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Peru country strategic plan (2023–2026)

Duration	1 January 2023–31 December 2026
Total cost to WFP	USD 73,821,586
Gender and age marker*	3

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

Executive summary

Over the last two decades, Peru has achieved remarkable economic growth, emerging in 2008 as an upper-middle-income country. In the same period, poverty has halved and chronic malnutrition in children under 5 has fallen.

However, since 2017, the country has faced major challenges. Public expenditure has fallen steadily, monetary poverty has risen and the frequency and intensity of climate-related emergencies has increased, slowing progress in reducing structural inequalities. The COVID-19 pandemic has also threatened advances made in the fight against poverty and malnutrition. In 2021, 51 percent of the population was in moderate or severe food insecurity, and obesity and overweight trends in children and adolescents were increasing.

Under the country strategic plan for 2023–2026, WFP will scale up its support to the Peruvian Government as it seeks to achieve Sustainable Development Goals 2 and 17. The organization will strengthen its role as a key enabling partner at the national and subnational levels in the implementation of food policies and practices aimed at reducing food insecurity and malnutrition. WFP will enhance its emergency response capacity and continue to advocate a stronger adaptive and shock-responsive national social protection system that enables people to meet their own food security, nutrition and associated essential needs and better prepare for, respond to and recover from shocks and stressors. WFP will also implement programmes designed to improve

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the nutritional status of the most vulnerable populations while building their resilience to the impacts of climate change and protracted and multi-pronged crises. The 2023–2026 country strategic plan is closely aligned with the national strategic development plan, *Visión del Perú al 2050*, and with the strategic priorities laid out in the United Nations sustainable development cooperation framework for 2022–2026, namely: wellbeing and equal access to opportunities; environment, climate change and disaster risk management; competitiveness and inclusive and sustainable productivity; and effective democratic governance and equitable exercise of citizenship.

To deliver on these strategic priorities, the country strategic plan for 2023–2026 contains the following outcomes:

- *Outcome 1:* Crisis-affected populations in Peru are able to meet their urgent food, nutrition and associated essential needs before and during multi-pronged crises and disasters between 2023 and 2026.
- *Outcome 2:* Indigenous people and populations most at risk of malnutrition in Peru have improved nutritional status by 2026.
- *Outcome 3:* By 2026, indigenous people and other populations that are vulnerable to climate change in Peru are better adapted to climate change, more resilient to climate-related disasters and part of more sustainable, inclusive and equitable food systems.
- *Outcome 4:* The Government and humanitarian and development actors in Peru are reliably supported by efficient and effective supply chain and other services by 2026.

WFP will work with the Peruvian Government and the private sector together with other United Nations agencies, academic institutions, non-governmental organizations and civil society entities, fostering partnerships with donors and other cooperation actors to deliver the expected results and contribute to achieving Sustainable Development Goals 2 (zero hunger) and 17 (partnerships for the goals).

Draft decision*

The Board approves the Peru country strategic plan (2023–2026) (WFP/EB.2/2022/7-A/10) at a total cost to WFP of USD 73,821,586.

* 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. Peru has been an upper-middle-income country since 2008.¹ It ranks 79 out of 189 countries in the Human Development Index² and, in 2019, had a Gini coefficient of 0.438. Global Gender Gap Index calculations for 2021 show that women are 37 percent less likely than men to have economic opportunities;³ in 2019, the Gender Development Index for Peru was 0.957, lower than the regional average (0.978).⁴
2. Between 2014 and 2019, the annual growth rate of Peru's gross domestic product (GDP) fell from 5.5 to 3.1 percent, influenced by the drop in international prices of copper and other raw materials, of which the country is a leading producer.⁵
3. During the last presidential term (2016–2021), the country had four presidents, leading to social, political and economic instability;⁶ this has affected the delivery of public policies and hindered the progress of the development agenda.⁷
4. In 2017, monetary poverty began to rise for the first time in a century, and the challenges of sustaining social development became especially evident.⁸ During the same year, the country was hit by El Niño–Southern Oscillation (ENSO) climate conditions, which affected 1,454,051 people⁹ and hit agriculture hard. Food insecurity and acute malnutrition increased in children under 5,¹⁰ reversing some development achievements.
5. Peru is the second-largest recipient of Venezuelan migrants and the largest host of Venezuelan asylum seekers worldwide,¹¹ hosting 1.3 million people in February 2022.¹²

¹ National Centre for Strategic Planning. 2016. *Perú 2021: País OCDE* (Peru 2021: OECD country).

² United Nations Development Programme. 2020. *Human Development Report 2020: The next frontier – Human development and the Anthropocene*.

³ Statista. 2021. *Gender gap index in Peru, 2021*.

⁴ United Nations Development Programme, 2020. *Human Development Report 2020: The next frontier – Human development and the Anthropocene*.

⁵ Ministry of Energy and Mining. *Perú: País Minero* (Peru: a mining country).

⁶ United Nations. 2021. *Marco de Cooperación de las Naciones Unidas para el Desarrollo Sostenible, Perú: 2022-2026* (United Nations sustainable development cooperation framework, Peru: 2022–2026).

⁷ United Nations. 2021. *Análisis común de las Naciones Unidas sobre el Perú* (Peru common country analysis).

⁸ National Institute of Statistics and Informatics. 2018. *Evolución de la Pobreza Monetaria, 2007–2017* (Evolution of monetary poverty, 2007–2017).

⁹ National Institute of Civil Defence. 2021. *Boletín estadístico virtual de la gestión reactiva* (Reactive management virtual statistical bulletin).

¹⁰ Institute of Economics and Business Development of the Lima Chamber of Commerce. Presidency of the Republic. 2017. *República del Perú: Memoria de Gobierno, 28 julio 2016/27 julio 2017* (Republic of Peru: Government report, 28 July 2016/27 July 2017).

¹¹ United Nations. 2021. *Análisis común de las Naciones Unidas sobre el Perú* (Peru common country analysis).

¹² Inter-agency Coordination Platform for Refugees and Migrants from Venezuela. 2022. *Peru: Key figures*.

6. During the COVID-19 pandemic, poverty has increased sharply. While impoverishment hits urban areas hardest,¹³ food insecurity rates have seen the highest growth in rural areas.¹⁴ The share of women with no income increased from 29.4 percent in 2019 to 36 percent in 2020.¹⁵ The gender pay gap intensifies the poverty-related burden on working women whose income is, on average, 19.3 percent lower than that for men.¹⁶
7. The impact of climate change is particularly severe in Peru. The United Nations Development Programme estimates that 67 percent of all disasters in the country are related to climate change.¹⁷
8. The frequency and intensity of events and phenomena such as ENSO have increased. Between 2015 and 2019, episodes of heavy rainfall rose more than 200 percent; floods increased by almost 100 percent; frost by 50 percent, and landslides increased in number from 19 to 322.¹⁸
9. These emergencies have a severe impact on the agricultural sector and rural populations linked to subsistence farming, artisanal fishers, women and indigenous communities, whose climate-adaptive capacities are limited.^{19,20} Risk prevention mechanisms for emergencies are almost non-existent, and there is a lack of support and resilience networks for farmers to counteract the impacts of intense weather and climatic events.²¹ Peru is vulnerable to earthquakes and tsunamis, located in an area where more than 80 percent of the world's seismic activity is registered.
10. Peruvian agriculture employs 27.4 percent of the economically active population and contributes around 11 percent of GDP.^{22,23} However, income levels among farming households are stagnating. Agricultural producers represent 34.7 percent of the population living in poverty and 10.5 percent of the population living in extreme poverty.

¹³ National Institute of Statistics and Informatics. 2021. *Evolución de la Pobreza Monetaria, 2009–2020* (Evolution of monetary poverty, 2009–2020).

¹⁴ United Nations. 2021. *Resumen ejecutivo: Estudio del impacto socioeconómico del COVID-19 en los hogares peruanos*. (Executive summary: Study on the socioeconomic impact of COVID-19 on Peruvian households).

¹⁵ National Institute of Statistics and Informatics. 2021. *Perú: Brechas de género, 2021: Avances hacia la igualdad de mujeres y hombres* (Peru: Gender gaps, 2021: Progress towards equality between women and men).

¹⁶ Peruvian Institute of Economics. 2021. *Índice de Competitividad Regional 2021* (Regional competitiveness index 2021)

¹⁷ Ministry for the Environment. 2018. *Contribuciones nacionalmente determinadas, la respuesta peruana al cambio climático* (Nationally determined contributions, Peru's response to climate change).

¹⁸ Office of the Vice-Minister of Territorial Governance. 2019. *Plan multisectorial ante heladas y friaje, 2019–2021*. (Multisectoral plan for frost and cold, 2019–2021).

¹⁹ Ministry of the Environment. 2015. *Estudio de desempeño ambiental, 2003–2013* (Environmental performance study, 2003–2013). Part 1, chapter 3.

²⁰ Cuba, L. and Brenda, A. 2020. *Estudio sobre brechas de género en el desastre del Niño Costero 2017 en el Perú y en la respuesta del Estado* (Study on gender gaps in the 2017 El Niño coastal disaster in Peru and in the State response).

²¹ Economic and Social Research Consortium and Peruvian Center for Social Studies. 2021. *¿Desplegando resiliencia? Agricultura familiar y sistemas alimentarios en contexto de COVID-19* (Building resilience? Family farming and food systems in the context of COVID-19).

²² World Bank. 2021. *Data: Peru*.

²³ World Bank. 2017. *Gaining momentum in Peruvian agriculture: opportunities to increase productivity and enhance competitiveness*.

11. Peru's economic growth depends heavily on natural resource exploitation, generating enormous pressures on biodiversity and ecosystems. Illegal mining, migratory agriculture, deforestation, overexploitation of hydrobiological resources and degradation of ecosystems produce habitat loss, pollution and displacement of native species, which in turn endanger the survival of vulnerable populations such as indigenous peoples, peasants and fishers who depend on these ecosystems.²⁴

1.2 Progress towards the 2030 Agenda for Sustainable Development

12. Peru ranked 61 out of 166 countries in the Sustainable Development Goal (SDG) index (2019) regarding progress towards achieving the SDGs.²⁵ High inequality prevails in property, infrastructure, income and access to basic social services. In terms of food and nutrition security, significant progress has been made in recent years, as seen in the decrease in chronic malnutrition prevalence in children under 5 (from 14.6 percent in 2014 to 12.1 percent in 2020) and the reduction in infant mortality. However, challenges persist in reducing early childhood anaemia, with notable disparities in progress seen between urban and rural areas and amongst indigenous children and those living in poverty. The pandemic has intensified food security inequalities, even among higher socioeconomic levels.²⁶
13. Peru is a signatory of the Paris Agreement and the United Nations Framework Convention on Climate Change. The country has adopted the Sendai Framework for Disaster Risk Reduction²⁷ and has launched its national adaptation plan.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

14. *Access to food.* In 2020, around 30 percent of the population lived below the poverty line and had limited access to nutritious food; as many as 3.2 million of these people had been pushed into poverty by the pandemic. In absolute terms, poverty is concentrated in urban areas, but it has a higher prevalence in rural areas (45.7 percent of rural population).²⁸
15. Food insecurity has been increasing since 2014. A WFP national survey in 2021 shows that 51 percent of the population faces moderate or severe food insecurity. Moreover, 52 percent of households led by women and 49.7 percent of those led by men face food insecurity.
16. *End malnutrition.* Chronic undernutrition affects 24.8 percent of rural populations, compared to 7.2 percent in urban areas. In remote areas of the highlands and the jungle, chronic undernutrition prevalence reaches 31.5 percent. These levels have not fallen among most indigenous communities in the jungle region over the last ten years.²⁹
17. In 2020, anaemia affected 40 percent of children age 6 to 35 months, 48.4 percent in rural areas, and 36.7 percent in urban areas. In some regions, such as Puno, this figure reaches 69.4 percent and 32.6 percent of women age 15 to 49 are anaemic.

²⁴ United Nations. 2021. *Marco de Cooperación de las Naciones Unidas para el Desarrollo Sostenible, Perú: 2022-2026* (United Nations sustainable development cooperation framework, Peru: 2022–2026).

²⁵ Sachs, J. and others. 2021. *Sustainable Development Report 2020*.

²⁶ United Nations. 2021. *Marco de Cooperación de las Naciones Unidas para el Desarrollo Sostenible, Perú: 2022-2026* (United Nations sustainable development cooperation framework, Peru: 2022–2026).

²⁷ *Ibid.*

²⁸ National Institute of Statistics and Informatics. 2020. *Evolución de la Pobreza Monetaria, 2010–2021* (Evolution of monetary poverty, 2010-2021).

²⁹ National Institute of Statistics and Informatics. 2022. *Perú: Encuesta Demográfica y de Salud Familiar – ENDES 2021* (Peru: Demographic and health survey – ENDES 2021).

18. In 2020, overweight and obesity affected 10 percent of children under 5 (14.7 percent in the coast area) and 34 percent of children age 5 to 19. Moreover, 39.9 percent of people age 15 and over presented at least one comorbidity (obesity, hypertension or diabetes mellitus). Among women age 15 to 49 years, the national prevalence of overweight is 38 percent.
19. *Smallholder productivity and incomes.* Around 97 percent of Peru's 2.2 million farming units are run by smallholders, who are responsible for 86 percent of the value of agricultural production but also have the lowest productivity and incomes.³⁰ Women engage unequally in small-holding agriculture: while they represent 38 percent of the agricultural workforce, they only manage 21 percent of cultivated land. In addition, women participate more often in small agricultural units: 34 percent of farmers cultivating 1 hectare or less are women, compared to 18 percent of those working on units between 5 and 10 hectares.³¹ Agricultural integration and productivity are geographically uneven. With few exceptions, most export-led production is concentrated on the coast, organized into well-integrated local and international value chains. By contrast, livelihoods in the highlands and most of the jungle are largely subsistence-oriented and poorly integrated into markets, lacking financing and other resources.³² Gender inequality in financial inclusion and asset creation hinders women's potential to secure sustainable livelihoods for themselves. Only 36 percent of women have access to a current account (compared to 46 percent of men) and 22 percent have access to a savings account (compared to 37 percent of men).³³
20. *Sustainable food systems.* There have been encouraging advances in the national discourse on building sustainable food systems with the creation of a road map centred around agreed action pathways. However, numerous factors have stymied advances towards implementing a systemic approach. Food systems continue to face major challenges: the prevalence of unsustainable, inefficient production systems that exert pressure on natural resources and ecosystems; high vulnerability to shocks and the effects of climate change; lack of sufficient capacity to guarantee the quality and safety of food and reduce losses; lack of adequate protection systems, access to financing and markets for rural households; and a food industry that generates obesogenic environments.

Progress on Sustainable Development Goal 17 targets

21. *Policy coherence.* In April 2019, the *Acuerdo Nacional*³⁴ approved *Visión del Perú al 2050*, a strategy that lays the foundation for the national strategic development plan up to 2050, increasing coherence between national strategies and policies.
22. *Diversified resourcing.* As an upper-middle-income country, Peru has leverage to access international markets. However, reducing inequality is a major challenge that requires the country to maximize the use of resources and promote enhanced redistribution schemes that leave no one behind.

³⁰ Eguren, F. and Pintado, M. 2015. *Contribución de la agricultura familiar al sector agropecuario en el Perú* (Family farming contribution to the agriculture sector in Peru).

³¹ *Ibid.*

³² Ministry of Agrarian Development and Irrigation. 2019. *Informe Anual de Seguimiento al Fortalecimiento de Capacidades* (Annual Capacity Building Follow-Up Report).

³³ Superintendency of Banking, Insurance and Private Administrators of Pension Funds. 2019. *Género e Inclusión Financiera* (Gender and financial inclusion).

³⁴ The *Acuerdo Nacional* is the set of national policies prepared and approved on the basis of dialogue and consensus-building, after a series of national workshops and consultations, that define the course of the country's sustainable development. It is led by the President of the Republic. The representatives of the political forces present in Congress, civil society and the Government commit to embarking on a dialogue to achieve the *Acuerdo Nacional*.

23. *Enhanced global partnership.* Global initiatives like COVAX and ACT-A helped reduce unequal access to COVID-19 vaccines. This was key to fostering the economic reactivation required to improve households' access to food following the pandemic.

1.4 Hunger gaps and challenges

24. The main gaps to address in order to achieve SDGs 2 and 17 are structural, including gender, inequality in access to socioeconomic means and healthy food environments, which limits the consumption of nutritious diets; systemic deficiencies in food value chains, which result in the widespread exclusion of vulnerable actors and smallholder farmers; a need to strengthen resilience to multi-pronged crises³⁵ and disasters and the effects of climate change; insufficient synergy between the private and public sector to create the enabling environment necessary to achieve SDG 2.
25. *Political instability.* The growing political and institutional instability will need to be addressed to ensure coherence and progress in the development and delivery of equitable and inclusive policies and programmes aimed at eradicating hunger and malnutrition.³⁶
26. *Migration.* The presence of the Venezuelan community poses unique challenges and opportunities for Peru. To continue to meet humanitarian needs while working towards development outcomes, it will be vital to link high-quality humanitarian assistance with the national social protection system and implement bold policies to foster greater socioeconomic integration.
27. *Disaster risk management and climate change adaptation.* There are still significant gaps in the country's disaster risk management system. While there is a strong legislative framework, the inter-ministerial and territorial integration necessary for its implementation is limited. The increasing frequency and intensity of climate change-related events heightens risks, and public and private investments are insufficient to implement adaptation measures.
28. *Agriculture.* It is of paramount importance to transform the agrarian sector along the lines of the 2021–2030 national agrarian policy. This requires advancements in crop diversification and knowledge in biotechnology and genetic resources on native plants of Peru, which are still lacking despite efforts such as the 2021 Environmental Research Agenda promoted by the Ministry of Environment.
29. Finally, the Government needs to prioritize the national anaemia plan, to be updated in 2022, and the national strategy for food and nutritional security. Monitoring and evaluation mechanisms should be implemented for the national policy on development and social inclusion (up to 2030), the multisector national health policy, *Perú, País Saludable*, and the national policy on disaster risk management (up to 2050).

2. Strategic implications for WFP

2.1 Achievements, lessons learned, and strategic changes for WFP

30. According to an independent evaluation of the Peru country strategic plan (CSP) for 2018–2022, WFP is one of Peru's most important partners – an ally for capacity strengthening in nutrition, social protection and disaster risk management. During the emergencies that started in 2020, WFP also positioned itself as a trusted provider of humanitarian assistance.

³⁵ Multi-pronged crisis is a term coined by the Global Network Against Food Crises to draw attention to the multi-dimensionality of contemporary crises, which continue to be driven by multiple, integrated drivers that are often mutually reinforcing, including environmental, political, economic, societal and security risk factors. For more information see Global Network Against Food Crises. 2022. *2022 Global Report on Food Crises: Joint Analysis for Better Decisions*.

³⁶ United Nations. 2021. *Marco de Cooperación de las Naciones Unidas para el Desarrollo Sostenible, Perú: 2022-2026* (United Nations sustainable development cooperation framework, Peru: 2022–2026).

31. While WFP activities to strengthen institutional capacity have typically focused on technical and operational assistance to the Government, the CSP for 2018–2022 introduced a strategic shift towards providing policy and systemic capacity strengthening, with WFP acting as an enabling partner for the Government.
32. During the 2018–2022 CSP, two CSP strategic outcomes were added to support the Peruvian Government during the COVID-19 pandemic and to respond to the humanitarian emergency of refugees and migrants from Venezuela. A lesson learned from this experience was that WFP must maintain and strengthen its humanitarian capacity in Peru.
33. WFP has contributed to the formulation of the multi-sectoral plan to fight anaemia led by the Ministry of Development and Social Inclusion, which incorporates family support provided through community agents and contributes to reducing the national prevalence of childhood anaemia.
34. By 2021, WFP had made significant progress in integrating gender and age sensitivity into its activities. WFP contributes to social protection in emergencies; it joins forces with international organizations, other United Nations agencies, civil society and the private sector to implement cash-based transfer (CBT) projects in various regions of Peru, reaching more than 170,000 beneficiaries from March 2020 through the end of 2021.
35. Following the rise in food insecurity during the pandemic, and thanks to WFP support, the *Acuerdo Nacional* signed a commitment to implement a zero-hunger plan.
36. Despite political instability and the frequent turnover of public servants and authorities, WFP has been working in alignment with national policies and advocates evidence-based public policies.
37. By developing advocacy and communication strategies aimed at boosting partnerships and mobilizing private sector resources, WFP has helped put the issues of zero hunger and the fight against anaemia and other forms of malnutrition on the public and private agenda. Under strategic outcome 1 of the 2018–2022 CSP, WFP designed and implemented a successful approach to public–private partnerships, leading a private sector advisory committee that has fostered a solid relationship with the media and creating communication materials that promote healthy diets. Thanks to interventions under strategic outcome 1, the private sector advisory committee has become a spokesperson for the zero hunger agenda.
38. Through evidence generation, South–South and triangular cooperation and *CADE Ejecutivos*,³⁷ WFP has contributed to regulatory frameworks and public policies such as the rice fortification law and the inclusion of fortified rice in school feeding menus.³⁸ WFP will continue this work during the 2023–2026 CSP.
39. WFP will lead these activities during the 2023–2026 CSP under a partnerships and communication unit, in line with recommendations from the decentralized evaluation of strategic outcome 1 of the 2018–2022 CSP, which suggested boosting the transversality of its interventions. This new technical unit will bring together the development of partnerships and the delivery of communications strategies needed to create the enabling environment to achieve SDGs 2 and 17, streamlining their scope and effects under CSP outcomes 1, 2, 3 and 4.

³⁷ *CADE Ejecutivos* is the most important business forum in Peru, bringing together leaders from business, the public sector and civil society to discuss and establish an agenda with regard to key development issues.

³⁸ Ministry of Health. 2019. *Programa de Incentivos a la Gestión Municipal-Meta 4. Resultados de la actividad N° 1*. (Municipal management incentives programme –Target 4. Activity 1 results).

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

40. This CSP is aligned with the 2022–2026 United Nations sustainable development cooperation framework (UNSDCF), which sets out the United Nations' contribution to achieving national goals related to four strategic priorities: people's wellbeing and equal access to opportunities; environment, climate change and disaster risk management; competitiveness and inclusive and sustainable productivity; and effective democratic governance and equitable exercise of citizenship.
41. This CSP is aligned with the national strategic development plan, *Visión del Perú al 2050*, on the following axes: sustainable management of nature and measures against climate change; democratic, peaceful society, respect for human rights and freedom from fear and violence; and an efficient, transparent and decentralized modern state that guarantees a fair and inclusive society, without corruption and leaving no one behind.

2.3 Engagement with key stakeholders

42. WFP conducted a consultation process with the Peruvian Government, co-hosted with the Peruvian International Cooperation Agency, which included bilateral meetings with key ministries with whom WFP had already been working and with new potential partners (Ministry of the Environment and Ministry of Women and Vulnerable Populations) to present the proposed CSP for 2023–2026 and identify potential opportunities for collaboration. Through the private sector advisory committee, WFP will continue to foster an enabling environment and steer the investments needed to achieve SDGs 2 and 17. The result of the national survey on food security that WFP conducted on a sample of the general population has also informed the design of the CSP for 2023–2026.

3. WFP strategic portfolio

3.1 Direction, focus, and intended impacts

43. In line with the recommendations of the CSP evaluation and the WFP guiding principle of promoting national ownership as the most sustainable way of achieving the SDGs, WFP will expand its institutional capacity strengthening work by scaling up its role as an enabling partner of the Government in implementing food policies and programmes aimed at reducing malnutrition in all its forms. To consolidate its contribution, WFP will streamline capacity strengthening interventions under CSP outcomes 1, 2 and 3, contributing to the durability and sustainability of the results achieved through its programmes and fostering national ownership.
44. The CSP for 2023–2026 will embrace a food systems approach that is both environmentally and socially aware; nutrition, resilience and gender equality and empowerment will be streamlined under the five CSP outcomes.
45. This CSP responds to the need to maintain and improve emergency response capacity and the provision of humanitarian assistance. Therefore, CSP outcomes 1 and 4 will follow a “no regrets” approach, in line with the WFP emergency activation protocol, considering that the country is prone to immediate extreme climate-stress-related events and seismic activities, which have increased in the last decade, as described in paragraphs 7, 8 and 9.
46. This CSP will frequently refer to populations who are vulnerable to malnutrition, crises and climate change as the main targeted beneficiaries. Social, economic and spatial vulnerabilities evolve and aggregate, undermining people's ability to meet their needs and cope with risks and stressors. WFP is highly aware of the risks these systemic challenges pose to the protection of beneficiaries, particularly marginalized groups. Hence, gender analysis and vulnerability screening tools will be used to ensure that WFP targeting is responsive to changing inequalities, gender and disability-inclusive and designed to reflect

beneficiaries' specific vulnerabilities, capacities, aspirations and pathways to food insecurity and malnutrition.

47. Gender equality and the empowerment of women and girls are preconditions for food security and nutrition. To support progress towards these goals, WFP will promote the equitable participation of women and men in paid work and unpaid care work. Initiatives that address social norms related to masculinity will be key to achieving gender equality.
48. WFP activities will focus on protection, contributing to the safety, dignity and integrity of vulnerable people and taking steps to increase the organization's accountability to communities and stakeholders.
49. WFP has worked with the Government to improve the quality and efficiency of the school feeding programme, *Qali Warma*. In response to the Government's recent keen interest in joining the School Meals Coalition, WFP will assist the Government in joining the global platform to ensure that the full transformative potential of *Qali Warma* is realized.
50. Evidence generation will be an integral element of this CSP. The knowledge and good practices generated by WFP, together with academic evidence, will be used to improve programme design and targeting during implementation and reinforce advocacy and capacity strengthening work to improve the relevance, efficiency and coherence of public policies and practices on malnutrition and food security that have a gender transformative approach.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Crisis-affected populations in Peru are able to meet their urgent food, nutrition and associated essential needs before and during multi-pronged crises and disasters between 2023 and 2026

51. CSP outcome 1 guarantees that crisis-affected populations meet their food, nutrition and associated essential needs before and during multi-pronged crises.
52. While maintaining its own capacity for adequate and timely humanitarian response, WFP will support the Government in strengthening national social protection in ways that improve emergency preparedness and the use of social protection in emergencies.
53. Both emergency assistance and a strong national social protection system are needed in order for people to meet their needs sustainably over time. This dimension of CSP outcome 1 will contribute to the strengthening of the nexus, together with efforts under CSP outcome 3 to strengthen resilience, which may reduce the scale of some emergency needs in future.
54. To foster policy coherence and integration and streamline a humanitarian–development nexus approach, activities under CSP outcomes 1 and 3 will provide capacity strengthening for national and subnational institutions.
55. WFP will seek innovative ways to strengthen the sustainability of its emergency assistance by setting up referral pathways to livelihood-oriented activities implemented by peer agencies.
56. WFP will also build its internal capacity for disaster preparedness and response, such as for earthquakes.

WFP strategic outcome

57. CSP outcome 1 is aligned with WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

Focus area

58. The focus area of this CSP outcome is crisis response.

Alignment with national priorities

59. This CSP outcome is aligned with strategic priority 1 of the UNSDCF (wellbeing and equal access to opportunities) and direct outcome 3 (food security and nutrition/crisis).

Expected outputs

60. CSP outcome 1 will be achieved through output 1.
- Output 1: Crisis-affected populations have access to nutritious food and cash-based assistance and services to meet their urgent needs.

Key activities

Activity 1: Provide assistance to crisis-affected populations before and during emergencies and in early recovery settings and support the Government in doing the same, strengthening social protection in ways that improve emergency preparedness and response.

61. In the event of an emergency, WFP will engage in emergency response operations to protect access to food for crisis-affected women, men, boys and girls in all their diversity.
62. The WFP response will be informed by rapid impact and needs assessments of affected populations conducted with local counterparts and national authorities. Gender and age analysis will be conducted to inform programme targeting and design.
63. Feasibility analysis will help determine the most appropriate mechanisms for delivering food assistance.
64. Activity 1 will use CBT and capacity strengthening modalities.
65. Action before emergencies (anticipatory action) will follow a two-pronged approach: WFP will build internal capacity to respond to sudden-onset crises; and it will support partners in delivering livelihood programmes under CSP outcome 1 and implement resilience building activities under CSP outcome 3.
66. WFP will deliver capacity strengthening support designed to foster policy coherence and integrated implementation and to support the development of an adaptive and shock-responsive social protection system, articulating and strengthening appropriate linkages among humanitarian assistance, social protection and disaster risk management policies, programmes and practices.
67. Nutrition; sensitivity to gender, age and disabilities; cultural appropriateness; and a “do no harm approach” will be integral to programme design.
68. The evidence generated through these programmes will allow WFP to adjust its activities as required.

Partnerships

69. WFP will continue to build its alliance with national and local government bodies to strengthen capacities in disaster risk management and support the development of an adaptive and shock-responsive social protection system.
70. To strengthen its emergency response capacity, WFP will seek to identify strategic partners, including financial service providers, who in an emergency are able to deliver a high-quality and timely response to basic food needs and implement financial services on the ground. WFP will maintain its existing partnerships and identify new partners to attain nationwide coverage.
71. To boost the sustainability of its emergency interventions, WFP will seek to identify and build referral pathways with local civil society actors and non-governmental organizations (NGOs), including for the prevention of sexual exploitation and abuse and for beneficiaries who are victims of gender-based violence.

Assumptions

72. Donors remain interested in funding WFP's emergency response and early recovery work.
73. The Government continues to show interest in requesting WFP's support in emergency response and in strengthening the capacities of the risk management system and the adaptive and shock-responsive capacity of the national social protection system.
74. The country office expects that needs among migrants and host communities in Peru will remain stable in 2023 and 2024 before decreasing over the CSP period. However, migration trends at the end of 2022 show net influxes into Peru and high levels of food insecurity among migrants, especially those in transit. Thus, the country office expects to review projections in mid-2023 and eventually to increase the assistance figures, if necessary.

Transition/handover strategy

75. The primary objective of CSP outcome 1 is to render itself unnecessary, while maintaining WFP's capacity to activate and respond rapidly to a potential sudden-onset crisis.
76. Part of the transition and exit strategy of CSP outcomes 1, 2, 3 and 4 is advancing gender equality as a requirement for sustained food security and nutrition.

Country strategic plan outcome 2: Indigenous people and populations most at risk of malnutrition in Peru have improved nutritional status by 2026

77. The main challenges in achieving CSP outcome 2 are high inequality and poverty rates that lead to food insecurity and limit the consumption of healthy diets, especially during the first 8,000 days of life; the triple burden of malnutrition; and the difficulty of fostering healthy food environments within an industrial food system that cheapens the price of unhealthy diets, inflates the cost of nutritious ones and discourages the production of biodiverse and nutrition-rich crops, ultimately creating an obesogenic environment. Other challenges include the need for universal social protection, health and education that better meet people's nutritional needs and address risks and stressors; and structural gender (and other) inequalities, particularly discriminatory gender and nutrition social norms and unequal power relations that hinder people's capacity to meet their different nutritional needs.
78. To address these challenges and improve the nutritional status of the population, WFP will adopt a food systems approach designed to increase the integration of food, social protection, health, education, gender equality and environmental policies and practices. WFP will seek to improve nutrition through programmes targeting the populations most at risk of malnutrition, including school-age children, and provide institutional capacity strengthening to foster the linkages between social protection and food systems for better food security, nutrition and livelihoods.
79. As highlighted by the strategic evaluation of the contribution of school feeding activities to the achievement of the SDGs (2020), the Government of Peru has identified a need for broad climate-sensitive programming approaches to increase the sustainability of school feeding. Under CSP outcome 2, WFP will promote home-grown school feeding interventions and facilitate local procurement. CSP outcome 3 will increase local supply through asset creation, improving production through nature-based solutions and facilitating market access for local farmers and producers, ultimately promoting economic resilience and boosting local production for local consumption.

WFP strategic outcome

80. CSP outcome 2 is aligned with WFP strategic outcome 2 (People have better nutrition, health and education outcomes).

Focus area

81. This CSP outcome focuses on root causes.

Alignment with national priorities

82. This CSP outcome is aligned with strategic priority 1 of the UNSDCF (wellbeing and equal access to opportunities) and direct outcome 1 (food security and nutrition/non-emergency contexts).

Expected outputs

83. CSP outcome 2 will be achieved through outputs 2 and 3.
- Output 2: Populations vulnerable to malnutrition benefit from inclusive, innovative, evidence-based, gender-transformative and nutrition-sensitive programmes, policies, systems and strategies.
 - Output 3: School-age girls and boys in priority areas are included in an integrated school feeding programme that addresses the triple burden of malnutrition.

Key activities

Activity 2: Support the Government and populations that are vulnerable to malnutrition to improve nutrition, promote integrated school-based interventions, foster healthy food environments, and strengthen nutrition-sensitive social programmes, applying a food systems and gender-sensitive approach to individual and institutional capacity strengthening.

84. Focusing on indigenous people, women, school-age children and young people, WFP will address malnutrition in all its forms by implementing local programmes and supporting improvements in the quantity and quality of national social protection programming and policies.
85. By implementing programmes that improve nutrition, promote a healthy food environment, advocate nutrition-sensitive policies and practices and foster an equal share of unpaid care work between men and women, WFP aims to increase people's capacity to lead and sustain their effort to achieve SDG 2.
86. Work under CSP outcome 2 will be implemented through individual and institutional capacity strengthening under three pillars. Firstly, WFP will deliver an integrated package of health, nutrition and gender education, including to school-age children, which will generate evidence and good practices that will be used to support the Government in promoting healthier diets and incorporating them into social programmes. Secondly, WFP will support the Government in implementing the rice fortification law. Thirdly, WFP will support the Government in scaling up interventions such as home-grown school meals, in line with institutional procurement laws and regulations that favour smallholders. These actions will be coordinated with activities under CSP outcome 3.
87. To achieve CSP outcome 2, WFP will implement an integrated package of interventions in selected schools comprising coordinated school meal programmes in selected schools, including fresh food procured through the home-grown school feeding activities and fortified rice; health interventions, including the provision of supplements and nutrition check-ups; and food education. WFP will promote healthy food environments in schools by working with school canteens and through social and behaviour change communication activities with a gender and intercultural perspective. To assure operational sustainability, WFP will conduct institutional capacity strengthening activities with the Government.

Partnerships

88. To ensure that its programmes are gender- and nutrition-transformative, WFP will strengthen its alliance with relevant national and local government bodies, other

United Nations agencies and civil society, including the Round Table for the Fight Against Poverty and grassroots organizations.

Assumptions

89. Improving nutrition and food security is a national and subnational government priority and adequate budgets are allocated to achieving SDG 2.
90. The national and global situation allows WFP to raise funds to support the implementation of local nutrition programmes.

Transition/handover strategy

91. WFP will use academic knowledge and evidence to advocate reducing the triple burden of malnutrition and progressively introducing universal social protection. Through this approach, it will seek to mobilize resources, foster an environment conducive to achieving SDG 2 and support national ownership.

Country strategic plan outcome 3: By 2026, indigenous people and other populations that are vulnerable to climate change in Peru are better adapted to climate change, more resilient to climate-related disasters and part of more sustainable, inclusive and equitable food systems.

92. To address the vulnerability of food systems and ecosystems to multi-pronged crises and the growing threats of climate change, WFP will strengthen the resilience of vulnerable communities, value chain actors and smallholder farmers by promoting inclusive food systems, ecosystem preservation and the building of adaptive capacities. To achieve this, WFP will implement systemic interventions that promote a range of adaptation practices and nature-based solutions and a stronger social protection system that is adaptive and shock-responsive.
93. The capacity of women smallholder farmers and other women engaged in the food value chain to access financial products, land, resources and other income-generating assets is often determined by socioeconomic structural constraints. WFP will implement gender-transformative programmes designed to overcome these inequalities in order to improve women's access to sustainable livelihoods and their economic empowerment.

WFP strategic outcome

94. CSP outcome 3 is aligned with WFP strategic outcome 3 (People have improved and sustainable livelihoods).

Focus area

95. The focus area of this CSP outcome is resilience building.

Alignment with national priorities

96. This CSP outcome is aligned with strategic priority 2 of the UNSDCF (climate change and disaster risk management) and direct outcome 4 (resilience, disaster risk reduction and common country analysis policies and programmes).

Expected outputs

97. This CSP outcome will be achieved through two outputs.
 - Output 4: Populations that are vulnerable to climate change benefit from nature-based solutions, climate adaptation capacities, skills and services, promoting resilient, climate-adapted and sustainable livelihoods.
 - Output 5: Smallholder farmers and other value chain actresses and actors benefit from integrated value chain development activities to make local food systems more resilient, nutritious, inclusive and efficient.

Key activities

Activity 3: Promote interventions that create economic resilience, protect the environment and increase adaptation to climate change, using evidence and good practices to support the Government in implementing related priorities.

98. WFP will implement activities that take an integrated approach to building resilience, designed with a food systems lens. This work will include promoting community and ecosystem-based approaches to designing and delivering climate-smart solutions that support adaptive capacities; promoting sustainable production systems based on natural resource management and the preservation of biodiversity; and intervening along key value chains to improve the livelihoods of vulnerable actors and increase the inclusivity, equitability and efficiency of food systems.
99. Sustainable production systems increase the local availability of more diversified and nutritious food. A reduction in the vulnerability of smallholder producers and communities to climate impacts and other crises benefits local food systems by creating more stable food supply and demand. Better access to value chain goods and services, and markets promotes the competitiveness and integration of vulnerable value chain actors, leading to improved livelihoods and increased opportunities for local economies. Consumers benefit from a more diversified local production of nutritious food for local consumption.
100. Activity 3 will include capacity strengthening activities for vulnerable individuals designed to increase their human, ecological and financial capital, enabling them to make better decisions concerning production, marketing, associativity,³⁹ food safety and financial and business management. WFP will also support activities aimed at improving productive assets and rehabilitating natural resources. Support will be given to help people access financial markets including through pilot risk-informed blended financing mechanisms, paying special attention to the needs and preferences of vulnerable populations.
101. WFP will strengthen partner institutions to promote better policy coherence and integrated delivery, with the aim of supporting integrated approaches that promote livelihoods, strengthen resilience to shocks and foster adaptation to long-term climate change and other major stressors, articulating and strengthening appropriate linkages among social protection, climate change adaptation, disaster risk management, biodiversity and ecosystem protection, and socio-environmental conflict prevention outcomes.

Partnerships

102. As part of the United Nations country team and within the framework of the UNSDCF, WFP will strengthen existing collaboration and build new partnerships with other United Nations entities, especially with the other Rome-based agencies and the United Nations Framework Convention on Climate Change.
103. WFP will work in close synergy with government entities involved in adaptive social protection and will seek to strengthen partnerships with private sector actors, academic institutions and specialized civil society organizations.
104. Through South-South and triangular cooperation, WFP will facilitate the exchange of experiences between Peru and other countries of the Global South.

Assumptions

105. There is political support from the Government of Peru, partners and the donor community to build a common agenda centred around food security and affirmative climate action, backed by a willingness to fund multi-year interventions.

³⁹ Associativity is the process of grouping individuals, organizations or companies, voluntarily and by consensus, who work in coordination to achieve common goals.

Transition/handover strategy

106. WFP will design and implement activities that are sustainable and scalable as part of national policies and plans. The organization will take a results-based approach to capacity strengthening, including sustained engagement with local institutions to generate evidence, effective decentralized territorial management, transparency and accountability.

Country strategic plan outcome 4: The Government and humanitarian and development actors in Peru are reliably supported by efficient and effective supply chain and other services by 2026

107. Supply chain is the backbone of WFP operations, keeping it on the frontlines in the fight against hunger. As a co-leader of the sectoral working groups on food security and logistics in the National Humanitarian Network (NHN), WFP will continue to provide logistics support and other services to improve supply chain efficiency and increase preparedness for shocks and stressors.

108. Under CSP outcome 4, WFP will scale up its operations with community kitchens, supporting community-based initiatives that reduce waste and improve access to food for the most vulnerable.

WFP strategic outcome

109. This CSP outcome is aligned with WFP strategic outcome 5 (Humanitarian and development actors are more efficient and effective).

Focus area

110. The focus area of this CSP outcome is crisis response.

Alignment with national priorities

111. This CSP outcome is aligned with strategic priority 2 of the UNSDCF (climate change and disaster risk management) and direct outcome 4 (resilience, disaster risk reduction and common country analysis policies and programmes).

Expected outputs

112. This CSP outcome will be achieved through one output:

- Output 6: National institutions and community and humanitarian partners benefit from improved national capacities in humanitarian supply chain management and other services during multi-pronged crises and disasters.

Key activities**Activity 4: Provide supply chain and other services to government and humanitarian partners**

113. WFP will offer services in emergency response and supply chain management to national government programmes, NGOs, other local partners and other United Nations agencies. This includes context-specific logistics and other services for the nationwide distribution of food and non-food items.

114. Operations will be coordinated with government and non-government partners and include providing local and national transport services, with direct support for the consolidation and expansion of national food recovery and the redistribution of safe and nutritious food that would otherwise go to waste.

Partnerships

115. WFP coordinates its actions with government partners, other United Nations agencies and humanitarian actors and participates in the NHN. Its main government partner is the National Institute of Civil Defence. The scope of activity 4 will also cover a broad range of humanitarian partners.

Assumptions

116. WFP assumes that the National Institute of Civil Defence, as the lead government entity for logistics coordination, will continue to request WFP's support to fortify its emergency response.
117. It is assumed that there will be no significant events that disrupt WFP's supply chain capacity and that its suppliers will not face any significant operational obstacles.
118. In addition, it is assumed that WFP will continue to coordinate humanitarian actors effectively and that the Government's national social protection system will be appropriately funded to enhance its shock-responsiveness and guarantee prompt state-led humanitarian response during emergencies.

Transition/handover strategy

119. In the aftermath of the COVID-19 pandemic, logistics support will mainly consist of expanding and consolidating food recovery and the redistribution of safe and nutritious food that would otherwise go to waste.
120. WFP will also support other transition strategies with its partners by exploring the possibility of decentralizing humanitarian aid operations based on resources raised locally in different regions of the country and advocating that companies donate logistics services within the legal and tax framework governing donations.

4. Implementation arrangements

4.1 Beneficiary analysis

121. Vulnerability screening tools and gender analysis will inform WFP programme design and ensure that its targeting frame considers intersecting inequalities and is gender- and disability-inclusive. WFP will prioritize operations with indigenous and Amazonian communities, which are the most excluded populations with the highest indicators of malnutrition.
122. For better understanding of beneficiary types, WFP categorizes them as follows. Tier 1 (direct) beneficiaries are identified and recorded individuals to whom WFP or a cooperating partner provides direct transfers in order to improve their food security and nutrition status. Transfers include in-kind food, cash-based transfers and individual capacity strengthening. Tier 2 (indirect) beneficiaries are individuals who have access to assets, knowledge and capacity, commodities and services delivered or transferred in their communities or catchment area as a result of, but not directly through, WFP support. Tier 3 (indirect) beneficiaries are the members of the wider affected population, who are expected to indirectly and potentially benefit from WFP's technical assistance and support for government policies, systems and national programmes.
123. WFP will use CBTs, FFA and individual capacity strengthening modalities to assist direct tier 1 beneficiaries, complemented with institutional capacity strengthening at the national and local levels.
124. Under CSP outcome 1, WFP will mainly provide food assistance through CBTs to 405,546 tier 1 beneficiaries and will advocate a stronger social protection system. Food security assessments will be conducted regularly to monitor trends and adjust programming as necessary.
125. Under CSP outcome 2, WFP will implement local programmes based on individual capacity strengthening activities targeting 32,000 tier 1 beneficiaries most vulnerable to malnutrition in Peru. This assistance will take the form of an integrated package covering nutrition, health and education. In addition, a total of 5,000 tier 1 beneficiaries will benefit from home-grown school feeding programmes.

126. Under CSP outcome 3, WFP will support inclusive food systems and build resilience through targeted FFA and individual and institutional capacity strengthening initiatives. WFP will use the three-pronged approach, a participatory planning and programming tool developed by WFP to target beneficiaries and areas of intervention, with the aim of reaching 96,800 tier 1 beneficiaries.

127. CSP outcome 4 relates to the institutions and individuals that will benefit from WFP's service delivery.

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)											
Country strategic plan outcome	Output	Activity	Sub-activity	Beneficiary group	2023	2024	2025	2026	Total		
1	1	1	1	Girls	35 770	30 326	18 345	864	85 305		
				Boys	27 877	23 634	14 296	674	66 481		
				Women	57 938	49 120	29 714	1 401	138 173		
				Men	46 352	39 297	23 772	1 120	110 541		
				Total	167 937	142 377	86 127	4 059	400 500		
			2	Girls	431	355	232	58	1 076		
				Boys	336	277	181	45	839		
				Women	699	575	375	94	1 743		
				Men	559	454	300	75	1 388		
				Total	2 025	1 661	1 088	272	5 046		
2	2	2	1	Girls	-	-	-	-	-		
				Boys	-	-	-	-	-		
				Women	6 210	6 210	6 210	6 210	24 840		
				Men	1 790	1 790	1 790	1 790	7 160		
				Total	8 000	8 000	8 000	8 000	32 000		
	3		2	2	2	Girls	625	625	625	625	2 500
						Boys	625	625	625	625	2 500
						Women	-	-	-	-	-
						Men	-	-	-	-	-
						Total	1 250	1 250	1 250	1 250	5 000
3	4 and 5	3	1	Girls	2 903	4 923	5 263	1 915	15 004		
				Boys	6 631	5 051	5 398	1 966	19 046		
				Women	2 979	11 241	12 019	4 373	30 612		
				Men	6 219	10 545	11 271	4 103	32 138		
				Total	18 732	31 760	33 951	12 357	96 800		
Total (without overlap)					197 944	185 048	130 416	25 938	539 346		

4.2 Transfers

128. For crisis response, WFP will use CBTs wherever appropriate and feasible. Cash provides dignity and agency to beneficiaries, boosts local economies and has proven to be the most cost-effective form of emergency assistance in Peru. Before designing each operation, a feasibility analysis will be conducted to determine the appropriateness of CBTs.
129. The calculated rations for activities under CSP outcome 1 are based on a minimum expenditure basket exercise conducted jointly by members of the Peruvian cash working group.
130. For activities under CSP outcome 3, FFA will be used to promote community and nature-based solutions, build and rehabilitate assets and strengthen inclusive food systems. This will be complemented by capacity strengthening activities for individuals.
131. FFA will allow the direct transfer of cash to beneficiaries. This efficient approach can be conditional and constitutes an equitable arrangement that promotes beneficiary dignity and agency.
132. The CBT value proposed for activities under CSP outcome 3 has been calculated using reference rates applied by other United Nations agencies and partners running livelihood support programmes.

4.3 Country office capacity and profile

133. WFP Peru country office will require a series of adjustments to implement the CSP for 2023–2026. In line with the findings of the organizational alignment exercise, the country office will remain the same size but may change in structure, with the recruitment of certain staff profiles needed to fulfil the development areas involved in building a portfolio of resilience building and climate adaptation programmes.
134. Suboffice presence will be reviewed according to the availability of funds and donor and programme requirements.
135. The country office will increasingly focus on retaining talent and enhancing the soft skills and technical capacities of its staff.

4.4 Partnerships

136. The implementation of the CSP for 2018–2022 has shown that by supporting strategic partnerships between the public and private sectors, academia, civil society, international organizations, United Nations agencies, the media and key influencers, WFP has played a pivotal role in raising the profile of the zero hunger national agenda and creating an environment conducive to the investments needed to achieve SDG 2.
137. WFP will continue positioning itself as a key partner for the Government in designing and implementing solutions that address persisting challenges to the achievement of the 2030 Agenda.
138. WFP will seek the strategic support of traditional and private sector donors, international financial institutions, foundations and innovative funding mechanisms. Programmes will be carried out in coordination with NGOs and partners governed by field-level agreements. Joint United Nations interventions will be promoted, reaffirming WFP's commitment to the United Nations' "delivering as one" approach.
139. Partnerships will be strengthened and built with the Government, civil society actors, international organizations, other United Nations agencies, the private sector (including the media and financial service providers) and the Private Sector Advisory Committee. These partnerships will provide capital and human resources to execute programmes and shared-value initiatives. These partnerships will also help WFP generate evidence to scale up its approach.

140. To successfully streamline gender across the four CSP outcomes, WFP will build partnerships with CARE, the United Nations Population Fund, the United Nations Entity for Gender Equality and the Empowerment of Women and women's rights and feminist organizations in civil society.
141. Furthermore, WFP will continue to engage in South-South and triangular cooperation on topics of strategic interest such as malnutrition and food security, food systems, climate change adaptation, shock-responsive social protection and disaster risk management.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

142. A comprehensive gender- and age-responsive monitoring and evaluation strategy will be put in place to generate evidence and provide transparency and accountability. This will include measuring performance indicators, outcomes, outputs and processes through distribution and post-distribution monitoring, user satisfaction surveys, emergency food security assessments, measurement of the scale of personal agency and empowerment and social capital measurement tools. This will help to accelerate progress towards the catalytic SDGs identified in the UNSDCF. As part of the accountability process, results will be reported on WFP corporate information systems and UN INFO platform through the resident coordinator's office.
143. WFP will promote joint monitoring and evaluation initiatives with partners and will continue to provide information to other coordination platforms such as the refugees and migrants working group, the United Nations Interagency Monitoring, Evaluation and Results Reporting Group, and other specialized or working groups.
144. Lessons learned will be based on the findings obtained through monitoring and evaluation exercises and shared within WFP and with its external partners. The generated evidence will inform future programmes, and this evidence will be used to reinforce WFP institutional capacity strengthening activities.
145. In line with the WFP evaluation policy, at least two evaluations will be conducted during the implementation of the CSP: a centralized evaluation, led by the Office of Evaluation during the penultimate year of the CSP, which will assess the country portfolio performance and results and inform future strategic planning; and a decentralized evaluation, led by the country office during the second year of the CSP, which will assess the added value of streamlining a resilience-building approach across the 2023–2026 CSP and dedicating a CSP outcome to building resilience to climate change and multi-pronged crises.

5.2 Risk management

Strategic risks

146. Political instability, combined with the frequent rotation of high-level representatives and officials, could lead to changes in national priorities, which could, in turn, affect the CSP activities and its expected results. Therefore, in conjunction with related government bodies, WFP will continue advocating to promote the public agenda, consulting ministries in the main thematic areas.
147. New emergencies may limit WFP's response capacity. To minimize this risk, WFP will stand ready to implement emergency protocols if needed. WFP will also prepare and update its concept of operations, and processes will be defined that allow adjustments in the CSP and the country office organizational structure to provide for prompt response to emergencies.
148. Limited financing from traditional donors for middle-income countries has led WFP Peru country office to diversify its donor base by increasing its partnerships with the private sector. Formal processes have been set up for funding and mobilizing resources. New

partnerships will be established to run programmes focusing on adaptive social protection, biodiversity preservation, climate change adaptation, support for smallholder farmers and food systems.

149. To prevent a risk of misalignment between private sector partners and WFP and the United Nations system, WFP has introduced external relation strategies and due diligence processes that are conducted in respect of prospective private sector partners and allies. A crisis management committee monitors the impact of partnerships on WFP's reputation and ensure the implementation of WFP's standard ethics guidelines. To reduce the risk of a failure to achieve equitable and effective participation of women and men, WFP will use gender analysis and mainstream gender considerations in the design of its programmes and targeting framework, strengthening its gender-transformative approach.
150. For crisis response, WFP will continue to use conditional and unconditional CBT modalities depending on the target population (established versus in transit) to ensure programmatic objectives are met and to mitigate risks.

Operational risks

151. When designing and implementing programmes and generating evidence, WFP Peru country office will include privacy impact assessments and will fully comply with WFP's guide to personal data protection and privacy and the WFP protection and accountability policy.
152. As part of its operations, WFP will continue to offer corporate digital solutions and field products to the Government and its partners. WFP uses its technology solutions and data to provide information to partners while also providing solutions to partners for their use. In the first case, WFP acts as the data controller; in the second, WFP acts as the data processor, in line with the corporate record retention policy.

Financial risks

153. Fluctuations in the United States dollar exchange rate against the Peruvian sol represent a risk to WFP operations. To ensure the effective use of resources, the budget is based on average exchange rates based on historical trends.

Fiduciary risks

154. The COVID-19 pandemic significantly compounded pre-existing risks with respect to the health, safety and security of staff, beneficiaries and partners. WFP will continue to implement United Nations standard operating procedures and risk management frameworks to mitigate these potential health, safety and security risks. WFP will continue to work towards adopting digital payment mechanisms to improve security and mitigate the fiduciary risks associated with CBT operations.

5.3 Social and environmental safeguards

155. In line with the WFP environmental and social sustainability framework, all CSP activities will be screened, prior to implementation, for environmental and social risks using WFP's environmental and social screening tool to ensure programme activities do not harm the environment or populations. Environmental and social management plans will be developed where necessary, based on the screening results.
156. WFP will also continue to implement an environmental management system to systematically identify, manage and reduce the environmental impacts of its support operations. Environmental assessments will be conducted at WFP premises to identify opportunities for further improvements in energy efficiency and decarbonization; waste and water management; sustainable procurement; reduced air travel; and staff training and awareness raising.

6. Resources for results

6.1 Country portfolio budget

157. WFP Peru country office will implement its activities through CBTs, capacity strengthening and service delivery.
158. The four-year budget is USD 73.8 million, with an average of USD 22.7 million in the first two years, USD 19.9 million in the third year, and USD 8.2 million in the fourth year. This reflects the proposed strategic shift towards WFP's dual humanitarian–development mandate as a key government partner and is based on an analysis of the requirements over the four years. Fifteen percent of the full-cost recovery budget will be allocated to gender-related activities.
159. Activity 1 (CBTs) represents 43 percent of the budget; activity 2 (nutrition), 24 percent; activity 3 (climate change), 30 percent and activity 4, (supply chain) 4 percent.
160. The proposed total direct support cost for the CSP amounts to 10.9 percent of the total CSP budget.

TABLE 2: COUNTRY PORTFOLIO BUDGET (USD)						
Country strategic plan outcome	Activity	2023	2024	2025	2026	Total
1	1	13 112 411	11 084 088	6 898 458	554 070	31 649 027
2	2	3 871 877	4 487 225	4 958 458	4 013 476	17 331 037
3	3	3 934 858	6 963 425	7 431 533	3 349 078	21 678 894
4	4	1 253 709	886 782	657 064	365 073	3 162 627
Total		22 172 855	23 421 520	19 945 513	8 281 697	73 821 586

6.2 Resourcing outlook and strategy

161. WFP's resilience building work will have a strong focus on climate change, which opens funding possibilities not previously explored by the country office. This creates a challenge in positioning WFP with a new set of potential donors but also an opportunity to expand the resilience building programme portfolio in a way that adequately tackles the links between the impacts of the climate crisis and food insecurity, malnutrition, loss of biodiversity and environmental degradation.
162. In Peru, the private sector plays an important role in finding solutions to social problems and will remain a key funding partner for WFP. For traditional donors, the country's status as an upper-middle-income economy has hampered efforts to expand the donor base. Increased resource mobilization will be required, particularly for activities related to root causes and resilience building. Nevertheless, as crisis response will continue to be a major component of WFP's operations in Peru, the funding outlook for these operations is positive.

ANNEX I**LOGICAL FRAMEWORK FOR PERU COUNTRY STRATEGIC PLAN (JANUARY 2023–DECEMBER 2026)****SDG 2: Zero hunger****SDG target 2.1: Access to food**

Country strategic plan outcome 1: Crisis-affected populations in Peru are able to meet their urgent food, nutrition and associated essential needs before and during multi-pronged crises and disasters between 2023 and 2026

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

Assumptions

Donors remain interested in funding WFP's emergency response and early recovery response.

The Government continues to show interest in requesting WFP's support in emergency response and in strengthening the capacities of the risk management system and the adaptive and shock-responsive capacity of the national social protection system.

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Emergency preparedness capacity index

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for food security

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Activities and outputs

1. Provide assistance to crisis-affected populations before and during emergencies and in early recovery settings and support the Government in doing the same, strengthening social protection in ways that improve emergency preparedness and response. (URT-1.2: Unconditional resource transfer)

1. Crisis-affected populations have access to nutritious food and cash-based assistance and services to meet their urgent needs. (Output category A: Resources transferred. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1. Crisis-affected populations have access to nutritious food and cash-based assistance and services to meet their urgent needs. (Output category C: Capacity development and technical support provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1. Crisis-affected populations have access to nutritious food and cash-based assistance and services to meet their urgent needs. (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 2.2: End malnutrition

Country strategic plan outcome 2: Indigenous people and populations most at risk of malnutrition in Peru have improved nutritional status by 2026

Strategic outcome 2: People have better nutrition, health and education outcomes

Nutrition-sensitive

Focus area: root causes

Assumptions

Improving nutrition and food security is a national and subnational governments' priority and adequate budgets are allocated to achieve SDG 2. The national and global situation allows WFP to raise funds to support the implementation of local nutrition programmes.

Outcome indicators

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Proportion of eligible population reached by nutrition preventive programme (coverage)

Activities and outputs

2. Support the Government and populations that are vulnerable to malnutrition to improve nutrition, promote integrated school-based interventions, foster healthy food environments, and strengthen nutrition-sensitive social programmes, applying a food systems and gender-sensitive approach to individual and institutional capacity strengthening (NPA-1.3: Malnutrition prevention programme)

2. Populations vulnerable to malnutrition benefit from inclusive, innovative, evidence-based, gender-transformative and nutrition-sensitive programmes, policies, systems and strategies (Output category A: Resources transferred. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

2. Populations vulnerable to malnutrition benefit from inclusive, innovative, evidence-based, gender-transformative and nutrition-sensitive programmes, policies, systems and strategies (Output category C: Capacity development and technical support provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

2. Populations vulnerable to malnutrition benefit from inclusive, innovative, evidence-based, gender-transformative and nutrition-sensitive programmes, policies, systems and strategies (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3. School-age girls and boys in priority areas are included in an integrated school feeding programme that addresses the triple burden of malnutrition (Output category A: Resources transferred. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

3. School-age girls and boys in priority areas are included in an integrated school feeding programme that addresses the triple burden of malnutrition (Output category B: Nutritious food provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

3. School-age girls and boys in priority areas are included in an integrated school feeding programme that addresses the triple burden of malnutrition (Output category N: School feeding provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

SDG target 2.4: Sustainable food system

Country strategic plan outcome 3: By 2026, Indigenous people and other populations that are vulnerable to climate change in Peru are better adapted to climate change, more resilient to climate-related disasters and part of more sustainable, inclusive and equitable food systems

Strategic outcome 3: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

Assumption

There is political support from the Government of Peru, partners and the donor community to build a common agenda centred around food security and affirmative climate action backed by a willingness to fund multi-year interventions.

Outcome indicators

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

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

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

Proportion of the population in targeted communities reporting environmental benefits

Activities and outputs

3. Promote interventions that create economic resilience, protect the environment and increase adaptation to climate change, using evidence and good practices to support the Government in implementing related priorities. (CAR-1.9: Actions to protect against climate shocks)

4. Populations that are vulnerable to climate change benefit from nature-based solutions, climate adaptation capacities, skills and services, promoting resilient, climate-adapted and sustainable livelihoods (Output category A: Resources transferred. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4. Populations that are vulnerable to climate change benefit from nature-based solutions, climate adaptation capacities, skills and services, promoting resilient, climate-adapted and sustainable livelihoods (Output category C: Capacity development and technical support provided. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)
4. Populations that are vulnerable to climate change benefit from nature-based solutions, climate adaptation capacities, skills and services, promoting resilient, climate-adapted and sustainable livelihoods (Output category D: Assets created. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)
4. Populations that are vulnerable to climate change benefit from nature-based solutions, climate adaptation capacities, skills and services, promoting resilient, climate-adapted and sustainable livelihoods (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)
4. Populations that are vulnerable to climate change benefit from nature-based solutions, climate adaptation capacities, skills and services, promoting resilient, climate-adapted and sustainable livelihoods (Output category G: Skills, capacities and services for climate adapted livelihoods. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)
5. Smallholder farmers and other value chain actresses and actors benefit from integrated value chain development activities to make local food systems more resilient, nutritious, inclusive and efficient (Output category C: Capacity development and technical support provided. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)
5. Smallholder farmers and other value chain actresses and actors benefit from integrated value chain development activities to make local food systems more resilient, nutritious, inclusive and efficient (Output category D: Assets created. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)
5. Smallholder farmers and other value chain actresses and actors benefit from integrated value chain development activities to make local food systems more resilient, nutritious, inclusive and efficient (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)
5. Smallholder farmers and other value chain actresses and actors benefit from integrated value chain development activities to make local food systems more resilient, nutritious, inclusive and efficient (Output category F: Smallholder farmers supported. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

5. Smallholder farmers and other value chain actresses and actors benefit from integrated value chain development activities to make local food systems more resilient, nutritious, inclusive and efficient (Output category N: School feeding provided. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

SDG 17: Partnerships for the goals

SDG target 17.16: Global partnership

Country strategic plan outcome 4: The Government and humanitarian and development actors in Peru are reliably supported by efficient and effective supply chain and other services by 2026

Strategic outcome 5: Humanitarian and development actors are more efficient and effective

Nutrition-sensitive

Focus area: crisis response

Assumptions

WFP assumes that the National Institute of Civil Defence, as the lead government entity in charge of logistics coordination, will continue requesting WFP's support to fortify its emergency response. We envision this happening through the provision of logistics support and other services.

In addition, building on positive experiences with food rescue operations in Lima, other humanitarian actors demand services to strengthen their model and replicate it into other regions to mitigate food insecurity and overproduction along value chains leading to waste.

It is assumed that there will be no significant events that disrupt WFP's supply chain capacity and that its suppliers will not face any significant obstacles to perform their operations.

In addition, it is assumed that WFP will continue to provide the effective systemic coordination of the humanitarian arena and that the Government's national social protection system will be appropriately funded to enhance its shock-responsiveness.

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs**4. Provide supply chain and other services to government and humanitarian partners (ODS-2.4: On-demand services)**

6. National institutions and community and humanitarian partners benefit from improved national capacities in humanitarian supply chain management and other services during multi-pronged crises and disasters (Output category H: Shared services and platforms provided. Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: WFP meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability

Cross-cutting indicators

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Percentage of WFP country offices and units meeting or exceeding United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Percentage of country offices with a functioning community feedback mechanism

CC.2.4: Number of country offices with an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP, UNDPO, UNFPA, UNHCR, UNICEF, UN-Women, OCHA)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

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

CC.3.2: Percentage of food assistance decision making entity members who are women

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

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.4.2: Percentage of WFP offices implementing environmental management systems

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

ANNEX II

CASH-BASED TRANSFER VALUE (<i>USD/person/day</i>) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY			
	CSP outcome 1		CSP outcome 3
	Subactivity 1	Subactivity 2	Activity 3
Beneficiary type	Tier 1, 2 and 3	Tier 1, 2 and 3	Tier 1, 2 and 3
Modality	CBTs	CBTs	CBTs
Cash-based transfer (<i>USD/person/day</i>)	1.70	2.80	1.00
Number of feeding days per year	90	7	180

ANNEX III

TOTAL CASH-BASED TRANSFER REQUIREMENTS AND VALUE	
Cash-based transfer	Total (USD)
Cash-based transfers	23 428 051
Total (cash-based transfer value)	23 428 051

ANNEX IV

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	SDG target 2.1/ WFP strategic outcome 1	SDG target 2.2/ WFP strategic outcome 2	SDG target 2.4/ WFP strategic outcome 3	SDG target 17.16/ WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Crisis response	Root causes	Resilience building	Crisis response	
Transfers	24 893 933	11 493 334	15 869 517	2 316 220	54 573 004
Implementation	2 244 061	2 960 203	2 360 070	538 100	8 102 435
Adjusted direct support costs	2 579 402	1 819 738	2 126 182	308 307	6 833 629
Subtotal	29 717 397	16 273 274	20 355 769	3 162 627	69 509 067
Indirect support costs (6.5 percent)	1 931 631	1 057 763	1 323 125	0	4 312 519
Total	31 649 027	17 331 037	21 678 894	3 162 627	73 821 586

Acronyms

CBT	cash-based transfer
CSP	country strategic plan
ENSO	El Niño–Southern Oscillation
FFA	food assistance for assets
GDP	gross domestic product
NGO	non-governmental organization
NHN	National Humanitarian Network
SDG	Sustainable Development Goal
UNSDCF	United Nations sustainable development cooperation framework