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## Draft Guinea-Bissau country strategic plan (2023–2027)

Duration	1 January 2023–31 December 2027
Total cost to WFP	USD 131,074,054
Gender and age marker*	3

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

### Executive summary

Guinea-Bissau is a low-income country that faces significant development challenges despite economic opportunities in agriculture, fisheries, tourism and mining. Since independence from Portugal in 1974, the country has been ridden by political turmoil and institutional fragility. Political instability, overreliance on cashew nut production, and high vulnerability to climate change impacts and environmental degradation, which affect the availability of natural resources, translate into widespread food insecurity and a high prevalence of malnutrition, particularly among children, rural women, older people and people living with HIV, tuberculosis or disabilities.

In the wake of the coronavirus disease 2019 pandemic, the Government of Guinea-Bissau has instituted a new strategy for development, employment and industrial promotion for 2020–2024, known as "*Hora Tchiga*", which prioritizes the development of human capital through investments in health, education and infrastructure. WFP assists the Government in that endeavour, providing technical and financial assistance to support crisis response, school feeding and nutrition activities, livelihood resilience for smallholder farmers, capacity strengthening for national institutions, and social protection.

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Building on lessons learned from the first-generation country strategic plan for 2019–2024 and in alignment with national priorities, the plan for 2023–2027 is centred on four country strategic plan outcomes:

- *Outcome 1:* Crisis-affected populations in Guinea-Bissau are able to meet their basic food and nutrition requirements during and in the aftermath of shocks.
- *Outcome 2:* Children, vulnerable populations and people at risk of malnutrition in Guinea-Bissau have improved diets and access to basic services, including health, education and nutrition by 2027.
- *Outcome 3:* Rural communities in Guinea-Bissau, particularly women and young people, have increased resilience in the face of climate change and socioeconomic shocks and stressors by 2027.
- *Outcome 4:* The social protection system in Guinea-Bissau is strengthened by 2027.

Gender-sensitive approaches and the inclusion of people with disabilities will be pursued in all areas. Nutrition components and climate change adaptation will be mainstreamed into all interventions.

The country strategic plan is aligned with WFP strategic outcomes 1, 2, 3 and 4, findings and recommendations from the 2019 national zero hunger strategic review, the Government's new development strategy *Hora Tchiga* for 2020–2024, and the United Nations sustainable development cooperation framework for 2022–2026.

## **Draft decision\***

The Board approves the Guinea-Bissau country strategic plan (2023–2027) (WFP/EB.2/2022/X-X/X) at a total cost to WFP of USD 131,074,054.

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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

### 1.1 Country context

1. Guinea-Bissau is a small, low-income country in West Africa, ranking 175th of 189 countries on the 2020 Human Development Index.<sup>1</sup> Of its 2 million inhabitants,<sup>2</sup> 69 percent live below the poverty line. Gross domestic product (GDP) is USD 1.4 billion, or USD 727 per capita. An average economic growth rate of 4.2 percent, observed since 2012, was reversed in 2020 by the coronavirus disease 2019 (COVID-19) pandemic, and GDP has contracted by 2.4 percent since then.<sup>3</sup>
2. Agriculture, accounting for one third of the country's GDP<sup>4</sup> and employing 68 percent of the working population,<sup>5</sup> is characterized by overreliance on cashew nut production, low technological investment, difficult access to credit, and rural-to-urban migration. Cashew cultivation, accounting for 90 percent of total goods exports,<sup>6</sup> covers 50 percent of the country's arable land and employs – directly or indirectly – 80 percent of the labour force.<sup>7</sup> Dependence on cashews severely undermines the country's agricultural and economic growth potential.
3. Women and girls are subject to gender-based violence, harmful traditional practices and high maternal mortality rates; according to the 2018–2019 multiple indicator cluster survey,<sup>8</sup> the prevalence of female genital mutilation is 48 percent among women and girls age 15–49, and 39 percent for girls age 0–14. The literacy rate among women is 45.6 percent, and only 24.4 percent of the women working in agriculture own or have secure rights over agricultural land.<sup>9</sup>
4. Maternal and child malnutrition is widespread. Stunting affects 28 percent of children age 6–59 months, peaking at more than 30 percent – classified as “very high” prevalence by the World Health Organization – in Oio, Bafatá and Gabú regions. Wasting affects 5 percent of children age 6–59 months.<sup>10</sup> Among women and girls age 15–49 years, only 31.7 percent achieve minimum dietary diversity,<sup>11</sup> while 44 percent suffer from anaemia.<sup>12</sup> People living with HIV represent 3 percent of the population and, along with people with tuberculosis (TB), face additional food and nutrition-related vulnerabilities. According to the most recent data available, 23 percent of people living with HIV and 43 percent of those with TB are undernourished, and more than 20 percent of those with HIV and/or TB are food-insecure.

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<sup>1</sup> United Nations Development Programme. 2020. *Human Development Report 2020. The Next Frontier: Human Development and the Anthropocene*.

<sup>2</sup> United Nations Population Fund. *World Population Dashboard, 2020 data*.

<sup>3</sup> World Bank. *World Development Indicators 2020 data*.

<sup>4</sup> *Ibid.*

<sup>5</sup> United Nations Development Programme. 2020. *Human Development Report 2020. The Next Frontier: Human Development and the Anthropocene*.

<sup>6</sup> According to the Central Bank of West African States, between 2015 and 2019, free-on-board exports of raw cashew nut accounted for an average of 90.4 percent of total goods exports.

<sup>7</sup> African Development Bank Group. 2015. *Guinea-Bissau – Country gender profile – 2015*.

<sup>8</sup> Ministry of Economy and Finance and National Institute of Statistics. 2020. *Inquérito aos Indicadores Múltiplos (MISC6), Guiné-Bissau 2018–2019* (Multiple indicator cluster survey (round 6), Guinea-Bissau 2018–2019).

<sup>9</sup> United Nations Entity for Gender Equality and the Empowerment of Women. *Data Hub*.

<sup>10</sup> Ministry of Economy and Finance and National Institute of Statistics. 2020. *Inquérito aos Indicadores Múltiplos (MISC6), Guiné-Bissau 2018–2019* (Multiple indicator cluster survey (round 6), Guinea-Bissau 2018–2019).

<sup>11</sup> November 2021 results from the national food security and nutrition and monitoring system.

<sup>12</sup> Ministry of Economy and Finance and National Institute of Statistics. 2020. *Inquérito aos Indicadores Múltiplos (MISC6), Guiné-Bissau 2018–2019* (Multiple indicator cluster survey (round 6), Guinea-Bissau 2018–2019).

5. Only 69 percent of school-age children are enrolled in primary school, and as few as 25 percent of girls and 29 percent of boys complete primary education.<sup>13</sup> With about one in three girls being married or pregnant before the age of 18, and 8 percent married before the age of 15,<sup>14</sup> girls are more likely than boys to drop out of school after the first cycle of primary education (grades 1 to 4).
6. Only 0.9 percent of the population receives at least one social protection benefit in the form of social assistance or social insurance. The social protection system is still at a nascent stage, and there are few or no national social protection schemes other than pensions for military veterans and certain retired public servants. While the Government is trying to establish a national social safety net with support from the World Bank, the expansion of social protection is hindered by the limited social spending and fiscal space. The complex geography of Guinea-Bissau, which includes an archipelago of 88 islands that host hard-to-reach communities, further hinders the achievement of universal coverage of essential social services.
7. Of all the countries in the world, Guinea-Bissau is the fourth most vulnerable to climate change according to the 2019 Notre Dame Global Adaptation Initiative country index.<sup>15</sup> Climate change impacts are an increasingly important driver of food insecurity, exacerbating existing vulnerabilities. Since 2015, floods have affected more than 170,000 people in the southern coastal zones and eastern plains, destroying 8 percent of total rice production.<sup>16</sup> Coastal erosion and saltwater intrusion from sea-level rise aggravated by climate change are causing a gradual deterioration in the productivity of mangrove rice cultivation, while increasingly frequent droughts in the northeast of the country are affecting water availability and the cultivation of lowland rice, potatoes and cassava.
8. Guinea-Bissau has been politically fragile since independence in 1974, with four successful coups d'état and impacts on state institutions, leaving the country in the bottom tenth percentile for all the indicators measuring public sector capacity in the World Bank's Worldwide Governance Indicators databank.<sup>17</sup> Following a brief period of stability after the country's second democratic election in 2019, an attempted coup d'état in early 2022 marked another downturn in political stability. The United Nations Integrated Peacekeeping Office in Guinea-Bissau ended its mission in December 2020, leaving the national security forces responsible for ensuring peace and stability in the country.

## **1.2 Progress towards the 2030 Agenda for Sustainable Development**

9. Despite the Government's efforts to pursue economic growth and fight poverty and inequality, the country's progress towards the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development was assessed as limited in the 2020 United Nations common country analysis. With its strong focus on development, Guinea-Bissau has prioritized the SDG 1 (no poverty) targets in its efforts to implement the 2030 Agenda. However, absolute numbers of people suffering from malnutrition have increased (affecting SDG 2) and the health system (SDG 3) and education system (SDG 4) face persistent challenges related to low public spending, poor infrastructure, inadequate human resource capacity, and a lack of access to basic water, hygiene and sanitation facilities in many settlements (SDG 11).

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

<sup>14</sup> *Ibid.*

<sup>15</sup> Available at <https://gain.nd.edu/our-work/country-index/>.

<sup>16</sup> Statistics from the National Civil Protection Service.

<sup>17</sup> Available at <https://databank.worldbank.org/source/worldwide-governance-indicators>.

### 1.3 Progress towards Sustainable Development Goals 2 and 17

#### ***Progress on Sustainable Development Goal 2 targets***

10. *Access to food.* According to the national zero hunger strategic review of 2019, one third of the population is food-insecure during the lean season, which lasts from August to October. Key drivers of food insecurity include overreliance on cashew nut production and international prices, limited access to food, and low agricultural productivity. The most recent cadre harmonisé analysis (March 2022) indicated that nearly 132,000 people (10 percent of the population surveyed) were highly food-insecure and required urgent food assistance (at phase 3 or above in the Integrated Food Security Phase Classification – IPC), while more than 349,000 people (26 percent of those surveyed) were at risk of food insecurity (IPC phase 2). To tackle food insecurity, the Government's *Hora Tchiga* strategy identifies livelihood diversification and economic empowerment as key enablers that need to be strengthened.
11. *End malnutrition.* Despite past progress in reducing the average incidence of malnutrition from 31 percent of the population in 1996 to 22.2 percent in 2012, the number of malnourished people has increased since then, reaching 28 percent in 2018.<sup>18</sup> According to the 2021 Global Nutrition Report,<sup>19</sup> the prevalence of wasting has remained at about 5 percent since 2010, and despite some progress in reducing anaemia among women and girls of reproductive age, 48 percent of women and girls are still affected. Malnutrition affects families of any economic status, but poverty, high maternal illiteracy and lack of knowledge of good dietary practices have been shown to be key drivers.
12. *Smallholder productivity and incomes.* Smallholder farmers represent 68 percent of the working population and are extremely vulnerable to fluctuations in international cashew prices, as they often barter nuts for rice to feed their families. With prices dropping from USD 1.4/kg in 2017 to USD 0.5/kg in 2020, households face increasingly difficult access to food during the lean season. Limited livelihood diversification, an absence of food processing capacity, environmental degradation and difficult access to credit and land pose additional constraints to smallholder incomes. Women smallholder farmers are further penalized by their limited decision making power over household budgets, their high illiteracy rates and their limited ownership of capital, land and other productive resources.

#### ***Progress on Sustainable Development Goals 17 targets***

13. The Government of Guinea-Bissau attaches great importance to its strategic partnerships with development stakeholders, particularly those in the United Nations system, for the successful achievement of the SDGs. In 2021, the Government and the United Nations country team agreed on a new United Nations sustainable development cooperation framework (UNSDCF) for 2022–2026, which outlines three strategic priorities:
  - i) transformational and inclusive governance encompassing respect for the rule of law and sustaining peace;
  - ii) structural economic transformation, sustainable development and inclusive and resilient green growth that leaves no one behind; and
  - iii) human capital development.

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<sup>18</sup> United Nations country team. 2020. Common Country Analysis for Guinea-Bissau, 2020.

<sup>19</sup> Development Initiatives. 2021. [2021 Global Nutrition Report](#).

## 1.4 Hunger gaps and challenges

14. According to a WFP Fill the Nutrient Gap (FNG) study conducted in 2021, only 28 percent of the population can afford a diet that meets minimum energy requirements, which costs an estimated USD 2.35 (XOF 1,322) per day for an average household of seven people. Almost three quarters of the population (68 percent) cannot afford a healthy and nutritious diet, which costs an estimated USD 4 (XOF 2,234) per household per day. The limited affordability, availability and accessibility of key nutritious foods are barriers to healthy diets.
15. Results of a WFP Cost of Hunger in Africa study conducted in Guinea-Bissau in 2020 highlighted the significant socioeconomic impacts of hunger compounded by malnutrition. Malnutrition accounts for 23.5 percent of deaths among children under 5, killing 12,723 children between 2008 and 2013. Malnutrition also directly affects school performance. In 2015, 93.2 percent of the cases of children having to repeat a year of primary school were linked to a form of malnutrition. As 43 percent of the working-age population suffered from stunting before the age of 5, malnutrition also has a direct impact on labour productivity. The study estimated that in 2014 up to 9.4 percent of GDP (USD 70.6 million) was lost because of child malnutrition. Halving the prevalence of child malnutrition by 2025 would generate savings of USD 148.5 million per year.

## 2. Strategic implications for WFP

### 2.1 Achievements, lessons learned and strategic changes for WFP

16. WFP has adapted its portfolio of programmes, drawing on the lessons learned from evaluations and assessments of its first-generation country strategic plan (CSP), oversight missions by the regional office, and new studies developed by WFP since 2019:
  - i) The final evaluation of the McGovern-Dole International Food for Education and Child Nutrition Program in Guinea-Bissau for 2016–2019 found that WFP's school feeding programme successfully alleviated short-term hunger and supplemented household income. It recommended the expansion of a home-grown school feeding (HGFS) pilot and the use of take-home rations for girls in grades 4 to 6, which were found to provide a substantial incentive for parents to send their daughters to school. WFP will therefore scale up HGFS interventions to the national level and provide take-home rations for girls in grades 5 and 6, as they are at the highest risk of dropping out of school. Particular emphasis will be put on strengthening procurement processes and diversifying funding sources and partnerships to improve the quality of WFP assistance.
  - ii) A "climate response analysis for adaptation" study conducted by WFP, and the Alliance of Bioversity International and the International Center for Tropical Agriculture in 2021 identified multiple opportunities for WFP's climate adaptation programming, in line with the Government's priorities and needs. Based on the study's recommendations with regard to programming, WFP has integrated a climate change adaptation perspective throughout its strategic outcomes, strengthening early warning systems and leveraging its resilience building activities to improve the climate change adaptation capacity of rural communities.
  - iii) Key findings and recommendations from WFP's FNG study – particularly those concerning the need to mainstream nutrition considerations into all areas of intervention with a view to improving the availability, access and affordability of nutritious and locally produced food – were also taken into account during the design of the CSP.

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

17. The CSP is fully aligned with the Government's national development plan for 2020–2023 and the national strategy for development, employment and industrial promotion for 2020–2024, known as "*Hora Tchiga*". *Hora Tchiga* includes a strong focus on social protection, the diversification of agricultural livelihoods and adaptation to climate change. WFP's streamlining of resilience and social protection programming will bring it into close alignment with the new national vision put forward in the national development plan and *Hora Tchiga*. WFP's focus on resilience is also in line with the country's resilience-related priorities.
18. WFP worked closely within the United Nations country team and with the Government on the formulation of the new UNSDCF for Guinea-Bissau for 2022–2026, leading the consultations on nutrition and food security. WFP's focus on emergency preparedness, social protection and resilience is in line with the second and third UNSDCF strategic priorities: Structural economic transformation; and Human capital development.

## **2.3 Engagement with key stakeholders**

19. The CSP's programme portfolio is the result of extensive consultations with partners. Throughout the design phase of the CSP, WFP held bilateral meetings with key ministries and development partners to gather informal feedback on current activities and future programmatic focuses. Cooperating partner non-governmental organizations (NGOs) were also regularly consulted to identify areas for enhanced partnership.
20. Formal consultations on WFP's tentative programme portfolio were organized with partners in the country in May 2022. WFP organized two main consultation sessions for government and development partners, and held bilateral meetings with ministers and strategic donor governments.

## **3. WFP strategic portfolio**

### **3.1 Direction, focus and intended impacts**

21. This second-generation CSP continues the work carried out under the previous CSP while introducing a new programmatic focus on social protection, climate change adaptation and the strengthening of nutrition-, disability- and gender-sensitive programming in all areas of intervention.
22. WFP's crisis response interventions will have a stronger focus on emergency preparedness through the strengthening of national early warning systems. Resilience building activities will focus more on enhancing climate change adaptation in rural communities.
23. WFP will strengthen and expand HGSF interventions and introduce distributions of take-home rations for girls in grades 5 and 6 and children with disabilities. The promotion of nutrition-specific and nutrition-sensitive interventions will contribute to reducing malnutrition, particularly among young children, pregnant women and girls and new mothers. WFP will reinforce nutrition programming through community-, school- and facility-based activities for the prevention and treatment of malnutrition. It will resume its support for malnourished people who are living with HIV and TB and following treatment courses, including through nutrition support and cash-based transfers (CBTs) for the food-insecure households of those people.
24. Together with its development partners, WFP is scaling up its support for the Ministry of Women, Family and Social Solidarity in the development of an inclusive and nutrition-sensitive social protection system. That engagement contributes directly to CSP outcome 4, and is mainstreamed throughout all other outcomes.

### **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 Guinea-Bissau are able to meet their basic food and nutrition requirements during and in the aftermath of shocks***

25. Activities under this outcome will strengthen the capacity of national partners in crisis preparedness and response through enhanced national early warning systems, while ensuring the continued provision of life-saving assistance for crisis-affected people and communities. Interventions will take into account the principles of shock-responsive social protection (CSP outcome 4). Work under CSP outcome 1 will be closely linked to activities under CSP outcome 3, which focuses on tackling the root causes of vulnerability through the implementation of resilience building activities.

#### ***WFP strategic outcome***

26. This CSP outcome is in line with WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

#### ***Focus area***

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

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

28. This CSP outcome is fully aligned with the priorities of the Ministry of Interior and the Ministry of Women, Family and Social Solidarity with regard to enhancing crisis preparedness and response and strengthening the links to social protection.

#### ***Expected outputs***

29. This CSP outcome will be achieved through the following two outputs:
- Output 1.1: People affected by shocks have access to nutritious food, cash and services that meet their essential needs.
  - Output 1.2: National and local governments have enhanced capacity to prepare and respond to climate change and socioeconomic shocks.

#### ***Key activities***

*Activity 1: Provide assistance to crisis-affected populations and strengthen the capacities of national partners and local communities in preparedness and response*

30. *Crisis preparedness.* WFP will support the development of a national, multi-annual, contingency crisis response plan that clarifies procedures and the roles of key actors, including the national civil protection service (NCPS) and relevant ministries, including social protection. WFP will also focus on strengthening inclusive and participatory early warning systems, working with the NCPS and the National Institute of Meteorology on enhancing their capacity to collect and analyse climate information for guiding crisis preparedness and gender-sensitive response activities at the national and local levels. As part of its resilience building activities (CSP outcome 3), WFP plans to work with partners on disseminating "last-mile" climate information that is accessible to smallholder farmers, enabling them to adapt their livelihood activities. Implementation of this activity will be supported by corporate technology solutions, services and advice, with a focus on strengthening the capacities of national government partners.
31. WFP will continue to support the NCPS, the Ministry of Agriculture and Rural Development and the National Institute of Statistics in the roll-out of their food security and nutrition monitoring system, organizing regular surveys and assessments and strengthening partners' capacities in geospatial analysis, targeting, food security analysis, and the design



and implementation of emergency responses. The system, together with early warning systems, will enhance the capacity of the NCPS to respond to crises rapidly and effectively.

32. *Crisis response.* WFP will work closely with the Ministry of Women, Family and Social Solidarity, the NCPS and the Guinea-Bissau Red Cross on providing unconditional CBTs for households severely affected by climate change and socioeconomic shocks, in coordination with national social safety nets (CSP outcome 4). CBT and voucher assistance will enable crisis-affected people and communities to meet their immediate needs. The value of the assistance will be based on the results of an FNG study of food basket costs. Rapid emergency assessments with gender and age analyses will be used to estimate, map and target the needs and interests of affected people and communities. In addition to distributing CBTs and vouchers, WFP and its partners will strengthen the links between CSP outcomes 1 and 2 by sensitizing assisted people and communities to the value of crisis preparedness, early response and recovery actions, and nutrition, education and gender equality as essential elements of efforts to break the vicious cycle of poverty and vulnerability.
33. *Link to crisis recovery and resilience building (CSP outcome 3).* To reduce the future vulnerability of people repeatedly affected by climate and environmental shocks, under CSP outcome 3 WFP will provide further support for disaster-prone communities through its resilience building activities.
34. *Link to system strengthening (CSP outcome 4).* In addition to the direct delivery of assistance linked to national social safety nets, under CSP outcome 4 WFP will provide support and guidance aimed at ensuring that shock-responsive functions are embedded in the new social protection system.

### **Partnerships**

35. WFP will continue to work closely with the NCPS and the Ministry of Women, Family and Social Solidarity under existing memoranda of understanding on enhancing the crisis preparedness, response capacities and ability to deliver cash-based assistance of the two institutions, and facilitating the exchange of information and coordination between them. WFP will also renew and strengthen its collaboration with the Ministry of Agriculture and Rural Development and the National Institute of Statistics on monitoring food insecurity and malnutrition.
36. The new focus on climate-focused early warning systems will pave the way for stronger collaboration with the National Institute of Meteorology and the Ministry of Environment and Biodiversity, and with NGOs and United Nations agencies working in Guinea-Bissau on climate change, climate and disaster risk financing, and disaster risk reduction. WFP will also explore the potential for South-South and triangular cooperation and partnerships with academia that will enhance the quality of its technical assistance.

### **Assumptions**

37. The political and institutional setting allows the continued capacity strengthening of national partners.
38. Minimum technological and human resources are available for the development of early warning systems in the country.

### **Transition/handover strategy**

39. Through activities under CSP outcome 1, WFP aims to equip and train national counterparts, particularly key ministries and implementation agencies, to anticipate and respond to shocks autonomously.

**Country strategic plan outcome 2: Children, vulnerable populations and people at risk of malnutrition in Guinea-Bissau have improved diets and access to basic services, including health, education and nutrition by 2027**

40. Activities under this outcome aim to improve the nutrition status of vulnerable population groups, including children age 6–23 months, pre- and primary schoolchildren, pregnant women and girls, new mothers and people living with HIV and TB. It will be achieved through the provision of an integrated package of nutrition-specific and -sensitive activities that address the immediate and underlying causes of malnutrition. Actions will include the deployment of an evidence-based and gender-sensitive social and behaviour change communication (SBCC) strategy in partnership with the Ministry of Public Health, and capacity strengthening at the national and community levels.
41. Work under the outcome will also leverage the potential of nutritious diets to improve education outcomes for schoolchildren. By ensuring that schoolchildren in Guinea-Bissau, particularly girls and children living with disabilities, have access to safe and nutritious meals and a comprehensive package of health and nutrition interventions at school, interventions under the outcome are aimed at enhancing children's enrolment and attendance in school and completion of primary education. Interventions will strengthen the capacities of the Ministry of Education, communities and school management committees to manage and monitor school feeding activities, leading to national ownership of the school feeding programme.

**WFP strategic outcome**

42. This CSP outcome is in line with WFP strategic outcome 2 (People have better nutrition, health and education outcomes).

**Focus area**

43. The focus area of this CSP outcome is root causes.

**Alignment with national priorities**

44. Interventions under this CSP outcome are aligned with the country's education sector development plan for 2016–2025 and its 2019 school feeding law.

**Expected outputs**

45. This CSP outcome will be achieved through the following four outputs:
  - Output 2.1: Children in rural communities have access to locally sourced, diversified nutritious school meals that improve nutrition and food security and create minimum conditions for quality education.
  - Output 2.2: School-age girls and children with disabilities have access to take-home rations and their households are able to send their children to school and/or keep them longer in school to allow for improved learning outcomes.
  - Output 3.1: Children, pregnant women and girls and new mothers, and people living with HIV and TB and their households have access to nutritious diets that improve their nutrition status.
  - Output 3.2: Populations at risk of malnutrition benefit from improved community level treatment and prevention services including social and behaviour change communication activities.

**Key activities**

*Activity 2: Provide nutritious school meals and take-home rations to schoolchildren for improved education outcomes, and pilot approaches to strengthening the national school health and nutrition system*

46. In line with the Government's vision for school feeding, WFP will continue to implement and expand HGSF activities – which currently cover about half of primary schools in the country – with the aim of supporting the Government in achieving its goal of universal school coverage by 2027. To achieve that result, WFP will enhance capacity strengthening activities with the Ministry of Education, which has been implementing its own school feeding programme in Biombo region since 2019. At the local level, WFP will seek to strengthen the ownership and involvement of communities by training school management committees, teachers and inspectors.
47. WFP will provide conditional take-home rations for schoolgirls who attend at least 80 percent of classes in grades 5 and 6.
48. WFP will direct special attention to ensuring equitable access to school and nutritious meals for all students, including children with disabilities. Working with the Ministry of Education and development partners, WFP's intervention will combine capacity strengthening of the newly founded General Directorate of Inclusive Education with infrastructure improvements for schools and canteens aimed at facilitating access for children with disabilities; training of teachers on inclusive education; and awareness raising activities in local communities. WFP will also support the Ministry of Education in the piloting of take-home ration distributions for children with disabilities who attend at least 80 percent of classes, with the aim of enhancing their access to school and incentivizing their school attendance and completion of primary education.
49. As part of its HGSF programme, WFP will scale up and strengthen the procurement of locally produced foods, improving the transparency and effectiveness of the purchase, storage and distribution of food products and ensuring full compliance with food quality and safety requirements. The activity will also contribute to the livelihood diversification and resilience of smallholder farmers under CSP outcome 3.
50. WFP will deliver specific training modules on nutrition, environmental sustainability and gender equality for partners and stakeholders. A pilot programme will be used to test the integration of innovative environment-, nutrition- and gender-sensitive solutions into HGSF. Such solutions could include the creation of school vegetable gardens to raise awareness of local nutritious products; the introduction of efficient school stoves; and the testing of biodigesters that convert animal and kitchen waste into organic compost for school gardens and biogas for cooking.

*Activity 3: Provide nutrition services for populations at risk of malnutrition, and strengthen community- and national-level nutrition services*

51. WFP will continue to support the Ministry of Public Health in preventing and treating malnutrition through a comprehensive package of nutrition-sensitive and nutrition-specific interventions. The package will be guided by an evidence-based SBCC campaign aimed at overcoming food-related sociocultural taboos, improving knowledge on nutrition, encouraging healthy eating habits, and promoting the consumption of local foods, leveraging the main findings from the FNG study.
52. In coordination with the United Nations Children's Fund (UNICEF) and partner NGOs, WFP will support the Ministry of Public Health in intensifying malnutrition prevention activities in regions with a high prevalence of chronic malnutrition. WFP will focus its interventions on the first 1,000 days following a child's conception. The package will include conditional CBTs for pregnant women and girls and new mothers who attend local health facilities for pre-

and post-natal consultations and awareness raising sessions on infant and young child feeding practices. The package could eventually be linked to national social safety nets. WFP will advocate with the Ministry of Public Health on the re-establishment of a tracking system to monitor the growth and development of children under 5.

53. In coordination with UNICEF and the Ministry of Public Health, WFP will support the implementation of the integrated moderate acute malnutrition management protocol, advocating early detection and a continuum of care services through local health facilities.
54. WFP will resume the implementation of a nutrition assessment, counselling and support programme for people living with HIV and TB throughout the country. Malnourished clients of anti-retroviral treatment (ART) and directly observed treatment for TB (TB-DOT) will receive nutrition support, which will be complemented by CBTs for those in food-insecure households. WFP will also continue to advocate and build national capacities for the provision of a comprehensive package of associated food and nutrition services for people living with HIV and TB, and their households.
55. Capacity strengthening for national counterparts will focus on improving the implementation of gender-responsive nutrition and HIV response interventions and reinforcing food systems (linked to CSP outcome 3) that facilitate healthy and nutritious diets.
56. Nutrition-specific activities will be complemented by the integration of nutrition-sensitive components throughout WFP interventions, based on the results of the FNG study and as indicated in the other CSP outcomes.

### **Partnerships**

57. WFP will strengthen its collaboration with the ministries of health and education, while continuing to engage in multilateral forums, particularly the national multi-sectoral nutrition committee and the Scaling Up Nutrition Movement, with a view to accelerating synergies among relevant stakeholders. WFP will continue to encourage the Government to join the School Meals Coalition in order to enhance national momentum on school feeding.
58. To scale up its HGSF programme, WFP will rely on the technical expertise in infrastructure, water and sanitation interventions of partners such as UNICEF for support in improving conditions in schools and ensuring that the most vulnerable schools are eligible for the programme. WFP will also seek to create partnerships with the United Nations Population Fund (UNFPA) and local NGOs on enhancing the awareness of children and their families with regard to sexual and reproductive health and rights. In parallel, WFP will continue to coordinate its school feeding activities with those of Catholic Relief Services, and will expand the range of its cooperating partners, enhancing their capacities to optimize the purchase, storage and distribution of international and local foods. WFP will also continue to leverage the specific expertise of partner NGOs and civil society organizations, particularly Humanity & Inclusion and the national confederation of people living with disabilities and will seek opportunities for South-South and triangular cooperation.
59. As part of its nutrition activities, WFP will coordinate closely with UNICEF on the provision of a comprehensive assistance package aimed at fighting malnutrition, while engaging with the World Health Organization and the Joint United Nations Programme on HIV/AIDS on providing unified health support through the United Nations country team for people living with HIV and TB and people at risk of malnutrition. WFP will continue to place great emphasis on the capacity strengthening of health centres and community health workers, who play an essential role in delivering and monitoring nutrition assistance for the local population.

**Assumptions**

60. Cooperating NGOs and government entities continue to have the necessary resources and capacities to implement key national programmes.

**Transition/handover strategy**

61. WFP will continue to work with the Government on strengthening existing governance systems and tools (the school feeding law, related budget allocations, etc.), allowing the Ministry of Education, which is already managing a school feeding programme in Biombo region, to progressively take over the implementation of the programme in the other regions. WFP will strengthen the capacities of teachers, communities and local authorities in order to facilitate the local ownership of school feeding activities and increase programme sustainability.
62. WFP will continue to assist the Ministry of Public Health in leveraging the existing governance framework (the national nutrition policy, related budget allocations, etc.) for the successful implementation of its multisectoral strategic plan for nutrition. WFP will support the Government's efforts to mobilize funding at the local and international levels, while advocating increased allocations from the national budget for nutrition activities. In parallel, WFP will support intersectoral committees at the central, regional and community levels through evidence generation, capacity strengthening and the implementation of an SBCC strategy aimed at enhancing national and civil society ownership of nutrition activities.

**Country strategic plan outcome 3: Rural communities in Guinea-Bissau, particularly women and young people, have increased resilience in the face of climate change and socioeconomic shocks and stressors by 2027**

63. Under this outcome, WFP aims to provide rural households with a comprehensive assistance package that will strengthen their resilience to climate and socioeconomic shocks, diversify their livelihoods and improve their nutrition and food security. Given women's high level of participation in agricultural activities and their limited access to financial and political decision making, specific capacity strengthening and awareness raising activities will aim to improve gender equality at the local level and to empower women to fully participate in and benefit from WFP activities.

**WFP strategic outcome**

64. This CSP outcome is in line with WFP strategic outcome 3 (People have improved and sustainable livelihoods).

**Focus area**

65. The focus of this CSP outcome is resilience building.

**Alignment with national priorities**

66. *Hora Tchiga* puts great emphasis on the need to improve agricultural productivity, enhance its resilience to climate change and support livelihood diversification in rural areas.

**Expected outputs**

67. This CSP outcome will be achieved through the following two outputs:
- Output 4.1: Smallholder farmers, especially associations of women and young smallholder farmers, have improved assets, knowledge and capacity to enhance their resilience and produce nutritious and climate-smart produce.
  - Output 4.2: Smallholder farmers and value chain actors, especially women and young people, have improved production capacities, are able to aggregate marketable surpluses and reduce post-harvest losses, and have better access to markets, leveraging linkages to schools.

**Key activities**

*Activity 4: Provide an integrated support package to smallholder farmers, especially women's and young smallholder farmers' associations, for improved livelihoods, access to markets, diets and resilience*

68. WFP will support asset creation activities that increase communities' resilience to climate change impacts, particularly more frequent and intense floods and droughts. Based on the needs of assisted people and communities identified through community-based participatory planning, WFP will support the implementation of solutions pertaining to disaster risk reduction, water management, climate-smart agriculture, land rehabilitation and the conservation of forests and mangroves. By improving the management of natural resources and enhancing household assets and livelihoods, asset creation accompanied by capacity strengthening and awareness raising activities can also reduce the incidence of inter- and intracommunal conflict arising from resource scarcity. WFP will ensure that women, who are particularly affected by climate change impacts, are empowered to contribute and shape the response. Building on the FNG study results, WFP will promote the diversification of agricultural production, with a focus on fresh fruits, vegetables, legumes, nuts and animal-source foods that improve diets.
69. Building on activities under CSP outcome 1, WFP will work with national and local authorities to provide "last-mile" climate information that enables smallholder farmers to make informed decisions with regard to adapting their livelihoods to climate variability. WFP will work with partners, including community radio stations and local farmers' associations, to diffuse weather information that will inform agricultural planning and crisis preparedness, reducing losses before, during and after harvest.
70. In line with CSP outcome 2, WFP will support livelihood and revenue diversification for smallholder farmers through local purchases for school meals and improved access to local markets. Together with its cooperating partners, WFP will provide farmers with capacity strengthening and training on improved agricultural practices, post-harvest management, nutrition and gender equality. Training will include specific modules on climate risk awareness and climate-smart agricultural practices. Where feasible, WFP will include smallholder farmers participating in HGSF in asset creation activities, thereby providing them with a holistic package of assistance. WFP will also conduct a value chain assessment that can identify the opportunities and challenges for smallholder farmers engaging in HGSF and adjust its activities accordingly.
71. WFP will provide women and their communities with specific support aimed at improving gender equality and ensuring that women are empowered to participate in and benefit fully from WFP's resilience activities. Capacity strengthening will cover basic literacy skills, basic financial literacy, civic rights, including access to land, politics and justice systems, and will be implemented in partnership with local NGOs and civil society organizations.

**Partnerships**

72. WFP will strive to facilitate synergies and collaboration across multiple ministries, building on its longstanding partnership with the Ministry of Agriculture and Rural Development and enhancing its collaboration with the ministries of environment and biodiversity, and territorial administration and local power. WFP will also rely on the expertise of government agencies, including the National Institute of Meteorology and the Institute for Biodiversity and Protected Areas, for the successful implementation of its resilience activities.
73. WFP aims to strengthen its partnership with the other Rome-based agencies, leveraging their expertise in and knowledge of the design, implementation and financing of innovative adaptation practices for agriculture and rural development.

74. For the implementation of its activities, WFP plans to expand its range of international cooperating and civil society organization partners with a view to enhancing the long-term sustainability of its resilience-building efforts.
75. The dissemination of “last-mile” climate information to smallholder farmers will provide an opportunity for WFP to explore innovative partnerships with media and communication actors, including community radios and telecommunication operators.

### **Assumptions**

76. Communities accept and maintain their ownership of rural resilience programmes.

### **Transition/handover strategy**

77. WFP will ensure the national ownership of resilience activities at all levels by involving local communities throughout activity design and implementation and strengthening their capacity to manage and monitor resilience projects autonomously. WFP will work closely with the Government at the national and regional levels, leveraging its resilience activities and improving the dialogue among community, regional and national decision-makers.

### **Country strategic plan outcome 4: The social protection system in Guinea-Bissau is strengthened by 2027**

78. Under this outcome, WFP will seek to support the Government’s effort to establish the building blocks of a social protection system that is inclusive, nutrition-sensitive and shock-responsive, in line with CSP outcomes 1 and 2.

### **WFP strategic outcome**

79. This CSP outcome is in line with WFP strategic outcome 4 (National programmes and systems are strengthened).

### **Focus area**

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

### **Alignment with national priorities**

81. The outcome is aligned with the *Hora Tchiga* strategy and the UNSDCF, which highlight social safety nets as a key factor in both preventing and alleviating poverty.

### **Expected outputs**

82. This CSP outcome will be achieved through the following output:
  - Output 5.1: National institutions have the capacity to better collect and analyse data, target beneficiaries and deliver social protection to those most in need.

### **Key activities**

*Activity 5: Provide technical support and capacitate national institutions to build an efficient, inclusive, nutrition-sensitive and shock-responsive social protection system*

83. WFP will support the Ministry of Women, Family and Social Solidarity, working closely with partner organizations, including UNICEF and UNFPA, to develop an inclusive national social protection strategy and support its operationalization. To do so, WFP will support the ministry by facilitating strategic dialogue with a wide range of stakeholders to ensure the adequate integration of child-, gender- and HIV-sensitive social protection, nutrition, agriculture and disaster risk financing and management. The strategy will foster progressive universal access to social protection, incorporating mechanisms that help poor families to meet their livelihood and development needs, with special attention to addressing the needs and barriers that hinder access to basic services for vulnerable individuals, households and communities.

84. WFP's support for the design and implementation of a policy and financing framework will include work with the Government on analysing the Government's fiscal capacity and exploring potential avenues to a sustainable social protection system that includes the country's school feeding programme and is linked to climate and disaster risk financing mechanisms. WFP will also work to strengthen the coordination function of government agencies with mandates in civil protection, school feeding and nutrition. All of these efforts are in line with CSP outcomes 1 and 2.
85. WFP will support the development of a social registry for Guinea-Bissau, identifying the related needs and user requirements through consultations with the Government and external stakeholders, and defining modalities for the development of the registry.
86. In line with activities under CSP outcome 1, WFP will support the Government in testing and delivering unconditional cash-based assistance to vulnerable and food-insecure individuals and households, complementing existing initiatives of the Government and generating valuable evidence for policy-making on social protection.
87. Relevant corporate technology solutions, services and advice will be deployed to support this activity, with a focus on strengthening the capacities of national government partners.

### ***Partnerships***

88. WFP will implement its activities jointly with the Ministry of Women, Family and Social Solidarity, fostering collaboration and synergies with other ministries, including the ministries of education and public health.
89. WFP will promote unified and coherent support for social protection within the United Nations country team, harnessing its existing partnerships with UNICEF and UNFPA (which were initiated for the implementation of a joint programme on social protection) and engaging with other development partners, including the World Bank, the International Monetary Fund (through the ongoing cooperation pilot), the International Labour Organization, NGOs and civil society organizations.

### ***Assumptions***

90. The national Government and stakeholders have strong capacities to design and run social protection programmes.
91. The Government has the necessary technological capacity and tools to manage and update a central social registry.

### ***Transition/handover strategy***

92. The involvement and leadership of the Ministry of Women, Family and Social Solidarity in all activities related to this CSP outcome will enhance the national ownership and sustainability of the social protection system, while helping to strengthen the capacity of national partners.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

93. Beneficiary selection will be based on evidence and consultations with communities and government counterparts.
94. Vulnerability and emergency nutrition and food security assessments will guide the identification of CSP outcome 1 beneficiaries, informing the prioritization of food-insecure and crisis-affected communities and people. A rigorous targeting approach will be applied to minimize the risk of inclusion and exclusion errors, based on eligibility criteria and taking



into account the multiple dimensions of vulnerability, including gender, age, disability status and source of income.

95. The selection of implementation areas and beneficiaries for activities under CSP outcome 3 will be based on the three-pronged approach to planning, which includes integrated context analysis to identify the most vulnerable communities, multi-stakeholder seasonal livelihood programming to improve policy design, and community-based participatory planning. A specific focus will be on how best to target women and address their needs.
96. For CSP outcome 2, WFP will continue to target the same school feeding beneficiaries as were supported under the previous CSP, while expanding the reach of its programme to new schools across the country, based on food insecurity rates in targeted areas and using targeting and prioritization criteria defined with the Ministry of Education. In accordance with the “leave no one behind” principle, WFP will target girls in grades 5 and 6 and children living with disabilities for take-home rations.
97. WFP will continue to focus on children under 5 years of age in the regions where stunting rates reach 30 percent. New groups of people living with HIV and TB and of pregnant women and girls and new mothers will be included in nutrition and cash-based support.

**TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)**

Country strategic plan outcome	Output	Activity	Beneficiary group	2023	2024	2025	2026	2027	Total
1	1.1	1	All	24 500	24 500	24 500	24 500	24 500	<b>122 500</b>
2	2.1	2	Schoolchildren	196 200	218 000	250 700	283 400	327 000	<b>327 000</b>
	2.2	2	Girls (take home rations)	31 500	35 000	40 250	45 500	52 500	<b>52 500</b>
	2.2	2	Children with disabilities (take home rations)	2 000	4 000	6 000	8 000	10 000	<b>10 000</b>
	3.1	3	Pregnant women and girls and new mothers	240	300	350	400	450	<b>1 740</b>
	3.1	3	Children under 2	56 000	56 000	56 000	56 000	56 000	<b>280 000</b>
	3.1	3	Children under 5	3 000	3 000	3 000	3 000	3 000	<b>15 000</b>
	3.1	3	ART clients	300	300	300	300	300	<b>1 500</b>
	3.1	3	Households of ART clients	1 400	1 400	1 400	1 400	1 400	<b>7 000</b>
3	4.1 and 4.2	4	Smallholder farmers	5 000	5 000	5 000	5 000	5 000	<b>25 000</b>
<b>Total (without overlap)</b>				<b>286 340</b>	<b>112 000</b>	<b>122 950</b>	<b>123 000</b>	<b>133 950</b>	<b>778 240</b>

## **4.2 Transfers**

98. The selection of transfer modalities will be informed by evidence, beneficiary preferences, donor restrictions and findings from the FNG study. According to a survey of market functionality conducted by WFP in the 44 markets monitored across the country, all markets can absorb cash or voucher interventions. Findings from post-distribution monitoring surveys demonstrated that most assisted people preferred cash transfers because of their flexibility. A survey of retailers, planned for 2022, will provide insights for guiding improvements to voucher provision. An analysis of essential needs conducted in 2021, and its follow up planned for September 2022, will inform the updating of transfer values. CBTs and commodity vouchers are provided under CSP outcomes 1, 2 and 3, while food is distributed only under CSP outcome 2.

## **4.3 Country office capacity and profile**

99. A country office restructuring plan aimed at addressing the ongoing issue of understaffing will be finalized before the new CSP is implemented. Country office capacities will be augmented in the areas of programme implementation and capacity strengthening of the national government, and the gender balance will be improved. Highly qualified staff will be hired in areas that include resilience building, crisis preparedness and response, social protection, school feeding, evidence generation, and monitoring and evaluation. Technological innovations for scaling up the generation of climate information in collaboration with government entities will be a major focus. Staff training will be provided to support a programmatic shift in key cross-cutting issues, with the support of technical officers from the regional bureau for Western Africa.

## **4.4 Partnerships**

100. The cross-cutting nature of CSP activities calls for a strong multi-partner approach. WFP will strive to leverage the technical expertise of a wide range of stakeholders at all stages of CSP implementation in order to provide comprehensive and effective support to the Government.
101. WFP will work closely with the Government with a view to the future handover of its activities, adopting a joint implementation approach that sustainably strengthens the capacities of its counterparts when possible. Throughout the implementation of CSP activities, and through participation in sectoral and multisectoral forums, WFP will strive to enhance horizontal cooperation among ministries in order to improve integrated responses to the country's development challenges.
102. At the United Nations level, WFP aims to build on the recent collaboration that underpinned the development of the UNSDCF in order to further enhance its synergies with other United Nations agencies, pursuing joint programming opportunities when possible.
103. WFP adopts a "whole of society" approach to zero hunger, working with a wide range of local NGOs, civil society organizations and local communities and counterparts, including regional directorates of partner ministries, school management committees, community health agents and farmers' associations, on the joint design, implementation and monitoring of WFP activities. That approach will enable WFP to expand the reach of its capacity strengthening work and enhance the national ownership of its programmes.
104. WFP will seek to strengthen its partnerships with private sector entities on developing innovative solutions that enhance the effectiveness of its activities. For example, WFP will explore the opportunity of partnering with telecommunication operators to support the dissemination of climate information to smallholder farmers.

105. The CSP's new thematic focuses, particularly social protection and climate change, call for innovative partnerships with research institutions and stronger South-South and triangular collaboration.
106. WFP's partnership strategy is further developed in its partnership action plan.<sup>20</sup>

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

107. Monitoring and evaluation of CSP activities will meet WFP standards in full, be aligned with corporate documents and guidelines, and incorporate recommendations and lessons learned from past evaluations and assessments. As the CSP logical framework is fully aligned with that of the UNSDCF, WFP monitoring activities will contribute directly to the monitoring of progress under the UNSDCF.
108. A baseline study will be conducted in the first quarter of CSP implementation and will cover the new programmatic approaches to social protection, resilience and climate adaptation. Historical climate and food security data will be gathered through a three-pronged approach exercise to generate an additional baseline that will inform beneficiary and geographic targeting and resilience programming.
109. The country office will continue to modernize the monitoring process by digitizing data collection, reinforcing personal data protection, and promoting the digital visualization of findings to enable wider access to data. The complaints and feedback mechanism will be strengthened by improving communities' knowledge of the tool and the documentation of feedback. All monitoring will be gender-responsive, as women and girls are target beneficiaries for school feeding, nutrition and resilience programming.
110. A mid-term review will be conducted at the midpoint of the CSP, and two decentralized evaluations will be started, on nutrition in 2024 and on gender in 2025. The CSP will undergo an independent CSP evaluation managed by the Office of Evaluation in 2026, which will meet accountability requirements with regard to the overall performance and results of WFP's country portfolio and will inform the direction of future strategic programming.
111. Evidence generated from monitoring activities and evaluations will be shared regularly with WFP management and programme officers to support decision-making on WFP activities and inform their implementation.

### **5.2 Risk management**

#### ***Strategic risks***

112. Political instability is the main strategic risk, as confirmed by the attempted coup d'état in February 2022. As part of the United Nations country team, WFP monitors the security situation and contributes to peacebuilding efforts.
113. Climate change impacts (floods, droughts, sea-level rise) are likely to increase, exacerbating the vulnerability of assisted people and communities. The establishment of an early warning system and the scaling up of resilience activities under the CSP will contribute to the mitigation of this risk.
114. A decrease in funding opportunities, caused by reduced donor appetite for investments in Guinea-Bissau following the COVID-19 pandemic and the Ukraine crisis, might entail pipeline breaks. WFP will develop a partnership action plan for resource diversification.

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<sup>20</sup> Expected to be finalized by July 2022.

**Operational risks**

115. Food procurement is vulnerable to supply chain disruption caused by unforeseen shocks (COVID-19, the Ukraine crisis). WFP will plan and monitor food procurement carefully with a view to managing obstacles in a timely manner.
116. As the social protection system is still at a nascent stage, the successful implementation and sustainability of activities under CSP outcome 4 are uncertain. WFP will adopt an incremental approach to implementation aimed at maximizing the value and use of outputs from national partners.
117. Factors such as the reform of the national security sector and rising food and fuel prices related to the Ukraine crisis increase the potential for civil unrest. To mitigate this risk, WFP will continue to enforce and implement United Nations standard operating procedures and ensure that risk management frameworks are in place.

**Fiduciary risks**

118. A major fiduciary risk is the diversion of food and cash from their intended beneficiaries. WFP will mitigate this risk by raising the awareness of its stakeholders along the supply chain and enhancing monitoring and accountability arrangements.

**Financial risks**

119. Financial risks arise mainly from currency and commodity price volatility. WFP will manage its exposure to such risks centrally in accordance with WFP procedures.

**5.3 Social and environmental safeguards**

120. In accordance with WFP's environmental and social sustainability framework, prior to implementation, all CSP activities will be screened for environmental and social risks using WFP's environmental and social screening tool to ensure that activities do not cause unintended harm to the environment, people or communities. To ensure full accountability to assisted populations, WFP maintains a toll-free telephone hotline, which is in its fourth year of implementation. Through the hotline, all beneficiaries, their families and community members can report concerns and suggestions directly to WFP staff, with full anonymity ensured.
121. In addition, the country office strives to limit the environmental impact of its support operations through the implementation of an environmental management system that focuses on energy efficiency and decarbonization, waste and water management, sustainable procurement, and digital meeting solutions that reduce the emissions from air travel.

**6. Resources for results****6.1 Country portfolio budget**

122. WFP will allocate about two thirds of the CSP budget to CSP outcome 2, which includes HGSF and nutrition-specific activities. The remaining third is distributed among CSP outcomes 1, 3 and 4, with outcome 4 receiving the smallest share as it covers capacity strengthening activities only. Adequate resources will be allocated to the implementation of activities that contribute to gender equality outcomes.
123. Resources are generally allocated incrementally over time, supporting a gradual scale-up of WFP activities. The resources allocated to CSP outcome 4 peak in 2024 to cover fieldwork and data collection in most of the villages in the country in order to inform the design of a social registry.

<b>TABLE 2: COUNTRY PORTFOLIO BUDGET (USD)</b>							
<b>Country strategic plan outcome</b>	<b>Activity</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>Total</b>
1	1	1 351 111	1 337 993	1 326 964	1 330 519	1 315 832	<b>6 662 420</b>
2	2	15 522 154	17 077 560	19 420 423	21 835 842	24 673 872	<b>98 529 850</b>
2	3	2 888 648	3 055 277	2 913 297	2 930 181	2 906 780	<b>14 694 183</b>
3	4	1 680 956	1 609 636	1 611 253	1 619 660	1 605 905	<b>8 127 409</b>
4	5	473 226	953 331	576 175	577 890	479 570	<b>3 060 192</b>
<b>Total</b>		<b>21 916 095</b>	<b>24 033 798</b>	<b>25 848 111</b>	<b>28 294 092</b>	<b>30 981 958</b>	<b>131 074 054</b>

## 6.2 Resourcing outlook and strategy

124. Under the previous CSP, WFP relied primarily on contributions from a small number of strategic government and multilateral donors, and grants from United Nations pooled funds. With some exceptions, WFP received mainly annual contributions, which hindered the predictability of resource availability. In addition, a reduction in the size of its donor base entailed occasional funding shortfalls, which impeded the full implementation of certain planned activities.
125. To ensure adequate funding for the implementation of the new CSP, WFP will consolidate its existing partnerships with strategic donors, while striving to widen and diversify its donor base. WFP will prioritize multi-annual and flexible contributions, which enhance resource predictability and facilitate the optimization of resource allocation across outcomes.
126. As nutrition activities under CSP outcome 2 are fully funded, thanks to multiannual contributions from the Ministry of Finance resulting from a debt swap agreement between the governments of Guinea-Bissau and Spain, WFP will focus its efforts on securing sufficient and predictable funding for its crisis response, HGSF, resilience and social protection activities.
127. Given the integration of climate change adaptation as a cross-sectoral theme throughout its strategic outcomes, WFP aims to tap increasingly into sources of climate finance to support its activities. Support will be sought from both government donors with climate among their funding priorities and multilateral funds.
128. WFP will also explore opportunities to work with the Government of Guinea-Bissau, partner NGOs and United Nations agencies on highlighting the significance of food security and nutrition issues in the international community with a view to joint fundraising for the Government's national development agenda.

**ANNEX I****LOGICAL FRAMEWORK FOR GUINEA-BISSAU COUNTRY STRATEGIC PLAN (JANUARY 2023–DECEMBER 2027)****SDG 2: Zero hunger****SDG target 2.1: Access to food**

**Country strategic plan outcome 1: Crisis-affected populations in Guinea-Bissau are able to meet their basic food and nutrition requirements during and in the aftermath of shocks**

Outcome category: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

**Assumptions**

Sufficient resources (human, logistical, financial) for food and nutrition assistance; accessibility to crisis areas.

**Outcome indicators**

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Minimum diet diversity for women and girls of reproductive age

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

## Activities and outputs

### 1. Provide assistance to crisis-affected populations and strengthen the capacities of national partners and local communities in preparedness and response (URT-1.2: Unconditional resource transfer)

1.2 National and local governments have enhanced capacity to prepare and respond to climate change and socioeconomic shocks (Output category A: Resources transferred. Output standard 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)

1.2 National and local governments have enhanced capacity to prepare and respond to climate change and socioeconomic shocks (Output category C: Capacity development and technical support provided. Output standard 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)

1.1 People affected by shocks have access to nutritious food, cash and services that meet their essential needs (Output category A: Resources transferred. Output standard 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)

1.1 People affected by shocks have access to nutritious food, cash and services that meet their essential needs (Output category B: Nutritious food provided. Output standard 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)

### Country strategic plan outcome 2: Children, vulnerable populations and people at risk of malnutrition in Guinea Bissau have improved diets and access to basic services, including health, education and nutrition by 2027

Outcome category: People have better nutrition, health and education outcomes

Nutrition-sensitive

Focus area: root causes

## Assumptions

N/A

## Outcome indicators

Annual change in enrolment

Attendance rate

Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission of HIV (PMTCT) programmes

Graduation/completion rate

Minimum diet diversity for women and girls of reproductive age

Moderate acute malnutrition treatment performance rate – default

Moderate acute malnutrition treatment performance rate – mortality

Moderate acute malnutrition treatment performance rate – non-response rate

Moderate acute malnutrition treatment performance rate – recovery

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

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

Percentage of moderate acute malnutrition cases reached by treatment services (coverage)

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

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

Proportion of target population who participate in an adequate number of distributions (adherence)

Retention rate/drop-out rate (by grade)

## **Activities and outputs**

### **2. Provide nutritious school meals and take-home rations to schoolchildren for improved education outcomes, and pilot approaches to strengthening the national school health and nutrition system (SMP-1.5: School based programmes)**

2.1 Children in rural communities have access to locally sourced, diversified nutritious school meals that improve nutrition and food security and create minimum conditions for quality education (Output category A: Resources transferred. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

2.1 Children in rural communities have access to locally sourced, diversified nutritious school meals that improve nutrition and food security and create minimum conditions for quality education (Output category C: Capacity development and technical support provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)



2.1 Children in rural communities have access to locally sourced, diversified nutritious school meals that improve nutrition and food security and create minimum conditions for quality education (Output category F: Smallholder farmers supported. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

2.1 Children in rural communities have access to locally sourced, diversified nutritious school meals that improve nutrition and food security and create minimum conditions for quality education (Output category N: School feeding provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

2.2 School-age girls and children with disabilities have access to take-home rations and their households are able to send their children to school and/or keep them longer in school to allow for improved learning outcomes (Output category A: Resources transferred. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

2.2 School-age girls and children with disabilities have access to take-home rations and their households are able to send their children to school and/or keep them longer in school to allow for improved learning outcomes (Output category C: Capacity development and technical support provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

2.2 School-age girls and children with disabilities have access to take-home rations and their households are able to send their children to school and/or keep them longer in school to allow for improved learning outcomes (Output category E: Social and behaviour change communication (SBCC) provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

### **3. Provide nutrition services for populations at risk of malnutrition, and strengthen community and national-level nutrition services (NPA-1.3: Malnutrition prevention programme )**

3.1 Children, pregnant women and girls and new mothers, and people living with HIV and TB and their households have access to nutritious diets that improve their nutrition status (Output category A: Resources transferred. Output standard 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)

3.1 Children, pregnant women and girls and new mothers, and people living with HIV and TB and their households have access to nutritious diets that improve their nutrition status (Output category B: Nutritious food provided. Output standard 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)

3.1 Children, pregnant women and girls and new mothers, and people living with HIV and TB and their households have access to nutritious diets that improve their nutrition status (Output category C: Capacity development and technical support provided. Output standard 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)

3.1 Children, pregnant women and girls and new mothers, and people living with HIV and TB and their households have access to nutritious diets that improve their nutrition status (Output category E: Social and behaviour change communication (SBCC) provided. Output standard 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)

3.2 Populations at risk of malnutrition benefit from improved community level treatment and prevention services including social and behaviour change communication activities (Output category B: Nutritious food provided. Output standard 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)

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**Country strategic plan outcome 3: Rural communities in Guinea-Bissau, particularly women and young people, have increased resilience in the face of climate change and socioeconomic shocks and stressors by 2027**

Outcome category: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

**Assumptions**

N/A

**Outcome indicators**

Average percentage of smallholder post-harvest losses at the storage stage

Climate adaptation benefit score

Climate resilience capacity score

Climate services score

Consumption-based coping strategy index, reduced CSI

Food consumption score

Minimum diet diversity for women and girls of reproductive age

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

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

Value and volume of smallholder sales through WFP-supported aggregation systems

### **Activities and outputs**

#### **4. Provide an integrated support package to smallholder farmers, especially women's and young smallholder farmers' associations, for improved livelihoods, access to markets, diets and resilience (SMS-1.8: Smallholder agricultural market support programmes)**

4.2 Smallholder farmers and value chain actors, especially women and young people, have improved production capacities, are able to aggregate marketable surpluses and reduce post-harvest losses, and have better access to markets, leveraging linkages to schools (Output category F: Smallholder farmers supported. Output standard 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)

4.1 Smallholder farmers, especially associations of women and young smallholder farmers, have improved assets, knowledge and capacity to enhance their resilience and produce nutritious and climate-smart produce (Output category A: Resources transferred. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods.)

4.1 Smallholder farmers, especially associations of women and young smallholder farmers, have improved assets, knowledge and capacity to enhance their resilience and produce nutritious and climate-smart produce (Output category C: Capacity development and technical support provided. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods.)

4.1 Smallholder farmers, especially associations of women and young smallholder farmers, have improved assets, knowledge and capacity to enhance their resilience and produce nutritious and climate-smart produce (Output category G: Skills, capacities and services for climate adapted livelihoods. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods.)

**SDG 17: Partnerships for the goals****SDG target 17.9: Capacity building****Country strategic plan outcome 4: The social protection system in Guinea-Bissau is strengthened by 2027**

Outcome category: National programmes and systems are strengthened

Focus area: resilience building

**Assumptions**

No major natural catastrophe occurs; Political stability continues

**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 contributing to Zero Hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of new or adapted policies and legislative instruments contributing to Zero Hunger and other SDGs endorsed with WFP capacity strengthening support

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Resources mobilized (USD value) for national systems contributing to Zero Hunger and other SDGs with WFP capacity strengthening support

**Activities and outputs****5. Provide technical support and capacitate national institutions to build an efficient, inclusive, nutrition-sensitive and shock-responsive social protection system (SPS-1.10: Social protection sector support)**

5.1 National institutions have the capacity to better collect and analyse data, target beneficiaries and deliver social protection to those most in need (Output category C: Capacity development and technical support provided. Output standard 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve Zero Hunger and other SDGs)

## **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.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: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

### **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



<b>FOOD RATION (<i>g/person/day</i>) AND CASH-BASED TRANSFER VALUE (<i>USD/person/day</i>) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY</b>										
	<b>CSP outcome 1</b>	<b>CSP outcome 2</b>								<b>CSP outcome 3</b>
	<b>Activity 1</b>	<b>Activity 2</b>			<b>Activity 3</b>					<b>Activity 4</b>
<b>Beneficiary type</b>	<b>People affected by crisis</b>	<b>School feeding beneficiaries</b>	<b>Take home ration (girls)</b>	<b>Take home ration - (disabled child)</b>	<b>Children 6-23 months</b>	<b>Children 24-59 months</b>	<b>Pregnant women and girls and new mothers</b>	<b>People living with HIV/TB (ART/DOT clients)</b>	<b>Family members of people living with HIV/TB</b>	<b>Smallholder farmers</b>
<b>Modality</b>	<b>CBTs</b>	<b>Food</b>	<b>Food</b>	<b>Food</b>	<b>Food</b>	<b>Food</b>	<b>CBTs</b>	<b>Food</b>	<b>CBTs</b>	<b>CBTs</b>
% kcal from protein										
Cash-based transfer ( <i>USD/person/day</i> )	0.4						0.27		0.27	3
Commodity voucher ( <i>USD/person/day</i> )	0.4									3
Number of feeding days per year	90	172	172	172	90	180	180	180	180	60



**ANNEX III**

<b>TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	36 416	12 090 259
Pulses	4 387	7 515 425
Oil and fats	2 200	2 977 163
Mixed and blended foods	5 494	7 543 262
Other	16 013	31 080 215
<b>Total (food)</b>	<b>64 511</b>	<b>61 206 323</b>
Cash-based transfers		9 429 237
<b>Total (food and cash-based transfer value)</b>	<b>64 511</b>	<b>70 635 560</b>

## ANNEX IV

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	SDG target 2.1/WFP strategic outcome 1	SDG target 2.1/WFP strategic outcome 2	SDG target 2.1/WFP strategic outcome 3	SDG target 17.9/WFP strategic outcome 4	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Crisis response	Root causes	Resilience building	Resilience building	
Transfers	5 115 373	93 880 818	5 815 852	2 500 350	<b>107 312 393</b>
Implementation	823 746	7 128 616	1 429 230	225 348	<b>9 606 940</b>
Adjusted direct support costs	316 674	5 304 213	386 288	147 721	<b>6 154 896</b>
<b>Subtotal</b>	<b>6 255 793</b>	<b>106 313 646</b>	<b>7 631 370</b>	<b>2 873 420</b>	<b>123 074 229</b>
Indirect support costs (6.5 percent)	406 627	6 910 387	496 039	186 772	<b>7 999 825</b>
<b>Total</b>	<b>6 662 420</b>	<b>113 224 033</b>	<b>8 127 409</b>	<b>3 060 192</b>	<b>131 074 054</b>

## Acronyms

ART	anti-retroviral treatment
CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
DOT	directly observed treatment
FNG	Fill the Nutrient Gap
GDP	gross domestic product
HGSF	home-grown school feeding
IPC	Integrated Food Security Phase Classification
NCPS	national civil protection service
NGO	non-governmental organization
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
TB	tuberculosis
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework