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Draft Ecuador country strategic plan (2023–2027)

Duration	1 January 2023–31 December 2027
Total cost to WFP	USD 144,353,752
Gender and age marker*	4

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

Executive summary

Ecuador has made important progress in the fight against poverty over the last decade. However, the gains have been compromised. A fall in oil prices, extreme weather events, earthquakes and the arrival of large numbers of refugees and migrants, compounded by the socioeconomic effects of the COVID-19 pandemic are among the events that have deepened a social and economic crisis.

An 11.0 percentage point increase in poverty between 2019 and 2021 – resulting in 1.1 million people slipping into extreme poverty and 2.0 million experiencing food insecurity – and the double burden of malnutrition (with one in four children being chronically malnourished while six in ten people are overweight or obese) place Ecuador at the forefront of a variety of multidimensional challenges.

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The formulation of the country strategic plan has taken into consideration these challenges, the existing gaps in efforts to achieve zero hunger, national priorities, and the comparative advantage of WFP as a strategic partner. It focuses on reducing hunger and malnutrition, achieving food security, and moving towards the consolidation of sustainable, equitable and inclusive food systems. The main opportunities identified have led to the creation of the following country strategic plan outcomes:

- *Outcome 1:* Considering human mobility in all its forms, people in conditions of vulnerability and food insecurity in Ecuador can meet their essential needs and build and strengthen their livelihoods before, during and immediately after emergencies, disasters and prolonged crises.
- *Outcome 2:* Vulnerable people, particularly those in the first 1,000 days, school-age girls and boys, and adolescents, are able to meet their food, nutritional and basic needs throughout the life cycle, improving human capital in Ecuador.
- *Outcome 3:* Vulnerable communities, family farmers and relevant actors in food value chains in Ecuador benefit from more sustainable, inclusive and healthy food systems and strengthened resilience against climate change and other shocks and stressors throughout the year.
- *Outcome 4:* Government institutions and multilateral partners in Ecuador are provided with services for the effective, transparent and efficient execution of their operations throughout the year.

The formulation of interventions has been guided by the cross-cutting priorities of gender equality and women's empowerment, environmental sustainability, accountability to affected populations, nutrition integration, capacity building, sensitivity to ethnic groups, and innovation.

WFP will work in close strategic and operational coordination with national and local institutions, other United Nations agencies, academic institutions, non-governmental organizations, civil society organizations, and humanitarian and development partners, promoting bilateral alliances with other actors in the humanitarian community to achieve the country strategic plan outcomes and contribute decisively to ending hunger and malnutrition in Ecuador.

Draft decision*

The Board approves the Ecuador country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/2) at a total cost to WFP of USD 144,353,752.

* 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. Ecuador is a South American country with a land area of 283,560 km² and 17.5 million inhabitants.¹ It is an upper-middle-income country with a Human Development Index (HDI) score of 0.759, placing it 86th out of 189 countries on the index with medium to high levels of gender equality in terms of HDI achievements.² The score drops to 0.616 when adjusted for gender inequality, and the Gender Inequality Index in 2019 was 0.384.^{3,4}
2. Although the country experienced a period of prosperity between 2004 and 2014, the fall in international oil prices in 2014, an earthquake in 2016, the recent impact of the coronavirus disease 2019 (COVID-19) pandemic and other factors have contributed to a deepening social and economic crisis.
3. The impact of the pandemic has been significant. Between March and December 2020, the economy declined by 6.4 percent and employment decreased by 6.9 percent, affecting 6.7 percent of women and 3.7 percent of men. Economic losses amounted to USD 16.4 billion (16.6 percent of nominal gross domestic product).⁵ The poverty rate increased from 25.5 to 36.2 percent of the population between June 2019 and June 2021, and 1.1 million people became extremely poor. Boys, girls, adolescents, women from indigenous people and rural population groups and migrant populations, are the most affected. The Gini index changed from 0.478 to 0.493 in the same period, indicating deepening inequalities.⁶
4. Six out of ten women have experienced some form of gender-based violence throughout their lives, in educational, occupational, social, family or intimate partner settings, with 35.4 percent of women experiencing physical violence, 43.1 percent psychological, 32.4 percent sexual, and 16.4 percent economic or patrimonial.⁷
5. Ecuador is considered a multi-hazard country, affected by climate and weather-related events and geological incidents such as landslides, volcanic eruptions, forest fires, floods, droughts, earthquakes and tsunamis. The impact of emergencies varies among demographic groups, with the consequences that affect women, men, boys and girls varying in severity according to economic status, ethnicity, age, disability status, sexual orientation and gender identity, human mobility, and urban or rural origin.⁸

¹ Of that total population 50.4 percent are women and girls (including 4 million of reproductive age) and only slightly more than 2 million people are economically active, according to the 2021 common country analysis of the United Nations country team in Ecuador. 65.0 percent of the people identify themselves as mestizo, 13.0 percent as indigenous, 7.2 percent as Afro-descendant, 7.4 percent as Montubio, and 19 percent white. National Institute of Statistics and Census. 2010. *Censo de Población y Vivienda* (Population and housing census). UN-WOMEN. [Americas and the Caribbean, Ecuador](#).

² With a Gender Development Index of 0.967, measuring gender inequalities in three basic dimensions: health, education, and control over economic resources.

³ The Gender Inequality Index reflects the loss of human development due to inequality between women and men in terms of reproductive health, empowerment and economic activity.

⁴ United Nations Development Programme. 2020. *Human Development Report 2020. The next frontier. Human development and the Anthropocene*, Annex Table A7.1 Ecuador.

⁵ Government of Ecuador. 2021. *Plan de Creación de oportunidades 2021–2025* (Opportunity creation plan 2021–2025).

⁶ National Institute of Statistics and Census. 2021. *Boletín Técnico N° 09-2021 Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU), junio 2021 – Pobreza y Desigualdad* (Technical bulletin 09-2021. National survey of employment, unemployment and underemployment. Poverty and inequality).

⁷ National Institute of Statistics and Census. 2019. *Encuesta nacional sobre relaciones familiares y violencia de género contra las mujeres (ENVIGMU)* (National survey of family relationships and gender-based violence against women).

⁸ United Nations Population Fund and Secretariat of Risk Management. 2019. *Violencia Basada en Género en Emergencias. Manual de capacitación* (Gender-based violence in emergencies. Training manual).

6. It is also a country of origin, transit, and destination of migrants. It is the country with the third-highest number of refugees and migrants from Venezuela, with 508,935 as of October 2021.⁹ Refugee and migrant women and girls are disproportionately exposed to the risk of gender-based violence, including situations of survival sex, psychological, patrimonial and sexual violence.¹⁰

1.2 Progress towards the 2030 Agenda for Sustainable Development

7. Ecuador has a firm commitment to the 2030 Agenda for Sustainable Development, which has been adopted as a national public policy and is reflected in the national development plans for 2017–2021 and 2021–2025. Two voluntary national reviews on the implementation of the 2030 Agenda were presented at the United Nations High-Level Political Forum on Sustainable Development in 2018 and 2020. The policy on sustainable development is complemented by a platform for monitoring progress in its implementation.
8. The country had made significant progress towards most of the Sustainable Development Goals (SDGs) until it was affected by the COVID-19 pandemic, which led to significant setbacks, especially in progress towards the achievement of SDGs 1, 2 and 10, and has increased the challenges faced.¹¹

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goals 2 targets

9. *Access to food.* Most households in Ecuador can meet their food energy requirements, but 50 percent do not have economic access to a nutritious diet.¹² This is due to local availability, the cost of food, and households' purchasing power. Inequalities in economic access to food vary among geographic zones and economic quintiles, with people in rural areas having less access.¹³ The increase in land cultivated for agro-industry has resulted in a decrease in the land used to cultivate staple food crops, with a sustained decrease in local marketing networks and a negative impact on the access to food of vulnerable communities.¹⁴
10. *End malnutrition.* Ecuador has the second highest prevalence of chronic malnutrition among children in Latin America and the Caribbean: one in four children under 5 years of age suffers from chronic malnutrition, with even higher rates among children age 0–24 months, increasing from 24.8 percent in 2014 to 27.2 percent in 2018.¹⁵ The high rates of child malnutrition are related to high rates of pregnancy among girls and adolescents: five girls under the age of 14 and 136 between the ages of 15 and 19 become mothers every day.

⁹ Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela. [Refugees and Migrants from Venezuela](#).

¹⁰ United Nations country team. 2021. Common country analysis.

¹¹ *Ibid.*

¹² A nutritious diet is one that meets requirements for energy, protein and 13 micronutrients, and includes vegetables, fruit, beans and other legumes, eggs, meat and fish, dairy products, roots, and processed and whole grains.

¹³ WFP. 2020. [Cerrando la brecha de nutrientes en Ecuador](#) (Filling the nutrient gap in Ecuador).

¹⁴ Latin American Social Sciences Council. Hidalgo, F. 2020. [Problemática alimentaria y crisis sanitaria en Ecuador](#) (Food issues and health crisis in Ecuador).

¹⁵ The prevalence of chronic malnutrition is higher among children in rural areas, in the indigenous population and in the Amazon and Sierra regions. Rates of chronic malnutrition in indigenous children are almost double those of the mestizo and white groups. The household income, access to basic services, food security and nutrition and living conditions of pregnant women and girls are among the determinants of malnutrition identified. National Institute of Statistics and Census. 2018. [Encuesta Nacional de Salud y Nutrición – ENSANUT](#) (National health and nutrition survey); Government of Ecuador. 2021. [Plan de Creación de oportunidades 2021–2025](#) (Opportunity creation plan 2021–2025).

11. Severe and moderate food insecurity in households with children and adolescents increased from 50.9 to 57.7 percent between October and May 2021,¹⁶ while 2 million people are severely food-insecure.¹⁷ Food insecurity disproportionately affects indigenous people, human mobility in all its forms (displacement, migration, planned relocation),¹⁸ people in rural areas, single-parent households headed by a woman,¹⁹ and men and women in all their diversity.²⁰ The double burden of malnutrition also affects many households, with six out of ten adults being overweight or obese.²¹ The increasing availability of and access to processed foods promote unhealthy diets containing excessive refined carbohydrates and fat.
12. *Productivity and income of family farmers.* Although family farming provides 60 percent of the country's food, it faces low productivity, high production costs, inadequate marketing capacity, and difficult access to the means of production (land, water, capital, technology and innovation) and services (financial and technical assistance).²² Climate shocks and stressors that affect ecosystems and biodiversity place additional strains on farmers who cannot adapt. High poverty rates and extreme multidimensional poverty characterize the rural areas of Ecuador with the highest percentages of family farming. Of the 747,140 women working in agricultural production, 86.3 percent are unpaid.²³ Most women do not have the necessary resources to improve their production systems and obtain an adequate income for their families. They also carry out household chores, increasing their workload and limiting their training and entrepreneurship opportunities.
13. *Sustainable food systems.* The consequences of adverse natural, anthropogenic and social events, difficult access to a nutritious diet, limited knowledge, high rates of food insecurity, malnutrition (including overweight and obesity) and unequal sharing of unpaid care work drive the current inability of food systems to end hunger in Ecuador. In 2021, the Government facilitated national dialogues aimed at defining a road map for a transformation towards sustainable and resilient food systems, which was presented at the United Nations food systems summit. Sustainable production, processing and consumption systems, including aspects such as traceability, adequate employment, access to credit and agricultural insurance, irrigation, low-cost technological innovations, the validation of traditional knowledge, internet connectivity, basic and professional training, and technical assistance are central to the resulting vision of well-functioning food systems.

¹⁶ United Nations Children's Fund. 2021. *Encuesta nacional sobre el bienestar de los hogares ante la pandemia de Covid-19 en el Ecuador (Encovid-EC)* (Survey on the well-being of households during the COVID-19 pandemic in Ecuador).

¹⁷ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2021. *The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all.*

¹⁸ By 2021, 458,000 migrants from Venezuela had food security needs, with approximately 12 percent lacking regular access to food. Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela. 2021. *Regional Refugee and Migrant Response Plan. January–December 2021.*

¹⁹ National Institute of Statistics and Census. 2018. *Encuesta Nacional de Salud y Nutrición – ENSANUT* (National health and nutrition survey).

²⁰ During lockdowns related to the COVID-19 pandemic, 55 percent of women were mildly or moderately food-insecure compared with 22 percent of men. Viteri-Robayo, C., Iza-Iza, P. and Moreno-Mejía, C. 2020. *Inseguridad alimentaria en hogares ecuatorianos durante el confinamiento por COVID-19* (Food insecurity in Ecuadorian households during confinement due to COVID-19). *Revista de Investigación y Desarrollo*, 12: 9–15.

²¹ The prevalence of overweight and obesity in children age 5 to 11 years increased from 29.9 percent in 2014 to 35.4 percent in 2018. Overweight and obesity affect all economic quintiles, geographic areas and ethnic groups equally. WFP. 2020. *Cerrando la brecha de nutrientes en Ecuador* (Filling the nutrient gap in Ecuador).

²² Institute of Ecuadorian Studies. Research team coordinated by Daza, E. *Estudio para una línea base para la implementación del Decenio de las NNUU de la Agricultura Familiar en Ecuador* (Baseline study for the implementation of the United Nations Decade of Family Farming in Ecuador).

²³ Institute of Ecuadorian Studies. 2021. *Recuperando la fuerza de las agendas agrarias hacia el encuentro por la transformación agroalimentaria* (Revitalizing the agrarian agenda for agri-food transformation).

Progress on Sustainable Development Goal 17 targets

14. Ecuador promotes partnerships to build political convergence, complementarity and collaboration in achieving national goals.²⁴ In this context, WFP has become a strategic ally in efforts to achieve SDG 2 and support the country through the generation of partnerships. Under the previous CSP, WFP strengthened collaboration and technical assistance on the design and implementation of public policy instruments, generated evidence and strengthened the capacity of national institutions at all levels to respond to crises and emergencies and provided government and multilateral partners with services that assisted vulnerable populations. Key areas of work included support for family farmers, particularly rural women, the inclusion of nutrition-sensitive activities and provisions in social protection programmes and the national system, and resilience and adaptation to climate change.
15. Alliances with government partners, other United Nations agencies, cooperating partners and donors have been fundamental to progress. The identification of thematic complementarities has made it possible to strengthen interagency collaboration and respond to the challenges of hosting Venezuelan migrants and the crisis caused by the effects of the pandemic. WFP's leadership in the food security and cash-based transfer (CBT) working groups, its co-leadership of the nutrition cluster, and interagency work on issues such as the development of a national strategy to address chronic malnutrition among children, the inclusion of nutritionally balanced menus in social protection programmes for emergency response, the strengthening of decentralized school feeding models, and strategies for strengthening the gender approach and the prevention of adolescent pregnancy have been important in leveraging WFP's comparative advantage for the benefit of the humanitarian and development communities.

1.4 Hunger gaps and challenges²⁵

16. Given the multi-hazard disasters that the country faces, comprehensive risk management coupled with strengthened capacity in national supply chain service delivery are critical to saving lives in an emergency, while the swift and timely re-establishment of sustainable livelihoods that help the population recover and become more resilient to shocks is essential to reducing vulnerability. A strengthened approach to prevention emphasizing preparedness, early warning and coordination is key.
17. Chronic malnutrition among children is one of the greatest challenges facing Ecuador. While the national development plan sets a clear target for reducing malnutrition, it is also essential to allocate sufficient and stable resources, promote partnerships at all levels, and prioritize nutrition-sensitive interventions linked to the national social protection system. To address the challenges imposed by the double burden of malnutrition, it is necessary to improve families' economic access to, and the availability of, nutritious and diverse diets. A comprehensive approach that addresses gaps in institutional capacity and public policy is required. Such an approach must take into consideration inclusive value chains, food and nutrition education strategies that strengthen school environments, the promotion of equitable participation in unpaid household care work, including through responsible parenting by fathers, and the promotion of healthy lifestyles.
18. Climate risks present a major challenge to the sustainability of food systems, especially those involving smallholder farmers and indigenous people, who historically have had limited access to information, assets, clean and affordable energy, and financial and non-financial services. Technical and operational assistance, knowledge-sharing, evidence

²⁴ National Planning Secretariat. 2019. *Informe de avance del cumplimiento de la Agenda 2030 para el Desarrollo Sostenible* (Progress report on the implementation of the 2030 Agenda for Sustainable Development).

²⁵ Based on inputs from the 2021 common country analysis and the mid-term and final evaluations of the country strategic plan for 2017–2021.

generation and capacity strengthening are some of the challenges to be addressed in strengthening public policies, the prioritization of adaptation investments, and the planning and provision of services to achieve resilience for vulnerable communities.

19. Sustainable, resilient and inclusive food systems are central to ending hunger. Technical assistance for family farmers and relevant actors in food value chains, access to resources, technologies, market information, crops of high nutritional value, and short production circuits that facilitate access to public and private markets help to strengthen horizontal and vertical social cohesion, revitalize local economies and provide important opportunities for economic growth while promoting generational renewal in the field.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

20. The country strategic plan (CSP) for 2017–2021 was aligned with the Government's priorities in four key areas: food assistance for vulnerable populations and people in human mobility and reception; linking smallholder farmers, especially women, to alternative markets; strengthening the capacities of communities and public institutions to adapt to climate change and reduce food insecurity; and strengthening government capacity in social protection, with a cross-cutting gender and intersecting inequalities approach.
21. A number of crises emerged during implementation of the CSP: the arrival of large numbers of Venezuelan migrants, the COVID-19 pandemic, and several weather-related disasters such as floods and droughts. The crises required a swift and strategic reorientation of the CSP to allow WFP to respond effectively with others.
22. In responding to the pandemic, WFP implemented a two-pronged strategy, addressing food insecurity through national social protection systems while providing other organizations with warehousing, transport and logistics training and services to enhance their ability to respond to the emergency. As a result, WFP became recognized as an expert in food security, nutrition-sensitive social protection, and logistics.
23. A mid-term review of the CSP was carried out in early 2020. A full CSP evaluation conducted at the end of 2021 provided recommendations that have informed the formulation of the new CSP, focusing on the strengthening of social protection programmes and the Government's response capacity; capitalization on WFP's strategic position for evidence generation; impacts on public policies; strengthening of the approach to the prevention of chronic malnutrition among children; the strengthening of programme management and the monitoring system; knowledge management; and the revision of the CSP structure.
24. The new CSP requires new interagency approaches and partnerships to generate concrete results in reducing humanitarian needs, addressing the climate crisis, ending malnutrition, and developing a strong national food system that advances gender equality and women's empowerment. The response to migrants must follow a triple nexus approach that takes into account humanitarian, development and peace considerations, and responses to long-term crises require programmes and projects that strengthen livelihoods. Scaling up of the decentralized school feeding model is a priority, as are interventions aimed at eliminating chronic malnutrition among children.

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

25. The planned results of the CSP are aligned with the priorities of the Government's national development plan "Creating Opportunities 2021–2025" which establishes five lines of action with respective goals, and other related national plans. Specifically, the CSP will contribute to the achievement of goals related to the reduction of chronic malnutrition among children, teenage pregnancy rates, extreme poverty, the food insecurity of vulnerable populations

and those in human mobility and host communities, and vulnerability to climate change. It will strengthen the participation of family farming in sustainable marketing systems, contributing to increased financial autonomy for women. The CSP will support the Government in achieving the transformative vision of building sustainable food systems.

26. During formulation of the CSP, a new United Nations sustainable development cooperation framework (UNSDCF) for Ecuador was being developed. The UNSDCF has four strategic priorities: social protection and quality social services; environment and climate change; socioeconomic equality and sustainable productive transformation; and, public management and social cohesion. WFP has actively participated in the construction of the UNSDCF and has ensured to contribute to the four strategic priorities, hence aligning the CSP to the UNSDCF.

2.3 Engagement with key stakeholders

27. During the formulation of the CSP, consultations were held with the Government to agree on a line of vision for the CSP. The expected outcomes and outputs of the CSP were shared with other United Nations agencies, donors, civil society, cooperation partners and beneficiaries, including women and adolescents, through inclusive and diverse virtual and face-to-face consultations aimed at generating synergies and finding complementarities. To address and strengthen gender issues, the line of vision was shared and discussed with women's organizations and migrant women beneficiaries. WFP held consultations with representative groups of beneficiary women, adolescents, adults and women with disabilities. WFP placed a focus on areas identified as most vulnerable and where government assistance and outreach is limited. WFP personnel based in nine sub-offices across the country participated in focus group discussions during the CSP design.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

28. Formulation of the CSP took into account national priorities, challenges, gaps in efforts to achieve zero hunger, and the potential and strengths of WFP as a strategic partner, following a methodology based on analysis of a previous theory of change. To this end, four expected CSP outcomes have been defined.
29. CSP outcome 1 is aimed at providing various forms of assistance and support for people and communities affected by disasters, emergencies and prolonged crises, including migration, following a holistic approach that meets their essential needs and restores their livelihoods while strengthening the capacities of individuals and national systems for anticipatory action, prevention, preparedness, coordination and response before, during and immediately after emergencies. Under CSP outcome 2, WFP will support national efforts to combat malnutrition, especially chronic malnutrition among children, with comprehensive gender-transformative interventions focused on, but not limited to, the first 1,000 days. It will also support the strengthening of nutrition-sensitive social protection programmes, including CBTs and school feeding programmes. CSP outcome 3 aims to strengthen the resilience of vulnerable people and communities in the face of climate change and multi-dimensional risks and shocks and promote the socioeconomic inclusiveness and sustainability of food systems and market access for family farmers and other actors in and across food value chains, with a gender perspective.
30. CSP outcome 4 was formulated to provide logistics services, goods, services, food procurement and CBTs to government and humanitarian partners and includes components in supply chain diagnostics and the strengthening of partners' operational capacities.

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

Country strategic plan outcome 1: Considering human mobility in all its forms, people in conditions of vulnerability and food insecurity in Ecuador can meet their essential needs and build and strengthen their livelihoods before, during and immediately after emergencies, disasters and prolonged crises

31. WFP will deliver food aid (CBTs – vouchers and cash – or in-kind) to food-insecure people and communities and facilitate actions and strategic alliances that promote the strengthening of social cohesion between people in a situation of human mobility and host communities, recovery and socioeconomic and geographic integration, working with national institutions on mechanisms for the prevention and mitigation of, and response to, emergencies, with the aim of ensuring that targeted people and communities can meet their essential food security and nutrition needs during and immediately after a crisis and that they are better prepared to respond to, and recover from, emergencies.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

34. This CSP outcome is aligned with the national development plan – especially the objectives of protecting families, eradicating poverty, chronic malnutrition among children and gender-based violence, including in priority target population groups, promoting food sovereignty and security to meet national demand, and improving and facilitating disaster risk awareness and resilience throughout the country.

Expected outputs

35. CSP outcome 1 will be achieved through the following three outputs:
- Output 1.1: Taking into account the needs of all girls, boys, women and men in all their diversity, people in human mobility, host populations and vulnerable Ecuadorian people affected by emergencies, disasters and prolonged crises receive CBTs, food and nutritional information, and access to the Government's shock-responsive national social protection system so that they can meet their food, nutrition and other essential needs.
 - Output 1.2: People affected by emergencies, crises and disasters receive social assistance and training through sustainable and resilient channels that foster recovery and strong, sustainable livelihoods over time.
 - Output 2.1: With equitable participation and leadership from women and men, Government institutions, decision-makers and communities strengthen their capacities for the coordinated prevention of, preparedness for, and response to emergencies, disasters and protracted crises, receive information, and use research and vulnerability analysis to improve evidence-based public policy and the scale-up of anticipatory, preventive, preparedness and response actions.

Key activities

Activity 1: Through gender and protection lenses, deliver food assistance with equitable access and control, and facilitate access to services for people in human mobility, host communities and other vulnerable Ecuadorian people affected by disasters, emergencies and prolonged crises

36. WFP will carry out humanitarian assistance actions that support vulnerable women, men, girls and boys in all their diversity – in human mobility, host communities and communities affected by crises and emergencies of any nature – through the delivery of cash-based and in-kind food assistance, evaluating the type of intervention according to the setting and ensuring an immediate and effective response.
37. Interventions may be carried out in any part of the country, particularly border areas, which are the most exposed to migration flows, and the areas and provinces where the greatest disasters have occurred (coastal and central highland area). Although actions will be concentrated in urban areas owing to their higher population density, assistance will also be provided to communities in the most remote rural areas that have historically been affected by disasters and catastrophes.
38. Within the framework of emergency response interventions, WFP will continue to prioritize actions in favour of priority population groups who face various, often intersecting inequalities, such as pregnant and lactating women and girls, victims of gender-based violence and indigenous people, addressing pervasive gender and social norms through specific actions and messages that promote equitable decision-making at the community and household levels, and specific messages on healthy, diverse and culturally appropriate diets, food management and hygiene, among other topics.

Activity 2: Provide technical assistance to, and enhance the capacities of, public institutions, decision-makers and communities, strengthening the Government's shock-responsive social protection programmes, national systems for the anticipation of, prevention of, preparedness for, mitigation of and response to disasters and for early recovery, with a gender and protection perspective

39. WFP will coordinate with the national risk management service, national and local emergency operations committees and communities to contribute to the creation and implementation of disaster risk reduction measures and the development of anticipatory and shock-responsive social protection mechanisms. WFP will work in urban and rural areas, prioritizing areas that are prone to natural hazards and where other vulnerabilities have been identified.

Partnerships

40. WFP will promote coordination and synergies with a wide range of actors, including various government entities involved in situation analysis and the planning and implementation of response actions, especially the ministries of economic and social inclusion, foreign affairs and human mobility and the national risk management service. As part of the humanitarian country team and the leader in various humanitarian response sectors, WFP will strengthen coordination with other United Nations agencies, non-governmental organizations (NGOs), community organizations and organizations that specialize in gender issues.

Assumptions

41. WFP can overcome the current institutional fragmentation and work in an articulated and effective manner with the various public and civil society actors involved. WFP maintains its financial and operational capacity to carry out effective actions that respond to the needs of the target population. WFP can propose and implement innovative and sustainable solutions.

Transition/handover strategy

42. WFP may coordinate a gradual and orderly transfer of interventions to the relevant national institutions – with a planned decrease in the financial contributions that it makes to those interventions – once the differentiated and equitable treatment of beneficiaries, institutional leadership and the sustainability of programmes have been established in the national social protection system.

Country strategic plan outcome 2: Vulnerable people, particularly those in the first 1,000 days, school-age girls and boys, and adolescents, are able to meet their food, nutritional and basic needs throughout the life cycle, improving human capital in Ecuador

43. WFP will provide Ecuador with tools for the achievement of SDG 2 by contributing to the Government's efforts to reduce malnutrition – especially the high rates of chronic malnutrition among children and the growing trend in overweight and obesity among school-age boys and girls – through food, nutrition and technical assistance, school feeding, the generation of knowledge and evidence, and capacity strengthening aimed at fostering a nutrition-sensitive approach to social protection policy and programming.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

46. This outcome is aligned with the national development plan, especially the objectives of promoting non-contributory social protection programmes in the provinces with the highest incidence of poverty and malnutrition; combating all forms of malnutrition, particularly chronic malnutrition; promoting healthy and nutritious food; ensuring universal and inclusive access to high-quality education; and expanding the coverage of services to serve rural areas.

Expected outputs

47. CSP outcome 2 will be achieved through the following three outputs:
- Output 3.1: Boys, girls and adolescents receive comprehensive school feeding interventions based on the delivery of nutritious products provided by local farmers and aimed at improving retention rates in the education system in an equitable manner that promotes the development of human capital, access to diverse diets, and the inclusion and financial autonomy of women farmers.
 - Output 3.2: Vulnerable, food-insecure people at all stages of the life cycle, but particularly during the first 1,000 days, receive an adequate and comprehensive package of interventions (cash transfers, and socioeconomically inclusive and gender-transformative activities aimed at behaviour change) that improve their access to and utilization of nutritious food.
 - Output 3.3: Government institutions at the national and local levels benefit from evidence-based technical and operational support that strengthens their capacities for the coordination, design, planning and implementation of nutrition-sensitive social protection policies and programmes for the reduction of malnutrition with emphasis on chronic malnutrition among children.

Key activity

Activity 3: Strengthen institutional capacities and provide an adequate and comprehensive package of gender- and protection-sensitive interventions for girls, boys, adolescents and vulnerable people throughout the life cycle, with an emphasis on the first 1,000 days

48. WFP will collaborate with the Government on enhancing dietary diversity and improving nutrition and consumption habits as part of efforts to combat malnutrition, prioritizing food-insecure boys, girls and adolescents and focusing on the first 1,000 days, school-age children, pregnant and lactating women and girls, adolescents, parents and other household members involved in childcare. The comprehensive interventions designed for those groups will include transfers, school feeding, and innovative and dynamic tools for gender- and culturally sensitive social and behaviour change communication addressing issues that include nutrition, food security, healthy food habits, hygiene practices, breastfeeding, the prevention of gender violence and the preservation of ancestral and traditional knowledge, among others.
49. Interventions in school-based programmes will prioritize the delivery of fresh products from family farming, especially from women farmers, and promote women's empowerment and economic autonomy. The actions will have links to CSP outcome 3 on supporting smallholder farmers and strengthening sustainable and resilient food systems.
50. The actions envisaged include institutional capacity strengthening aimed at consolidating management models in lagging areas. Knowledge and evidence will be generated through participatory research and in coordination with national institutions, civil society, United Nations agencies and other actors in order to provide inputs for dialogue and public policy formulation, support the development of regulations and protocols, and inform a nutrition-sensitive approach to social protection policies and programmes.

Partnerships

51. WFP will work closely with the Government at the national and local levels, civil society, other United Nations agencies and NGOs according to their various roles in the implementation of food and technical assistance activities, the generation of evidence and knowledge, and school feeding programmes, seeking synergies with the private sector in the formulation of actions to address the challenges of malnutrition. WFP will work closely with the technical secretariat of the "Ecuador grows without malnutrition", the ministries of education, economic and social inclusion, and public health and the secretariat of human rights.

Assumptions

52. WFP is positioned and recognized as a strategic partner that makes important and useful contributions to technical and political dialogue and develops effective actions to address the challenges of malnutrition. WFP maintains and expands its strategic and technical interventions and relationships with other actors.

Transition/handover strategy

53. Interventions are designed and implemented in ways that facilitate the generation of evidence to guide improvements in the effectiveness and nutrition focus of national social protection and inclusion programmes and systems, the move towards gender equality, the strengthening of capacities and the formulation of a strategy and plan for a gradual handover that ensures the sustainability of operations after project closure.

Country strategic plan outcome 3: Vulnerable communities, family farmers and relevant actors in food value chains in Ecuador benefit from more sustainable, inclusive and healthy food systems and strengthened resilience against climate change and other shocks and stressors throughout the year

54. With the aim of assisting Ecuador in becoming better prepared to face the consequences of climate variability and change, along with other shocks and stressors, and developing tools and capacities for achieving sustainable and inclusive food systems, WFP will work jointly with national and local institutions and other partners in the programming, design and implementation of climate change adaptation and disaster risk reduction measures, and will support the development and strengthening of livelihoods and access to markets for family farmers, especially women and indigenous people, promoting their resilience, healthy nutrition, inclusion and economic autonomy.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

57. CSP outcome 3 is aligned with the national development plan, especially the objectives of promoting sustainable development models through climate change adaptation and mitigation measures, ensuring risk management, and enhancing food sovereignty and security.

Expected outputs

58. CSP outcome 3 will be achieved through the following four outputs:
- Output 4.1: Members of vulnerable communities, especially members of indigenous peoples and nationalities, women and young people, receive technical assistance, information, resources, assets and services to strengthen their capacity to adapt to climate change and reduce disaster risk, promoting food security, nutrition and equitable, inclusive, sustainable and resilient livelihoods for all.
 - Output 4.2: Public and private institutions at the national and local levels benefit from evidence on climate change adaptation, biodiversity, nature-based solutions and disaster risk reduction, with a focus on food security, nutrition, gender and inclusion, that result in strengthened public policy, the prioritization of adaptation investments, the planning and implementation of environmentally friendly services and actions, and improved resilience for vulnerable communities.
 - Output 4.3: Family farmers and other actors in food value chains benefit from practices, resources, technical and operational assistance, assets, services, market information and enhanced nutritional value that strengthen the sustainability of food systems and improve access to markets, with transformative approaches to social and behaviour change, gender, inclusion and protection promoting informed decisions and the economic empowerment of women producers.
 - Output 4.4: Public and private institutions strengthen their capacities to support family farmers and other actors in food value chains by creating sustainable, healthy, nutritious and inclusive food systems and promoting their access to markets and public food procurement programmes.

Key activity

Activity 4: Strengthen institutional capacities and provide technical and operational assistance, resources, assets, services and information that better support climate vulnerable communities and family farmers

59. Jointly with the Government, WFP will use community- and ecosystem-based approaches to design and implement climate change adaptation and disaster risk reduction measures that are focused on gender and food security and that emphasize nature-based solutions and biodiversity conservation, livelihood diversification, and resilience-building tools and services such as climate information and insurance, savings, credit and energy services. The measures will be designed and implemented through participatory methods in direct consultation with target groups, especially Indigenous peoples and nationalities, and family farmers. Studies and mapping will be carried out with a view to identifying hazards and projections based on changes in temperature, precipitation and humidity; generating action plans that prioritize measures for improving the resilience of vulnerable populations; and strengthening climate services and early warning systems, prioritizing community systems.
60. Interventions aimed at developing sustainable agri-food systems will link family farmers, especially women farmers, to stable and fair markets, including those for private and public food procurement. WFP interventions will also aim to build or strengthen sustainable livelihoods, taking the social, cultural and economic situations of communities into account and promoting equitable access to and control of resources, participation, leadership, decision making, and involvement in unpaid household work between men and women, and women's economic empowerment.
61. Evidence will be generated to serve as inputs to the formulation of public policies and programmes, with due attention to the integration of ancestral and traditional knowledge with scientific knowledge, the systemization of experiences, and the use of the studies and mapping carried out as part of this activity. WFP follow an integrated and interrelated approach to strengthen the capacities of communities and national and local institutions in relation to issues such as climate change, risk management, food security and nutrition, dietary diversity, access to markets, food systems and gender.

Partnerships

62. WFP will work with the Government at the central and local levels, including by being part of the governance processes in the various settings in which it operates, and with NGOs, local women's rights organizations, indigenous people's organizations, specialists, academia and other strategic actors present in the areas where it has interventions.

Assumptions

63. WFP is recognized for its leadership and experience in emergency response, climate change and risk management, and its focus on food security, nutrition, livelihoods and resilience. WFP is positioned as a technical assistance provider that maintains and scales its actions appropriately in Ecuador.

Transition/handover strategy

64. The interventions under CSP outcome 3 include capacity strengthening and awareness-raising activities that cover various interrelated issues, such as the promotion of gender equality and the negotiation and agreement process with communities and institutions in order to define an exit and handover strategy that guarantees the sustainability and maintenance of CSP results into the future.

Country strategic plan outcome 4: Government institutions and multilateral partners in Ecuador are provided with services for the effective, transparent and efficient execution of their operations throughout the year

65. In partnership with the private sector and civil society, WFP will provide logistics services, food, nutrition supplements and CBT services to humanitarian partners and government institutions while strengthening their capacities to optimize supply chains so that they are able to serve vulnerable, food-insecure and malnourished people and communities effectively and efficiently.

WFP strategic outcome

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

Focus area

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

Alignment with national priorities

68. This CSP outcome is aligned with the national development plan, especially the objectives of protecting families and eradicating poverty; guaranteeing the right to comprehensive, free, good-quality healthcare; generating new opportunities and well-being in rural areas, with an emphasis on indigenous people and nationalities; guaranteeing the efficient management of public spending; and promoting public integrity, transparency and the fight against corruption.

Expected outputs

69. CSP outcome 4 will be achieved through the following two outputs:
- Output 5.1: Government institutions and humanitarian partners receive services from WFP for the implementation of their supply chain operations.
 - Output 5.2: Government institutions and humanitarian partners strengthen their capacity for the effective and efficient execution of supply chain operations.

Key activity

Activity 5: Provide supply chain and other services to the Government and humanitarian partners, including supply chain diagnostics and the identification and documentation of gaps, needs and opportunities for operational improvement

70. WFP will work with interested government institutions and multilateral partners to identify gaps and needs in their supply chains, developing diagnostics that enable WFP to provide efficient logistics services and support in procurement, logistics and telecommunications that complement and strengthen partners' operations. WFP will continue to provide food supply services to public entities and humanitarian partners within the framework of WFP's policies and objectives, leveraging its specialized food procurement and distribution capabilities to strengthen nutritious diets through transparent, reliable and cost-efficient operations and regional and global agreements and contracts. It will also provide CBT services for beneficiaries, focusing on nutrition and paying special attention to the linking of such programmes to the national social protection system, using tools such as contracts, data management platforms and corporate financial systems.
71. Operations will be complemented by strengthening of the capacities of humanitarian partners, especially in areas such as logistics coordination, operational processes and actions, the preparation of emergency operations for the timely delivery of assistance, and the optimization of supply chains in general.

Partnerships

72. WFP will establish broad partnerships in line with the requirements of interested partners, strengthening partnerships with the private sector and financial institutions, national and international NGOs, United Nations agencies and public entities.

Assumptions

73. WFP is positioned as a strategic partner of public entities and humanitarian partners, and a reference point for supply chain operations. WFP maintains its leadership in the logistics cluster and strengthens synergies among humanitarian organizations and partners to find viable, efficient and competitive solutions that address the country's logistics gaps.

Transition/handover strategy

74. WFP will offer to strengthen the logistics capacities of humanitarian partners and public entities with a view to finding solutions to the problems identified in supply chain assessments and evaluations with regard to planning, procurement, logistics, warehousing and inventory. A multisectoral action plan for emergency response will guide the transfer of capacities to national institutions and promote logistics coordination.

4. Implementation arrangements

4.1 Beneficiary analysis

75. CSP outcome 1 prioritizes migrants (who are either seeking to settle or in transit), Colombians (applying for refugee status), host communities, and populations affected by crises, emergencies or disasters (including the COVID-19 pandemic), focusing on pregnant and lactating women and girls, households with unaccompanied children, adolescents, people with disabilities or chronic diseases, older adults, LGBTI+ people, and women who are victims of trafficking or violence. Under this outcome, WFP will assist a total of 515,888 people in migrant and host communities and 1,940 vulnerable Ecuadorians in urban, peri-urban and rural areas, with annual beneficiary numbers expected to decline as migratory flows progressively decrease. In addition, 2,341 people, including staff of government institutions responsible for anticipatory action, prevention, preparedness, coordination and response to emergencies and disasters, as well as community members, will receive capacity strengthening support.
76. Under CSP outcome 2, school-age children and adolescents in rural areas, pregnant women and girls, and children under 2 will receive assistance to improve their access to healthy and nutritious food, help to reduce chronic malnutrition among children, and encourage school retention, with beneficiary numbers projected to grow each year and a total of 76,830 people assisted over the course of CSP implementation. Work under this outcome will be coordinated and articulated with national and local institutions.
77. CSP outcome 3 prioritizes vulnerable families and communities in rural areas at risk of, or affected by, climate change and food insecurity, and family farmers in areas where social protection coverage is being extended, particularly to support women farmers, young people and indigenous people. Interventions under this outcome will aim to strengthen beneficiaries' resilience and access to alternative or institutional markets, with beneficiary numbers increasing each year and a total of 80,490 people assisted over the course of CSP implementation.
78. Under CSP outcome 4 national and local institutions and humanitarian partners will benefit from the agreements and alliances they establish with WFP for the provision of logistics services, procurement, supply chain diagnostics, improved operations, and capacity building for 176 people, all aimed at optimizing their operations.

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY (ALL YEARS)								
Country strategic plan outcome	Activity	Beneficiary group	2023	2024	2025	2026	2027	Total
1	1	Girls	18 014	13 557	10 151	7 452	4 925	54 099
		Boys	19 223	14 621	10 949	8 132	5 431	58 356
		Women	50 768	40 129	31 956	23 823	15 999	162 675
		Men	49 446	38 902	28 648	22 447	16 255	155 698
		Total	137 451	107 209	81 704	61 854	42 610	430 828
2	3	Girls	5 830	11 660	17 490	17 490	17 490	69 960
		Boys	5 170	10 340	15 510	15 510	15 510	62 040
		Women	3 000	3 000	3 000	3 500	3 500	9 600
		Men						
		Total	14 000	25 000	36 000	36 500	36 500	141 600
3	4	Girls	-	-	-	-	-	-
		Boys	-	-	-	-	-	-
		Women	16 518	28 150	30 190	36 240	36 240	36 240
		Men	16 706	29 150	36 190	44 250	44 250	44 250
		Total (indirect)	33 224	57 300	66 380	80 490	80 490	80 490
Total Direct (without overlap)			151 451	132 209	117 704	98 354	79 110	572 428
Total indirect			33 224	57 300	66 380	80 490	80 490	80 490

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY (ALL YEARS)								
Country strategic plan outcome	Activity	Beneficiary group	2023	2024	2025	2026	2027	Total
4	1	Girls	39 036	31 058	23 352	18 012	12 818	124 276
		Boys	40 664	32 353	24 326	18 764	13 352	129 459
		Women	55 300	43 998	33 084	25 518	18 160	176 060
		Men	27 651	22 000	16 542	12 760	9 080	88 033
		Total	162 651	129 409	97 304	75 054	53 410	517 828
	2	Girls	-	-	-	-	-	-
		Boys	-	-	-	-	-	-
		Women	249	223	100	323	220	1 115
		Men	270	253	100	353	250	1 226

		Total	519	476	200	676	470	2 341
2	3	Girls	11 610	17 610	27 610	29 650	29 650	36 260
		Boys	10 390	15 390	16 390	18 350	18 350	33 740
		Women	3 120	3 160	3 180	3 700	3 700	6 700
		Men	80	110	120	130	130	130
		Total	25 200	36 270	47 300	51 830	51 830	76 830
3	4	Girls	-	-	-	-	-	-
		Boys	-	-	-	-	-	-
		Women	16 518	28 150	30 190	36 240	36 240	36 240
		Men	16 706	29 150	36 190	44 250	44 250	44 250
		Total	33 224	57 300	66 380	80 490	80 490	80 490
4	5	Girls	-	-	-	-	-	-
		Boys	-	-	-	-	-	-
		Women	75	75	75	75	100	100
		Men	74	76	76	76	76	76
		Total	149	151	151	151	176	176
Total (without overlap)			221 743	223 606	211 335	208 201	186 376	677 665

4.2 Transfers

79. WFP will determine the assistance modalities to use – food, CBTs (vouchers or cash), a combination of both or multi-purpose transfers – in close communication with the beneficiary population and partners, through context analysis in intervention areas, and based on the availability of providers and the nutritional adequacy of the various transfer modalities. Men and women will benefit equally. Targeting, beneficiary registration and monitoring tools will be chosen according to the setting, type of intervention and implementation period. For CBT-based assistance corporate systems and platforms will be used, such as the data collection and targeting tool MoDa (Mobile Operational Data Acquisition), the corporate digital beneficiary information and transfer management platform (SCOPE), and the online reporting tool Tableau. WFP will continue to promote interagency work on establishing interoperability between the Profile Global Registration System ProGRES of the Office of the United Nations High Commissioner for Refugees and WFP's SCOPE in order to reduce response times. For the delivery of in-kind food or asset-based assistance, tools that comply with corporate standards for data protection and security will be developed locally.

4.3 Country office capacity and profile

80. WFP has been operating in Ecuador since 1964 and has had a strategic alliance with the Government since 1969, ratified in 1998. Its nine suboffices are strategically located in the northern and southern border provinces, the coastal provinces and the central highlands, and the main country office is in Quito. The country office has technical staff specialized in gender, protection, security, nutrition, climate change, monitoring and evaluation, data management and emergency response. It will continue to strengthen its human capital²⁶ to

²⁶ A strategic workforce planning exercise will be carried out to identify the staff competencies and profiles required to reach the expected CSP results.

ensure effective management of CSP activities and support the Government's priorities for the achievement of SDG 2.

4.4 Partnerships

81. WFP will remain in regular consultation with the national Government, working in coordination with the ministries of economic and social inclusion, education, public health, and agriculture, the vice ministry of human mobility, the national risk and emergency management service, the technical secretariat of the "Ecuador grows without malnutrition", and the secretariat of human rights. It will promote complementarity and synergies in working towards UNSDCF results with other United Nations agencies, actively participating in various interagency groups (human mobility, malnutrition, adolescent pregnancy, vaccination, logistics, joint operations, and communications). To facilitate the strategic shift towards transformational change in the management of back-office and common services, WFP will enhance its existing partnerships in the implementation of the United Nations development system reform process.
82. In its operations, WFP will work with cooperating partners, communities in need, indigenous people, people with disabilities, civil society, international and local NGOs (including women's organizations and organizations that aim to prevent and raise awareness of gender-based violence), universities and humanitarian partners. Expanding the donor portfolio is a priority for WFP, and it will broaden its alliances with local governments and the private sector, among other entities. WFP will strengthen partnerships with key actors in the region and elsewhere with a view to developing South-South cooperation with government institutions on food security and nutrition, innovation for nutrition, climate change adaptation and mitigation, crisis, and emergency management.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

83. Taking into account the findings of the CSP evaluation, a monitoring and evaluation strategy will be developed in a gender-responsive manner in accordance with WFP's corporate standards and taking into account the measurement of cross-cutting indicators, outcomes, outputs, processes and contributions to the SDGs, the generation of evidence, and the need for transparency and accountability, with data and monitoring information disaggregated by sex, age, disability status and other relevant markers of identity.
84. A gender-responsive monitoring plan will be prepared annually, including a budget and descriptions of the methodology (sample design, geographic coverage, etc.) and tools to be used for baseline data collection and monitoring, review and evaluation processes. Depending on the type of intervention, outcome and output indicators will be selected, in line with the UNSDCF and the goals of the 2030 Agenda. WFP will promote the development of joint monitoring and evaluation plans with other agencies, the Government and local partners. Data will be reported on WFP corporate or partner platforms (such as UN INFO and the Working Group on Refugees and Migrants in Ecuador). Data collection will be carried out in accordance with the data protection policy.²⁷
85. The CSP will be subject to an independent evaluation managed by the Office of Evaluation in 2026, which will satisfy the requirements for accountability for the overall performance and results of WFP's country portfolio and inform the direction of future strategic programming. WFP will also produce annual implementation reports and a mid-term review.

²⁷ A decentralized evaluation of the Adaptation Fund project will be conducted in 2023 as part of evidence generation efforts.

86. The country office will plan and budget for monitoring, evaluation and vulnerability analysis and mapping activities, adjusted to the setting in each geographical area and ensuring that the necessary resources are available.

5.2 Risk management

Strategic risks

87. A change in the Government's priorities and strategies for issues related to the CSP, or high turnover of staff in the management and technical teams of government institutions would constitute a risk to the satisfactory performance of planned operations and interventions. WFP will work closely with the authorities in developing long-term strategies and implementing annual plans.
88. Gender inequalities affect food security, nutrition and livelihoods and are an obstacle to the achievement of SDG 2; therefore, a gender-responsive approach will be incorporated into all stages of planned interventions (formulation, prioritization, capacity development, selection of indicators and monitoring) in order to ensure the equitable and effective participation of men and women and promote women's social and economic autonomy and equitable roles in decision making and unpaid care work in the household and community.
89. Increased migration flows, extreme weather events or disasters may require responses that exceed the technical capacities of WFP and local partners, affecting the planning and implementation of activities. Scenario-based contingency and mitigation plans will be developed in close collaboration with government partners and other stakeholders.
90. Lack of interest and changes in priorities among donors may affect the financial resources available for achieving the proposed results. WFP will work with the Government, other United Nations agencies, cooperating partners and humanitarian organizations to diversify its donor portfolio and include the private sector as actors for change.

Operational risks

91. The use of banking platforms for the provision of CBTs, insecurity and border closures, a lack of local suppliers and lengthy contracting times, the bureaucratization of processes, and migration of data to new systems may hamper the implementation of activities, for which contingency mitigation plans will be developed, taking into account the local situation and the available alternatives.
92. WFP will promote the use and strengthening of mechanisms for receiving feedback and complaints from beneficiaries (community feedback mechanisms), including through anti-fraud campaigns, provisions set out in the gender policy and the adoption of a policy of zero tolerance of cases of sexual abuse or exploitation, in accordance with corporate guidelines.

Fiduciary risks

93. WFP's operations in Ecuador, especially those related to cash-based or food transfers or the provision of goods and services, face the risk of fraud, corruption or non-compliance with ethical obligations and standards of conduct. WFP will strengthen monitoring controls by applying regulations and using corporate tools that allow the registration and management of beneficiaries in accordance with privacy and data protection criteria, and will provide staff and cooperating partners with adequate and regular training on the use of WFP's institutional policies and guidelines, defining clear lines of responsibility and reporting, emphasizing workflow management, and establishing an efficient internal communication and information system.

Financial risks

94. The volatility of food and fuel prices directly affects the value of the assistance delivered by WFP and the purchasing power of beneficiaries. Prices will be monitored, and the cost of a basic food basket, along with inflation and currency exchange rates, will be analysed to inform timely decision making.

5.3 Social and environmental safeguards

95. In line 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 programme activities do not cause unintended harm to the environment or people. Environmental and social management plans will be developed where necessary, based on the results of screening.
96. WFP will also continue to implement an environmental management system that systematically identifies, manages and reduces the environmental impact of WFP's support operations. Environmental assessments will be conducted at WFP premises to identify opportunities for improvements in the focus areas of energy efficiency and decarbonization, waste and water management, sustainable procurement, reduced air travel and transport, and staff training and awareness.

6. Resources for results

6.1 Country portfolio budget

97. The country portfolio budget for the CSP is USD 144,353,752 to cover five years. This reflects the requirements for cross-cutting priorities related to access to food for crisis-affected people, including people in human mobility and indigenous people; the strengthening of the national social protection system, including the school feeding programme, through the adoption of a life-cycle approach; environmental sustainability and resilience to climate change; and the integration of nutrition activities that contribute to saving lives and changing lives. In all activities, adequate funds have been allocated to efforts to achieve gender equality and women's empowerment. The budget breakdown shows 54 percent being allocated to crisis response under CSP outcome 1, 25 percent to root causes under CSP outcome 2, and 21 percent to resilience building under CSP outcomes 3 and 4. Projections are based on estimated funding needs and target beneficiaries.

Country strategic plan outcome	Activity	2023	2024	2025	2026	2027	Total
1	1	20 730 241	16 795 141	13 663 521	11 151 081	8 954 129	71 294 113
	2	1 254 238	1 232 713	1 248 449	1 271 027	1 307 230	6 313 656
2	3	5 892 338	7 023 989	8 204 749	7 468 965	8 007 333	36 597 375
3	4	5 292 734	4 888 559	3 695 372	3 931 039	3 772 695	21 580 399
4	5	1 541 074	1 702 484	1 076 787	2 428 521	1 819 343	8 568 209
Total		34 710 625	31 642 885	27 888 878	26 250 633	23 860 730	144 353 752

6.2 Resourcing outlook and strategy

98. It is assumed that migration flows will gradually decrease and that the impact of the COVID-19 pandemic on the population will decline. [Forecast trend analysis for 2023 shows a decrease in new incoming migrants, based on 2022 data collected at border points by the](#)

national working groups on migrants and refugees. Resourcing trends for the response to the migration-related crisis and the socioeconomic impact of the pandemic are based on 2022 forecasts, which are significantly lower than those of previous years. It is expected that the donor portfolio will be diversified with a view to preventing the disruption of humanitarian assistance. While the needs of migrants and refugees, especially Venezuelan, are still dire, international donor attention to and interest in funding the crisis is waning. The country office therefore prefers to develop a more targeted plan focused on severely food insecure populations. Also concerning host communities, it is important to underline that while Ecuador is prone to natural hazards WFP prefers to maintain a specific line of intervention on emergencies affecting the migrant and refugee populations, allowing a more direct response to migration-related needs if required. Finally, with a focus on migrant populations and considering how many of the actions related to host communities are linked to root causes in Ecuador (e.g. stunting and the double cost of malnutrition), WFP gives priority to CSP outcome 2.

99. The resource prospects for root causes indicate that national or local governments and the private sector will be able to contribute. For the focus area of building resilience, an earmarked contribution will cover the first two years, allowing the continued implementation of measures that respond to climate hazards and food insecurity.
100. The mobilization strategy for the CSP includes the coordination of complementarity among partners from multiple sectors, enabling an adequate response and highlighting the importance of establishing strong synergies with partners that can work with WFP to achieve common objectives.

ANNEX I

LOGICAL FRAMEWORK FOR ECUADOR COUNTRY STRATEGIC PLAN (2023–2027)

SDG 2: Zero hunger**SDG target 2.1: Access to food**

Country strategic plan outcome 1: Considering human mobility in all its forms, people in conditions of vulnerability and food insecurity in Ecuador can meet their essential needs and build and strengthen their livelihoods before, during and immediately after emergencies, disasters and prolonged crises

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

Focus area: crisis response

Assumptions

WFP will need continuous support from donors. Partners have the adequate capabilities and follow distribution procedures. Public policies remain with the same objectives and priorities.

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Emergency preparedness capacity index

Food consumption score

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

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

Activities and outputs

1. Through gender and protection lenses, deliver food assistance with equitable access and control, and facilitate access to services for people in human mobility, host communities and other vulnerable Ecuadorian people affected by disasters, emergencies and prolonged crises (URT 1.2: Unconditional resource transfer)

1.2 People affected by emergencies, crises and disasters receive social assistance and training through sustainable and resilient channels that foster recovery and strong, sustainable livelihoods over time (Output category C: Capacity development and technical support provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.2 People affected by emergencies, crises and disasters receive social assistance and training through sustainable and resilient channels that foster recovery and strong, sustainable livelihoods over time (Output category D: Assets created. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.2 People affected by emergencies, crises and disasters receive social assistance and training through sustainable and resilient channels that foster recovery and strong, sustainable livelihoods over time (Output category G: Skills, capacities and services for climate adapted livelihoods. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Taking into account the needs of all girls, boys, women and men in all their diversity, people in human mobility, host populations and vulnerable Ecuadorian people affected by emergencies, disasters and prolonged crises receive CBTs, food and nutritional information, and access to the Government's shock-responsive national social protection system so that they can meet their food, nutrition and other essential needs (Output category: A: Resources transferred, Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Taking into account the needs of all girls, boys, women and men in all their diversity, people in human mobility, host populations and vulnerable Ecuadorian people affected by emergencies, disasters and prolonged crises receive CBTs, food and nutritional information, and access to the Government's shock-responsive national social protection system so that they can meet their food, nutrition and other essential needs (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Provide technical assistance to, and enhance the capacities of, public institutions, decision makers and communities, strengthening the Government's shock-responsive social protection programmes, national systems for the anticipation of, prevention of, preparedness for, mitigation of and response to disasters and for early recovery, with a gender and protection perspective (EPA-1.1: Emergency preparedness and early action)

2.1 With equitable participation and leadership from women and men, Government institutions, decision makers and communities strengthen their capacities for the coordinated prevention of, preparedness for, and response to emergencies, disasters and protracted crises, receive information, and use research and vulnerability analysis to improve evidence-based public policy and the scale-up of anticipatory, preventive, preparedness and response actions (Output category C: Capacity development and technical support provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 2.2: End malnutrition

Country strategic plan outcome 2: Vulnerable people, particularly those in the first 1,000 days, school-age girls and boys, and adolescents, are able to meet their food, nutritional and basic needs throughout the life cycle, improving human capital in Ecuador

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

Nutrition-sensitive

Focus area: root causes

Assumptions

National government implements projects to reduce malnutrition

Outcome indicators

Annual change in enrolment

Minimum diet diversity for women and girls of reproductive age

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

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

Activities and outputs

3. Strengthen institutional capacities and provide an adequate and comprehensive package of gender- and protection-sensitive interventions for girls, boys, adolescents and vulnerable people throughout the life cycle, with an emphasis on the first 1,000 days (SPS-1.10: Social protection sector support)

3.1 Boys, girls and adolescents receive comprehensive school feeding interventions based on the delivery of nutritious products provided by local farmers and aimed at improving retention rates in the education system in an equitable manner that promotes the development of human capital, access to diverse diets, and the inclusion and financial autonomy of women farmers (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

3.1 Boys, girls and adolescents receive comprehensive school feeding interventions based on the delivery of nutritious products provided by local farmers and aimed at improving retention rates in the education system in an equitable manner that promotes the development of human capital, access to diverse diets, and the inclusion and financial autonomy of women farmers (Output category F: Smallholder farmers supported. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

3.1 Boys, girls and adolescents receive comprehensive school feeding interventions based on the delivery of nutritious products provided by local farmers and aimed at improving retention rates in the education system in an equitable manner that promotes the development of human capital, access to diverse diets, and the inclusion and financial autonomy of women farmers (Output category N: School feeding provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

3.3 Government institutions at the national and local levels benefit from evidence-based technical and operational support that strengthens their capacities for the coordination, design, planning and implementation of nutrition-sensitive social protection policies and programmes for the reduction of malnutrition with emphasis on chronic malnutrition among children (Output category C: Capacity development and technical support provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3.2 Vulnerable, food-insecure people at all stages of the life cycle, but particularly during the first 1,000 days, receive an adequate and comprehensive package of interventions (cash transfers, and socioeconomically inclusive and gender transformative activities aimed at behaviour change) that improve their access to and utilization of nutritious food (Output category A: Resources transferred. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

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3.2 Vulnerable, food-insecure people at all stages of the life cycle, but particularly during the first 1,000 days, receive an adequate and comprehensive package of interventions (cash transfers, and socioeconomically inclusive and gender transformative activities aimed at behaviour change) that improve their access to and utilization of nutritious food (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

SDG target 2.4: Sustainable food system

Country strategic plan outcome 3: Vulnerable communities, family farmers and relevant actors in food value chains in Ecuador benefit from more sustainable, inclusive and healthy food systems and strengthened resilience against climate change and other shocks and stressors throughout the year

Strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Assumptions

Communities actively implement adaptation climate change measures with the assistance and follow up of government partners.

Outcome indicators

Food consumption score

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. Strengthen institutional capacities and provide technical and operational assistance, resources, assets, services and information that better support climate vulnerable communities and family farmers (CAR-1.9: Actions to protect against climate shocks)

4.3 Family farmers and other actors in food value chains benefit from practices, resources, technical and operational assistance, assets, services, market information and enhanced nutritional value that strengthen the sustainability of food systems and improve access to markets, with transformative approaches to social and behaviour change, gender, inclusion and protection promoting informed decisions and the economic empowerment of women producers (Output category C: Capacity development and technical support provided. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

4.3 Family farmers and other actors in food value chains benefit from practices, resources, technical and operational assistance, assets, services, market information and enhanced nutritional value that strengthen the sustainability of food systems and improve access to markets, with transformative approaches to social and behaviour change, gender, inclusion and protection promoting informed decisions and the economic empowerment of women producers (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

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4.1 Members of vulnerable communities, especially members of indigenous peoples and nationalities, women and young people, receive technical assistance, information, resources, assets and services to strengthen their capacity to adapt to climate change and reduce disaster risk, promoting food security, nutrition and equitable, inclusive, sustainable and resilient livelihoods for all (Output category C: Capacity development and technical support provided. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4.1 Members of vulnerable communities, especially members of indigenous peoples and nationalities, women and young people, receive technical assistance, information, resources, assets and services to strengthen their capacity to adapt to climate change and reduce disaster risk, promoting food security, nutrition and equitable, inclusive, sustainable and resilient livelihoods for all (Output category D: Assets created. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4.1 Members of vulnerable communities, especially members of indigenous peoples and nationalities, women and young people, receive technical assistance, information, resources, assets and services to strengthen their capacity to adapt to climate change and reduce disaster risk, promoting food security, nutrition and equitable, inclusive, sustainable and resilient livelihoods for all (Output category G: Skills, capacities and services for climate adapted livelihoods. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4.2 Public and private institutions at the national and local levels benefit from evidence on climate change adaptation, biodiversity, nature-based solutions and disaster risk reduction, with a focus on food security, nutrition, gender and inclusion, that result in strengthened public policy, the prioritization of adaptation investments, the planning and implementation of environmentally friendly services and actions, and improved resilience for vulnerable communities (Output category C: Capacity development and technical support provided. Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4.4 Public and private institutions strengthen their capacities to support family farmers and other actors in food value chains by creating sustainable, healthy, nutritious and inclusive food systems and promoting their access to markets and public food procurement programmes (Output category C: Capacity development and technical support provided. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

SDG 17: Partnerships for the goals**SDG target 17.16: Global partnership**

Country strategic plan outcome 4: Government institutions and multilateral partners in Ecuador are provided with services for the effective, transparent and efficient execution of their operations throughout the year

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

Focus area: resilience building

Assumptions

The national or local government requires the support and services of WFP for the implementation of projects and programmes.

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs

5. Provide supply chain and other services to the Government and humanitarian partners, including supply chain diagnostics and the identification and documentation of gaps, needs and opportunities for operational improvement (ODS-2.4: On-demand services)

5.1 Government institutions and humanitarian partners receive services from WFP for the implementation of their supply chain operations (Output category H: Shared services and platforms provided. Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

5.2 Government institutions and humanitarian partners strengthen their capacity for the effective and efficient execution of supply chain operations (Output category C: Capacity development and technical support provided. Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

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

CC.1.3: 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.2.3: Percentage of country offices with 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.5. Nutrition integration

Cross-cutting indicators

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

ANNEX II

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 3		
Beneficiary type	Refugees (at final destination)	Refugees and internally displaced persons (in transit)	Refugees (in transit, shelters and canteens)	Refugees (in transit)	Pregnant and lactating women and girls (migrants)	Shock-affected people	Shock-affected people	School feeding - boys and girls	Pregnant and lactating women and girls
Modality	CBTs/cash	Food	CBTs/cash	CBTs/cash	CBTs/cash	CBTs/cash	Food	CBTs/cash	CBTs/cash
Cereals	-	-	-	-	-	-	-	180	360
Pulses, grains and nuts	-	947.25	-	-	-	-	945.14	167.5	335
Oil	-	-	-	-	-	-	300	442.5	885
Salt	-	-	-	-	-	-	-	-	-
Sugar	-	-	-	-	-	-	-	-	400
Super Cereal	-	-	-	-	-	-	-	-	-
Meat, fish and eggs	-	336.6	-	-	-	-	93.58	152.5	305
Dairy products	-	750	-	-	-	-	64.83	32	64
Fruits	-	445.5	-	-	-	-	-	135	270
Spices and others (water)	-	-	-	-	-	-	-	-	-
Total kcal/day	1 210	2 479.35	2 100	2 100	1 971	1 210	1 403.55	1 050	2 100
% kcal from protein	-	4	-	-	-	-	4	6	12
CBTs (USD/person/day)	1	6.4	2	5	2.5	1	1.1	0.56	2
Number of feeding days per year	180	1	7	5	270	60	30	20	30

* Rations for activity 1 will target two groups: migrants in transit, whose rations will cover one day's calorie intake; and shock-affected people, whose rations will cover food needs for one month.

ANNEX III

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	–	–
Pulses	–	–
Oil and fats	–	–
Mixed and blended foods	–	–
Other	492	1 130 600
Total (food)	492	1 130 600
Cash-based transfers		67 067 340
Total (food and cash-based transfer value)	492	68 197 940

ANNEX IV

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	SDG target 2.1/WFP strategic outcome 1	SDG target 2.2/WFP strategic outcome 2	SDG target 2.4/WFP strategic outcome 3	SDG target 17.16/WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Crisis response	Root causes	Resilience building	Resilience building	
Transfers	64 310 112	29 869 833	15 647 232	6 724 518	116 551 695
Implementation	3 311 173	1 863 108	3 122 486	1 182 625	9 479 392
Adjusted direct support costs	5 249 860	2 630 791	1 493 567	661 066	10 035 284
Subtotal	72 871 145	34 363 732	20 263 285	8 568 209	136 066 371
Indirect support costs (6.5 percent)	4 736 624	2 233 643	1 317 114	-	8 287 381
Total	77 607 770	36 597 375	21 580 399	8 568 209	144 353 752

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
HDI	Human Development Index
NGO	non-governmental organization
SBCC	social and behaviour change communication
SCOPE	WFP's digital beneficiary information and transfer management platform
SDG	Sustainable Development Goal
UNSDCF	United Nations sustainable development cooperation framework

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