition and healthy diets promotion for vulnerable populations (NPA: Malnutrition prevention activities)**

National and local institutions benefit from strengthened capacities to design, manage and implement nutrition-sensitive social protection programmes that reach vulnerable populations (C: Capacity development and technical support provided)

Vulnerable communities benefit from a social mobilization strategy that increases the demand for comprehensive programmes that promote healthy diets (E: Social and behaviour change communication (SBCC) delivered)

Strategic Objective 3: Achieve food security**Strategic Result 4: Food systems are sustainable****Strategic outcome 3: Rural vulnerable populations and local institutions engage in nutrition- and gender-sensitive, sustainable and climate-resilient food systems throughout the year**

Outcome category:
Improved household
adaptation and resilience to
climate and other shocks

Nutrition
sensitive

Focus area: Resilience
building

Assumptions:

Political and social stability; unforeseen natural hazards do not hamper DRR and DRM efforts.

Outcome indicators

Consumption-based Coping Strategy Index (average)

Dietary Diversity Score

Food Consumption Score

Food Consumption Score – Nutrition

Food expenditure share

Livelihood-based Coping Strategy Index (percentage of households using coping strategies)

Number of innovative approaches to enhance resilience tested

Percentage of households using weather and climate information for decision-making on livelihoods and food security

Percentage of households who integrate adaptation measures in their activities/livelihoods

Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer

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 livelihoods asset base

Proportion of the population in targeted communities reporting environmental benefits

Activities and outputs

3. Strengthen capacities of institutions responsible for school feeding, school communities and smallholder farmers. (SMP: School meal activities)

School children and smallholder farmers benefit from strengthened management of the national school feeding programme and enhanced capacities of the education community to access healthy diets and habits (C: Capacity development and technical support provided)

School children benefit from home-grown school feeding to access healthy diets (N: School feeding provided)

School children parents benefit from a social mobilization strategy to prevent all forms of malnutrition and gender discrimination (E: Social and behaviour change communication (SBCC) delivered)

4. Provide training, equipment, cash-based transfers and technical assistance to vulnerable smallholder farmers, communities, cooperatives and local institutions (ACL: Asset creation and livelihood support activities)

Local institutions benefit from capacity strengthening to enhance governance, design and implement inclusive resilience-building comprehensive plans (C: Capacity development and technical support provided)

Prioritized populations and institutions benefit from a social mobilization strategy that promotes transformative practices in climate-resilience, gender and inclusion (E: Social and behaviour change communication (SBCC) delivered)

Prioritized populations and institutions benefit from training and assets to access climate resilient services, tools and practices (D: Assets created)

Prioritized populations benefit from trainings and assets to diversify and adapt their livelihood and access new job opportunities (A: Resources transferred)

Smallholder farmers and microentrepreneurs benefit from financial services for integrated risk management (G: Linkages to financial resources and insurance services facilitated)

Smallholder farmers and microentrepreneurs benefit from organizational strengthening training for increased market access (F: Purchases from smallholders completed)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

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

Strategic outcome 4: National institutions have strengthened capacities and improve their coordination to manage an integrated social protection system by 2024

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:

Political support for the establishment of an integrated social protection system

Outcome indicators

Emergency Preparedness Capacity Index

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

Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support

Activities and outputs**5. Provide technical assistance at policy and operational level to social protection institutions (CSI: Institutional capacity strengthening activities)**

Vulnerable populations benefit from strengthened institutional capacities to manage an integrated and shock-responsive national social protection system (C: Capacity development and technical support provided)

6. Provide technical assistance to national and subnational institutions of the emergency preparedness and response system (EPA: Emergency preparedness activities)

Vulnerable populations benefit from enhanced and coordinated emergency preparedness and response to prevent and reduce the impact of shocks on poverty and food security and nutrition (C: Capacity development and technical support provided)

Strategic Objective 5: Partner for SDG results**Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs****Strategic outcome 5: National partners have access to efficient services and technical assistance throughout the year**

Outcome category:
Enhanced common
coordination platforms

Focus area: Resilience
building

Assumptions:

Government requests and allocates resources for provision of services

Outcome indicators

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

User satisfaction rate

Activities and outputs**7. Provide food procurement services to national institutions and other partners (CPA: Service provision and platforms activities)**

Targeted populations benefit from national programmes that are more efficient and transparent, due to food procurement services provided to national institutions (H: Shared services and platforms provided)

8. Provide services and technical assistance to national institutions and other partners (CPA: Service provision and platforms activities)

National coordination mechanisms receive technical assistance to ensure coherence and transparency of national programmes (M: National coordination mechanisms supported)

Targeted populations benefit from national programmes that are more efficient and transparent, due to services and technical assistance provided to national institutions (H: Shared services and platforms provided)

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.2.2: Proportion of targeted people receiving assistance without safety challenges

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

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

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

Cross-cutting indicators

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

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

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

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment

Cross-cutting indicators

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1	Strategic Result 2	Strategic Result 4	Strategic Result 5	Strategic Result 8	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Resilience building	
Transfers	23 257 055	2 396 694	48 061 081	2 225 594	56 012 000	131 952 423
Implementation	2 106 838	340 351	3 358 254	444 046	3 730 855	9 980 343
Adjusted direct support costs	1 791 481	194 815	3 636 227	187 968	4 138 219	9 948 709
Subtotal	27 155 373	2 931 859	55 055 561	2 857 608	63 881 073	151 881 475
Indirect support costs (6.5 percent)	1 765 099	190 571	3 578 611	185 745	0	5 720 026
Total	28 920 473	3 122 430	58 634 173	3 043 353	63 881 073	157 601 501

Acronyms

CBT	cash-based transfer
CONRED	National Coordinator for Disaster Reduction
CSO	civil society organization
CSP	country strategic plan
EPR	emergency preparedness and response
NGO	non-governmental organization
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SESAN	Secretariat of Food Security and Nutrition
UNSDCF	United Nations sustainable development cooperation framework