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برنامج الأغذية العالمي

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## **Draft** Guatemala country strategic plan 2026–2030

Duration	1 March 2026–31 December 2030
Total cost to WFP	USD 252,525,945
Framework on accountability for results score*	2.9

\* The framework on accountability for results is a performance measurement approach that incorporates programme and financial tracking and delivers a results-based approach to people-centred programming.

### Executive summary

Guatemala is an upper-middle-income country and the largest economy in Central America. Despite achieving steady economic growth in recent years, the macroeconomic stability of Guatemala contrasts sharply with the country's persistently high levels of poverty and inequality, which have remained largely unchanged over the past two decades and continue to drive structural development challenges.

Food security and nutrition are recognized as national development priorities and are firmly embedded within the country's institutional and policy frameworks. These priorities are reflected in *K'atun: Nuestra Guatemala 2032*, the country's national development plan, and form one of the strategic pillars of the Government's general policy for 2024–2028. In this framework, the Government has committed to designing and implementing public policies and mechanisms that strengthen food security and nutrition, and to advancing the national social protection system in order to address poverty and all forms of malnutrition.

Despite that commitment, significant challenges persist. Nearly 60 percent of the population experiences moderate or severe food insecurity, and rates of chronic child malnutrition are among the highest in the world, with 47 percent of children under 5 affected. Food insecurity and

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malnutrition disproportionately affect Indigenous Peoples, rural populations, and women and girls. It is, moreover, estimated that 3 million people will require humanitarian assistance as a result of acute food insecurity between February and April 2026.

This country strategic plan is aimed at supporting the Government in addressing acute food insecurity, preventing malnutrition and strengthening institutional capacity in areas that include disaster risk management, emergency response, social protection and food systems. WFP will provide food assistance, technical support and on-demand services before, during and after crises. WFP will also strengthen the resilience of key local food system actors by improving their access to markets – including markets linked to national programmes, such as social protection and school meals programmes – and promoting diverse and healthy diets based on locally produced foods.

This country strategic plan is designed to achieve three integrated outcomes, which are aligned with the national priorities set out in *K'atun: Nuestra Guatemala 2032* and the United Nations sustainable development cooperation framework for 2026–2030.

- *Outcome 1:* By 2030, populations in Guatemala facing acute food insecurity and malnutrition risks from shocks and crises will have their urgent food and nutrition needs met, while benefiting from stronger disaster risk management and emergency response systems.
- *Outcome 2:* By 2030, people in Guatemala living in areas vulnerable to shocks, stressors, and food insecurity benefit from enhanced participation in sustainable food systems, which enables context-specific and nutrition-sensitive access to healthy diets and both public and private markets.
- *Outcome 3:* By 2030, public and private institutions and humanitarian actors in Guatemala receive services that enable them to achieve their programmatic objectives effectively and efficiently.

WFP will work in close coordination with the Government and establish strategic and operational partnerships with national and local institutions, civil society and community-based organizations, the private sector and academia. These efforts will reinforce WFP's exit strategies and support the planned handover of interventions while ensuring continuity and sustainability. Synergies will be actively pursued and joint initiatives will be developed in coordination with other United Nations entities.

### **Draft decision\***

The Board approves the Guatemala country strategic plan (2026–2030) (WFP/EB.1/2026/7-A/3) at a total cost to WFP of USD 252,525,945.

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\* 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 and needs assessment

1. Guatemala, classified as an upper-middle-income country,<sup>1</sup> has the largest economy in Central America, with gross domestic product (GDP) growing steadily at approximately 3.5 percent annually.<sup>2</sup> Despite this stable macroeconomic environment, however, deep-rooted structural challenges persist. More than 70 percent of the labour force is employed in the informal sector, productivity remains low and investment in human capital is limited.<sup>3</sup> The country is also highly vulnerable to external shocks, including fluctuations in the United States labour market, which directly affect remittances, which now account for approximately 20 percent of GDP.<sup>4,5</sup>
2. Income distribution in Guatemala remains highly unequal. In 2023, the Gini index was 0.52, showing minimal improvement since 2014, when the index stood at 0.55. In 2024, Guatemala was ranked 136th of 193 countries and territories on the Human Development Index, placing it among the lowest-ranked countries in Latin America.<sup>6</sup> Poverty levels have remained virtually unchanged, with a national rate of 56 percent in 2023, similar to levels recorded in 2000. Moreover, while rural poverty decreased by 8.1 percent during that period, urban poverty rose by nearly 20 percentage points. Members of Indigenous communities are disproportionately affected, with 65 percent living in poverty. In departments such as Alta Verapaz and Quiché, where Indigenous populations are concentrated, poverty rates exceed 80 percent.<sup>7</sup>
3. Women, particularly those in rural and Indigenous communities, face heightened economic insecurity. On average, they experience higher unemployment rates than other groups within society, are overrepresented in low-paid informal employment and have limited access to education, productive resources, financial services and technology. They also bear a disproportionate burden of unpaid domestic and care work and are often excluded from political and social spaces.<sup>8</sup> In addition, many women are exposed to greater reproductive risks associated with low average height, and they face the “double burden of malnutrition” – undernutrition in childhood and overweight or obesity in adulthood.<sup>9</sup>
4. Food insecurity and malnutrition remain critical challenges in Guatemala. Between 2021 and 2023, nearly 60 percent of the population experienced moderate or severe food insecurity, with women accounting for 66 percent of those affected. Severe food insecurity affected 21 percent of the population.<sup>10</sup> In 2025, nearly one in four households is expected to face challenges in ensuring adequate food consumption – a proportion that rises to 32 percent

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<sup>1</sup> World Bank. [World Bank Country and Lending Groups](#) (accessed 13 March 2025).

<sup>2</sup> World Bank. [Guatemala Overview](#) and [Guatemala Data](#) (accessed 3 April 2025).

<sup>3</sup> National Institute of Statistics. 2024. [Encuesta Nacional de Condiciones de Vida: ENCOVI 2023. Principales resultados de empleo, población y vivienda.](#)

<sup>4</sup> United Nations Guatemala. 2024. [Análisis Común de País para el Marco de Cooperación 2026–2030.](#)

<sup>5</sup> Remittances reached a record figure in 2024 by closing at USD 21,510 million. For further information see: Central Bank of Guatemala. [Guatemala: Ingresos de Divisas por Remesas Familiares](#) (accessed on 9 April 2025).

<sup>6</sup> United Nations Development Programme. 2024. [Human Development Report 2023/2024. Breaking the gridlock: Reimagining cooperation in a polarized world.](#)

<sup>7</sup> National Institute of Statistics. 2024. [Encuesta Nacional de Condiciones de Vida ENCOVI 2023. Principales resultados de pobreza y desigualdad...](#)

<sup>8</sup> United Nations Guatemala. 2024. [Análisis Común de País para el Marco de Cooperación 2026–2030...](#)

<sup>9</sup> *Ibid.*

<sup>10</sup> Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), Pan-American Health Organization (PAHO), United Nations Children’s Fund (UNICEF) and WFP. 2025. [Latin America and the Caribbean Regional Overview of Food Security and Nutrition 2024 – Building resilience to climate variability and extremes for food security and nutrition.](#)

- among rural households and 33 percent among Indigenous households.<sup>11</sup> Almost 40 percent of the population cannot afford a nutritious food basket, while nearly 80 percent are unable to afford a healthy food basket.<sup>12</sup>
5. Adolescents are most affected by food insecurity because of their higher nutritional needs.<sup>13</sup> Meanwhile, rates of chronic childhood malnutrition are among the highest in the world,<sup>14</sup> with 47 percent of children aged 6–59 months suffering from chronic malnutrition and up to 58 percent of Indigenous people. Meanwhile, 32 percent of children under 5 suffer from anaemia,<sup>15</sup> and 5 percent are overweight.<sup>16</sup> Among women aged 15–49, approximately 52 percent are overweight or obese. These figures reflect the double burden of malnutrition, marked by the coexistence of undernutrition and overnutrition, which has a significant economic impact.<sup>17</sup>
  6. Between February and April 2026, an estimated 3 million people will experience acute food insecurity classified as Integrated Food Security Phase Classification (IPC) phase 3 or worse and will therefore require humanitarian assistance. The situation is particularly critical in departments such as Alta Verapaz, Quiché, Suchitepéquez, Chiquimula and Huehuetenango.<sup>18</sup>
  7. Guatemala is among the countries most at risk of floods, hurricanes, volcanic eruptions, earthquakes and forest fires.<sup>19</sup> It currently ranks 36th worldwide in terms of disaster risk, based on its exposure to natural hazards, levels of vulnerability and its coping capacity.<sup>20</sup> The Dry Corridor, home to many subsistence farmers, is particularly vulnerable to weather variability and environmental degradation. Despite the country's high exposure to natural hazards, its adaptive capacity remains limited, placing it 120th of 187 countries on the Notre Dame Global Adaptation Index.<sup>21</sup>

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<sup>11</sup> WFP. 2025. *Evaluación Nacional de la Seguridad Alimentaria (ESA) 2025*.

<sup>12</sup> The nutritious basket includes foods that meet energy and nutrient requirements at the lowest possible cost. The healthy basket goes further by ensuring dietary diversity in line with national guidelines, while remaining cost-efficient. A nutritious diet costs between two and four times more than a diet based solely on energy. The northern, north-eastern, and north-western regions show the greatest economic access gaps. For further information, see: Inter-American Development Bank. 2025. *More than a Meal: How school meals can drive improved nutrition and sustainable food systems. Findings from Fill the Nutrient Gap analysis in Guatemala and Peru*.

<sup>13</sup> *Ibid.*

<sup>14</sup> Guatemala ranks first in Latin America and the Caribbean in the prevalence of chronic malnutrition among children under 5, and sixth globally. Secretariat of Food and Nutritional Security of the Presidency of the Republic Portal, *Situación de la Seguridad Alimentaria y Nutricional (SAN)* (accessed on 9 November 2025).

<sup>15</sup> Ministry of Public Health and Social Assistance, National Institute of Statistics and ICF International. 2017. *VI Encuesta Nacional de Salud Materno Infantil 2014–2015. Informe Final*.

<sup>16</sup> FAO, IFAD, PAHO, WFP and UNICEF. 2025. *Latin America and the Caribbean Regional Overview of Food Security and Nutrition 2024 – Building resilience to climate variability and extremes for food security and nutrition*.

<sup>17</sup> In 2018, the total cost was estimated at USD 12.034 billion, equivalent to 16.3 percent of the national GDP. Of this, USD 8.220 billion was attributable to undernutrition and USD 3.813 billion to overweight and obesity. WFP. 2020. *El Costo de la Doble Carga de la Malnutrición. Impacto Social y Económico: Guatemala*.

<sup>18</sup> Secretariat of Food and Nutritional Security of the Presidency of the Republic. 2025. *Estimaciones de inseguridad alimentaria aguda en Guatemala según la Clasificación Integrada de la seguridad alimentaria en Fases – CIF – 2025–2026*.

<sup>19</sup> A study based on data analysis from 1982 to 2008 found that over 40 percent of the population is exposed to five or more overlapping hazards, while 83 percent of national GDP is concentrated in high-risk areas. For further information, see: World Bank. 2010. *Disaster Risk Management in Latin America and the Caribbean Region: GFDRR Country Notes – Guatemala*.

<sup>20</sup> For further information, see: European Commission. 2025. *INFORM Risk Index*. INFORM is a collaboration of the Inter-Agency Standing Committee Reference Group on Risk, Early Warning and Preparedness and the European Commission.

<sup>21</sup> University of Notre Dame. 2022. *Notre Dame Global Adaptation Initiative – Country Index: Rankings* (accessed on 29 April 2025).

8. Guatemala is a country of origin, transit, destination and return for migrant populations. In February 2025, more than 4,800 migratory movements were recorded, 57 percent of which were return flows. Compared with January 2024, these movements increased by 302 percent, while northward migration decreased.<sup>22</sup> These dynamics reflect shifting migration patterns and underscore the need for coordinated, multisectoral responses.
9. These overlapping crises have a direct and differentiated impact on food security, nutrition and the broader food system that varies depending on geographic location and ethnic identity. Small-scale farmers – the majority of whom are Indigenous – produce between 60 and 70 percent of the country's staple food supply, yet they face multiple constraints, including limited access to land; declining soil quality; insufficient inputs, credit and technology; and the negative repercussions of migration. Global price volatility adds another layer of instability, reducing people's access to diverse and nutritious diets. Women play a central role in agriculture, yet their contributions are rarely acknowledged and often undervalued. Empowering women by promoting their integration into agricultural value chains and allowing them take up leadership roles are essential steps towards strengthening the resilience of rural economies.<sup>23</sup>

## 2. National priorities and collective assistance

10. The Government of Guatemala has prioritized food security and nutrition in its institutional and public policy frameworks, recognizing them as priorities in *K'atun: Nuestra Guatemala 2032*, the country's national development plan, and as one of the strategic axes of the general government policy for 2024–2028.
11. Several policies and initiatives are currently being implemented to advance food security and nutrition outcomes. *Mano a Mano* is a flagship inter-sectoral initiative launched in 2024 to address poverty and malnutrition. It succeeds the “Great National Crusade for Nutrition” and has been integrated into the general government policy for 2024–2028. The initiative brings together ten government institutions to deliver integrated support to vulnerable families and operates across eight interconnected areas, namely household infrastructure, social protection (including the school meal programme), education, health, agriculture, economic activity, local governance and capacity building, and social and behavioural change communication. Among its objectives with a direct impact on food security and nutrition are the improvement of dietary practices, the expansion of coverage of cash-based transfer programmes, and increased food availability through strengthened family and small-scale agriculture. The initiative draws on data from the social registry of households in order to target vulnerable populations in 114 priority municipalities.
12. Other important programmes include *Bolsa Social* and *Bono Social*, which are conditional cash transfer initiatives targeting individuals and families living in poverty or extreme poverty. Another programme, *Bono Nutrición*, provides cash transfers to families with children diagnosed with acute malnutrition; coverage of that programme is expected to be expanded based on data from the social registry of households. In addition, *Comedor Social* provides nutritionally balanced meals to vulnerable populations affected by poverty, crises or emergencies. The national social protection framework promotes adaptive social protection as a means of strengthening systems and improving their responsiveness to shocks, thereby building resilience among vulnerable populations through better coordination of social programmes and early warning mechanisms.

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<sup>22</sup> International Organization for Migration. 2025. *Guatemala: Transit Migration Flow Trends – February 2025*.

<sup>23</sup> United Nations Guatemala. 2024. *Análisis Común de País para el Marco de Cooperación 2026–2030*.

13. In the agricultural sector, key initiatives include the *Alimentos por Acciones* programme, which provides food incentives for community work in food-insecure communities, with a focus on social and environmental development; the *Registro Único de Agricultores*, the country's unified registry of farmers, developed to strengthen family farming and improve access to support services; and a recently launched nutrition-sensitive agricultural initiative that promotes increased production in order to enhance food security and reduce rates of nutrition deficiencies in vulnerable communities.
14. In 2024, approximately 684,300 people benefited from the distribution of food rations and the provision of conditional cash-based transfers through the Government's flagship food security programmes.<sup>24</sup>
15. In the health sector, several flagship strategies are being implemented to prevent malnutrition. These include a child growth and development monitoring programme, which involves weight and height measurement, vaccinations, deworming and the provision of nutritional supplements, such as *Chispitas*, a micronutrient powder, and *NutriNiños*, a fortified complementary food that helps prevent acute and chronic malnutrition. More than 900,000 children aged 6–59 months received assistance through the programme in 2024. To reinforce these efforts, the Government has established comprehensive "nutrition brigades" tasked with improving nutrition among members of remote and vulnerable communities.
16. The Government of Guatemala has also established a robust school meals framework, anchored in the School Feeding Law of 2017 and its associated regulations, adopted in 2019. The national school meals programme reaches more than 3 million students at preschool, primary and secondary levels, up to 17 years of age.<sup>25</sup> Guatemala is an active member of the School Meals Coalition and has made significant progress towards its commitments.
17. Guatemala has established a solid institutional and legal framework for resilience, stretching beyond the national development plan. The National Coordinator for Disaster Reduction (CONRED) operates at all territorial levels and fosters community engagement through local coordinators for disaster reduction,<sup>26</sup> while the national plan for integrated disaster risk reduction management for 2024–2034 outlines strategic actions and provides tools to strengthen municipal resilience.
18. While these institutional frameworks, strategies and policies reflect a strong political commitment to addressing food insecurity and malnutrition and building resilience, challenges persist in achieving intended outcomes. Limited institutional capacity, insufficient inter-sectoral collaboration at both national and local levels and difficulties in fully integrating these efforts into local development planning continue to hinder effective implementation and impede progress. Ensuring stable and adequate financing also poses a structural challenge.
19. Alongside WFP, other United Nations entities provide support and implement initiatives aimed at enhancing food security, nutrition and resilience in Guatemala. Their efforts include conducting studies and analysis, supporting public programmes and strategies, and generating valuable data to inform policy-making and programming. These contributions have been taken into account in assessing WFP's capacities, comparative advantage and strategic positioning.

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<sup>24</sup> For further information, see the relevant webpage of the Ministry of Social Development: [Programa Comedor Social – Programas Sociales](#) (accessed on 8 October 2025).

<sup>25</sup> Ministry of Public Finance. 2023. [Tercera entrega de alimentación escolar beneficia a 3.1 millones de estudiantes](#).

<sup>26</sup> local coordinators for disaster reduction are community-based teams organized in Guatemala as part of the CONRED system aimed at strengthening local risk management and improving response capacity to natural or human-induced disasters.

20. The United Nations sustainable development cooperation framework (UNSDCF) for 2026–2030 was developed in parallel with this CSP, enabling WFP to align from the outset with the four strategic priorities – or pillars – of the United Nations system in Guatemala: i) strengthening governance, democracy and the rule of law; ii) contributing to human development, poverty reduction and the creation of prosperity; iii) building sustainability and resilience; and iv) addressing human mobility and migration. Under the CSP, WFP is a co-facilitator of pillar two and contributes directly to pillars two and three through interventions designed to reduce malnutrition, promote healthy diets, strengthen social protection, enhance disaster risk reduction and advance food system transformation. WFP will also contribute indirectly to pillar three by promoting social and economic integration through resilience-building activities.
21. The formulation of this CSP was informed by consultations with government institutions, other United Nations entities, cooperating partners, civil society organizations and programme beneficiaries. The outcomes of these consultations have strengthened the strategic relevance and operational design of the CSP.

### **3. WFP's comparative advantage, capacity and ability in Guatemala**

22. The CSP for 2021–2025 was aligned with national priorities related to food security and nutrition. It focused on providing food assistance and strengthening resilience to crises, while also supporting food system transformation, improving nutrition and access to nutritious food, promoting healthy practices through behaviour change campaigns, and reinforcing institutional capacities. WFP's comparative advantage in Guatemala lies in its operational footprint, strong community engagement and capacity to integrate food security, nutrition and resilience-building efforts.
23. The evaluation of the CSP for 2021–2025 concluded that WFP had strong capacity to adapt to the changing situation, adjusting its operations and expanding coverage in response to emerging needs. This enabled WFP to make a significant contribution to improving the food security, nutrition and resilience of vulnerable communities through a comprehensive response that addressed both immediate needs and longer-term structural challenges. WFP's unconditional cash transfers and food distributions were effective tools for improving access to nutritious food in times of crisis.
24. WFP has positioned itself as a strategic partner to the Government by delivering essential food security and nutrition services, including local food procurement, the acquisition and distribution of fortified complementary foods, and the provision of efficient and transparent logistics services. Examples include a government programme for the delivery of seeds, and cash-based transfer services for government social protection programmes. These services have reduced costs and processing times for government partners and have been instrumental in expanding coverage and strengthening the capacity of local partners.
25. To optimize the impact of its service delivery, and in line with the recommendations of the evaluation of the CSP for 2021–2025, WFP has taken steps to align its services with the food security and nutrition programmatic objectives under CSP outcome 1. This alignment strengthens partnerships between WFP and national institutions, supporting improved planning, implementation, follow-up, monitoring and evaluation, and further enhancing the capacities of WFP partners.
26. Through the provision of technical assistance, WFP has helped strengthen institutional capacities, systems and policies. Support has included nutrition-related activities such as complementary feeding services, technical assistance and capacity building for nutrition brigades; central-level technical support for the school meal programme, including the promotion of a digital application to integrate small-scale producers into the school meals supply chain; and the engagement of experts and the development of activities in the areas

- of anticipatory action and microcredit to enhance emergency response and strengthen the resilience of vulnerable communities and smallholders.
27. WFP has also promoted inter-institutional coordination to support the development of a comprehensive social protection system, supported efforts to update the social registry of households and promoted the development of legal frameworks and national shock-responsive social protection programmes related to food security and nutrition. These measures have led to improvements in the emergency preparedness capacity indicator.
  28. To enhance the impact of institutional capacity strengthening activities, WFP will introduce a strategy that prevents the fragmentation of efforts and establishes clear transfer mechanisms, while also adopting mitigation measures to address potential institutional changes. In line with the recommendations of the CSP evaluation, WFP will adopt a holistic approach that links the strengthening of national and local systems with community-level project implementation. This will improve complementarity, effectiveness and efficiency, while reinforcing a learning system that documents local experiences in order to inform programming at the national level.
  29. The CSP evaluation highlighted significant progress made in fostering social cohesion and ensuring cultural relevance across WFP programmes. Important initiatives included women's economic empowerment and the promotion of their participation in productive activities; the adaptation of interventions to Indigenous languages, cultures and practices; and the generation of data to inform programming and policy development.
  30. The CSP for 2026–2030 will further strengthen the generation and use of disaggregated data to increase the inclusion of persons with disabilities and increase the participation of Indigenous Peoples and local communities in programme design and implementation. It will also develop strategies to foster community ownership of planned interventions and scale up efforts to promote women's economic empowerment through targeted community outreach initiatives, engaging women-led groups, organizations of persons with disabilities, and representative bodies of Indigenous Peoples. In line with the recommendations of the CSP evaluation, WFP will enhance the capacity of its staff and partners involved in local implementation through training, formalized partnerships with communities and strengthened local crisis response capabilities.
  31. WFP has demonstrated strong capacity to mobilize financial resources by diversifying its donor base and collaborating with strategic partners to enhance the efficiency, effectiveness and sustainability of its interventions. Partnerships have been established with other United Nations entities, government institutions, local and international non-governmental organizations, local authorities and the private sector, enabling more coordinated, impactful and sustainable outcomes. WFP's strategy has been developed with a focus on embedding its interventions within national programmes and ensuring the financial sustainability of CSP outcomes in order to promote long-term change.

#### **4. Strategic positioning, programme priorities and partnerships**

##### **Country strategic plan direction and intended impacts**

32. The CSP is designed to complement national efforts to achieve food security and eliminate malnutrition, prioritizing the strengthening of national, local and community capacities and systems for emergency preparedness and response, crisis-responsive social protection and resilient food systems. It also provides targeted food and nutrition assistance to the most vulnerable populations affected by crises, including protracted food insecurity and malnutrition associated with geographic and ethnic disparities. Priority geographic areas include the departments of Alta Verapaz, Chiquimula, Huehuetenango, Izabal, Quiché and

Zacapa, some of which are located within the Central American Dry Corridor.<sup>27</sup> These departments are characterized by acute food insecurity, high disaster risk, widespread poverty and significant migration impacts.

33. CSP outcome 1 involves a comprehensive package of preparedness, anticipatory action, response and early recovery interventions to address crises. Efforts in those areas are aligned with WFP's strategic outcome 1 and include actions to improve the nutrition status of crisis-affected populations.
34. An estimated 2 million people will benefit directly from CSP outcome 1. This constitutes a scale-up in WFP's direct crisis response assistance compared with the CSP for 2021–2025 and reflects the Government's request for a more comprehensive approach to humanitarian assistance that extends beyond food procurement to encompass technical support, anticipatory action and integrated crisis response in support of government programmes. Approximately 7 million people are expected to benefit indirectly.<sup>28</sup>
35. Under CSP outcome 2, WFP will promote resilience by supporting communities, women, Indigenous Peoples and smallholder producers, enhancing their access to economic opportunities and healthy diets through interventions that strengthen local food systems. This approach addresses food security and nutrition needs in crisis-prone and historically vulnerable areas, strengthens linkages to social protection and reduces long-term reliance on humanitarian assistance. Initiatives under CSP outcome 2 will directly benefit nearly 82,500 people, with an estimated 1.5 million additional individuals reached indirectly, primarily through the implementation of behaviour change initiatives.
36. Under CSP outcome 3, WFP will offer on-demand services to government institutions and humanitarian partners, complementing the programmatic goals under CSP outcomes 1 and 2. Drawing on WFP's expertise and established partnerships, these services will support direct delivery, strengthen supply chain capacities and provide guidance on public procurement frameworks. This integrated approach will help to generate efficiencies, reduce costs and enhance national response capabilities. Between 2022 and 2024, WFP's service delivery in Guatemala indirectly benefited between 2.8 million and 3.3 million people every year.
37. CSP interventions will promote transformative approaches that seek to improve nutrition and access to healthy diets; empower women and girls; ensure protection and accountability for affected people, including protection from sexual exploitation and abuse; integrate environmental sustainability; and embed humanitarian principles and conflict sensitivity in WFP's programming.
38. Community engagement – including the participation of young people, women, persons with disabilities, older adults and members of Indigenous communities – will be central to planning, implementation, monitoring and evaluation. Activities will be context-specific, delivered in local languages and informed by the traditional knowledge of local communities to ensure cultural relevance.

### **Programme integration**

39. The CSP outcomes are designed to generate synergies. Work under CSP outcome 1 focuses on meeting immediate food and nutrition needs through national crisis response and food security programmes. Demand from those programmes is leveraged under outcome 2 by connecting smallholder producers and other food system actors to public and private

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<sup>27</sup> A region marked by a semi-arid weather and vulnerability to recurrent droughts.

<sup>28</sup> The indirect benefits will derive from institutional capacity strengthening, improved public services and policies, nutrition counselling, social and behaviour change strategies, receipt of cash-based transfers, and other actions in support of the Government.

markets, including as suppliers to programmes implemented under outcome 1. Outcome 3 facilitates these efforts through supply chain support and service provision. Together, the three outcomes comprise an integrated portfolio that promotes resilience, nutrition and food system transformation, fostering strategic linkages across emergency response, social protection and livelihoods support.

### Strategic engagement with partners

40. The Government of Guatemala is the principal strategic partner for this CSP, with close collaboration to be maintained throughout implementation. WFP will collaborate with key national institutions, including the Office of the President and Vice-President of the Republic, ~~and the ministries responsible for agriculture, education, social development, public health~~ Ministry of Agriculture, Livestock and Food, the environment Ministry of Education, the Ministry of Social Development, the Ministry of Public Health and ~~finance~~ Social Welfare, the Ministry of Environment and Natural Resources, and the Ministry of Public Finance. Other partners include the Food Security and Nutrition Secretariat (SESAN), the Social Welfare Secretariat (SBS), the Secretariat of Planning and Programming of the Presidency (SEGEPLAN), ~~CONRED,~~ the National Coordinator for Disaster Reduction (CONRED), the National Institute for Seismology, Volcanology, Meteorology and Hydrology (INSIVUMEH), the System of Urban and Rural Development Councils (SISCODE) and the Guatemalan Institute for Migration (IGM).
41. WFP will also engage with local governments and with departmental, municipal and community councils and authorities, including departmental and municipal councils for food security and nutrition and community development councils, as well as with community leaders and non-governmental organizations, particularly those representing women, Indigenous Peoples and persons with disabilities. These engagements will seek — to strengthen WFP's local, ethnic and people-centred approach, which fosters programme ownership and sustainability.
42. Synergies and joint programming will be pursued with other United Nations entities, such as the Food and Agriculture Organization of the United Nations, the United Nations Children's Fund, the United Nations Development Programme, the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration, the Pan American Health Organization and the World Health Organization. WFP will also continue to work with inter-agency groups including the United Nations emergency team, the inter-agency cash transfer group and the United Nations country team. Other strategic partnerships to be further expanded under this CSP include those with academic institutions and the private sector intended to promote technical cooperation, financial innovation and scalable solutions.
43. South–South and triangular cooperation will be promoted to facilitate knowledge exchange and shared learning across the thematic areas of this CSP.<sup>29</sup>

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<sup>29</sup> South–South and triangular cooperation will focus on demand-driven exchanges, such as field visits and study tours, training and capacity-building, technology exchange, knowledge sharing and co-creation, the brokering of partnerships, and strategic alliances for technical development in priority areas, including school feeding, social protection, disaster risk management, digitalization and nutrition-sensitive food systems, in order to reinforce national capacities and institutional sustainability.

## Country strategic plan outcomes and activities

### ***Country strategic plan outcome 1: By 2030, populations in Guatemala facing acute food insecurity and malnutrition risks from shocks and crises will have their urgent food and nutrition needs met, while benefiting from stronger disaster risk management and emergency response systems***

44. WFP will support national efforts to end hunger by providing food and nutrition assistance to food-insecure and crisis-affected populations and by strengthening the capacities of communities, institutions and systems in relation to disaster risk management, emergency response and the prevention of malnutrition. WFP will also ensure access to information and promote the participation of the people most vulnerable to food insecurity in programme design and implementation.
45. Activities under outcome 1 will target populations experiencing acute food insecurity (IPC phase 3 or above) and those at risk of malnutrition, including children aged 6–59 months with moderate acute malnutrition, adolescents, pregnant and breastfeeding women and girls, persons with disabilities and members of Indigenous communities. An ethnic and context-sensitive approach will be applied in both urban and rural settings.
46. Interventions under outcome 1 include the following:
  - Food and nutrition assistance during crises, delivered directly or through social protection systems in the form of cash-based transfers or commodity vouchers, and aligned with national crisis response strategies. Targeting will be coordinated with national institutions.
  - Technical assistance for emergency preparedness, anticipatory action and response, including community planning, capacity strengthening, information sharing, asset protection and cash-based assistance to mitigate the impact of crises before they occur.<sup>30</sup>
  - The establishment and rehabilitation of productive assets and infrastructure to support the early recovery of populations affected by extreme weather events or geological or socioeconomic shocks.
  - Operational support to address malnutrition among vulnerable and crisis-affected groups, in line with national prevention strategies. Support includes top-up cash assistance for pregnant and breastfeeding women and girls, layered on top of general emergency distributions, with coordinated targeting and registration. Activities also include community-level capacity strengthening; the deployment of nutrition brigades to provide counselling, carry out assessments, and support the Ministry of Public Health and Social Assistance with the delivery of food supplements; and the implementation of social and behaviour change strategies to improve nutrition and health outcomes.
  - Technical assistance to strengthen systems and strategies for food security, nutrition, health, emergency-responsive social protection and risk management. WFP will collaborate with key government institutions to advance an emergency-responsive social protection agenda, while maintaining a focus on preventing acute malnutrition. Support will include capacity development for technical staff, the formulation of multi-level strategies, improvements to data systems and enhanced coordination

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<sup>30</sup> These anticipatory approaches not only reduce humanitarian response costs but also protect livelihoods and reduce long-term reliance on humanitarian assistance, contributing to sustainable resilience.

between institutions and food system actors. Steps will also be taken to reinforce early warning systems, contingency planning and pre-arranged financing mechanisms.

47. As part of its innovation strategy, WFP will design and roll out innovative solutions, including measures to strengthen early warning systems. Innovative disaster risk insurance products and partnerships will be developed and macro- and micro-level instruments will be leveraged to trigger emergency assistance.
48. Cash-based transfers will remain the preferred assistance modality, stimulating local economies and reinforcing food systems. WFP will promote sustainable practices, enhance digital traceability for indirect procurement and strengthen transparency and accountability. Efforts will be made to expand the current network of regional and global financial service providers to facilitate the use of mobile money, digital wallets and cash withdrawals, while partnerships will be further developed with microfinance institutions and mobile network operators.

### ***Alignment with national priorities***

49. CSP outcome 1 contributes to the UNSDCF, particularly pillar 2, as it supports efforts to reduce malnutrition, promote healthy diets, strengthen social protection systems and enhance disaster risk reduction. It is also consistent with the national priorities outlined in K'atun Plan: Nuestra Guatemala 2032, the national development priorities, the general government policy for 2024–2028, the strategic and sectoral planning results, and the municipal development and territorial planning plans in the prioritized municipalities, especially in the areas of integrated rural development, resilient local planning, the institutionalization of the right to social protection, and food security and nutrition.

### ***Country strategic plan outcome 2: By 2030, people in Guatemala living in areas vulnerable to shocks, stressors, and food insecurity benefit from enhanced participation in sustainable food systems, that enable context-specific and nutrition-sensitive access to healthy diets and to both public and private markets***

50. Work under CSP outcome 2 aims to address the challenges faced by food system actors in crisis-affected and food-insecure areas by increasing income-generating opportunities and facilitating access to public and private markets, thereby strengthening resilience.
51. Six departments – Alta Verapaz, Chiquimula, Huehuetenango, Izabal, Quiché and Zacapa – have been prioritized on the basis of their geographic characteristics, presence of prolonged food insecurity and high levels of disaster risk, poverty and migration. WFP's historic and continued engagement in emergency response in these departments reflects the need for sustained investment to reduce future humanitarian needs. The six departments also present strong potential for smallholder agricultural market support and food systems strengthening, offering opportunities to transform vulnerable communities into active contributors to local and institutional markets.
52. Activities will target smallholder producers, including associations and cooperatives, with particular emphasis on young people and on women's and Indigenous producers' organizations. Support will also be directed to individuals and communities vulnerable to extreme weather events, shocks, food insecurity and malnutrition, with a focus on women, Indigenous people and persons with disabilities.
53. Interventions under outcome 2 include the following:
  - Technical assistance to support sustainable practices, natural resource management and biodiversity, and to facilitate compliance with market access standards and certification regimes. This includes improving last-mile services by training local communities to generate and use actionable seasonal forecast data. Productive inputs will be provided only as part of broader system-strengthening efforts and

delivered through government entities, producer organizations or other specialized partners.

- Capacity strengthening for food system actors in investment planning, financial and administrative management, organizational development, marketing and women's economic empowerment, while also facilitating their access to tailored financial services such as parametric microinsurance, savings and credit. WFP will promote the participation of these actors in decision-making processes within the value chain and support their access to public and private markets.
  - Community-based actions to prevent malnutrition, aligned with established government programmes. Activities include engaging community leaders as nutrition counsellors, promoting optimal infant and young child feeding practices, supporting local health systems and deploying nutrition brigades to carry out assessments and deliver supplements. Social and behaviour change strategies will promote healthy diets and nutrition practices, with a focus on empowering women.
54. WFP will work jointly with local and national institutions to strengthen policies and programmes that promote resilience and support the development of local food systems, including through entrepreneurship and the commercialization of family farming products. It will also support the development of institutional strategies to improve smallholder farmers' access to markets, including their participation in local fairs and markets, and the establishment of direct links with local businesses.<sup>31</sup> WFP will also leverage the School Feeding Mobile App<sup>32</sup> and foster partnerships and coordination with other United Nations entities, including other Rome-based agencies, whenever possible.
55. WFP will promote cross-sectoral initiatives in health, agriculture, education and social protection. These will include data generation and analysis, the design of culturally relevant and nutrition-sensitive social programmes, the expansion of the social registry of households to better identify populations facing food insecurity and multidimensional poverty,<sup>33</sup> and the consolidation of the cash transfer programme to strengthen the provision of food assistance for the most vulnerable households.

### ***Alignment with national priorities***

56. CSP outcome 2 contributes to the UNSDCF, particularly pillars 2 and 3, by supporting efforts to reduce malnutrition, promoting healthy diets, fostering the development of sustainable food systems and advancing resilience-building interventions. It is also aligned with [\*K'atun Plan: Nuestra Guatemala 2032, the national development priorities, the general government policy for 2024–2028, the strategic and sectoral planning results, and the municipal development and territorial planning plans in the prioritized municipalities\*](#), especially in the areas of integrated rural development, productive transformation for economic growth, agricultural technology and family farming for food security.

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<sup>31</sup> [WFP will apply a risk-informed, market-driven approach to graduation to ensure that producer organizations and supported value chains can progressively transition to sustainable economic viability, with strengthened links to local private-sector markets.](#)

<sup>32</sup> A digital tool developed by WFP and integrated into the Ministry of Education's digital ecosystem to connect family farmers with schools. The tool promotes supply chain transparency and inventory optimization, while enabling real-time monitoring.

<sup>33</sup> This includes the incorporation of measures to monitor exclusion errors and validate targeting at the local level.

**Country strategic plan outcome 3: By 2030, public and private institutions and humanitarian actors in Guatemala receive services that enable them to achieve their programmatic objectives effectively and efficiently**

57. WFP will provide on-demand services and technical support to public institutions, local governments and humanitarian actors in order to strengthen institutional systems and improve the efficiency and effectiveness of food security and nutrition programmes, thereby contributing to stronger national service delivery mechanisms. Across all CSP outcomes, WFP will provide tailored capacity strengthening – such as technical assistance in emergency preparedness, food systems and supply chain management – while gradually shifting towards indirect support delivered through national systems and partners. Outcome 3 operationalizes this transition while allowing WFP to respond efficiently to sudden onset emergency needs by offering on-demand services that contribute to outcomes 1 and 2.
58. Services may include the provision of food (including specialized or fortified nutritious foods and food ration kits) or cash-based transfers to populations affected by crises or at risk of malnutrition; productive inputs provided to support food system actors; capacity strengthening activities;<sup>34</sup> the development of innovative food security solutions; and logistics support. WFP may also offer digital tools to enhance beneficiary registration systems and improve programme implementation.

**Alignment with national priorities**

59. CSP outcome 3 contributes to the UNSDCF, especially pillar 2, by supporting the achievement of objectives related to reducing malnutrition, promoting healthy diets, strengthening social protection systems and enhancing disaster risk reduction. It is also aligned with and reinforces national development priorities outlined in *K'atun: Nuestra Guatemala 2032* and ministerial institutional response plans, particularly in terms of advancing food security and nutrition and institutionalizing the right to social protection.

## **5. Prioritization and sustainability**

### **Prioritization approach<sup>35</sup>**

60. Although overall funding levels have declined since 2022, WFP has maintained relatively stable annual amounts of new and strategic contributions, thanks to a robust diversification strategy. WFP aims to offset the reduction in traditional donor support through new funding from the Government of Guatemala, domestic and international private sector stakeholders and innovative financing sources. During the CSP implementation period, WFP expects to mobilize approximately USD 169 million, primarily through annual government crisis response and food systems support, integrated multi-year donor contributions for activities to improve resilience and nutrition, and smaller but impactful grants from innovative funding mechanisms.
61. The CSP prioritizes interventions that align with national development frameworks,<sup>36</sup> demonstrate government ownership and offer potential for co-financing or sustainability. Emphasis is placed on activities with transformative impact, including in relation to nutrition-sensitive approaches introduced across sectors, adaptive social protection systems, and resilient livelihoods. Internally, prioritization is guided by vulnerability analysis,

<sup>34</sup> Capacity strengthening efforts across all outcomes will progressively shift focus from direct implementation to enabling roles, in line with WFP's localization and system-strengthening approach.

<sup>35</sup> The detailed prioritization plan for this CSP can be accessed through the [CSP data portal](#).

<sup>36</sup> In particular, the CSP reflects the priorities set out in *K'atun: Nuestra Guatemala 2032*, including comprehensive rural development; resilient and sustainable territorial development; institutionalization and internalization of the right to social protection; ensuring food and nutritional security; accelerating economic growth through productive transformation; and agricultural technology and family farming for food security.

operational feasibility, government priorities and donor interest. Geographically, efforts under CSP outcomes 1 and 2 are focused on areas with high levels of chronic food insecurity and malnutrition, where national capacity to address structural drivers remains limited. The co-location of interventions under those two outcomes enables a complementary approach that combines emergency response with food systems strengthening, thereby helping to reduce recurrent humanitarian needs. Flexibility will be maintained to respond to sudden-onset emergencies nationwide, complementing national efforts where capacity is exceeded.

62. WFP will apply a data-driven targeting approach using data collected through national food security surveys, IPC analyses, national vulnerability assessments and other studies. Priority will be given to populations in IPC phases 3 and 4, particularly those exposed to shocks, with limited access to services and with high structural vulnerabilities.<sup>37</sup>
63. Insufficient funding could limit WFP's contribution to national objectives, particularly in relation to improving nutrition, building resilience and strengthening food systems. It could also constrain support for national emergency and social protection systems, reducing the Government's capacity to respond to crises. Overall, funding gaps may weaken WFP's role in national development and hamper efforts to promote long-term food security.

#### **Sustainability and transition strategies**

64. WFP will strengthen national capacities to address food insecurity through a dual approach of technical assistance and operational support, with a focus on efficiency, cost-effectiveness and sustainability. Leveraging its comparative advantage in supply chain management, data systems, and emergency preparedness and response, WFP will collaborate with government institutions to improve programme design, targeting and delivery mechanisms, ultimately enabling national systems to respond more effectively to both acute and chronic food insecurity.
65. The CSP sets out a progressive shift towards localization, emphasizing increased engagement of national and local authorities, civil society organizations and the private sector in co-leading implementation and gradually assuming ownership of activities. Strategic handover plans are embedded within capacity-strengthening initiatives, particularly in areas such as school meals, nutrition-sensitive social protection, disaster risk finance and early warning systems, with clearly defined milestones and transition indicators guiding the process. By the end of the CSP, WFP aims to transfer implementation of these activities to national institutions where capacity allows, ensuring sustainability and reduced reliance on external support. Transformative approaches at the community level will reinforce this transition.

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<sup>37</sup> A layered approach will combine immediate life-saving assistance with longer-term resilience building, ensuring the participation of marginalized groups such as Indigenous populations, households led by women, and persons with disabilities.

66. WFP will promote and support policy and financing frameworks to sustain results beyond its direct interventions. It will work jointly with national actors to build a robust ecosystem with the operational capacities, systems and partnerships needed to sustain food security outcomes and lead emergency response efforts.<sup>38</sup> This will enable WFP to responsibly scale down, exit or transition to an alternative model for its presence in Guatemala when appropriate. Although beneficiary numbers may increase during the CSP implementation period, this will reflect expanded support to government-led programmes. The transition strategy focuses on shifting WFP's role from direct implementation to enabling functions, allowing for a gradual redefinition of its operational presence in line with national ownership and sustainability considerations.

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<sup>38</sup> In contexts where national crisis response remains insufficient, WFP will maintain a flexible posture, offering surge support, technical advisory services and coordination leadership to complement national efforts without necessarily engaging in direct delivery.

## ANNEX I

<b>SUMMARY OF THE LINE OF SIGHT OF THE GUATEMALA COUNTRY STRATEGIC PLAN (2026–2030)</b>			
<b>Focus area</b>	<b>Crisis response</b>	<b>Resilience building</b>	<b>Crisis response</b>
<b>CSP outcome</b>	<p><b>CSP outcome 1</b></p> <p>By 2030, populations in Guatemala facing acute food insecurity and malnutrition risks from shocks and crises will have their urgent food and nutrition needs met, while benefiting from stronger disaster risk management and emergency response systems.</p>	<p><b>CSP outcome 2</b></p> <p>By 2030, people in Guatemala living in areas vulnerable to shocks, stressors and food insecurity benefit from enhanced participation in sustainable food systems, which enables context-specific and nutrition-sensitive access to healthy diets and both public and private markets.</p>	<p><b>CSP outcome 3</b></p> <p>By 2030, public and private institutions and humanitarian actors in Guatemala receive services that enable them to achieve their programmatic objectives effectively and efficiently.</p>
<b>Activities</b>	<p><b>Activity 1</b></p> <p>Provide food, nutritional and technical assistance, directly or through social protection systems, to populations experiencing acute food insecurity, at risk of malnutrition or in crisis conditions, and strengthen the capacities of disaster risk management actors and emergency response programmes.</p>	<p><b>Activity 2</b></p> <p>Provide integrated technical assistance to food system actors, including communities, local stakeholders and public and private institutions, to strengthen resilience, promote healthy and diverse diets and enhance market access, with a particular focus on institutional markets and social protection mechanisms.</p>	<p><b>Activity 3</b></p> <p>Provide services requested by government institutions and humanitarian actors, including capacity strengthening where applicable, to facilitate the provision of timely assistance to people affected by or exposed to crises.</p>

## ANNEX II

### Monitoring, evaluation, evidence generation and risk management

#### Monitoring, evaluation and evidence-generation arrangements

1. WFP will operationalize a comprehensive monitoring and evaluation system aligned with standard operating procedures and the corporate results framework for 2026–2029. This system will integrate corporate outcome and output indicators, supplemented by indicators to assess capacity strengthening, behaviour change and progress in nutrition-responsive programming.
2. Baseline and follow-up data will be collected from sampled communities, households and individuals using digital tools.<sup>1</sup> Monitoring activities will comply with minimum monitoring requirements, ensuring appropriate coverage, frequency and disaggregation. Data will be managed through the country office tool for managing programme operations effectively and integrated with SugarCRM for feedback tracking. WFP will also participate in UNSDCF assessments and coordinate joint evaluations on food security and nutrition with United Nations country and humanitarian teams.
3. WFP will use structured feedback loops, including community feedback mechanisms, monitoring reports and thematic reviews, to continuously adapt implementation. Qualitative methods such as storytelling, video documentation, infographics and photo galleries will be used to capture beneficiary perspectives and document good practices.
4. In the third year of the CSP, WFP will carry out a decentralized evaluation to link interventions with structured evidence-generation processes. Institutional anchoring will be strengthened through partnerships with government entities, academic institutions and technical partners. From the outset, priority will be given to documenting results, good practices and conditions for scalability. This evaluation will generate strategic inputs to inform the expansion of successful interventions and integrate them into national programmatic frameworks, in line with the country's priorities. An independent centralized evaluation will also be conducted to inform the design of the next CSP and to meet accountability requirements. In coordination with the Office of Evaluation, the potential for impact evaluations will be explored in areas such as value chain development for smallholder farmers.

#### Risk management and mitigation measures

##### *Strategic risks*

5. Changes in the security environment in Guatemala, including evolving state responses to organized crime, may generate volatility in some operational areas. Such dynamics could heighten risks of violence, territorial shifts and access constraints, with implications for community acceptance and humanitarian space. WFP will mitigate these risks by monitoring security dynamics, maintaining a neutral and principled posture and engaging with communities and partners to preserve trust. Coordination with the Department of Safety and Security and other United Nations entities will support adaptive programme delivery in line with security risk management measures.

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<sup>1</sup> Tools such as Mobile Operational Data Acquisition, which operates on the Open Data Kit platform; Survey Designer, WFP's digital platform for designing and managing data collection tools; and the WFP's digital beneficiary information and transfer management platform.

6. The contributions of the Government reflect strong national ownership; however political cycles and shifts in institutional priorities could affect funding continuity. To mitigate this, WFP will continue to diversify its funding base by working jointly with traditional and non-traditional donors, strengthening international and national private sector partnerships, and supporting local transition and handover mechanisms to ensure sustained results.

### **Operational risks**

7. Recent earthquake swarms and continued exposure to natural hazards pose risks to staff safety and operational continuity. To address these challenges, WFP will conduct structural assessments of its facilities, update its continuity plan with hazard-specific scenarios, ensure minimum standards through backup services, promote staff well-being and secure adequate funding and oversight within the country portfolio needs budget framework to ensure transparency and accountability.
8. Interventions involving cash-based transfers and commodity vouchers are exposed to operational risks, including in relation to the availability of processes and systems, and implementation capacity. Mitigation measures will include phased transition planning, early engagement with government counterparts and flexibility to scale up or introduce new modalities – whether implemented directly or through partners – to ensure that assistance is delivered effectively and with accountability. WFP will integrate protection considerations into all operations to prevent potential negative impacts on beneficiaries and to ensure that assistance is delivered in a safe, dignified and context-appropriate manner.
9. Cases of sexual exploitation and abuse could occur during WFP operations. To address this risk, WFP will work closely with key stakeholders to provide relevant training to WFP and partner staff, sensitize affected communities and strengthen internal reporting and referral procedures, as well as the capacities of cooperating partners.
10. With reference to risks associated with the supply, storage, transport and distribution of in-kind food – including diversion, theft, fraud and corruption – WFP applies strict internal controls and standard operating procedures, such as enhanced supply chain oversight, regular monitoring of warehouses and distribution points, segregation of duties, verification systems and digital traceability tools. Protection considerations are integrated throughout operations to ensure assistance is delivered safely and with dignity. WFP also provides ongoing training to staff and partners and maintains strong reporting and complaint handling mechanisms to enable early detection and timely response to any incident.

### **Fiduciary risks**

- 10.11. WFP will use digital solutions to enhance efficiency and strengthen integration with the digital ecosystems of its partners, while managing risks related to data privacy, cybersecurity and digital fraud. This will include applying robust protocols for data protection and sharing, establishing contractual safeguards with service providers, and strengthening the digital literacy and responsible data-management capacities of WFP staff and partners. These measures will help to protect sensitive information, reinforce accountability to affected people and ensure that the benefits of digitalization are fully realized.

### **Social and environmental safeguards**

- 11.12. To identify risks and develop appropriate mitigation measures, WFP conducted an integrated context analysis and risk assessment focusing on protection, accountability and conflict, with particular attention to Indigenous Peoples, women, and persons with disabilities. Based on the findings of that exercise, a number of actions have been

formulated to ensure that interventions do no harm and that they are people-centred. Those actions will enhance the effectiveness and sustainability of operations, support community empowerment and advance systemic change in people's lives and in communities.

12.13. WFP will continue to uphold environmental and social standards in the design and implementation of its operations and programme activities. All activities will be designed and implemented in line with corporate guidelines on environmental and social standards in order to systematically identify, manage and reduce the environmental impacts of operations.

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## ANNEX III

## Country portfolio needs budget and cost breakdown by CSP outcome

TABLE 1: COUNTRY PORTFOLIO NEEDS BUDGET (USD)							
CSP outcome	Activity	2026	2027	2028	2029	2030	Total
1	1	37 249 126	42 715 843	43 151 722	43 364 802	43 671 852	<b>210 153 345</b>
2	2	6 772 265	7 156 198	8 804 573	7 029 464	7 134 886	<b>36 897 387</b>
3	3	943 219	1 126 215	1 133 613	1 134 150	1 138 017	<b>5 475 214</b>
<b>Total</b>		<b>44 964 610</b>	<b>50 998 256</b>	<b>53 089 908</b>	<b>51 528 416</b>	<b>51 944 756</b>	<b>252 525 945</b>

TABLE 2: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)				
	WFP strategic outcome 1	WFP strategic outcome 2	WFP strategic outcome 3	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	
Focus area	Crisis response	Resilience building	Crisis response	
Transfers	170 532 705	25 881 421	4 561 603	<b>200 975 729</b>
Implementation	9 490 000	5 723 302	433 434	<b>15 646 736</b>
Direct support costs	17 304 380	3 040 711	480 177	<b>20 825 267</b>
<b>Subtotal</b>	<b>197 327 084</b>	<b>34 645 434</b>	<b>5 475 214</b>	<b>237 447 732</b>
Indirect support costs	12 826 260	2 251 953	0	<b>15 078 214</b>
<b>Total</b>	<b>210 153 345</b>	<b>36 897 387</b>	<b>5 475 214</b>	<b>252 525 945</b>

**ANNEX IV**

<b>TABLE 3: BENEFICIARIES BY YEAR</b>						
	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
Total beneficiaries (without overlaps)	528 717	549 462	568 342	593 652	619 022	<b>2 147 957</b>

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## ANNEX V

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY										
	CSP outcome 1							CSP outcome 2		
	Activity 1							Activity 2		
Activity tag	Food assistance for assets	Forecast-based anticipatory actions	General distribution				Micro-/meso-insurance	Prevention of acute malnutrition	Micro-/meso-insurance	School feeding (on-site)
Beneficiary type	All	All	All				All	Pregnant and breastfeeding women and girls	All	Children (pre-primary)
Modality	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs	Food
Cereals										
Pulses										
Oil										
Salt										
Sugar										
Super Cereal										
Super Cereal Plus										
Micronutrient powder										
Dairy products										257.5
Total kcal/day										
% kcal from protein										
CBT (USD/person/day)	0.5	1.0	1.0	4.86	1.51	0.39	0.51	1.0	0.51	

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY										
	CSP outcome 1							CSP outcome 2		
	Activity 1							Activity 2		
Activity tag	Food assistance for assets	Forecast-based anticipatory actions	General distribution				Micro-/meso-insurance	Prevention of acute malnutrition	Micro-/meso-insurance	School feeding (on-site)
Beneficiary type	All	All	All				All	Pregnant and breastfeeding women and girls	All	Children (pre-primary)
Modality	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs	Food
Number of feeding days 2026	90	30	60	7	15	200	20	60	40	180
Number of feeding days 2027	90	30	60	7	15	240	20	60	40	
Number of feeding days 2028	90	30	60	7	15	240	20	60	40	
Number of feeding days 2029	90	30	60	7	15	240	20	60	40	
Number of feeding days 2030	90	30	60	7	15	240	20	60	40	
Number of feeding days (All years)	450	150	300	35	75	1160	100	300	200	180

Note: Dairy products correspond to UHT milk.

Abbreviation: CBT = cash-based transfer.

### Links to technical and related resources

More operational and budgetary information is available through the [CSP data portal](#).<sup>1</sup>

Specific information will be provided for the full duration of the CSP and will be updated annually, including the following:

- a) the transfer modality for each CSP outcome and activity;
- b) an overview of beneficiaries, broken down by age group, sex and residence status, and data on beneficiaries disaggregated by beneficiary group, sex and transfer modality for each CSP outcome and activity;
- c) the distribution of food rations or transfers for each CSP outcome and activity;
- d) a breakdown of transfers by modality;
- e) quantitative information in US dollar value for each CSP outcome and activity and by tonnage where applicable; and
- f) a prioritization plan calibrating implementation plans to reflect the resource outlook.

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<sup>1</sup> As mandated by the 2016 [Policy on Country Strategic Plans](#).

## Acronyms

CONRED	National Coordinator for Disaster Reduction
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	Gross domestic product
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
PAHO	Pan American Health Organization
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework

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