

Distribution: General

Date: 10 February 2017

Original: English

Agenda Item 7

WFP/EB.1/2017/7/2/Rev.2

Country Strategic Plans

For approval

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Ecuador Country Strategic Plan (2017–2021)

Duration	1 April 2017–31 December 2021
Total cost to WFP	USD 41,597,853
Gender marker*	2A

* <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

Executive Summary

Ecuador has made considerable progress with economic, social and human development in the past decade, but persistent challenges remain to achieving the 2030 Agenda and the Sustainable Development Goals, particularly goals 2 and 17. These challenges include a high prevalence of chronic malnutrition, increasing overweight and obesity coupled with micronutrient deficiencies, limited access to food and employment for refugees, vulnerability to natural disasters and climate change, gender inequalities and limited opportunities for smallholder farmers.

The third National Plan for Good Living (2013–2017) establishes a foundation for the development of government policies and programmes. Four of its twelve objectives are related to food security and nutrition and Sustainable Development Goal 2: i) eliminate child malnutrition; ii) ensure access to food; iii) ensure the sustainability of food systems; and iv) improve the living conditions of smallholder farmers. The United Nations and the Government, under the leadership of the Technical Secretariat for International Cooperation, developed the 2015–2018 United Nations Development Assistance Framework in line with national priorities.

The 2015 Strategic Review of Food and Nutrition Security in Ecuador¹ identified gaps and opportunities for achieving Sustainable Development Goal 2 and formed the basis for dialogue with national ministries and institutions. A multi-sector workshop was held in July 2016 to discuss the priorities of government partners and identify opportunities for WFP support.

¹ Latin American Faculty of Social Sciences. 2015. *Strategic Review Report on Food Security and Nutrition in Ecuador*.

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WFP's Country Strategic Plan for Ecuador seeks synergies with the actions of the Government and promotes knowledge transfer focused on four strategic outcomes:

- Strategic outcome 1: Refugees, displaced persons and vulnerable people in Ecuador are enabled to meet their basic food and nutrition requirements all year long (Strategic Result 1, National Plan for Good Living target 2.7).
- Strategic outcome 2: Smallholder farmers, especially women in targeted areas, durably increase their incomes and improve their productivity by 2021 (Strategic Result 3, National Plan for Good Living target 10.4).
- Strategic outcome 3: Food-insecure communities and individuals in areas that are highly vulnerable to climate change, and government institutions have strengthened capacity for adaptation to climate change by 2021 (Strategic Result 4, National Plan for Good Living target 7.10).
- Strategic outcome 4: National institutions and programmes in Ecuador, including social protection programmes, are supported to reduce food insecurity and malnutrition by 2021 (Strategic Result 5, National Plan for Good Living targets 3.6 and 3.11).

The country strategic plan consolidates WFP's role as a strategic ally of Ecuador's Government in facilitating the development and transfer of knowledge while maintaining capacity to complement government food security and nutrition programmes when needed.

Draft decision*

The Board approves Ecuador Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/2/Rev.2) at a total cost to WFP of USD 41.6 million.

* 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 an upper-middle-income country with a population of 16.5 million people.² Presidential and legislative elections will take place on 19 February 2017. Ecuador is hosting peace negotiations between the Government of Colombia and the second largest rebel group in Colombia, the National Liberation Army.
2. Between 2006 and 2014, gross domestic product (GDP) growth averaged 4.3 percent. This stimulus enabled increased social spending and investments in the energy, transportation and education sectors. According to national statistics, poverty declined from 37.6 to 22.5 percent during this period. Inequality of incomes decreased, as measured by the Gini coefficient, from 55.0 in 2003 to 45.4 in 2014.³
3. However these achievements are threatened by economic slowdown in response to declining oil prices since 2014 and a strong United States dollar. The prevalence of poverty rose from 22.5 percent of the population in 2014 to 23.3 percent in 2015, while the prevalence of rural poverty increased from 35.3 percent to 39.3 percent.³ This situation was exacerbated by the devastating April 2016 earthquake on the Ecuadorian coast. The Government initially estimated reconstruction costs at nearly 3 percent of GDP.

1.2 Progress Towards SDG 2

Progress on SDG 2 targets

4. *Access to food.* Ecuador ranks 47th of 104 countries on the Global Hunger Index.⁴ Poverty undermines access to food and reduces dietary diversity: fruits account for only 16 percent of the total food consumed by the poorest people, rising to 27 percent for the richest households.⁵ The average national consumption of fruit and vegetables – 183 g/person/day – is significantly lower than the recommended 400 g.⁶ In 2015, Ecuador hosted more than 60,000 refugees – more than 57,000 of whom were Colombian – and received 233,000 asylum applications.⁷ About 64 percent of recent arrivals have poor or borderline food consumption and low dietary diversity.⁸ People in this population group require food assistance to meet their basic food needs and restore their livelihoods;⁹ some Ecuadorian returnees face similar vulnerabilities.
5. *End malnutrition.* With significant public investment, notable progress was achieved. Between 1986 and 2014, the prevalence of chronic malnutrition in children under 5 decreased from 40.2 to 23.9 percent;² underweight prevalence decreased from 12.8 to 4.8 percent. In spite of significant progress, anaemia remains a serious public health concern, affecting 62 percent of children under 1 year⁶ of age. Concurrently the country has seen rising levels of obesity and overweight resulting from the “nutrition transition”, with up to 64 percent of adults being overweight or obese. Reasons for limited progress include lack of nutrition awareness, limited access to nutritious foods, low dietary diversity, limited access to water and basic sanitation, and children’s high exposure to disease.⁵
6. *Smallholder farmers’ productivity and incomes.* Agriculture remains the main source of livelihoods in Ecuador, employing 28.5 percent of the economically active population – 68.5 percent in rural areas. Family farming account for an estimated 75 percent of total Agricultural Units, but utilize only 17 percent of the country’s agricultural land. Smallholder farmers produce much of the food for daily consumption.⁹ Women constitute approximately 43 percent of the population employed in agriculture. Indigenous women face gender, occupational

² National Institute of Statistics and Census. 2016. Tabulated Survey of Living Conditions.

³ World Bank: <http://data.worldbank.org/country/ecuador>

⁴ Secretariat of Planning and Development. June 2016.

⁵ *Facultad Latinoamericana de Ciencias Sociales (FLACSO; Latin American Faculty of Social Sciences)*. 2015.

⁶ National Health and Nutrition Survey. 2013.

⁷ Ministry of Foreign Affairs and Human Mobility. 2016.

⁸ WFP project baseline. 2015.

⁹ National Strategy for Equality and the Eradication of Poverty. 2014.

and ethnic discrimination, which limits their participation and productivity and results in heavy workloads, limited decision-making power, limited knowledge of their rights and limited access to property titles.⁵

7. *Sustainable food systems.* The sustainability of food systems is threatened by population growth, soil erosion, exposure to natural disasters, reduced land productivity, land and environmental degradation, and climate change.¹⁰ Ecuador is highly vulnerable to natural disasters that cause loss of life and damage to infrastructure: of the 135 major disasters recorded between 1900 and 2015,¹¹ 60 percent were caused by hydrometeorological phenomena – droughts, floods and wet landslides¹² – and 40 percent by geophysical events such as earthquakes, volcanic eruptions and dry landslides.¹³ The April 2016 earthquake was expected to decrease Ecuador's 2016 GDP growth by 0.7 percentage points, with reconstruction costs estimated at USD 3.34 million.⁴ Climate change intensifies El Niño Southern Oscillation events, with negative impacts on biodiversity, agriculture and fisheries, threatening food production and exerting an upward pressure on food prices.⁵ Poor and food-insecure populations in the areas most vulnerable to climate change have limited capacity to cope with these threats.

Macroeconomic environment

8. The pace of Ecuador's economic development has been matched by progress in human development: the Government has prioritized investments in social policies based on a universal and inter-sector model. However, the country is entering a period of fiscal austerity following a decline in revenues from oil, Ecuador's main export. Real GDP growth was expected to contract by 2.1 percent in 2016 and by an average of 1.2 percent in 2017 and 2018.¹⁴ Stronger oil and mining output together with growth in trade with Europe could spur economic recovery in 2019–2021.

Key cross-sector linkages

9. Ecuador ranked 88th of 188 countries in the 2015 Human Development Index.¹⁵ The country achieved all the Millennium Development Goal targets, except in reducing maternal mortality by at least 75 percent. On the Gender Inequality Index, Ecuador is ranked 88th of 149 countries.¹⁵ Significant improvements in this area include an increased representation of women in the National Assembly, but maternal mortality, inequalities in access to employment, discrimination, and sexual and gender-based violence continue to have negative impacts on women's food security and nutrition, especially in rural areas and among indigenous and refugee communities.¹⁵ Six out of ten Ecuadorian women have suffered sexual and gender-based violence, rising to seven out of ten among indigenous women.²

1.3 Hunger Gaps and Challenges

10. The 2015 Strategic Review Report on Food Security and Nutrition in Ecuador conducted by Ecuador's *Facultad Latinoamericana de Ciencias Sociales* (FLACSO; Latin American Faculty of Social Sciences) identified the following gaps and challenges:
 - Despite notable progress in addressing issues related to human mobility, refugees, returnees and vulnerable migrants, especially recent arrivals, have limited knowledge of the public services available to them – health, education and social security – and limited access to social protection programmes. This reduces their ability to fulfill their basic needs and restore their livelihoods. There has been limited analysis of the vulnerability of migrants, especially Colombians.

¹⁰ National Strategy for Equality and the Eradication of Poverty. 2014.

¹¹ Centre for Research on the Epidemiology of Disasters. 2015.

¹² Secretariat for Risk Reduction. 2015. National Contingency Plan for El Niño.

¹³ Ministry of Environment. 2012. National Strategy for Climate Change.

¹⁴ *El Comercio*. October 2016.

¹⁵ United Nations Development Programme (UNDP). 2015. *Human Development Report*.

- Innovative solutions are needed to eradicate chronic malnutrition in line with national targets; links between the nutrition strategy¹⁶ and social protection are a promising avenue to explore. Cash- and food-based social assistance programmes and poverty reduction interventions could become more nutrition-sensitive and contribute to improving nutrition outcomes.
- Targeted support to smallholder farmers could be improved to diversify the rural economy, enhance quality, strengthen the financial and administrative management of smallholder organizations, and increase smallholders' marketing opportunities. These improvements could be made through capacity strengthening at the local level, the participation of local actors, and coordination between the national and local levels, especially through the Coordination Units for Commercial Networks and Innovation in the Ministry of Agriculture, Livestock, Aquaculture and Fisheries. Other improvements could include campaigns to promote smallholder farmer aggregation, improve processes and provide quality assurance for producers wishing to participate in public procurement platforms.
- The capacity of local governments could be strengthened by: i) raising awareness of climate change impacts; ii) coordinating actions with national authorities on outreach and education; iii) integrating climate change into local land management and development plans; and iv) adopting mandatory technical standards and local laws to manage climate risks.
- Cross-sector, inter-institution and inter-agency coordination needs to be strengthened, including through better communication on public policy implementation between the national and local levels. Monitoring and evaluation mechanisms could also be improved to inform decision-making and public policy formulation by providing more evidence of the impacts of food security and nutrition programmes, especially when responding to human mobility and climate change.

1.4 Key Country Priorities

Government priorities

11. The Ecuadorian Constitution of 2008 emphasizes human and environmental rights, the concept of “good living” and the equitable distribution of wealth. Food sovereignty¹⁷ is one of the pillars of the new development model and Articles 13 and 281 of the Constitution guarantee the right to safe and permanent access to healthy and nutritious food.¹⁸ In the framework of Ecuador's *Plan Nacional del Buen Vivir* (PNBV; National Plan for Good Living), the Government developed two action plans – one focused on changing the production model and the other on equality and poverty eradication.
12. The Coordinating Ministry of Social Development leads multi-sector programmes for tackling the causes of malnutrition, including the nutrition strategy targeting children under 2. Other strategies and programmes include the Full Childhood and the Healthy Habits and Comprehensive Care campaigns led by the Ministry of Public Health; child development services led by the Ministry of Economic and Social Inclusion; and school meals guided by the Ministry of Education.
13. The PNBV promotes the economic and social inclusion and protection of people in situations of human mobility. The Vice Ministry of Human Mobility is dedicated to refugee, returnee and migrant issues. The *Agenda Nacional de Igualdad para la Movilidad Humana* (ANIMHU; National Equality Agenda for Human Mobility) 2013–2017 aims to safeguard the rights of people in situations of human mobility. The draft Law on Human Mobility also emphasizes the rights and security of migrants.

¹⁶ *Estrategia Acción Nutrición*.

¹⁷ Article 281 of Ecuador's 2008 Constitution stipulates that: “Food sovereignty is a strategic objective and an obligation of the State to ensure that individuals, communities, peoples and nations achieve permanent self-sufficiency of healthy and culturally appropriate food”.

¹⁸ WFP Ecuador Country Strategy 2012–2016.

14. The National Climate Change Strategy 2012–2025 prioritizes nine sectors for adaptation actions and another five for mitigation, and is expected to create mechanisms for inter-sector dialogue on mainstreaming and prioritizing climate change issues. The Risk Management Secretariat leads the National Decentralized Risk Management System, which comprises the risk management units of all public and private institutions at the local, regional and national levels. It aims to protect individuals and communities from the adverse effects of natural and human-induced disasters.

United Nations and other partners

15. The United Nations Development Assistance Framework (UNDAF) 2015–2018 prioritizes five results related to the PNBV: i) rule of law and participation; ii) reduced inequality, cohesion, inclusion and quality of life; iii) eradication of discrimination and gender-based violence, and enhanced gender equality; iv) environmental sustainability, resilience and risk management; and v) sustainable and equitable economic development.
16. The World Bank, the Inter-American Development Bank, the Union of South American Nations and the Community of Latin American and Caribbean States also focus on food security, rural development, nutrition and disaster risk reduction.

2. Strategic Implications for WFP

2.1 WFP's Experience and Lessons Learned

17. Present in Ecuador since 1964, WFP has a strategic partnership with the Government for improving the food security and nutrition of the most vulnerable women, men, girls and boys. WFP has a significant role in complementing the Government's support to refugees and facilitating refugees' integration into host communities; developing resilience to climate change and natural disasters; and enhancing capacities at the national and local levels. WFP also participates in the Inter-Institutional Committee for the Evaluation of the Strategy for Accelerated Reduction of Chronic Child Malnutrition, with the World Bank, the World Health Organization (WHO), the United Nations Children's Fund (UNICEF), the Ministry of Economic and Social Inclusion, the Ministry of Agriculture, Livestock, Aquaculture and Fisheries, and the Ministry of Public Health.
18. Lessons from consultations and evaluations¹⁹ highlight the following:
- Coordination is most effective when WFP's work at the local level is aligned with national guidelines and priorities and involves the inter-sectoral participation of local governments, local chapters of national institutions, other United Nations agencies and partner non-governmental organizations (NGOs).
 - In northern border provinces affected by insecurity, cash-based transfers (CBTs) were considered an appropriate modality for improving access to food and dietary diversity and protection of beneficiaries, and reducing gender-based violence.
 - WFP's work on climate change resilience and adaptation, based on community-based participatory planning, has had a positive impact on the quality of people's lives, increasing their resilience to and awareness of the adverse effects of climate change. It has also strengthened the capacity of local governments, which have incorporated their experiences into local land management plans.
 - WFP's comprehensive approach to food security is sensitive to local cultures and contexts. WFP has strengthened stakeholders in the grassroots economy through local purchases. Its response to the April 2016 earthquake was integrated with the Government's conditional cash distribution platform and geared towards revitalizing the local economy.

¹⁹ Protracted relief and recovery operation (PRRO) 200275; WFP and Office of the United Nations High Commissioner for Refugees (UNHCR) joint assessment; IFPRI/FLACSO impact studies.

2.2 Opportunities for WFP

19. The strategic review and consultations highlighted the potential for WFP to support Ecuador's efforts to achieve Sustainable Development Goals (SDGs) 2 and 17 by:
- supporting equitable access to information and services – including safety nets, education, health services and training – for displaced people, and analysis of their vulnerability;
 - supporting the incorporation of nutrition outcomes and nutrition-sensitive interventions into social protection and resilience programmes;
 - promoting opportunities for smallholder farmers by linking them to national and local procurement platforms and social protection programmes;
 - supporting the adaptive capacity of vulnerable communities by developing their capacities, increasing their awareness of climate change and implementing adaptation measures in priority sectors such as environment, water resources, climate monitoring, food sovereignty and security, with a view to achieving gender equality; and
 - providing technical assistance and strengthening national capacity in emergency preparedness and response, and undertaking food and logistics emergency responses to complement government efforts. WFP should use existing platforms and mechanisms in line with its support to the response to the April 2016 earthquake and based on its relationship with the Secretariat for Risk Management.

2.3 Strategic Changes

20. In past years, WFP's portfolio has focused on supporting Colombian refugees. Support to refugees will still be needed, but the number of refugees is likely to decrease in the next few years with the peace process in Colombia. Other vulnerable populations displaced as a result of natural disasters, returning migrants and refugees of other nationalities are likely to require food assistance until they have access to government programmes. WFP needs to maintain the capacity to complement government support to refugees and other food-insecure populations, including people affected by chronic malnutrition or large-scale shocks, at the Government's request, based on vulnerability targeting and in line with government priorities. WFP's contribution in this area will be informed by vulnerability analysis and embedded in national social protection platforms to the extent possible.
21. WFP will build on its support to smallholder farmer organizations through the school meals programme, increasing farmers' incomes and sustainably improving their productivity through participation in national and local procurement systems. This represents a major shift in focus and scale: WFP will continue to facilitate purchases for school meals to support smallholder farmers while strengthening farmers' capacity and expanding their sustainable access to larger institutional purchasers and other markets.
22. Climate change adaptation requires increased attention in Ecuador. WFP will build on its experience with the Adaptation Fund and explore additional funding and programming opportunities to enhance long-term resilience to climate change for food and income security, including through comprehensive risk management schemes such as the R4 Rural Resilience Initiative.
23. WFP has developed and implemented a range of social protection programmes, including an effective model for school meals programmes, nutrition-sensitive CBTs and activities related to chronic malnutrition. WFP will gradually shift its focus from the implementation of programmes to their hand-over to national systems and government capacity strengthening. When needed, WFP will develop and implement new models jointly with the Government. These efforts will be positioned in a broader approach to knowledge-sharing and technical assistance in food security and nutrition.

3. WFP's Strategic Orientation

3.1 Direction, Focus and Intended Impacts

24. This Country Strategic Plan (CSP) positions WFP as a strategic and public policy partner, supporting the Government's efforts to achieve SDGs 2 and 17. WFP will promote the food security and nutrition of priority vulnerable groups through strategic alliances and innovative, culturally sensitive actions integrated into broader social protection platforms and contributing to food sovereignty.
25. This fundamental shift in WFP's partnership with the Government comprises an increased focus on knowledge generation and capacity strengthening, spanning both coordination at the national level and implementation at the local level. WFP will support public policies and activities that the Government has prioritized based on evidence, knowledge, technical assistance, exchange of experiences – including through South–South cooperation – and partnerships for improving food security and nutrition.
26. WFP will apply a gender lens throughout the CSP. To enhance its positive impact on gender equality, WFP will work with UN-Women in coordination with the Council for Gender Equality, the Judicial Council and the Ministry of Justice, Human Rights and Cults. Gender analysis and the needs, interests, priorities, vulnerabilities and capacities of women and men will inform all activities and outcomes.
27. WFP will implement this CSP in line with government priorities and the UNDAF, and in coordination with national institutions, contributing to the PNBV and achievement of the SDGs.
28. WFP will support the achievement of SDGs 2 and 17 through four strategic outcomes based on its Strategic Results for access to food, smallholder productivity, sustainable food systems, and capacity strengthening. Each strategic outcome includes activities corresponding to government priorities and WFP's experience and expertise. The five-year strategy envisages a decrease in WFP's direct implementation of programmes and the progressive hand-over of activities to government.

3.2 Strategic Outcomes, Focus Areas, Expected Outputs and Key Activities

Strategic outcome 1: Refugees, displaced persons and vulnerable people in Ecuador are enabled to meet their basic food and nutrition requirements all year long

29. The ANIMHU and the Law on Human Mobility²⁰ focus on migrants, refugees and returnees. WFP will collaborate with the Vice Ministry of Human Mobility to ensure the food security and nutrition of displaced people, including migrants, refugees and returnees.²¹ Refugees, returnees and vulnerable host communities will be targeted, with special attention to new arrivals, who require greater protection and assistance. The majority of newly arrived refugees from Colombia receiving WFP assistance report that it is their main source of food; in the absence of WFP's assistance, these refugees resort to negative coping strategies, relying on friends or family for food or reducing the number of daily meals.
30. WFP's activities will be informed by gender and protection considerations and integration measures, and adapted to local cultures and contexts. Its responses will be comprehensive and will complement government social protection programmes and the interventions of other actors, especially United Nations agencies such as the Office of the United Nations High Commissioner for Refugees (UNHCR) and the International Organization for Migration (IOM).
31. Based on its experience in supporting the Government's response to the April 2016 earthquake, WFP will maintain its capacity to complement government emergency responses relying on existing social protection platforms.
32. This outcome is aligned with Objective 2 of the PNBV “foster social and territorial equity, cohesion, inclusion and equality in diversity”, target 7 “guarantee protection and encourage

²⁰ ANIMHU 2013–2017, Ministry of Foreign Affairs and Human Mobility, Secretariat of Planning and Development, 2014.

²¹ As defined by the ANIMHU and the Law on Human Mobility.

economic and social inclusion of people involved in human mobility, as well as their diverse types of families”.

Focus areas

33. This strategic outcome will be supported by WFP’s response to maintain food security and nutrition in cases of human mobility or extreme vulnerability, including through approaches that enable recovery and restore livelihoods. The primary focus of this outcome is crisis response.

Expected outputs

34. This outcome will be achieved through four outputs:
- CBTs and information on access to social protection programmes provided to targeted populations;
 - nutrition education provided to targeted populations;
 - analysis and evidence of vulnerability among affected populations produced; and
 - technical assistance and training provided to targeted populations.

Key activities

35. Activity 1: Complement the Government’s social protection strategy by providing CBTs to the most vulnerable populations and support in vulnerability analysis and knowledge management. To ensure access to food for newly arrived refugees and other displaced people, WFP will use nutrition-sensitive CBTs. The targeting criteria agreed with the Government²² prioritize people based on their vulnerability to food insecurity and their access to other social protection programmes. Integrating a gender approach, WFP will focus on women-headed households with children under 2 and pregnant and lactating women.
36. WFP will work with the Vice Ministry of Human Mobility and other stakeholders to identify the role of food assistance in supporting the social and economic reintegration of refugees, returnees and other migrants. WFP will create spaces for coordination between the Vice Ministry of Human Mobility and institutions implementing social protection programmes to ensure the inclusion of displaced people in these programmes. WFP will also facilitate engagement with other entities such as local governments, universities and civil society. On the ministry’s request, it will provide technical assistance in assessing the food security of refugees and returnees, their socio-economic situations, and opportunities for their integration into national programmes.
37. Assistance will also aim to improve food consumption and dietary diversity. In collaboration with the Coordinating Ministry of Social Development,²³ the Ministry of Economic and Social Development, and the Ministry of Public Health, and in line with the Accelerated Strategy to Reduce Chronic Malnutrition, WFP’s food assistance will be nutrition-sensitive and conditional on attendance at nutrition education sessions, and will comprise fresh, healthy and nutritious foods, and nutrition counselling. When requested, and based on need, WFP will expand assistance to people affected by natural disasters and other crises.
38. Activity 2: Strengthen strategies to link sustainable livelihoods to food security and nutrition activities. Based on lessons learned from UNHCR’s graduation model,²⁴ WFP will complement the actions of other stakeholders to promote the integration of the most vulnerable groups into local communities to improve their socio-economic status and ensure the sustainability of their livelihoods. WFP will seek synergies and strategic alliances to strengthen the livelihoods of all beneficiaries in line with the UNDAF.

²² This will include coordination of human mobility with the Vice Ministry of Human Mobility and emergency response with the Coordinating Ministry for Social Development, the Ministry of Economic and Social Inclusion and the Risk Management Secretariat.

²³ Pregnant mothers and children under 1 year are targeted under the inter-agency project for strengthening local food systems and developing local capacities to improve production, access to healthy, nutritious and safe food and nutrition of families in the province of Imbabura.

²⁴ The graduation model is based on targeting, support for consumption, savings, training and regular counselling, and transfer of assets.

Strategic outcome 2: Smallholder farmers, especially women, in targeted areas, durably increase their incomes and improve their productivity by 2021

39. On the Government's request, and in coordination with the Ministry of Agriculture, Livestock, Aquaculture and Fisheries, WFP will support smallholder farmers and strengthen linkages between food consumption and local production, especially for women farmers. This outcome will build on WFP's partnership with the Food and Agriculture Organization of the United Nations (FAO), incorporating lessons learned and best practices from joint programmes. It is aligned with Objective 10 of the PNBV "promote transformation of the productive matrix" – in line with the National Strategy to Strengthen Rural Production and Smallholder Farming – target 4 "promote production and productivity sustainably, encouraging inclusion and redistributing production factors and resources in the agriculture, aquacultural and fishing sectors".

Focus areas

40. This strategic outcome addresses the root causes of food insecurity and vulnerability among smallholder farmers, including low productivity and limited livelihood opportunities. It aims to protect the food security and nutrition of smallholder farmers while strengthening institutional capacity to support and respond to the needs of this target group. The primary focus of this outcome is root causes.

Expected outputs

41. This outcome will be achieved through three outputs:
- training and technical support provided to targeted farmers to complement support provided by the Ministry of Agriculture, Livestock, Aquaculture and Fisheries, FAO and others;
 - targeted farmers receive WFP assistance in participating in national and commercial mechanisms and markets; and
 - targeted schools and children receive diversified food and nutritionally balanced meals.

Key activities

42. Activity 3: Support and increase the participation of smallholder farmer organizations in national and local commercial mechanisms and institutional markets. Ecuador is focusing on increasing the supply of food from the grassroots economy and local procurement mechanisms for social protection programmes such as the national school snack programme, which covers 2.8 million children. In collaboration with the Government, WFP will refine its decentralized model, which connects smallholder farmers to nutrition-sensitive school meals programmes through the procurement of fresh, nutritious foods. The model provides school lunches to children while expanding market opportunities for smallholder farmers. These activities will be aligned with programmes of the Ministry of Agriculture, Livestock, Aquaculture and Fisheries, and conducted in coordination with the Ministry of Education and local procurement programmes to ensure the quality, timeliness and relevance of the food supply.
43. Support will also be provided to strengthen the commercial networks of smallholder organizations and expand their access to other markets such as kindergartens and hospitals. This activity is focused on supporting smallholder farmers and strategic partnerships with the Ministry of Agriculture, Livestock, Aquaculture and Fisheries, and Rome Based Agencies. Schoolchildren benefiting from WFP school meals will also benefit from this activity until it is handed over to the Government through efforts under strategic outcome 4.
44. Activity 4: Strengthen the capacity of farmer organizations. Technical assistance will focus on logistics for the supply of fresh and nutritious food, and include nutrition education and marketing training for smallholder farmer organizations. As women smallholders – especially indigenous women – face more obstacles to selling their products than men do, WFP will provide skills training and capacity strengthening to promote women farmers' leadership and economic empowerment. WFP will prioritize support to smallholder organizations with mainly women members or in which women occupy leadership positions.

Strategic outcome 3: Food-insecure communities and individuals in areas that are highly vulnerable to climate change, and government institutions have strengthened capacity for adaptation to climate change by 2021

45. In working towards this outcome, WFP will support government efforts to implement the National Strategy on Climate Change and the Risk Management Agenda, focusing on the food security and nutrition of vulnerable populations. This outcome is framed within priority 4 of the Sendai Framework for Action:²⁵ Increase disaster preparedness to respond effectively and “reconstruct better” in the areas of recovery, rehabilitation and reconstruction. It is aligned with Objective 7 of the PNBV “guarantee the rights of nature and promote environmental sustainability globally”, target 10 “implement climate change mitigation and adaptation measures to reduce economic and environmental vulnerability, with emphasis on priority groups”.

Focus areas

46. The aim of this strategic outcome is to strengthen the capacities of vulnerable people and national and local institutions to respond and adapt to the adverse effects of climate change, leading to strengthened resilience to climate-related shocks among individuals and communities. The primary focus of this outcome is resilience-building.

Expected outputs

47. The outcome will be achieved through three outputs:
- local communities – including of Afro and indigenous people – and institutions receive technical assistance to improve their knowledge and capacity in reducing climate risks;
 - adaptive measures implemented to respond to climate threats and food insecurity; and
 - national and local emergency preparedness and response mechanisms provided with technical support to enhance their effectiveness.

Key activities

48. Activity 5: Strengthen or develop emergency preparedness and response and early warning systems. WFP will work with the Government to strengthen information and early warning systems for emergency preparedness and response and climate change adaptation. WFP will: i) strengthen the capacity of national institutions to assess the impacts of emergencies, disasters and climate change on the food insecurity and nutrition of affected populations through training on assessment methodologies; ii) provide training on the management of emergency supply chains; iii) advocate for the inclusion of food security and nutrition considerations in emergency preparedness and response tools; and iv) foster community-based preparedness plans. WFP will also contribute to the design of vulnerability mapping studies on food security, nutrition and economic, social and environmental vulnerability, in line with government priorities. This activity will target national and community-level entities, ensuring the equitable engagement of women and men; it will be undertaken in collaboration with the Ministry of Environment.
49. Activity 6: Strengthen the implementation of adaptation and resilience measures. This activity will strengthen the capacity of public and private entities and people to identify risks and plan measures for mitigating and adapting to climate change. WFP will support decentralized participatory processes using its “three-pronged approach” to analyse, identify and plan climate change adaptation, mitigation and prevention measures for dealing with the adverse effects of disasters.
50. WFP and the Ministry of Environment will develop and implement joint proposals for: i) adapting to climate change, with an emphasis on food security and nutrition; and ii) addressing gender considerations in the Ministry of Environment’s priority areas – water resources, ecosystems, citizens’ empowerment and participation in agriculture. WFP will provide technical assistance for the formulation of climate change adaptation strategies and advocate for the

²⁵ Sendai Framework for Disaster Risk Reduction 2015–2030.

inclusion of climate change in local policies and budgets. With the Ministry of Environment, it will identify the necessary partnerships with other stakeholders including government agencies, NGOs and United Nations agencies.

Strategic outcome 4: National institutions and programmes in Ecuador, including social protection programmes, are supported to reduce food insecurity and malnutrition by 2021

51. Based on its commitment to generating evidence and supporting national capacities, WFP will work with the Government to support the implementation of malnutrition reduction strategies and social protection programmes in line with sector-wide priorities. Evidence will be generated to inform decision-making and public policy and to improve the design and implementation of food security and nutrition strategies. This outcome is aligned with Objective 3 of the PNBV “improve people’s quality of life”, target 6 “promote, among the public and society, habits of eating nutritious, healthy foods to enjoy physical, emotional and intellectual development appropriate to age and physical condition”. This is the PNBV’s main objective aimed at eradicating chronic malnutrition in children under 2 and reversing the trend for obesity and overweight in children aged 5–11 years. The Coordinating Ministry of Social Development leads efforts against malnutrition through the Accelerated Strategy to Reduce Chronic Malnutrition.

Focus areas

52. This strategic outcome seeks to improve national capacities to address the root causes of food insecurity and malnutrition through strengthened social protection programmes. Its primary focus is root causes.

Expected outputs

53. This outcome will be achieved through two outputs:
- national food security and nutrition authorities and programmes receive technical assistance in the design, implementation and management of national and local food security and nutrition programmes; and
 - policy frameworks and the design and implementation of food security and nutrition programmes reflect global best practices and experiences, including South–South cooperation.

Key activities

54. Activity 7: Technical assistance, research and assessments to improve the implementation of programmes linked to food security and nutrition. This activity aims to promote dietary diversity through effective national programmes. WFP will support programmes focused on nutrition education, school-age children in priority areas defined by the Government, and on the first 1,000 days following conception, in coordination with the Coordinating Ministry of Social Development and other ministries – the Ministry of Education, the Ministry of Economic and Social Inclusion, the Ministry of Agriculture, Livestock, Aquaculture and Fisheries and the Ministry of Public Health. Themes for nutrition education will include food security and nutrition, healthy eating habits, hygiene practices, prevention of gender-based violence, protection, preparation of menus with locally sourced products, and breastfeeding.
55. The school meals programme linked to purchases from smallholder farmers implemented under strategic outcome 2 will be used to advocate for public policies and to provide technical assistance in programme design before gradual hand-over to the Government. While strategic outcome 2 emphasizes support to smallholder farmers in the school meals programme, strategic outcome 4 focuses on capacity strengthening of institutions and individuals. A component on child nutrition counselling will be developed for incorporation into social programmes²⁶ and use in rural and other targeted schools. Nutrition counselling will be linked to the objectives of government strategies related to child nutrition and will include training of government staff and the programme’s target population.

²⁶ For example, community surveillance centres, Comprehensive Centres of Good Living, the Growing with Our Children programme, the school feeding programme and Shoulder to Shoulder.

56. With the Coordinating Ministry of Social Development and other ministries, WFP will provide technical assistance to strengthen strategies for the prevention and reduction of micronutrient deficiencies, the normative framework on healthy eating habits, and other government strategies aimed at promoting healthy eating. Through the Coordinating Ministry of Social Development, the activity will promote safe water and sanitation, and create space for collaboration between local governments and national institutions.
57. Jointly with the Government, WFP will contribute to the development or improvement of monitoring and evaluation of child nutrition in the Growing with Our Children Programme,²⁷ the Comprehensive Child Care Centres,²⁸ school feeding and other programmes. Special emphasis will be placed on quality control of the food delivered, choice of assistance modality and development of menus that are consistent with nutrition objectives and local contexts.
58. Activity 8: Knowledge management and sharing of best practices and studies, including through South–South cooperation. WFP will support government institutions in: i) conducting impact studies and cost-effectiveness analysis of interventions for reducing malnutrition; and ii) mainstreaming experiences and lessons learned into programming. WFP will also support national institutions in disseminating studies for an increased understanding of malnutrition; exchanging experiences; South–South cooperation; and study visits aligned with national strategies for changing the productive model, emergency preparedness, enhancing equality and reducing poverty, food sovereignty and security, and accelerating the reduction of malnutrition.

3.3 Transition and Exit Strategies

59. WFP will incorporate mechanisms for sustainability in all of its activity plans, including exit strategies, which will be developed jointly with ministries, decentralized governments and communities. Partnerships with decentralized governments and sharing of costs and responsibilities are important mechanisms for sustainability in WFP's hand-over strategies. Budget complementarity with ministries will be included in yearly action plan agreements that define WFP's partnerships with government institutions.
60. As refugees gain access to social services and employment opportunities, their integration into Ecuadorian society will be more durable. Linking relief assistance to recovery actions improves the self-reliance of Colombian refugees and other vulnerable groups. Working closely with other agencies and government ministries, WFP will embed its actions in local frameworks, supporting communities, smallholder farmer organizations and local markets.

²⁷ *Creciendo con Nuestros Hijos.*

²⁸ *Centros Integrales del Bien Vivir.*

4. Implementation Arrangements

4.1 Beneficiary Analysis

Strategic outcome	Activity	Women/girls	Men/boys	Total
1	1: Provide CBTs to the most vulnerable populations	73 511	65 189	138 700
2	3: Support and increase the participation of smallholder farmers in national and local commercial mechanisms and markets	19 743	17 507	37 250
TOTAL		93 254	82 696	175 950

61. WFP will target three groups over the five years of the CSP: 36,600 newly arrived asylum seekers, 77,100 vulnerable migrants, and 25,000 vulnerable pregnant and lactating women and children under 2 through activity 1. These numbers are based on current estimates and were agreed with government stakeholders. Through activity 3, WFP will target 19,743 girls and 17,507 boys with school meals for three years, starting with 15,000 children in 2017, as agreed with the Government. The school meals programme will be fully handed over to the Government in 2019.
62. Ecuador will continue to use the current WFP targeting and monitoring database, which has demonstrated its efficiency and enables a wide range of analysis. Through the four strategic outcomes, WFP will complement, assist and strengthen government institutions and their staff at the central and local levels.

4.2 Transfers

Food and Cash-Based Transfers

	Strategic outcome 1			Strategic outcome 2
	Activity 1			Activity 3
Beneficiary group	Refugees	Vulnerable migrants	Nutritionally vulnerable people	School-age children
Modality	CBTs	CBTs	CBTs	CBTs
Total kcal/day	882	441	441	335
Total cash (USD/person/day)	0.83	0.42	0.42	0.30
Number of feeding days	180	180	365	200

Strategic outcome	Value (USD)
1	15 074 583
2	2 235 000
TOTAL	17 309 583

63. WFP will consolidate and scale up successful nutrition-sensitive responses, taking into consideration the food security situation, dietary diversity, protection needs, local government priorities and partner capacities. WFP's strategy is based on lessons learned from a CBT-based project carried out with the International Food Policy Research Institute (IFPRI) and the use of vouchers during protracted relief and recovery operation 200701. Both experiences showed that vouchers are effective in improving food security and dietary diversity. The use of CBTs had positive impacts on protection and mitigation of sexual and gender-based violence, particularly in community projects, where working together contributed to building trust and cohesion.
64. WFP's use of an electronic tracking platform for CBTs has increased accountability and minimized risks. As a result, WFP will prioritize the use of conditional CBTs to improve food security and dietary diversity. For all beneficiaries, transfers will be conditional on participation in at least one monthly training session covering nutrition, sexual and gender-based violence, and livelihood options.
65. Selection of the transfer modality will be based on context and assessments. WFP will continue assessing the relevance and impact of CBTs. When feasible, it will leverage existing government platforms and modalities, especially with the Coordinating Ministry of Social Development and the Ministry of Economic and Social Inclusion, as it did during the April 2016 earthquake response.
66. The value of assistance to newly arrived asylum seekers (group 1) is USD 25 per person per month, providing the means to obtain at least 42 percent of the required daily energy intake of 2,100 kcal. Assistance is calculated to bridge the average shortfall in individual incomes to acquire 2,100 kcal per day, based on the local dollar equivalent. In Ecuador, family composition averages four people. It is assumed that the past trend of inflation will continue; WFP will monitor the economic situation and adjust the CBT value as needed. The transfer values for vulnerable migrants – group 2, people in need of international protection, returnees and displaced people – and nutritionally vulnerable people (group 3) are based on the transfer provided by the national safety net. In the long term, WFP aims to include these beneficiary groups in the national safety net.
67. Activity 3 involves providing school meals to children, but its primary objective is to create demand for the production of smallholder farmers by linking schools to smallholder farmer associations. The school lunch provides one third of the daily energy needs of children for 200 school days. Depending on the context, funds will be provided through CBTs to local governments or directly to producers. Cereals, protein sources, fruits, vegetables and other local nutritious foods are purchased. Based on past experience, a cost of USD 0.40 per student per day has been calculated. WFP will transfer USD 0.30, with USD 0.10 provided by decentralized governments when possible. This activity therefore assists two beneficiary groups: schoolchildren receiving the meals and smallholder farmers. Nutritionists and parent associations will be involved in menu planning. Technical assistance to farmer associations is included under activity 4.

Capacity Strengthening including through South–South Cooperation

68. Based on discussions with partner ministries and requests for increased technical assistance and knowledge transfer, WFP's CSP envisages a gradual shift from food and CBT transfers to capacity strengthening in all strategic outcome areas. Increasing capacity strengthening and evidence-building efforts was an important recommendation of the strategic review; capacity strengthening is therefore mainstreamed throughout all four strategic outcomes, with outcomes 3 and 4 specifically focusing on it.
69. Capacity strengthening will involve supporting the Vice Ministry for Human Mobility in using the household economy approach to improve vulnerability profiling and refine humanitarian assistance and livelihood sustainability. The household economy approach will be used in the areas where WFP provides CBTs. In collaboration with other ministries and institutions, WFP will strengthen capacities for emergency preparedness and policy development through knowledge-sharing within the framework of South–South cooperation. This is aligned with the Government's request to continue collaboration on preparedness for volcanic eruptions, technology transfer and South–South cooperation. A baseline will be defined for emergency

preparedness and response, and risk scenarios and a simulation exercise will be designed and undertaken in target areas.

70. In the knowledge-sharing framework of South–South cooperation, a cost-of-healthy-diet study will be undertaken and workshops will be held for knowledge-sharing and policy formulation.

4.4 Country Office Capacity and Profile

71. Implementation of the CSP requires a review of the country office’s structure and staff profile. A review was undertaken in 2016 to optimize WFP’s geographic reach and increase its capacity to provide technical assistance and capacity development. Considering the pace of development in Ecuador, WFP will need to be flexible in responding to the Government’s needs. This will require knowledge and expertise from Headquarters and the regional bureau.

4.5 Partnerships

72. WFP’s main partner in the Government is the Technical Secretariat for International Cooperation, which was integrated into the Ministry of Foreign Affairs in October 2016. Coordination at the national level will involve government ministries; at the local level, it will involve these ministries’ regional representations and decentralized governments. To ensure proper management and implementation of the CSP, a national management committee will be established comprising – for example – representatives of the Technical Secretariat for International Cooperation, the Coordinating Ministry of Social Development, the Ministry of Agriculture, Livestock, Aquaculture and Fisheries and the Coordinating Ministry of Strategic Sectors, as well as WFP. The committee will meet at least twice a year, and will ensure that the objectives of the CSP are met.
73. For each strategic outcome, WFP will develop an annual operation plan jointly with the main government partner for that outcome. These plans will include the activities and commitments of each partner, and will align WFP’s activities and outcomes with the new National Development Plan (2018–2021), making any required adjustments. Annual operation plans signed with national-level entities will guide local plans, ensuring coordination between the national and local levels.
74. WFP will be responsible for establishing and maintaining communications with all relevant government institutions, decentralized governments, United Nations agencies, NGOs, research institutions and civil society actors.
75. In addition to the partners for each strategic outcome, WFP will partner the Hebrew Immigrant Aid Society and Catholic Relief Services on mobility, and the technical cooperation agencies of donors. It will have special coordination arrangements with UN-Women on issues related to gender equality, and with UNICEF and UNHCR on protection issues. WFP will continue to work with Rome Based Agencies and the Ministry of Agriculture to enhance productive capacity; for example, in collaboration with FAO, WHO and UNICEF, WFP recently implemented an inter-agency project to strengthen local food systems and capacities for improving the production of – and access to – safe, nutritious foods in Imbabura Province. WFP will reinforce its partnership with UNICEF and WHO to enhance synergies in work to reduce chronic malnutrition.

5. Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

76. With its partners, WFP will establish monitoring mechanisms for each strategic outcome to ensure the effective implementation of activities in accordance with national and local annual operation plans. WFP will conduct a country portfolio evaluation during the fourth year of the CSP; a decentralized evaluation assessing progress towards three of the four strategic outcomes is planned for 2017.

5.2 Risk Management

Contextual and programmatic risks

77. The most significant risks are linked to the uncertainty of the peace process in Colombia, which affects mobility to Ecuador. It is not clear whether refugee arrivals will stabilize, decrease or increase. The situation in Venezuela may also increase refugee arrivals. Working with government partners, WFP will mitigate these risks by maintaining capacity and flexibility to respond to any sudden increase in refugee numbers.
78. The presidential and legislative elections in February 2017 could necessitate adjustments in WFP's ways of working with the Government at the central and local levels.
79. To achieve the strategic outcomes, WFP will need continuous support from donors. Its resource mobilization strategy will be based on broadening the resource base, increasing support from local governments and participating in United Nations joint proposals.

Institutional risks

80. A 2016 report by the United Nations Department of Safety and Security (UNDSS) indicates that the security situation in Ecuador is generally calm. The main concerns are linked to organized crime throughout the country, including arms, drug and human trafficking, and smuggling. Northern provinces, especially Esmeraldas on the northwestern coast, and the main cities and ports are penetrated by illegal groups and gangs, some of which are involved in the Colombian conflict, trafficking and money laundering.
81. WFP works with UNDSS and UNHCR to ensure staff safety, compliance with minimum operating security standards and the strict application of security protocols. UNDSS has designated the areas along the border with Colombia as security level 3; the remainder of the country is designated as security level 2.
82. Ecuador and Colombia share information on security issues and cooperate on political, social, economic and military matters.

6. Resources for Results

6.1 Country Portfolio Budget

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Strategic outcome 1	5 234 215	4 820 394	4 853 949	5 097 715	5 006 141	25 012 414
Strategic outcome 2	1 383 219	1 255 545	1 106 982	172 592	169 818	4 088 156
Strategic outcome 3	1 677 878	1 695 794	2 313 210	2 323 627	989 639	9 000 148
Strategic outcome 4	643 795	765 812	888 477	553 926	645 125	3 497 135
TOTAL	8 939 107	8 537 545	9 162 618	8 147 860	6 810 723	41 597 853

83. Strategic outcome 1 accounts for the majority of the portfolio in terms of beneficiary numbers, duration and level of assistance. Under strategic outcome 2, the school meals programme will be phased out in 2019 and handed over to the Government. The increased budget for strategic outcome 3 in years 3 and 4 results from procurement processes and the implementation schedule.

6.2 Resourcing Outlook

84. The forecast for the CSP is based on the long-term support that the country office has received from the Government and donors. The CSP's eight activities are integrated into its four strategic outcomes. The five-year budget is USD 41.5 million: an average of USD 8.8 million per year in years 1 to 3, decreasing to USD 8.1 million in year 4 and USD 6.8 million in year 5. The current resource outlook indicates 81 percent funding overall, with 86 percent for 2017 and 71 percent for 2018.

6.3 Resource Mobilization Strategy

85. A resource mobilization strategy has been developed to support the implementation of the CSP and country portfolio budget. Ecuador was one of the first WFP country offices to receive Adaptation Fund resources and the activities conducted thus far have laid the groundwork for continued support from this fund, along with new funding windows such as the Green Climate Fund and other global funds. In addition to regular engagement with the Government and donors, WFP Ecuador receives an average of USD 1 million per year from the private sector and will look into fomenting this partnership as the private sector can provide complementary support for Ecuador's CSP through: cash support, in-kind expertise, and advocacy.

ANNEX I

LOGICAL FRAMEWORK FOR ECUADOR COUNTRY STRATEGIC PLAN (YEAR 2017–2021)

Items formulated at the country level	Elements from the Strategic Plan	Categories and indicators from the Corporate Results Framework
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Country: Ecuador

CSP start date: 01/04/2017 **CSP end date:** 31/12/2021

LOGICAL FRAMEWORK

Strategic Goal 1 <i>Support countries to achieve zero hunger</i>	
Strategic Objective 1 <i>End hunger by protecting access to food</i>	
Strategic Result 1 <i>Everyone has access to food</i>	
National SDG targets and indicators <i>Objective 2 (PNBV) Foster social and territorial equity, cohesion, inclusion and equality in diversity. Target 2.7</i>	
UNDAF priorities <i>Result 2</i>	
Strategic outcome 1 Refugees, displaced persons and vulnerable people in Ecuador are enabled to meet their basic food and nutrition requirements all year long Nutrition-sensitive	Alignment to outcome category 1.1 Maintained/enhanced individual and household access to adequate food 1.1.1 Food Consumption Score, disaggregated by sex of household head 1.1.2 Coping Strategy Index 1.1.5 Minimum Dietary Diversity – Women 1.1.6 Food Consumption Score – Nutrition
Output 1.1 CBTs and information on access to social protection programmes provided to targeted populations (SDG 1)	Alignment to output category A1. Unconditional resources transferred A2. Conditional resources transferred
Output 1.2 Nutrition education provided to targeted populations	Alignment to output category E. Advocacy and education provided
Output 1.3 Technical assistance and training provided to targeted populations	Alignment to output category C. Capacity development and technical support provided

LOGICAL FRAMEWORK

Output 1.4 Analysis and evidence of vulnerability among affected populations produced	Alignment to output category C. Capacity development and technical support provided
Activity 1 Complement the Government's social protection strategy by providing CBTs to the most vulnerable populations and support in vulnerability analysis and knowledge management	Alignment to activity category 1. Unconditional resource transfers to support access to food
Activity 2 Strengthen strategies to link sustainable livelihoods to food security and nutrition activities	Alignment to activity category 8. Individual capacity strengthening activities
Strategic Goal 1 Support countries to achieve zero hunger.	
Strategic Objective 3 Achieve food security.	
Strategic Result 3 Smallholders have improved food security and nutrition.	
National SDG targets and indicators Objective 10 (PNBV) Promote transformation of the productive matrix. Target 10.4	
UNDAF priorities Result 5	
Strategic outcome 2 Smallholder farmers, especially women, in targeted areas, durably increase their incomes and improve their productivity by 2021. Nutrition-sensitive	Alignment to outcome category 3.1 Increased smallholder production and sales 3.1.1 Percentage of male/female smallholder farmers selling through WFP-supported farmer aggregation systems 3.1.4 Percentage of WFP food procured from pro-smallholder farmer aggregation systems, disaggregated by sex of smallholder farmer and type of programmes 3.1.10 Food Consumption Score – Nutrition 3.1.12 Minimum Dietary Diversity – Women
Output 2.1 Training and technical support provided to targeted farmers to complement support provided by others	Alignment to output category C. Capacity development and technical support provided
Output 2.2 Targeted farmers receive WFP assistance in participating in national and commercial mechanisms and markets	Alignment to output category F. Purchases from smallholders completed
Output 2.3 Targeted schools and children receive diversified food and nutritionally balanced meals	Alignment to output category A.2 Conditional resources transferred
Activity 3 Support and increase the participation of smallholder farmer organizations in national and local commercial mechanisms and institutional markets	Alignment to activity category 7. Smallholder agricultural market support activities

LOGICAL FRAMEWORK

Activity 4 <i>Strengthen the capacity of farmer organizations</i>	Alignment to activity category 7. Smallholder agricultural market support activities
Strategic Goal 1 <i>Support countries to achieve zero hunger</i>	
Strategic Objective 3 <i>Achieve food security</i>	
Strategic Result 4 <i>Food systems are sustainable</i>	
National SDG targets and indicators <i>Objective 7 (PNBV) Guarantee the rights of nature and promote environmental sustainability globally. Target 7.10</i>	
UNDAF priorities <i>Result 4</i>	
Strategic outcome 3 Food-insecure communities and individuals in areas that are highly vulnerable to climate change, and government institutions have strengthened capacity for adaptation to climate change by 2021 Nutrition-sensitive	Alignment to outcome category 4.1 Improved household adaptation and resilience to climate and other shocks 4.1.1 Food Consumption Score, disaggregated by sex of household head 4.1.2 Coping Strategy Index 4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base 4.1.6 Proportion of the population in targeted communities reporting environmental benefits 4.1.6 Minimum Dietary Diversity – Women 4.1.7 Food Consumption Score – Nutrition 4.3.2 Emergency Preparedness Capacity Index
Output 3.1 Local communities – including of Afro and indigenous people – and institutions receive technical assistance to improve knowledge and capacity in reducing climate risks (SDG 13)	Alignment to output category C. Capacity development and technical support provided
Output 3.2 Adaptive measures implemented to respond to climate threats and food insecurity	Alignment to output category D. Assets created
Output 3.3 National and local emergency preparedness and response mechanisms provided with technical support to enhance their effectiveness	Alignment to output category C. Capacity development and technical support provided
Activity 5 <i>Strengthen or develop emergency preparedness and response and early warning systems (SDG 1)</i>	Alignment to activity category Climate adaptation- and risk management activities

LOGICAL FRAMEWORK

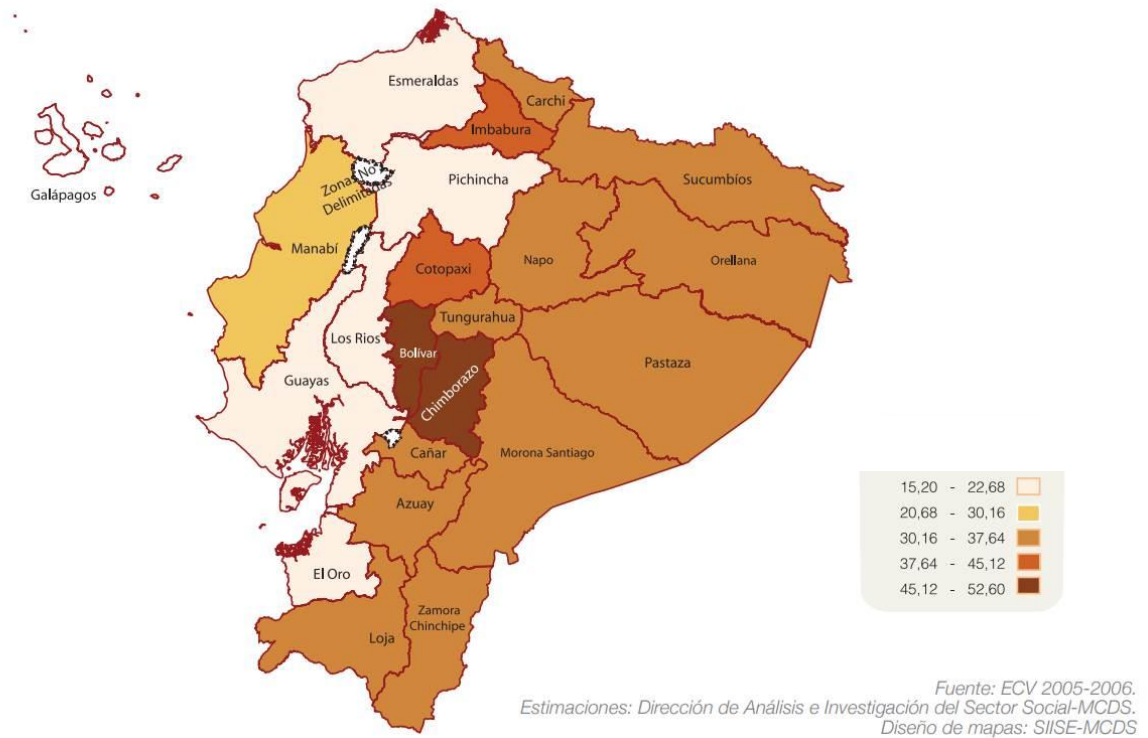
Activity 6 <i>Strengthen the implementation of adaptation and resilience measures</i>	Alignment to activity category Climate adaptation- and risk management activities
Strategic Goal 2 <i>Partner to support implementation of the SDGs</i>	
Strategic Objective 4 <i>Support SDG implementation</i>	
Strategic Result 5 <i>Countries have strengthened capacity to implement the SDGs</i>	
National SDG targets and indicators <i>Objective 3 (PNBV) Improve people's quality of life. Targets 3.6–3.11</i>	
UNDAF priorities <i>Result 2</i>	
Strategic outcome 4 National institutions and programmes in Ecuador, including social protection programmes, are supported to reduce food insecurity and malnutrition by 2021	Alignment to outcome category 5.1 Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations 5.1.1 Zero Hunger Capacity Scorecard
Output 4.1 National food security and nutrition authorities, and programmes receive technical assistance in the design, implementation and management of national and local food security and nutrition programmes	Alignment to output category C. Capacity development and technical support provided
Output 4.2 Policy frameworks and the design and implementation of food security and nutrition programmes reflect global best practices and experiences, including South–South cooperation	Alignment to output category K. Partnerships supported
Activity 7 <i>Technical assistance, research and assessments to improve the implementation of programmes linked to food security and nutrition</i>	Alignment to activity category 9. Institutional capacity strengthening activities
Activity 8 <i>Knowledge management and sharing of best practices and studies, including through South–South cooperation</i>	Alignment to activity category 9. Institutional capacity strengthening activities
Cross-cutting results	
C1 <i>Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their view and preferences</i>	
C2 <i>Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity</i>	
C3 <i>Improved gender equality and women's empowerment among WFP-assisted population</i>	
C4 <i>Targeted communities benefit from WFP programmes in a manner that does not harm the environment</i>	

ANNEX II

INDICATIVE COST BREAKDOWN (USD)					
WFP Strategic Results/SDG Targets	1 – Everyone has access to food (SDG target 2.1)	3 – Smallholders have improved food security and nutrition (SDG target 2.3)	4 – Food systems are sustainable (SDG target 2.4)	5 – Countries have strengthened capacities to implement the SDGs (SDG target 17.9)	Total
WFP strategic outcomes	1	2	3	4	
Focus area	Crisis response	Root causes	Resilience-building	Root causes	
Transfers	19 420 752	3 099 285	6 401 180	2 269 630	31 190 847
Implementation	1 677 511	398 436	1 183 764	684 360	3 944 071
Adjusted direct support costs (%)	2 277 825	322 986	826 408	314 361	3 741 580
Subtotal	23 376 088	3 820 707	8 411 352	3 268 351	38 876 498
Indirect support costs (7%)	1 636 326	267 449	588 796	228 784	2 721 355
TOTAL	25 012 414	4 088 156	9 000 148	3 497 135	41 597 853

ANNEX III

Prevalence of chronic malnutrition among children under 5 at the provincial level



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.

Acronyms Used in the Document

ANIMHU	<i>Agencia Nacional de Igualdad para la Movilidad Humana</i> (National Equality Agenda for Human Mobility)
CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FLACSO	<i>Facultad Latinoamericana de Ciencias Sociales</i> (Latin American Faculty of Social Sciences)
GDP	gross domestic product
IFPRI	International Food Policy Research Institute
NGO	non-governmental organization
PNBV	<i>Plan Nacional del Buen Vivir</i> (National Plan for Good Living)
SDG	Sustainable Development Goal
UNDAF	United Nations Development Assistance Framework
UNDSS	United Nations Department of Safety and Security
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization