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**Executive Board  
Second Regular Session**

**Rome, 10–13 November 2014**

# COUNTRY PROGRAMMES

Agenda item 7

*For approval*



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## COUNTRY PROGRAMME GUATEMALA 200641 (2015–2019)

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for approval.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

\* Panama Regional Bureau (Latin America and the Caribbean)

## EXECUTIVE SUMMARY

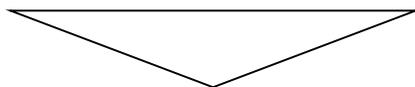
Guatemala is a middle-income country with per capita gross domestic product of USD 2,650. However, it has one of the highest levels of inequality in the world, with a Gini coefficient of 53.7, and ranks 133<sup>rd</sup> of 187 countries in the human development index. Prevalence of chronic malnutrition is 49.8 percent among children aged 6-59 months, exceeds 70 percent in the most affected municipalities and is highest among indigenous populations. Chronic malnutrition is strongly correlated with poverty, inappropriate nutrition practices and poor living conditions. Long lean seasons heighten food scarcity, increasing vulnerability to food insecurity and acute malnutrition, particularly in the dry corridor. Selection of intervention areas is based on detailed vulnerability studies from 2012.

The country programme is aligned with: i) United Nations Development Assistance Framework priorities for integrated rural development, sustainable management of natural resources and food and nutrition security; ii) government priorities for reducing chronic malnutrition and preventing deaths from acute malnutrition, and national rural development and gender policies; and iii) WFP's Strategic Objectives 3 and 4 in the Strategic Plan (2014–2017). Consultations with the Government, donors, non-governmental organizations, United Nations agencies and beneficiaries informed programme design.

The programme's overall objective is to address the multiple dimensions and underlying causes of food and nutrition insecurity through an integrated approach, collecting evidence on the impact of interventions under the Zero Hunger Pact and promoting national ownership and scale-up of best practices. The integrated strategy has three components: i) preventing and reducing malnutrition through distributions of fortified blended food and nutrition education; ii) improving resilience in disaster-prone areas, and enhancing food availability throughout the year through food assistance for assets using cash and food modalities; and iii) improving the incomes of smallholder farmers through increased and better-quality production, reduced post-harvest losses, and sales of surpluses to markets. Government capacities will be enhanced in each component.

WFP will transfer lessons learned and best practices to government partners for scale-up and integration into national policies. It will emphasize women's role in decision-making processes. Capacity development, cultural sensitivity, nutrition education, partnerships, protection and accountability to beneficiaries are cross-cutting themes.

## DRAFT DECISION\*



The Board approves proposed country programme Guatemala 200641 (2015–2019) (WFP/EB.2/2014/7/2), for which the food requirement is 12,005 mt at a cost of USD 10.8 million, the cash and voucher requirement is USD 3 million and the capacity development and augmentation requirement is USD 1.7 million, for a total cost to WFP of USD 20.2 million.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

## PROGRAMME RATIONALE

1. Guatemala is a middle-income country with per capita gross domestic product of USD 2,650.<sup>1</sup> However, it has one of the highest levels of inequality in the world, with a Gini coefficient of 53.7,<sup>2</sup> and ranks 133<sup>rd</sup> of 187 countries in the human development index.<sup>3</sup>
2. Guatemala has made insufficient progress towards achieving the Millennium Development Goals (MDGs). The prevalence of chronic malnutrition among children aged 6–59 months is 49.8 percent nationally – far short of the MDG of 29 percent – and exceeds 70 percent in some departments, particularly among rural and indigenous populations;<sup>4</sup> prevalence among indigenous children is 65.9 percent.<sup>5</sup> These are the highest rates in the region and among the highest in the world.
3. The overall poverty rate increased from 51 percent in 2006 to 53.7 percent in 2011; extreme poverty is estimated at 13.3 percent. National averages hide higher levels in some locations, particularly in the highlands, where 34.9 percent of the population suffers extreme poverty.<sup>6</sup>
4. Guatemala ranks 112<sup>th</sup> of 135 countries in the 2011 Global Gender Gap Index, the lowest in Latin America. Although maternal mortality decreased from 153 deaths per 100,000 live births in 2000 to 140 in 2011,<sup>7</sup> it remains among the highest in the region.
5. Nationwide, 429,630 households are living in severe food insecurity.<sup>6</sup> Food and nutrition insecurity results from a combination of poverty, inequality, poor living conditions, inadequate education, and inappropriate nutrition/feeding practices.<sup>8</sup> Women’s lack of control over resources has a negative effect on consumption patterns, as women in charge of the household budget tend to invest twice as much in food as men do.<sup>9</sup>

<sup>1</sup> United States Agency for International Development. 2012. Guatemala Country Development Cooperation Strategy 2012–2016. Washington, DC.

<sup>2</sup> WFP. 2013. *Evaluation of the Impact of Food for Assets on Livelihood Resilience in Guatemala: Volume II – Annexes*. Commissioned by the Office of Evaluation. Rome.

<sup>3</sup> United Nations Development Programme (UNDP). 2012. Human development indicators, available at <http://hdr.undp.org/en/data>

<sup>4</sup> National Statistics Institute. 2009. National mother-and-child health survey – *Encuesta Nacional de Salud Materno Infantil* (ENSMI) (2008–2009). Guatemala City.

<sup>5</sup> Ministry of Planning and Programming. 2010. *Tercer informe de avances en el cumplimiento de los objetivos de desarrollo del milenio*. Guatemala City.  
<http://www.undp.org/content/dam/undp/library/MDG/english/MDG%20Country%20Reports/Guatemala/Binder1.pdf> (accessed 28 August 2014)

<sup>6</sup> National Statistics Institute. 2011. National survey of living conditions – ENCOVI (2011). Guatemala City.

<sup>7</sup> Ministry of Public Health and Social Assistance. 2012. National health assessment. Guatemala City.

<sup>8</sup> WFP. 2012. Vulnerability analysis and mapping (VAM) 2012: Mapeo y análisis de la desnutrición crónica en Guatemala. Guatemala City.

<sup>9</sup> World Bank. 2007. Module 12: Gender in Crop Agriculture. *Gender in Agriculture Sourcebook*. Washington DC.

6. The food and nutrition insecurity vulnerability index<sup>10</sup> prioritizes 166 municipalities for the Government's strategy against hunger. Supplemented by WFP's 2012 vulnerability analysis and mapping (VAM), the index identifies geographical areas with high concentrations of risk and vulnerability. According to VAM, chronic malnutrition is most prevalent in the Western Highlands.
7. The prevalence of acute malnutrition is generally low, at 1.4 percent,<sup>4</sup> but increases in the dry corridor during the lean season, when food scarcity exacerbated by frequent droughts increases food and nutrition insecurity.<sup>11</sup>
8. Overweight and obesity rates among women of reproductive age are high: rates in urban areas are 37.5 percent for overweight and 20.3 percent for obesity; rural rates are 33.4 and 12.1 percent respectively. Overweight and obesity are attributed in part to poor nutrition during infancy.
9. The prevalence of HIV among adults is 0.79 percent.<sup>7</sup> Unprotected sex is the main mode of transmission, accounting for 94 percent of cases; mother-to-child transmission accounts for 5.1 percent. People living with HIV are especially vulnerable to nutrition deficiencies.<sup>12</sup>
10. Households in rural areas depend on fragile and unstable livelihoods; 70 percent of the rural population works in agriculture and forestry. In 2011, subsistence farmers and farmers transitioning to surplus production produced 68 percent of maize and 33 percent of beans, demonstrating the importance of smallholder farming.<sup>13</sup> Women head 16 percent of households and make up 10 percent of the labour force, but control only 7.8 percent of agricultural landholdings.<sup>14</sup>
11. Local food markets are integrated and stable with good availability of staple foods, even during small-scale emergencies. However, economic access is a major challenge for the most vulnerable groups.<sup>15</sup>
12. Guatemala is prone to multiple threats and risks.<sup>16</sup> In 2013, the country office's VAM Unit identified the areas where climate shocks have the greatest effects on food security. The most vulnerable areas are floodplains and steeply sloping land in the dry corridor; smallholder subsistence and sub-subsistence farmers and landless day labourers have the most vulnerable livelihoods.
13. This country programme (CP) incorporates lessons learned from previous operations.
14. As part of CP 200031, from 2010 to 2012 WFP provided the fortified blended food VitaCereal to children aged 6–23 months and pregnant and lactating women (PLW) in eight municipalities of Totonicapán as an incentive for visiting health centres to improve

<sup>10</sup> Ministry of Agriculture and Food Security and Nutrition Secretariat. 2011. *Priorización de municipios a través del Índice de Vulnerabilidad a la Inseguridad Alimentaria y Nutricional de la población de Guatemala (IVISAN)*. Guatemala City.

<sup>11</sup> Government of Guatemala. 2012. *Zero Hunger Pact*. Guatemala City.

<sup>12</sup> UNAIDS. 2012. *Informe nacional sobre los progresos realizados en la lucha contra el VIH y SIDA*. Guatemala City.

<sup>13</sup> Ministry of Agriculture, Livestock and Food. 2012. *Programa de Agricultura Familiar para el Fortalecimiento de la Economía Campesina – PAFEC 2012–2015*. Guatemala City.

<sup>14</sup> Agricultural Learning and Impacts Network. 2011. *P4P and Gender: Literature Review and Fieldwork Report*. London.

<sup>15</sup> WFP. 2012–2013 cash and voucher sectorial assessments.

<sup>16</sup> DIPECHO. 2012. *Guatemala Country Document VII DIPECHO Action Plan*. Disaster Preparedness Programme of the European Commission's Humanitarian Aid and Civil Protection Department (DIPECHO). Managua.

immunization coverage, prenatal care and growth monitoring. The final evaluation found that chronic malnutrition rates declined from 82 to 78.5 percent among participating households, suggesting that WFP's approach was effective.<sup>17</sup>

15. Community-based nutrition education has ensured that households make proper use of nutrition products. WFP's advocacy for reducing undernutrition contributed to the Government's inclusion of the 1,000-day window of opportunity in the Zero Hunger Pact and its funding of food and nutrition interventions.
16. WFP used food assistance for assets (FFA) to strengthen the livelihoods of subsistence farmers affected by recurrent shocks. An external evaluation found "reasonably strong evidence of an overall significant livelihood effect of FFA on participant households" and more than 75 percent of assets surviving after the project.<sup>18</sup> The rural extension unit of the Ministry of Agriculture, Livestock and Food has integrated elements of WFP's participatory programme into its support to farmers, enhancing the effectiveness of extension.
17. WFP has implemented Purchase for Progress (P4P) activities in Guatemala since 2007. Training in governance, financial management and use of the banking system has opened credit opportunities for farmers' organizations, providing access to land and capital for innovation. Training in best practices for production and post-harvest handling was essential for successful marketing. Gender mainstreaming ensured that women's participation, empowerment and leadership were incorporated into all components. Smallholder farmers increased their incomes by producing more maize and beans of better quality, reducing post-harvest losses and selling surpluses to markets.
18. In-kind rations have a cost-efficient alpha value of 0.72. The omega value indicates that the nutritional effectiveness of cash and vouchers (C&V) is similar to that of food transfers, but C&V have additional benefits through women's control over household resources and increased demand in local markets.
19. Current government priorities are outlined in the Zero Hunger Pact, the Peace, Security and Justice Pact and the Competitiveness Pact, which provide the core of Guatemala's first National Development Strategy *K'atun 2032*, currently being finalized. Informed by government analyses and VAM, the Zero Hunger Pact is a cross-sector approach to reducing chronic malnutrition and preventing deaths from acute malnutrition. It outlines interventions for promoting the healthy development of children in the first 1,000 days after conception, in line with the global Scaling Up Nutrition (SUN) initiative; puts the national food security and nutrition policy into practice; and applies an integrated approach to tackle the underlying causes of malnutrition through income generation, enhanced and diversified food production from smallholder and subsistence farmers, improved access to markets and value chains, better drinking-water and sanitation facilities, and education and literacy in the rural areas most affected by chronic malnutrition.<sup>11</sup>
20. As part of the Zero Hunger Pact, the Ministry of Public Health and Social Assistance is providing VitaCereal to all children aged 6–23 months in the 166 prioritized municipalities. However, although VitaCereal is appropriate for PLW and FFA beneficiaries, it does not meet new nutrition standards for children in this age group and should be replaced. Guatemala joined the SUN initiative in December 2010, demonstrating the Government's commitment to addressing chronic malnutrition.

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<sup>17</sup> In 2014, WFP started a pilot project providing SuperCereal Plus to children aged 6–23 months in Totonicapán, which the Government is expected to take over at the end of the pilot phase.

<sup>18</sup> WFP/EB.1/2014/5-B.

## PROGRAMME PRIORITIES AND PARTNERSHIPS

21. The programme has three components that address the underlying causes of food and nutrition insecurity through an integrated approach:
- *Prevent and reduce malnutrition* among vulnerable groups, and strengthen government capacity to implement integrated nutrition programmes (Strategic Objective 4).<sup>19</sup>
  - *Build resilience and reduce vulnerability to shocks* in communities, and enhance government capacity to mitigate disaster impacts (Strategic Objective 3).
  - *Connect smallholder farmers to markets* by using local purchases to build farmers' capacity to respond to market demands and promoting local procurement in government policies (Strategic Objective 3).
22. Nutrition education, gender equality and institutional capacity strengthening are integrated into all components. WFP will collect evidence of the impact of interventions under the Zero Hunger Pact in areas where it has a comparative advantage, and will advocate for national implementation of best practices.

### Component 1: Prevent and Reduce Malnutrition

23. WFP will support complementary feeding under the Zero Hunger Pact by providing specialized nutritious food and community-based education. It will enhance implementation of the ten most cost-effective interventions for preventing stunting,<sup>20</sup> and complement interventions under the SUN initiative.
24. WFP will collaborate with the Ministry of Public Health and Social Assistance, local government and non-governmental health institutions and international organizations including the United Nations Children's Fund, the World Health Organization and the United Nations Population Fund.
25. WFP will support local production of SuperCereal Plus, which includes animal protein and an improved micronutrient formula, and provide it to all children aged 6–23 months in its operational areas; PLW will receive SuperCereal. This operation will be implemented in selected municipalities in Sololá and Chimaltenango, where stunting prevalence is 72.3 and 61.2 percent respectively. WFP will monitor the impact of SuperCereal Plus and build the Government's capacity to use it. By the end of the CP, SuperCereal Plus is expected to replace VitaCereal in all municipalities prioritized by the Zero Hunger Pact.
26. WFP will fill gaps in the Government's provision of micronutrient powders (MNPs) to targeted children. International guidelines indicate that children should receive MNPs when fortified blended foods are distributed; micronutrient overdose is not a significant risk.
27. WFP will develop the capacity of government counterpart staff to manage, implement and monitor complementary feeding and to mainstream gender and protection considerations.
28. WFP will use the community-based peer counselling network to engage women and men in awareness-raising to improve household nutrition practices, especially for the first 1,000 days. Nutrition messages, tailored to local needs, will cover infant and young

<sup>19</sup> Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs; Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger.

<sup>20</sup> Ruel, M.T. & Alderman, H. 2013. Nutrition-sensitive interventions and programmes: how can they help to accelerate progress in improving maternal and child nutrition? *The Lancet*, 382(9891): 536–551.

child feeding practices, the use of safe water, improved hygiene, and basic health and nutrition services.

29. By sharing methods and training staff of the Ministry of Social Development, the component will advocate and build capacity for enhanced nutrition sensitivity and monitoring of social protection programmes. Capacity development in the Ministry of Education will improve nutrition and monitoring in the school feeding programme. WFP will assess the food security and nutrition status of people living with HIV/AIDS, to inform nutrition policy, optimize treatment and improve adherence.

## **Component 2: Build Resilience and Reduce Vulnerability to Shocks**

30. Through FFA, WFP will provide food and C&V to support asset creation and protection of natural resources in the most vulnerable communities. National and local partners include municipalities and the Ministry of Agriculture, Livestock and Food's rural extension personnel, and WFP is exploring other opportunities for collaboration, including with the Food and Agriculture Organization of the United Nations (FAO) and non-governmental organizations. This component is in line with regional strategies and frameworks and national priorities.
31. The component complements regional WFP operations: the Central America protracted relief and recovery operation, responding to sudden- and slow-onset disasters; and a project for strengthening emergency preparedness and response capacities at the national and subnational levels.
32. FFA will improve ecosystems, climate change adaptation and agricultural production by supporting the development of terraces, barriers, reforestation and small irrigation systems in 152 communities. These assets will foster resilience against changing climate conditions. Integrated context analysis and extensive consultations have identified eight municipalities<sup>21</sup> as vulnerable to food insecurity, recurrent climate shocks and environmental degradation.
33. To enhance national ownership, WFP has involved government counterparts at all levels in designing and implementing programme tools for improved analysis, geographical targeting, beneficiary selection and activity planning.
34. Criteria for selecting participants include seasonal agricultural production and vulnerability of subsistence farmers, landownership in a targeted watershed, and interest in long-term participation. The 9,000 households selected represent 20 percent of the food-insecure population. Food and C&V transfers will cover needs for 100 days a year, reflecting periods of food scarcity and the working days required to create quality and durable assets.
35. Food and C&V will be distributed three times a year. WFP will provide C&V to increase beneficiaries' purchasing power at the beginning of each year, when food prices are low and household reserves are adequate. C&V transfers are equal in value to the cost of the WFP food basket in local markets and enable the purchase of fresh vegetables, fruits or dairy products, diversifying diets and supporting local markets.
36. A nutritionally balanced and culturally acceptable food basket containing SuperCereal, vegetable oil, maize and beans will be distributed at the beginning and during the peak of the lean season, when food insecurity and market prices are higher and household grain

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<sup>21</sup> The municipalities of Zacapa, San Diego, Cabañas, San Jorge and Huité in Zacapa; and San Agustín Acasaguastlán, San Cristóbal Acasaguastlán and El Jícara in El Progreso.

reserves lower. This strategy will be reviewed and adjusted annually. Nutrition education will complement FFA activities.

37. WFP has developed a country implementation plan for C&V and FFA, with assessments of information and communications technology, field security, risks, markets, and partner capacity. Service providers with the necessary capacity and coverage for cash transfers have been identified. Discussions with retail chains will inform the development of a voucher model. Seasonal fluctuations in food prices and wages and other factors affecting beneficiaries' needs will be considered.
38. Women will be fully integrated into FFA activities in line with their needs, workload, schedules and important role in food and nutrition security. WFP will work with the Ministry of Agriculture, Livestock and Food to identify barriers to women's participation and will promote women's control over household income and natural resources and their involvement in community decision-making processes.
39. The Ministry of Agriculture, Livestock and Food invested substantially in its rural extension network throughout 2013, and is committed to complementing WFP's interventions with technical assistance and agricultural inputs. WFP will provide training, manuals and guidance to enhance national and local capacities in diversifying agricultural production, sanitation and basic health and nutrition, consistent with Zero Hunger Pact guidelines.

### **Component 3: Connect Smallholder Farmers to Markets**

40. Building on lessons learned, WFP will support smallholder farmers' organizations in improving the quantity and quality of local production, reducing post-harvest losses and facilitating sales of surpluses to markets, to improve incomes. This component will include technical assistance, enhancement of marketing capabilities, access to credit and wider access to market information.
41. The component promotes the participation of agricultural organizations, including women's organizations, in markets. It will raise awareness of gender issues among women and men, including the sharing of household responsibilities, and will focus on women's participation in decision-making; gender-sensitive planning; and attitude change to eradicate discrimination and violence against women.
42. For food assistance under Component 2, WFP will purchase 50 mt of beans and 245 mt of maize a year from smallholders' surplus production. Where feasible, local purchases of SuperCereal Plus from the private sector will be conditional on the use of maize from smallholder farmers' organizations.
43. WFP will document lessons learned and promote the institutionalization of mechanisms for improving market opportunities at the national level.
44. Interventions will be implemented in Izabal, Alta Verapaz, Chiquimula, Zacapa and Jutiapa, where smallholder farmers' organizations have potential surpluses. Criteria for selecting organizations will include appropriate conditions for maize and bean production; farmers with 0.5–3.5 ha each for producing maize or beans; willingness to adopt innovative technology, assume risks and self-organize; participation by women and rural youth as members and leaders; and a formal constitution.
45. Collaboration with FAO, the International Fund for Agricultural Development (IFAD), the Inter-American Institute for Cooperation on Agriculture (IICA) and private-sector partners will continue. FAO and IICA provide agricultural, technical and organizational assistance to smallholders' organizations and their members. IFAD projects overlap

geographically with this component, and IFAD is interested in helping the smallholder organizations to benefit from its investment programmes with the Ministry of Agriculture, Livestock and Food.

<b>TABLE 1: BENEFICIARIES BY COMPONENT</b>			
	<b>Men/boys</b>	<b>Women/girls</b>	<b>Total</b>
Component 1: Malnutrition	26 250	76 250*	<b>102 500**</b>
Component 2: Resilience	22 500	22 500	<b>45 000</b>
Component 3: Markets	1 650	1 650	<b>3 300</b>
<b>TOTAL</b>	<b>50 400</b>	<b>100 400</b>	<b>150 800</b>

\* 26,250 girls and 50,000 PLW;

\*\* 52,500 children and 50,000 PLW.

<b>TABLE 2: FOOD RATION/TRANSFER BY COMPONENT (g/person/day)</b>				
	<b>Malnutrition</b>		<b>Resilience</b>	
	<b>Children 6–23 months</b>	<b>PLW</b>	<b>Food</b>	<b>C&amp;V</b>
SuperCereal Plus	60	-	-	-
SuperCereal/VitaCereal	-	100	30	-
MNPs*	0.3	-	-	-
Maize	-	-	400	-
Beans	-	-	80	-
Vegetable oil	-	-	30	-
C&V (USD/person/day)	-	-		0.35
<b>TOTAL</b>	<b>60.3</b>	<b>100</b>	<b>540</b>	<b>0.35</b>
<b>Total kcal/day</b>	<b>246</b>	<b>380</b>	<b>2 112</b>	<b>-</b>
% kcal from protein	16	14	11.6	-
% kcal from fat	9	6	22.3	-
Number of feeding days per year	365	365	64	36
Number of feeding days per beneficiary throughout CP	549	365	320	140

\* Guatemala policy specifies 1 g/person/day for 60 days every six months – 120 g/person/year.

<b>TABLE 3: TOTAL REQUIREMENTS BY COMPONENT</b>					
		<b>Malnutrition</b>	<b>Resilience</b>	<b>Markets</b>	<b>Total</b>
SuperCereal Plus	mt	2 100	-	-	<b>2 100</b>
	USD	3 435 773	-	-	<b>3 435 773</b>
SuperCereal/VitaCereal	mt	1 800	450	-	<b>2 250</b>
	USD	1 638 000	373 500	-	<b>2 011 500</b>
MNPs	mt	5	-	-	<b>5</b>
	USD	141 900	-	-	<b>141 900</b>
Maize	mt	-	6 000	-	<b>6 000</b>
	USD	-	2 700 000	-	<b>2 700 000</b>
Beans	mt	-	1 200	-	<b>1 200</b>
	USD	-	1 308 372	-	<b>1 308 372</b>
Vegetable oil	mt	-	450	-	<b>450</b>
	USD	-	687 127	-	<b>687 127</b>
<b>TOTAL</b>	mt	<b>3 905</b>	<b>8 100</b>	-	<b>12 005</b>
	USD	<b>5 215 673</b>	<b>5 068 999</b>	-	<b>10 284 672</b>
Cash and vouchers	USD	-	2 598 750	-	<b>2 598 750</b>
Capacity development and augmentation	USD	214 780	102 780	1 369 620	<b>1 687 180</b>
<b>TOTAL (USD)</b>		<b>5 430 453</b>	<b>7 770 529</b>	<b>1 369 620</b>	<b>14 570 602</b>
% of total requirements		37	53	10	<b>100</b>

## PROGRAMME AND RISK MANAGEMENT

46. Targeting will be based on the assessed needs of populations in areas identified by VAM, the integrated context analysis study and consultation with government counterparts.
47. Seasonal fluctuations in food prices and wages and other factors affecting beneficiaries' needs will be considered, to ensure that interventions and transfer modalities are appropriate, efficient and cost-effective.
48. Results will be measured using the logical framework and the country office monitoring and evaluation tool. WFP's new performance and risk organizational management information system will measure management results and document risks and mitigation responses.
49. For all components, performance plans will be prepared with implementing government institutions. Monitoring will include baseline studies, process and outcome monitoring, and a mid-term review by the third year of implementation. Monitoring and evaluation systems will collect primary data, including feedback from beneficiaries, and triangulate these with information from secondary sources to enhance the reliability of findings.
50. The mid-term evaluation will provide an evidence-based, independent assessment of performance to inform adjustments to CP implementation. The final evaluation will serve both accountability and learning purposes. Participatory methods for generating lessons learned will include case studies from interventions and beneficiaries' perspectives.

51. Local food procurement is a high priority. Purchases from smallholders will be subject to WFP procurement rules, but performance bonds will not be required from smallholder farmers' organizations, and WFP will provide bags with the appropriate branding. WFP will advocate for additional market opportunities for P4P organizations, beyond its own purchases.
52. WFP and the National Institute for Agricultural Trade of the Ministry of Agriculture, Livestock and Food handle logistics. The Government provides transport, staff and warehouses, covers distribution costs, and is responsible for customs clearance.

### **Risk Management**

53. The main identified risks are shifts in government priorities after the 2015 national elections, sudden-onset, large-scale natural disasters, deterioration of the security situation, volatile agricultural prices, and resource shortages caused by donors changing priorities.
54. National elections scheduled for September 2015 could result in shifts in government priorities. WFP will advocate with policy-makers and civil society for continuity of an integrated approach to food and nutrition insecurity during the next administration.
55. To mitigate the risk of inadequate commitment from counterparts or high staff turn-over disrupting project implementation, WFP will enhance coordination at all levels, draw up formal, annual implementation plans, and augment national capacities by training and coaching new staff.
56. Funding in middle-income countries is a challenge. WFP will maintain clear communications with existing and potential donors and position itself strategically in programme areas such as nutrition, resilience-building and markets for smallholders. Enhanced partnerships will mitigate the risk of underfunding.
57. Volatile commodity and fuel prices might reduce the quantities of food purchased and the number of beneficiaries served. WFP will monitor prices for local and regional purchases, and plan food distributions using fuel-saving routes.
58. Emergency preparedness, business continuity and recovery plans for mitigating the impact of natural disasters are in place.

### **Security Risk Management**

59. Guatemala is at United Nations security level 3, moderate. The United Nations Office on Drugs and Crime advises that the country has one of the world's highest homicide rates. The growing presence of organized crime, particularly street gangs and drug cartels, has contributed to increased violence. Minimum operating security standards (MOSS) and internal and external security assessments will be maintained throughout the CP. The Guatemala country office is MOSS-compliant and systematically updates its security analysis and guidelines. Staff training and coordination with the United Nations Department of Safety and Security and partners will also mitigate insecurity.

## ANNEX I-A

PROJECT COST BREAKDOWN			
	Quantity ( <i>mt</i> )	Value ( <i>USD</i> )	Value ( <i>USD</i> )
<b>Food</b>			
Cereals	6 000	2 700 000	
Pulses	1 200	1 308 372	
Oil and fats	450	687 127	
Mixed and blended food	4 350	5 447 273	
Others	5	141 900	
<b>Total food</b>	<b>12 005</b>	<b>10 284 672</b>	
External transport		122 017	
Other direct operational costs: food		384 171	
<b>Food and related costs<sup>1</sup></b>		<b>10 790 861</b>	<b>10 790 861</b>
Cash and vouchers		2 598 750	
Related costs		355 465	
<b>Cash and vouchers and related costs</b>		<b>2 954 215</b>	<b>2 954 215</b>
<b>Capacity development and augmentation</b>		<b>1 687 180</b>	<b>1 687 180</b>
Direct operational costs			15 432 256
Direct support costs (see Annex I-B) <sup>2</sup>			3 460 511
<b>Total direct project costs</b>			<b>18 892 767</b>
Indirect support costs (7.0 percent) <sup>3</sup>			1 322 493
<b>TOTAL WFP COSTS</b>			<b>20 215 260</b>

<sup>1</sup> This is a notional food basket for budgeting and approval. The contents may vary.

<sup>2</sup> Indicative figure for information purposes. The direct support cost allotment is reviewed annually.

<sup>3</sup> The indirect support cost rate may be amended by the Board during the project.

**ANNEX I-B**

<b>DIRECT SUPPORT REQUIREMENTS (USD)</b>	
<b>Staff and staff-related</b>	
Professional staff	319 620
General service staff	1 567 770
<b>Subtotal</b>	<b>1 887 390</b>
<b>Recurring and other</b>	<b>600 721</b>
<b>Capital equipment</b>	<b>25 000</b>
<b>Security</b>	<b>155 400</b>
<b>Travel and transportation</b>	<b>513 000</b>
<b>Assessments, evaluations and monitoring<sup>1</sup></b>	<b>279 000</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>3 460 511</b>

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<sup>1</sup> Reflects estimated costs when these activities are carried out by third parties.



ANNEX II: LOGICAL FRAMEWORK		
Results	Performance indicators	Assumptions
<b>Cross-cutting result</b>		
<b>Gender</b> Gender equality and empowerment improved	Proportion of households where females and males together make decisions over the use of cash, voucher or food Proportion of women beneficiaries in leadership positions of project management committees Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution	
<b>Protection and accountability to affected populations</b> WFP assistance delivered and utilized in safe, accountable and dignified conditions	Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain) Proportion of assisted people (men) who do not experience safety problems travelling to, from and/or at WFP programme site Proportion of assisted people (women) informed about the programme (who is included, what people will receive, where people can complain) Proportion of assisted people (women) who do not experience safety problems travelling to, from and/or at WFP programme sites	
<b>Partnership</b> Food assistance interventions coordinated and partnerships developed and maintained	Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks) Number of partner organizations that provide complementary inputs and services Proportion of project activities implemented with the engagement of complementary partners	



ANNEX II: LOGICAL FRAMEWORK		
Results	Performance indicators	Assumptions
<b>Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b>		
<b>Outcome 3.1</b> Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households	CAS: percentage of communities with an increased Asset Score FCS: percentage of households with acceptable Food Consumption Score (male-headed) Diet Diversity Score (male-headed households) CSI (Food): Coping Strategy Index (average) FCS: percentage of households with acceptable Food Consumption Score (female-headed) Diet Diversity Score (female-headed households)	Government does not change its priorities after the 2015 election. Government counterparts continue to provide technical assistance under the new government from 2016.
<b>Outcome 3.2</b> Risk reduction capacity of countries, communities and institutions strengthened	NCI: Resilience programmes National Capacity Index	As above.
<b>Outcome 3.3</b> Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels	Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	Food prices and production costs remain stable. Natural disasters do not affect production.
<b>Output 3.1</b> Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned Quantity of food assistance distributed, disaggregated by type, as % of planned Quantity of non-food items distributed, disaggregated by type, as % of planned Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned	Contributions can be adapted to the new distribution modality.



## ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Assumptions
<p><b>Output 3.2</b> Community or livelihood assets built, restored or maintained by targeted households and communities</p>	<p>Number of assets built restored or maintained by targeted households and communities, by type and unit of measure</p>	<p>Government does not change its priorities after the 2016 election.</p>
<p><b>Output 3.3</b> Human capacity to reduce risk of disasters and shocks developed</p>	<p>Number of people trained, disaggregated by sex and type of training</p>	
<p><b>Output 3.4</b> National systems for monitoring trends in food security and nutrition strengthened</p>	<p>Number of government counterparts trained in collection and analysis of food and nutrition security data Number of food security and nutrition monitoring/surveillance reports produced with WFP support</p>	
<p><b>Output 3.5</b> National nutrition, school feeding, safety net policies and/or regulatory frameworks in place</p>	<p>Number of national programmes developed with WFP support – nutrition, school feeding, safety net Number of technical assistance activities provided, by type Number of national safety net policies that are nutrition-sensitive</p>	
<p><b>Output 3.6</b> Increased WFP food purchase from regional, national and local markets and smallholder farmers</p>	<p>Quantity of food purchased locally through local and regional purchases (mt) Number of farmers' organizations trained in market access and post-harvest handling skills Number of smallholder farmers supported</p>	<p>As above.</p>
<p><b>Output 3.7</b> Increased WFP fortified foods, complementary foods and special nutrition products produced purchased from local suppliers</p>	<p>Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers</p>	<p>As above.</p>



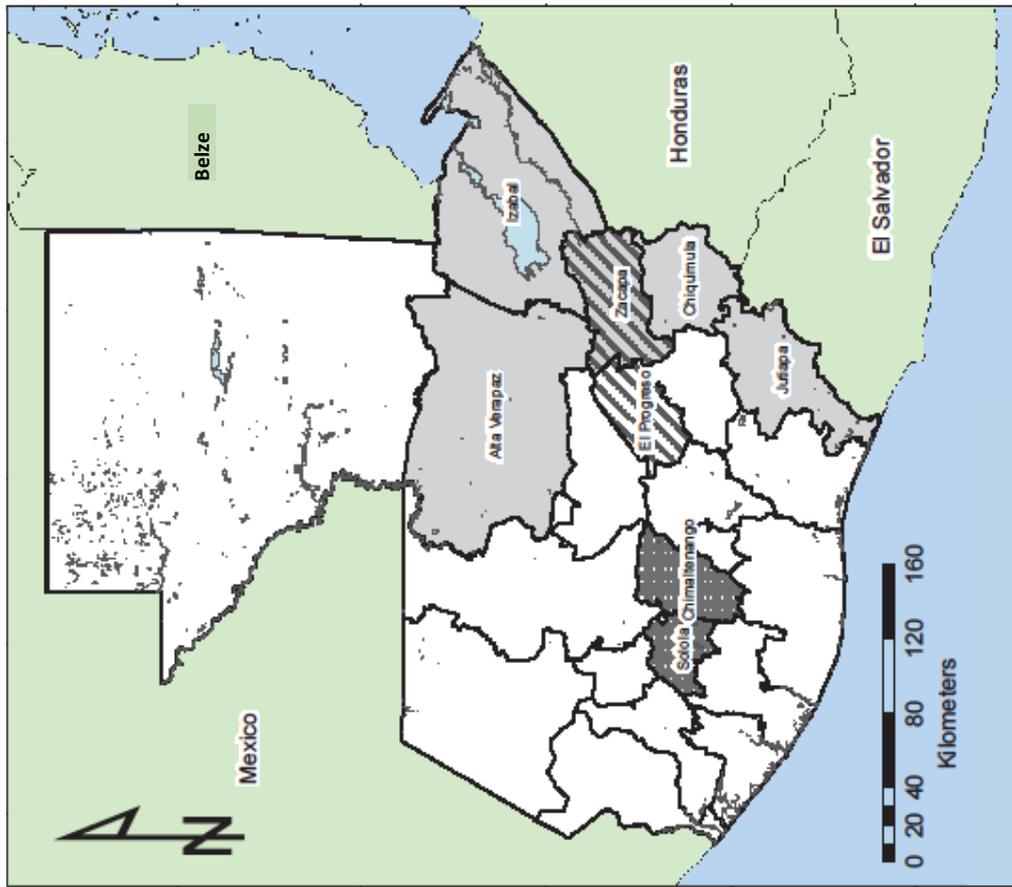
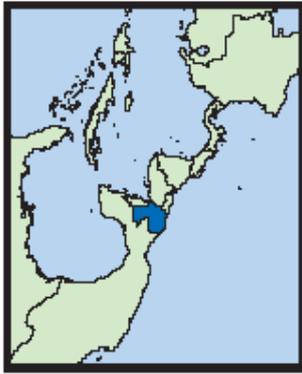
**ANNEX II: LOGICAL FRAMEWORK**

Results	Performance indicators	Assumptions
<b>Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger</b>		
<p><b>Outcome 4.1</b> Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children</p>	<p>Proportion of target population who participate in an adequate number of distributions Proportion of eligible population who participate in programme (coverage) Proportion of children who consume a minimum acceptable diet</p>	<p>No natural disasters in the implementation area.</p>
<p><b>Outcome 4.2</b> Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels</p>	<p>NCI: Nutrition programmes National Capacity Index NCI: School Feeding National Capacity Index</p>	<p>As above.</p>
<p><b>Output 4.1</b> Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries</p>	<p>Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned Number of institutional sites assisted (e.g. schools, health centres), as % of planned Quantity of food assistance distributed, disaggregated by type, as % of planned</p>	<p>Government counterparts continue to provide health services and special foods for children and pregnant and lactating women.</p>
<p><b>Output 4.2</b> Messaging and counselling on specialized nutritious foods and infant and young child feeding (IYCF) practices implemented effectively</p>	<p>Proportion of women/men beneficiaries exposed to nutrition messaging supported by WFP against proportion planned Proportion of women/men receiving nutrition counselling supported by WFP, against proportion planned Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP- supported messaging and counselling</p>	

<b>ANNEX II: LOGICAL FRAMEWORK</b>		
<b>Results</b>	<b>Performance indicators</b>	<b>Assumptions</b>
<p><b>Output 4.3</b> Policy advice and technical support provided to enhance management of food security, nutrition and school feeding</p>	<p>Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas – technical/strategic/managerial – disaggregated by sex and type of training Number of technical assistance activities provided, by type</p>	
<p><b>Output 4.4</b> Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems, including food security information systems</p>	<p>Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support Number of technical support activities provided on food security monitoring and food assistance, by type</p>	



# Guatemala Country Programme 200641 Intervention Areas



- Component 1: Malnutrition
- Component 2: Resilience
- Component 3: Markets
- Water Body
- Departmental boundaries



Prepared by UN World Food Programme  
 Guatemala Country Office, VAM Unit  
 Mapping on ArcGIS 9.3  
 August 27, 2014

## ANNEX III

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

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## ACRONYMS USED IN THE DOCUMENT

C&V	cash and vouchers
CP	country programme
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
IFAD	International Fund for Agricultural Development
IICA	Inter-American Institute for Cooperation on Agriculture
MDG	Millennium Development Goal
MNP	micronutrient powder
MOSS	minimum operating security standards
P4P	Purchase for Progress
PLW	pregnant and lactating women
SUN	Scaling Up Nutrition
VAM	vulnerability analysis and mapping