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Operational Matters

**For approval**

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## **Draft Peru Country Strategic Plan (2018–2022)**

Duration	1 January 2018–31 December 2022
Total cost to WFP	USD 12,033,437
Gender and age marker*	2A

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

### **Executive summary**

In Peru, consistent economic growth combined with investments in infrastructure, education and health and an expansion of social programmes have resulted in significant reductions in hunger and poverty. Although chronic child malnutrition has halved since 2007 it continues to affect 13.1 percent of children under 5, with significant differences according to area of residence. Anaemia rates among children aged 6–36 months have stagnated at 43–45 percent in the last six years. Obesity and overweight levels are rising and affect 32.3 percent of children aged 5–9 years. The main drivers of these indicators are poor dietary diversity caused by lack of access to food, and poor eating habits resulting from limited information and knowledge, mothers' low education levels, poverty, and limited access to drinking water.

Peru's state priorities are set by the Bicentennial Plan, which concludes in 2021: it includes food security and nutrition, with targets for reducing the prevalence of chronic malnutrition to 6.4 percent and anaemia to 19 percent. The strategic review identified gaps and challenges that could impede the achievement of these goals, such as: i) gaps in the legal framework for the achievement of Sustainable Development Goal 2; ii) the need for improved coordination of food security and nutrition programmes at different levels and among sectors; iii) a public narrative that does not always highlight disparities, food insecurity and hunger; iv) limited shock-responsive social protection schemes; and v) the need to differentiate approaches according to local cultural contexts and gender needs.

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This country strategic plan is based on consultations with the Government and other partners. It proposes a significant strategic shift to enable WFP to meet the Government's expectations, considering the recommendations of the strategic review. The country office has strengthened its approach to deliver as a key government partner on food security and nutrition. This includes a "whole of society" approach in engaging with national actors to provide the integrated multi-sector and political approach needed to continue reducing food insecurity and malnutrition, contributing to three outcomes:

- The Government, the private sector, academia and civil society in Peru are mobilized to jointly contribute to eradicating hunger and malnutrition by 2030.
- Vulnerable groups most at risk of prevalent forms of malnutrition in Peru – stunting, anaemia and overweight/obesity – have improved nutrition status by 2022.
- National and subnational institutions have strengthened capacities to manage food security, disaster preparedness and social protection policies and programmes by 2022.

WFP will strengthen its capacity for upstream policy support. New advocacy and communications capacities and higher-quality research will help influence high-level policy and resourcing decisions: WFP will therefore rely on its partnerships with key stakeholders in the Government – the ministries of health, development and social inclusion, and defence, and the National Civil Defence Institute – and will strengthen its partnerships with the private sector, academia and civil society.

The country strategic plan will contribute to Peru's Bicentennial Plan, National Plan for Disaster Risk Management and Plan for Food Security and Nutrition (2015–2021); the United Nations development assistance framework (2016–2021); and Sustainable Development Goals 2 and 17, specifically Strategic Results 2, 5 and 8.

### **Draft decision\***

The Board approves Peru Country Strategic Plan (2018–2022) (WFP/EB.2/2017/7-A/3/DRAFT) at a total cost to WFP of USD 12,033,437.

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

## 1. Country analysis

### 1.1 Country context

1. In Peru, consistent economic growth combined with investments in infrastructure, education and health and an expansion of social programmes have resulted in significant reductions in hunger and poverty, including a reduction in chronic malnutrition from 29 percent in 2007 to 13 percent in 2016.<sup>1</sup>
2. A unique aspect of Peru's development experience is its world-renowned food revolution. After decades of terrorism and political instability, Peru puts food and gastronomy at the centre of its social and economic transformation. The Peruvian Society of Gastronomy calculates that its cuisine generated USD 5 billion in 2016. In the same year three of the top ten Latin American restaurants were in Lima. Food is a major source of national identity and pride, and each year 15,000 students graduate from culinary institutes.
3. Despite these successes, Peru is dealing with several challenges, including high levels of inequality. The 2016 strategic review of food security and nutrition and WFP assessments outline the main challenges: i) it has been increasingly difficult to reduce malnutrition in recent years; ii) anaemia levels are high and rising; and iii) there are persistent and deep pockets of vulnerability to food insecurity, particularly in rural areas. The 2016 report of the World Economic Forum's Global Gender Gap, using an index of women's participation, economic opportunities, education, political empowerment and health, showed that Peru had fallen from 45<sup>th</sup> to 80<sup>th</sup> of 144 countries.
4. Peru is one of the most disaster-prone countries in the world: in 2016 an estimated 18.6 million people – 59 percent of the population – lived in areas that are highly vulnerable to natural disasters and climate change.<sup>2</sup> These figures are expected to reach 21.9 million – 66 percent – in 2021, signalling increases in both the number and the proportion of people who are vulnerable to natural disasters.

### 1.2 Progress towards SDG 2

5. *Access to food.* Twenty-two percent of the population lives below the poverty line with limited access to nutritious food.<sup>3</sup> Poverty affects more urban dwellers in absolute terms – corresponding to 14.5 percent of the urban population – but is more prevalent in rural areas, affecting 45.2 percent of the rural population. Per capita monthly income in the three most food-insecure regions averaged USD 257, compared with an average of USD 449 in the three least food-insecure regions. This reflects the problem of inequality.<sup>4</sup>
6. Poverty is particularly high in Sierra and Amazon regions, among indigenous and Afro-descendent communities, especially women: 47 percent of rural women do not have their own source of income, which makes them particularly vulnerable to food insecurity.<sup>5</sup>
7. WFP's 2015 vulnerability analysis and mapping (VAM) showed that 7.1 million Peruvians – 23 percent of the population<sup>6</sup> – live in districts with high or very high vulnerability to food insecurity caused by recurrent natural disasters that constrain access to food, particularly in the Sierra and Amazon regions. The *Niño Costero* phenomenon early in 2017 caused landslides and flooding that affected 1.1 million people and caused extensive damage to northern coastal areas. According to WFP's preliminary report on food and nutrition security, 60 percent of the affected population was food-insecure following the onset of the disaster, and livelihoods and crops were seriously affected.

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<sup>1</sup> National Institute of Statistics and Informatics. Demographic and health surveys, 2014 and 2016.

<sup>2</sup> Presidency of the Council of Ministers. 2014. *Plan Nacional de Gestión del Riesgo de Desastres*, 2014–2021. Lima.

<sup>3</sup> National Institute of Statistics and Informatics, 2015

<sup>4</sup> Ibid.

<sup>5</sup> Demographic and health survey, 2014.

<sup>6</sup> Data disaggregated by sex and age are not available. This gap will be addressed during implementation of the country strategic plan.

8. *End malnutrition.* Although chronic child undernutrition has been reduced by half since 2007, it continues to affect 13.1 percent of children under 5 – 14 percent of boys and 12.2 percent of girls – with significant differences according to residence: 26.5 percent in rural and 7.9 percent in urban areas.<sup>7</sup> In some parts of the country, such as isolated areas of Sierra and Amazon, stunting levels reach 33.4 percent. Among indigenous communities, particularly in Amazon, stunting has not decreased over the last ten years.
9. Anaemia rates among children aged 6–36 months have decreased only slightly – from 45 to 43 percent since 2011<sup>8</sup> – but there have been increases in 16 departments. Anaemia among women increased by 3.9 percentage points between 2012 and 2014. In some regions, such as Puno, anaemia levels reach 76 percent. Among children under 5 in the poorest households, 42.4 percent have anaemia; the figure for children in well-off families is 20.6 percent, which is still high.
10. Obesity and overweight levels are increasing: 32.3 percent of children aged 5–9 years are affected – 14.8 percent are obese and 17.5 percent are overweight. This particularly affects: i) boys, of whom 39 percent are affected compared with 25 percent of girls; ii) children in urban areas – 41 percent; and iii) children in middle- and high-income households – 39 percent. Among adult women, 44 percent are obese compared with 38 percent of men.
11. The national strategic review identified the major drivers of malnutrition as poor dietary diversity caused by lack of access to food, and poor eating habits resulting from missing information and limited knowledge, mothers' low education levels, poverty, and limited access to drinking water. These are major drivers of malnutrition, impeding the Government's progress in reducing chronic malnutrition and anaemia.
12. *Smallholder productivity and incomes.* The strategic review identified agriculture as the main source of income for 34 percent of households. Smallholder agriculture provides 70 percent of national food consumption; 30.8 percent of farmers are women. According to the national agricultural census, women use an average of 1.8 ha of agricultural land and men an average of 3.0 ha, which highlights the large gender differences in the use of land.
13. Technical assistance reaches only about 10 percent of farmers, mainly men, and does not include a gender approach even though women and girls are substantially involved in all aspects of agricultural production, processing and distribution.<sup>9</sup> Smallholder agriculture is characterized by low productivity and limited access to credit, technical assistance and land titles, as well as high vulnerability to climate shocks. In Sierra and Amazon regions, lack of infrastructure and constrained market access limit productivity and income growth for smallholder farmers.
14. *Sustainable food systems.* The strategic review identified Peru's limited arable land as highly vulnerable to extreme climate events and often left unused for lack of water. Extreme climate events lead to significant water and harvest losses and reduce the variety, quantity and quality of food produced: 15,000 ha of land is affected in each agricultural season, and the effects of climate change on water availability could reduce yields by 12 to 50 percent. Climate shocks affect women and men differently and often exacerbate gender inequality. Although the sustainability of food systems is fragile, programmes are in place to increase the ability of farmers to adapt to climate shocks by diversifying crops, improving watershed management and rehabilitating livelihoods.
15. Unpaid caregiving and domestic work contribute significantly to sustainable food systems: women aged 40–49 years invest four times more time in childcare than men in the same age group. Promoting sustainable food systems is an opportunity to address discriminatory gender roles linked to food and nutrition security.

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<sup>7</sup> Demographic and health survey, 2016. All data on anaemia and malnutrition are drawn from this source

<sup>8</sup> Sex- and age-disaggregated data are available for children aged 6–59 months – 35 percent of boys and 32 percent of girls.

<sup>9</sup> Garcés, C. 2017. *Analysis with a Gender Perspective of Food Security and Nutrition in Peru*. Lima, WFP.

### ***Macroeconomic environment***

16. The economy is expected to grow at an annual average of 4.5 percent between 2016 and 2021, and gross domestic product could reach USD 256 billion.<sup>10</sup> Peru's economy has nonetheless been slowing, in line with economies in the rest of Latin America.
17. A major challenge is that 73 percent of the labour force – 11.8 million people – was employed informally in 2014. Informality is especially high among women, at 76.1 percent compared with 70.3 percent for men, and among people aged 14–29 years, at 79.8 percent. The Government is trying to increase competitiveness and reduce dependency on the export of metals.

### ***Key cross-sector linkages***

18. Access to water and sanitation is a challenge: 33 percent of the population, or 10.4 million people, does not have access to drinking water at home – 9 percent in urban and 52 percent in rural areas; 16.3 percent does not have access to any water at home.<sup>11</sup> According to the World Health Organization (WHO), lack of safe drinking water is responsible for 80 percent of infectious and gastro-intestinal diseases, with direct effects on malnutrition. Although 88 percent of the urban population has access to the public sewage system, only 19 percent of rural people do. The President has vowed to achieve universal coverage of water and sanitation services by 2021.
19. Much remains to be done to achieve equal opportunities for women in Peru. Women occupy only 36 of 130 seats in parliament and there are only 51 women mayors out of 1,810, which reflects the barriers impeding access to positions of power and decision-making. Women's participation in the labour force is 64.4 percent compared with 82.7 percent for men, and women work an average of 40 hours per week on unpaid domestic activities compared with 15.5 hours a week for men, which reflects the disparities in access to income and livelihoods.<sup>12</sup>

### **1.3 Hunger gaps and challenges**

20. Between 2015 and 2017 the national strategic review and WFP assessments identified the following challenges:
  - The legal framework for achieving Strategic Development Goal (SDG) 2 has some gaps: the Law on Food and Nutrition is not yet in force, and the laws governing fortification of foods other than flour, family agriculture and national disaster risk management lack the regulations required for implementation.
  - Coordination of food security and nutrition programmes could be enhanced among sectors and between the central and local levels. There are obstacles to designing, funding and implementing multi-sectoral programmes to address the interrelated dimensions of food insecurity and malnutrition.
  - Food security analysis and food security and nutrition information systems need to be strengthened to inform policy and programme design.
  - The economic success of the last decade has resulted in a public narrative that justifiably highlights Peru's achievements, but it is important to ensure that poverty, exclusion, disparities, food insecurity and hunger are part of the public debate to ensure that "no one is left behind".
  - Continued support is needed for civil society organizations promoting food security and nutrition.
  - There is limited participation by the private sector in hunger solutions.
  - There is an urgent need to focus on prevention and disaster risk reduction and to ensure that social protection is shock-responsive. Emergency response capacities at the regional and district levels need to be strengthened. Increased community resilience to climate-related

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<sup>10</sup> Ministry of Economy and Finance, 2016 data.

<sup>11</sup> National Institute of Statistics and informatics. 2016. *Access to Water and Sanitation in Peru*. Lima.

<sup>12</sup> Garcés, C. 2017. *Analysis with a Gender Perspective of Food Security and Nutrition in Peru*. Lima, WFP.

shocks will be an important element of this as climate change is expected to increase the frequency and severity of extreme weather events.

- Food security and nutrition interventions do not always use differentiated approaches that reflect cultural contexts and gender needs. Food security and nutrition data disaggregated by sex and age, and gender analysis are scarce, which impedes assessments and gender-transformative plans and programmes.

## 1.4 Country priorities

### *Government*

21. State priorities are set by the Bicentennial Plan, which concludes in 2021. It prioritizes the elimination of social, gender and cultural barriers, and includes a component on food security and nutrition with targets to reduce the prevalence of chronic malnutrition to 6.4 percent and anaemia to 19 percent. One of its four policy guidelines focuses on eliminating extreme poverty by promoting differentiated and inclusive policies for the poorest populations and establishing social protection strategies for children, adolescents, the elderly, women heads of households and disabled and other vulnerable populations. Other national policies related to SDG 2 are the National Plan for Disaster Risk Management, the Plan for Food Security and Nutrition (2015–2021), the Social Development Policy and the National Plan for Gender Equality (2012–2017).
22. Peru is also updating national plans to establish its 2030 Country Vision. Consultations are under way with the aim of aligning regional, national and state policies with the SDGs under the National Strategic Development Plan. The 2030 Country Vision includes a focus on the most vulnerable groups, and aims to enable all people to achieve their potential and to manage resources to address the effects of climate change.

### *United Nations and other partners*

23. The 2017–2021 United Nations development assistance framework is aligned with government priorities and the SDGs. Its four outcomes promote: i) access to livelihoods and sustainable development; ii) basic social services; iii) efficient public management, and trust in institutions; and iv) citizens' participation and human rights. The second outcome is directly related to SDG 2: its goal is that "by 2021, all people in situations of vulnerability, poverty and discrimination improve their access to basic, essential, universal and quality services and to an integrated and inclusive social protection system". WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) are strengthening collaboration in accordance with the document "*Collaboration among the United Nations Rome-based Agencies: Delivering the 2030 Agenda*".

## 2. Strategic implications for WFP

### 2.1 WFP's experience and lessons learned

24. WFP's role in Peru has gradually shifted from providing food aid to strengthening national, regional and community capacities in food security and nutrition. It is ready to carry out emergency responses at the request of the Government, but its primary role is as a partner supporting the Government in addressing increasingly complex food security and nutrition challenges.
25. WFP has demonstrated that it can leverage its operational expertise to support policy design. The country office has supported the design of the National Risk and Disaster Management Plan, helped to reform school feeding and other social programmes and provided technical assistance for the wheat flour fortification law. It is supporting the Ministry of Health with the rice fortification law. WFP's expertise in emergency response, humanitarian supply chain management, telecommunications, targeting and nutrition- and gender-sensitive programming is recognized by the Government and stakeholders.

26. The country office nonetheless needs to introduce a more systematic approach to capacity strengthening to contribute to hunger reduction in Peru, as recommended by the evaluation of WFP's policy on capacity development,<sup>13</sup> which also recommended stronger attention to knowledge creation, higher-quality policy engagement, better branding and improved strategies for partnership and resource mobilization. Strengthened advocacy and communication capacities will enable WFP to influence policy decisions and catalyse systemic changes in food security and nutrition.
27. An internal review of WFP's work in Sechura and Ventanilla provinces: i) highlighted the effectiveness of its behaviour change strategies at the household level; ii) recommended that work with local governments focus on ensuring sustainability; iii) found that work at the regional level required improved documentation, which should be shared at the national level; and iv) highlighted the positive effects of mainstreaming gender throughout programming, recommending further improvement of this approach.

## 2.2 Opportunities for WFP

28. The strategic review and consultations with the Government identified the following opportunities for supporting Peru's work towards SDG 2:
- advocate for and help to mobilize public, private and academic actors to make the fight against food insecurity, chronic malnutrition, anaemia and overweight a national priority and to foster a multi-sectoral view of these issues;
  - play a convening role in ensuring that the participation of all sectors leads to innovation in the design and implementation of social programmes;
  - seek to change eating habits among women, girls, men and boys through innovative and gender-transformative behaviour change communication campaigns;
  - promote increased coordination of multi-sector food security and nutrition interventions among government bodies;
  - strengthen the evidence to support improvements in programmes on food security and nutrition and disaster risk management, particularly at the local level;
  - help to design and implement food security, nutrition and social protection interventions that are evidence-based and sensitive to gender equality, age and ethnic diversity;
  - continue to provide technical assistance at all levels of government in disaster risk management, including shock-responsive social protection schemes, food security and nutrition analysis and programming, resilience and climate change adaptation; and
  - promote a more systematic engagement in regional and global South–South partnerships to mobilize technical and political support in addressing hunger gaps.

## 2.3 Strategic changes

29. This five-year country strategic plan (CSP) proposes a significant strategic shift for the WFP country office to meet the Government's expectations, taking into account the recommendations of the strategic review and consultations with partners. It will adopt a "whole of society"<sup>14</sup> approach in engaging with key actors in Peru because continued reductions in food insecurity and malnutrition require integrated multi-sector and political engagement. The main strategic shifts are:
- a new advocacy, partnership and convening role that will make WFP more visible and politically engaged in generating commitment to SDG 2 targets throughout Peruvian society;

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<sup>13</sup> WFP/EB.1/2017/6-A/Rev.1.

<sup>14</sup> Includes government, national and provincial agencies, national non-governmental organizations (NGOs), the Red Cross and private-sector and other institutions.

- a more systematic and innovative approach to generating data and evidence and increasing analysis and knowledge to enhance WFP's influence on policy development and increase its credibility with government counterparts, donors, partners and the public;
- a gender-transformative approach to promote gender equality and women's empowerment;
- leveraging of WFP's experience with local and regional governments to support differentiated, culturally appropriate and gender-transformative social programmes, focusing on improving coordination and synergies among sectors at the subnational level, with systematic documentation to support policy and advocacy actions at the central level;
- fostering of South–South cooperation in nutrition, disaster risk reduction and shock-responsive social protection; and
- enhanced partnerships with the private sector, civil society, academia and state institutions including Congress.

### 3. WFP's strategic orientation

#### 3.1 Direction, focus and intended outcomes

30. Peru can be one of the first countries to achieve SDG 2 if the right investments are made. Based on a modelling analysis of the extent to which tackling the underlying factors that affect food insecurity and hunger – which include access to drinking water, education and health services, gender gaps and infrastructure needs – can lead to reductions in malnutrition, the strategic review finds that Peru could achieve reductions of 10 percent in stunting and 22 percent in anaemia levels in the next ten years. There could also be an increase of up to 60 percent in agricultural production provided there are improvements in land titling, access to credit and extension services, with an affirmative inclusion of women. This CSP will support the Government and society in reaching these objectives.
31. The CSP is in line with WFP's policies on capacity development, nutrition, safety nets and social protection, school feeding and gender equality. It is informed by corporate evaluations of WFP's food assistance, capacity development, and strategies for partnership, communications and people.

#### 3.2 Strategic outcomes, focus areas, expected outputs and key activities

*Strategic outcome 1: The Government, the private sector, academia and civil society in Peru are mobilized to jointly contribute to eradicating hunger and malnutrition by 2030*

32. The country office will take a new direction as it adopts a whole of society approach to the 2030 Agenda. Strategic outcome 1 aims to eradicate hunger by 2030 by creating a multi-stakeholder national alliance of the Government, the private sector, academia and civil society to be known as Zero Hunger Peru.
33. This multi-stakeholder advocacy platform will build on Peruvians' love of food to generate a nationwide movement that will drive investment and generate commitment from all parts of society. WFP will: i) design a nationwide advocacy and communications strategy to disseminate evidence gathered under strategic outcomes 2 and 3 with a view to strengthening its own ability to influence policy at the highest level – messages will be aligned with the Government's priorities; ii) partner media outlets, opinion-makers and celebrities to ensure advocacy on a national scale; iii) put food security, hunger and nutrition on the national agenda by mobilizing local actors, especially women and young people to generate regional and local zero hunger movements. Zero Hunger Peru will promote gender equality, contribute to the transformation of cultural gender stereotypes and promote shared family responsibilities in food and nutrition.
34. The initiative will focus primarily on the most vulnerable groups, but long-term systemic change will not be achieved without changing the food-related habits and expectations of the country's large middle class, whose levels of overweight and obesity are rising and which has the capacity to slowly nudge markets and industry by increasingly demanding more nutritious and sustainably sourced food. Zero Hunger Peru will be aimed at changing demand and creating more informed consumers.

**Focus area**

35. Strategic outcome 1 focuses on eradicating the root causes of hunger by mobilizing society as a whole.

**Expected output**

36. This strategic outcome will be delivered through one output:
- Vulnerable populations in Peru (Tier 3) benefit from a coordinated and coherent multi-stakeholder movement (SR 8 – output category M) raising awareness of the national zero hunger agenda (#HambreCeroPeru) in order to better coordinate efforts supporting SDG 2, as well as promoting good health and well-being (SDG 3).

**Key activities**

*Activity 1. Provide assistance to the Government, civil society, private sector and academia to build an alliance to achieve SDG 2, establishing targets and allocating resources and commitments towards zero hunger goals (activity category 13, capacity strengthening).*

37. WFP will focus on three subsidiary activities:
- *advocacy*: establish partnerships with government entities, private-sector companies and civil-society leaders to influence public policy-making;
  - *communications*: position the issue of hunger and nutrition in the public agenda; and
  - *mobilization*: generate a movement through high-profile local and national events and activities throughout the year.
38. Peru has been chosen as a pilot country for WFP's communications strategy and the country office has received significant support from Headquarters to develop this approach. The Zero Hunger Peru initiative is being consolidated in partnership with the Ministry of Development and Social Inclusion and private-sector companies following the Healthy not Hungry global dinner in Lima hosted by chef Gastón Acurio early in 2017.
39. At the President's request, WFP, in alliance with Channel 7 – the state-run channel that reaches 90 percent of Peruvian households – and with support from the ministries of health, and development and social inclusion, is producing a television "reality" show to promote better eating habits. Each weekly episode will air at prime time, featuring young chefs working with a family on a food-related problem such as encouraging children to eat healthier food. The show will be accompanied by media campaigns, local radio programmes, an online platform and differentiated audiovisual content adapted to local cultural contexts. The first season will have 13 episodes, several of them filmed on location in Peru's provinces, showing recipes and solutions adapted to the cultural context and diversity.
40. The TV show is a good example of the way in which WFP will merge advocacy, partnership building, communications and social mobilization to foster an enabling environment for food security and nutrition. Peru's 19 ministries will support the show financially and technically, and will hence effectively be WFP partners. FAO, IFAD, the United Nations Children's Fund (UNICEF), WHO and the United Nations Educational, Scientific and Cultural Organization are providing technical assistance for some episodes, and involving their beneficiaries in certain locations. At WFP's request, UNICEF is running a gender workshop to ensure that the production and film crews do not inadvertently reinforce gender stereotypes associated with food and caregiving. Funding and support from private-sector companies is being leveraged, as is work with civil-society groups.
41. WFP will create the #ChefsPorHambreCero movement, in which graduates from cooking schools will work with rural families and communities on nutrition and good eating habits before receiving their diplomas.
42. To assess the effects of the Zero Hunger Peru initiative, WFP and a national polling company will track people's attitudes to and awareness of food security issues. A baseline will be established in 2017, and subsequent annual polls will indicate the extent to which the initiative is influencing public opinion.

***Strategic outcome 2: Vulnerable groups most at risk of prevalent forms of malnutrition in Peru – stunting, anaemia, overweight and obesity – have improved nutrition status by 2022***

43. Stunting levels have been reduced by 50 percent since 2007, but it is proving difficult to achieve genuine reductions in some remote areas where rates have not changed significantly in recent years. Anaemia levels are high and rising everywhere, becoming critical among poor, indigenous and rural populations: WFP will therefore support the Government in tackling these issues by ensuring that nutrition-specific and nutrition-sensitive interventions focusing on children under 3, adolescents and pregnant and lactating women are strengthened, and ensuring that vulnerable groups have increased access to nutritious and fortified food.
44. In view of increasing rates of overweight and obesity, WFP will support the Government with behaviour change communication strategies for school-aged children, and adults.

***Focus areas***

45. Strategic outcome 2 focuses on root causes in improving the nutrition of vulnerable populations by supporting the implementation of national nutrition-specific and -sensitive interventions and policies.

***Expected outputs***

46. This strategic outcome will be delivered through two outputs:
  - Vulnerable populations (Tiers 1, 2 and 3) in Peru benefit from the design and implementation of enhanced, innovative and inclusive evidence-based, nutrition-sensitive and gender-transformative social programmes at the national and subnational levels (output category C) in order to enhance their nutrition status (Strategic Result 2) and improve their health and well-being (SDG 3).
  - Vulnerable populations in Peru (Tier 3) benefit from strengthened government capacity at the national and subnational levels to promote production, distribution and consumption of fortified foods, particularly iron-fortified rice (output category C), in order to reduce malnutrition and micronutrient deficiencies (Strategic Result 2).

***Key activities***

*Activity 2: Provide capacity strengthening and technical assistance – including through South–South cooperation and technology transfer – to all three levels of government through research, evidence generation and assessments to implement innovative, inclusive nutrition intervention models adapted to the regional/cultural context (activity category 9, capacity strengthening).*

47. The country office will assist the ministries of health, development and social inclusion, and education with nutrition-specific and -sensitive interventions to address malnutrition, focusing on three subsidiary activities:
  - strengthen the evidence base relating to the drivers of malnutrition and bottlenecks to reducing malnutrition, to improve decision-making, planning and investment;
  - enhance technical and management capacities to improve policies and programmes on nutrition and food security including a culture-specific and gender-transformative approach; and
  - work at the local level to develop scalable approaches in areas where reductions in malnutrition and food insecurity have been difficult to achieve.
48. WFP will support the Government in enhancing its ability to generate evidence and document best practices and research findings to inform the design and delivery of innovative and inclusive nutrition policies and programmes. It will do so by leveraging its food security and VAM tools and supporting the articulation of information networks within the Government, ensuring that data are disaggregated by sex to enable differentiated analysis.
49. WFP will work with the Government to establish a research agenda for nutrition by partnering academic institutions and the private sector and drawing on regional and international expertise and South–South cooperation. This will include studies of food consumption, eating habits and micronutrient deficiencies and the effects of household-level counselling on anaemia reduction;

gender analysis will be included in all assessments and studies. Special attention will be given to studies in rural areas, including among indigenous groups and in the Amazon region. The evidence obtained under strategic outcome 2 will be disseminated through the advocacy and communications strategy described in activity 1.

50. WFP will support the Ministry of Health with the national food fortification agenda, and will introduce the production, distribution and consumption of fortified foods – initially iron-fortified rice – to address micronutrient deficiencies, including by enhancing the related national supply chains. It will also help to promote multi-stakeholder coordination among sectors and subnational government, work with the health and education sectors to support the healthy eating law and provide technical assistance to ensure that safety nets such as school feeding and cash-based transfers are nutrition-sensitive and gender-transformative.
51. WFP will implement local interventions in diverse contexts for scaling up to the national level with a view to strengthening nutrition policies and obtaining evidence related to the reduction of stunting, anaemia and overweight in areas where malnutrition persists or increases. This will help to strengthen the capacities of local governments to implement culturally appropriate nutrition-sensitive and gender-transformative social programmes adapted to the various needs and capacities of women, men, girls and boys. WFP will also work with local authorities and communities to design behaviour change communication strategies and optimize family counselling delivered by the health and social inclusion sectors with a view to improving eating habits, and will train health and social workers, community leaders and local authorities, especially women. WFP will support local governments in designing projects to enhance household food security and improve access to nutritious foods for the most vulnerable, including smallholder farmers. It will support local governments in monitoring these interventions with a view to demonstrating the effectiveness of local approaches addressing malnutrition and food insecurity.

***Strategic outcome 3: National and subnational institutions have strengthened capacities to manage food security, disaster preparedness and response and social protection policies and programmes by 2022***

52. This CSP is being designed immediately after the *Niño Costero* event – one of the greatest disasters to hit the country since 1998 – which highlighted the need for increased investment in disaster prevention and risk assessment and mitigation approaches in urban planning, and for enhanced capacities for disaster management and response at all levels. The Government allocated USD 800 million to the initial response to the *Niño Costero*, and USD 1.5 billion to reconstruction and recovery. WFP and humanitarian partners provided technical support at all levels to address bottlenecks and gaps during the emergency and recovery phases.
53. Lessons learned from the response highlight the need to strengthen the legal and institutional framework for disaster management by including a food and nutrition security approach. Several groups in Congress, civil society and the Ombudsman’s office have called for improved social protection and protection of human rights in disasters, to ensure that the needs of everyone, particularly women, children and the elderly, are addressed without exacerbating inequalities and vulnerability.
54. WFP will work with the National Civil Defence Institute (INDECI), the Ministry of Defence, the Prime Minister’s Office, the Ministry of Development and Social Inclusion and the Ministry of Education to strengthen the institutional framework and establish shock-responsive social protection schemes at the central and local levels.

**Focus areas**

55. Strategic outcome 3 focuses on resilience-building to help vulnerable populations and the Government to deal with shocks and ensure sustainable food security.

**Expected outputs**

56. This strategic outcome will be delivered through one output:
- Vulnerable populations (Tier 3) benefit from enhanced disaster risk management provided by disaster management agencies, local governments and social protection schemes (output category C) to prevent and reduce the impact of shocks on food security and nutrition (Strategic Result 5) and on poverty (SDG 1) in the context of climate change.

**Key activities**

*Activity 3: Provide capacity strengthening and technical assistance at the policy and operational levels for national and subnational authorities to improve the integration and efficiency of social protection and disaster risk management programmes geared towards the needs of the most vulnerable populations (activity category 9, capacity strengthening).*

57. WFP will focus on three subsidiary activities:
- strengthen the legal and policy framework for national disaster management and response;
  - strengthen supply chain management capacities at all levels; and
  - advocate for and support measures to make social protection more shock-responsive at the national and local levels, and improve social safety nets.
58. At the request of the Government, WFP and Save the Children will support a lessons-learned exercise relating to the *Niño Costero* response to inform improvements in the legal and policy framework for disaster response.
59. Although national disaster response capacity has increased over the last decade, several aspects are still being addressed by the Government and its partners. WFP's emergency preparedness capacity index, adopted by the Government as a planning tool, categorizes overall capacities in Peru as "low" – with a score of 2.3 out of a maximum of 4 – mainly because of local weaknesses in planning, resource allocation and supply chain management. WFP will support the Government in establishing more agile instruments for disaster prevention, mitigation and response: these will include cash and voucher transfers as potential response options and enhancement of the supply chain, including procurement, warehouse management and food transport. WFP will help strengthen the capacity of local governments to identify, register and assess populations in need, and will promote South–South cooperation through a humanitarian logistics centre, to mobilize additional technical support.
60. Natural disasters have a direct effect on child malnutrition. The VAM study identified 792 districts where recurrent disasters explain persistently high rates of chronic malnutrition, of more than 30 percent over the last 15 years. By improving national and local capacities for disaster preparedness and response, supporting the Government in integrating food security and nutrition approaches and protocols during and after an emergency and helping to include food and nutrition security in the National Plan for Education in Disaster Risk Management, WFP will be ensuring synergies with strategic outcome 2.
61. WFP will collaborate with Oxford Policy Management on shock-responsive social protection in Peru. Based on a 2017 study, WFP will help to improve the integration of emergency response and social protection policies and introduce innovative technologies to support early warning and real-time monitoring in institutions responsible for disaster response and social safety nets to enhance their coordinated targeting and response.
62. The country office will work with the Government to enhance the efficiency and effectiveness of social safety nets on the basis of the recommendations on social protection proposed by the Committee on World Food Security. The Ministry of Development and Social Inclusion has asked for WFP's support in improving targeting approaches, starting with the national school feeding programme, in response to the finding of the 2015 systems approach for better education

results (SABER) study that the institutional framework and design of the programme could be strengthened. WFP will support local food purchases for government programmes to the extent possible. Gender will be integrated into technical assistance and capacity-strengthening work.

63. To measure the impact of this activity WFP will track the extent to which it influences national coordination mechanisms, policy reform, capacity development and technical support. The overall outcome will be measured through the Emergency Preparedness Capacity Index.

### 3.3 Transition and exit strategies

64. This CSP will facilitate the transition of WFP's relationship with the Government of Peru from the Government's being a recipient of WFP aid to becoming a development partner. Relying entirely on a combination of policy engagement, capacity strengthening and technical support, the CSP is aligned with WFP's strategies in other upper-middle-income countries.
65. With the Ministry of Foreign Affairs and other ministries, WFP will identify best practices and success stories that can be shared through South–South and triangular cooperation to make Peru a provider as well as a recipient of support; the impressive reduction in stunting has already been identified as a best practice that can be shared and promoted. As gender equality is a prerequisite for food and nutrition security and sustainable development, WFP's activities will also promote gender equality through a gender-transformative approach.
66. As the CSP is based on technical assistance for the Government, the activities will be implemented by the responsible ministries and local authorities: WFP will work with them to ensure that tools, evidence and lessons learned are formally handed over and replicated.

## 4. Implementation arrangements

### 4.1 Beneficiary analysis

67. This CSP will be implemented at the national and local levels, benefiting populations through WFP's technical assistance efforts at both levels.
68. At the national level WFP has estimated the number of beneficiaries (Tier 3) for each strategic outcome, many of whom are likely to overlap:
- *Strategic outcome 1.* WFP's advocacy and communications through Zero Hunger Peru will reach an estimated 16.4 million people, including all children under 9 years of age, pregnant and lactating women, and overweight or obese adolescents and adults.<sup>15</sup> Of these people, an estimated 56 percent are women and girls.
  - *Strategic outcome 2.* Policy support for nutrition is expected to benefit about 2.2 million malnourished children: those aged 0–5 years with stunting and anaemia, and those aged 5–9 years with overweight and obesity. An estimated 43 percent of these children are girls.
  - *Strategic outcome 3.* Policy support in disaster preparedness and response is expected to benefit the 7.1 million people at risk of food insecurity resulting from natural disasters.<sup>16</sup> National vulnerability data are not disaggregated by sex.
69. WFP will provide support to regional governments in the Coast, Andean Highlands and Amazon regions, designing and implementing nutrition programmes adapted to the cultural and food diversity of the populations in these areas. It will focus on areas where malnutrition has not been reduced in recent years. These regions have different nutrition profiles and therefore require different approaches. The levels of anaemia and chronic malnutrition in children under 5 in the Highlands and Amazon are much higher than in the Coast region. On the other hand, the prevalence of overweight and obesity in children aged 5–9 is higher in urban areas in the Coast than in the Highlands and Amazon regions.

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<sup>15</sup> National Institute of Statistics and Informatics.

<sup>16</sup> WFP, CENEPRED. 2015. *Mapa de Vulnerabilidad a la Inseguridad Alimentaria ante la Recurrencia de Fenómenos de Origen Natural*. Lima.

70. The intervention areas will be chosen in consultation with the Government, using updated information on food security and nutrition and based on WFP's VAM analysis, gender analyses and the national strategic review. Four main criteria have been identified for the selection of local intervention areas: i) vulnerability to food insecurity, prevalence of anaemia and chronic undernutrition, and exposure to natural disasters; ii) the national Government's regional priorities in the national anaemia reduction plan; iii) regional governments' interest in receiving technical support; and iv) the presence of other United Nations agencies.
71. In coastal areas, WFP will maintain its presence in the peri-urban district of Ventanilla in Lima, working with the Ministry of Health to continue the development of scalable nutrition models for urban and peri-urban settings, and reaching 5,000 families. WFP will maintain its presence in Piura for at least the first year of the CSP, reaching 4,700 families; at least six United Nations agencies are working in Piura, which was affected by the *Niño Costero* event and is prioritized by the Ministry of Health.

## 4.2 Transfers

### *Capacity strengthening including South–South cooperation*

72. The country office has gathered evidence to inform its new implementation strategy for two years. The 2016 strategic review provided an analysis of national capacity gaps, and the evaluation of WFP's policy on capacity development identified strengths and weaknesses in the country office itself. A 2017 review of South–South cooperation helped identify where the Government sees opportunities for country-to-country sharing of expertise. In addition, WFP carried out four studies to inform the new approach on the following topics: i) the gender dimensions of food security and nutrition; ii) the key entry points for policy engagement and advocacy; iii) media outlets and their agendas; and iv) a map of civil society networks. The last three of these studies have been compiled into an SDG 17 national strategic review for this CSP.
73. In line with WFP's capacity-strengthening framework, activities towards strategic outcomes 2 and 3 will focus on five levels: policy and legislation, institutional accountability, strategic planning and financing, evidence-based programme design, and engagement of non-state actors. Through new advocacy and communication capacities, improved research and strengthened ability for "upstream" policy work, WFP will help to influence policy and resourcing decisions at high levels of the Government
74. Decentralization is a challenge for Peru. National policies do not always translate into efficient programmes on the ground, and uneven local capacities exacerbate inequalities in districts and municipalities with high levels of poverty and malnutrition. WFP will accordingly work with local governments to design, plan, budget and implement food security and hunger solutions, incorporating multi-sector approaches that combine nutrition, food security, and disaster risk reduction and response. It will not maintain sub-offices in these regions: teams will work directly with local government staff in the relevant sectors.
75. Technical guidance will come from the central level under strategic outcomes 1, 2 and 3, effectively merging approaches to support local-level integrated hunger solutions and take advantage of synergies. Lessons learned and best practices at the local level will be systematized and disseminated at the national level to inform government policy decisions and replication elsewhere.
76. Following the recommendations of WFP's gender study, the country office will reinforce approaches that are sensitive to age, gender, human rights and culture in all its work. WFP will provide assistance to the Government in generating sex-disaggregated data and will advocate for policies that promote shared family responsibilities, men's greater participation in food and nutrition matters, and the transformation of socially and culturally rooted gender stereotypes. The country office will conclude the Gender Transformative Programme in 2018 to deliver gender equality outcomes in food security and nutrition.

77. Over the last ten years, Peru has developed a dual role in South–South cooperation: of 19 Latin American countries analysed in 2014, Peru was the third largest recipient and the tenth largest provider of cooperation initiatives. WFP will work with the Ministry of Foreign Affairs and the Agency for International Cooperation to develop activities under strategic outcomes 2 and 3 on the basis of a 2017 mapping exercise of opportunities for South–South cooperation.

### 4.3 Country office capacity and profile

78. In 2017, the country office will go through an organizational realignment exercise to ensure that it is fit for purpose and ready to deliver this CSP. In line with WFP’s People Strategy, and with support from Headquarters and the Regional Bureau, skill gaps have been identified related to external partnerships, resource mobilization, communications, nutrition and resource management. A communications strategy has been developed to build staff consensus on the need for change, reflecting WFP’s strategic evaluation recommendations on adaptation to change.
79. The country office will maintain its size but the profiles and levels of posts will be revised. Gender balance will be sought at all levels.
80. WFP’s capacities in external partnerships and political engagement will be strengthened. Portfolio managers will be responsible for delivery of the three strategic outcomes, ensuring that activities in the regional locations receive appropriate support. A service unit will provide resource management and other services for the country office.
81. In 2018 the country office will design an orientation plan to help new staff to adjust to and operate in the WFP environment. A training plan will increase staff capacities in resource management, gender and policy engagement.

### 4.4 Partnerships

82. WFP’s main national partners are the Ministry of Foreign Affairs and the Agency for International Cooperation, which have been instrumental in the design of this CSP. Coordination at the national level will involve government ministries; at the local level WFP will coordinate with regional and municipal governments.
83. For strategic outcome 1, strengthened partnerships with the private sector, academia and civil society groups will enable WFP to augment its partnership platform. The main government partners for strategic outcome 2 are the Ministry of Health and the Ministry of Development and Social Inclusion; for strategic outcome 3 the main partners are INDECI and the Ministry of Defence. WFP will continue its joint project on disaster risk management and response with the United Nations Development Programme, the United Nations Population Fund, the Office for the Coordination of Humanitarian Affairs and United Nations volunteers, and will explore new opportunities to work on nutrition and gender with FAO, UNICEF and WHO. Partnerships with organizations committed to gender equality will promote systemic change and address gender inequalities in food security and nutrition.
84. In line with the WFP’s Corporate Partnership Strategy and the national SDG 17 review, the country office will develop different types of partnership according to context and expected results in the following categories:
- *policy and governance*: decision-makers in national and local entities;
  - *resources and capabilities*: partners that can provide financial and human resources;
  - *advocacy*: partners that can support strategic positioning;
  - *communications*: partners that can influence the public agenda; and
  - *knowledge*: partners that can help with research and evidence gathering.

85. Table 1 shows how partnerships will be prioritized according to needs.

<b>TABLE 1: PARTNERSHIP PRIORITIZATION BY STRATEGIC OUTCOME</b>			
<b>Type of partnership</b>	<b>Strategic outcome 1</b>	<b>Strategic outcome 2</b>	<b>Strategic outcome 3</b>
Policy and governance		The ministries of health, development and social inclusion, education, agriculture, and women Local governments Congress FAO, IFAD, UNICEF and WHO	INDECI, the ministries of defence, development and social inclusion, agriculture, and education, the armed forces, the National Centre for Strategic Planning, and the Office of the Prime Minister Local governments Congress FAO and the United Nations Development Programme (UNDP)
Knowledge	Polling companies Think-tanks Universities	National Centre for Food and Nutrition Pacífico and Cayetano Heredia universities The International Food Policy Research Institute, the World Bank and the Inter-American Development Bank	Universities The World Bank
Resources and capabilities	Traditional and emerging donors The private sector	Traditional and emerging donors The private sector	Traditional and emerging donors The private sector
Advocacy	Opinion makers, celebrities, political figures and experts Civil society groups United Nations agencies The ministries of development and social inclusion, health, women, culture, commerce and tourism		
Communications	News media, national television stations and information technology partners	Behaviour change communication partners	

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

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

86. This CSP depends on WFP's ability to generate and analyse evidence of good practices and lessons learned to support its work in transferring knowledge, strengthening capacities and influencing policy decisions at all levels. In accordance with its commitment to accountability and transparency, WFP will demonstrate progress towards the intended capacity-strengthening results of the CSP. A full-time monitoring and evaluation staff member will coordinate the measurement of processes and results.

87. Project outputs will be tracked using WFP’s COMET tool for managing effectively. Outcome monitoring will use WFP’s capacity needs mapping tool to determine capacities at different times and to measure the outcomes of capacity-strengthening activities under strategic outcomes 2 and 3; the effectiveness of strategic outcome 1 will be monitored by qualitative reviews. WFP will use innovative technologies to assess the effectiveness of behaviour change communications and advocacy under strategic outcome 1.
88. Evidence generation coordinated by WFP will help the Government appreciate the extent to which the operationalization of its food security and nutrition-sensitive policies reduce the prevalence of malnutrition. Enhanced synergies for joint monitoring with government entities will be pursued. WFP will support further enhancement of the Government’s monitoring and evaluation systems as part of its capacity-strengthening work.
89. There will be at least three evaluation exercises during CSP implementation. A decentralized evaluation at an early stage will provide a baseline for assessing work towards strategic outcome 1, which because of its “whole of society” approach poses both a challenge and an interesting opportunity to study how WFP’s innovative advocacy, communications and mobilization efforts are supporting systemic change. The mid-term review and final country portfolio evaluation will cover the entire CSP. The monitoring and evaluation plan will be gender-responsive.

## 5.2 Risk management

### *Contextual risks*

90. In a middle-income country such as Peru there are few remaining traditional donors, thus low funding is considered a risk. WFP will work to diversify its donor base by contacting emerging donors and the private sector, and will seek to increase the Government’s contributions for South–South cooperation.
91. Because of Peru’s vulnerability to natural disasters, a major disaster is a possibility during the CSP. WFP will accordingly continue to support the Government with technical assistance in disaster preparedness and response, and will be ready to provide support in an emergency. If there is a disaster that exceeds the Government’s capacity, WFP will develop a specific strategic outcome for crisis response.

### *Programmatic risks*

92. One of the risks to successful implementation of the CSP is that gender equality is not advanced. WFP will adopt a gender-transformative approach in all its activities to promote gender equality in food and nutrition security.
93. The United Nations Department of Safety and Security (UNDSS), with which WFP works to ensure staff safety and compliance with minimum operating security standards and security protocols, indicates that the security situation in Peru is “calm”. The main concerns are related to crime and social unrest. According to UNDSS, one area of the country has a moderate level of insecurity, while the other three areas have low levels.

## 6. Resources for results

### 6.1 Country portfolio budget

TABLE 2: INDICATIVE ANNUAL BUDGET REQUIREMENTS (USD)						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2018	2019	2020	2021	2022	
Strategic outcome 1	815 988	731 261	683 978	727 861	601 065	<b>3 560 152</b>
Strategic outcome 2	1 136 323	1 173 574	1 177 231	890 351	726 517	<b>5 103 997</b>
Strategic outcome 3	509 523	668 925	751 909	822 293	616 639	<b>3 369 289</b>
<b>Total</b>	<b>2 461 834</b>	<b>2 573 759</b>	<b>2 613 118</b>	<b>2 440 505</b>	<b>1 944 222</b>	<b>12 033 437</b>

94. The five-year budget amounts to USD 12.0 million, with an average of USD 2.5 million in each of the first four years and USD 1.9 million in year 5. The budget for strategic outcome 1 is higher in years 1 and 4, reflecting increased investment to consolidate the Zero Hunger Peru movement in 2018, which is expected to peak in 2021 during Peru's bicentennial celebrations. Strategic outcome 2 will have higher investments during the first three years for research and evidence gathering. Planned annual expenditure for gender issues is 29 percent of the CSP budget.

## **6.2 Resourcing outlook**

95. The resourcing outlook for the CSP is positive, reflecting the long-term and increasing support that the country office has received from the Government of Peru, traditional and non-traditional donors and the private sector. Rapid economic growth has increased the level of public revenues, and the Government has committed significantly more resources to social programmes. Various stakeholders were engaged in development of the national strategic review and the CSP, and a number of new partners, including non-traditional donors and private-sector companies – have been attracted by this new approach.

## **6.3 Resource mobilization strategy**

96. The CSP budget is in line with resource levels in recent years. A comprehensive resource mobilization strategy has been developed to ensure robust funding. The country office will also expand its donor base by contacting non-traditional donors including governments, inter-governmental funds, international financial institutions, the private sector and foundations. Traditional donors have indicated interest in supporting work under strategic outcome 3, for which there are already confirmed contributions. WFP will prepare a communications strategy to inform stakeholders of its role and added value in support of Peru's progress towards SDGs 2 and 17.

## ANNEX I

## LOGICAL FRAMEWORK FOR PERU COUNTRY STRATEGIC PLAN (JANUARY 2018–DECEMBER 2022)

**Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 2: Improve nutrition****Strategic Result 2: No one suffers from malnutrition**

**Strategic outcome 2: Vulnerable groups most at risk of prevalent forms of malnutrition in Peru –stunting, anaemia, overweight/obesity – have improved nutrition status by 2022**

Outcome category:  
Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations  
Focus area: root causes

## Assumptions:

Government priorities related to reducing malnutrition do not change during the CSP period.

**Outcome indicator**

Zero hunger capacity scorecard

**Activities and outputs**

**2. Provide capacity strengthening and technical assistance – including through South–South cooperation and technology transfer – to all three levels of government through research, evidence generation and assessments to implement innovative, inclusive nutrition intervention models adapted to the regional/cultural context. (Institutional capacity–strengthening activities)**

Vulnerable populations in Peru (Tier 3) benefit from strengthened government capacity at the national and subnational levels to promote production, distribution and consumption of fortified foods, particularly iron-fortified rice (output category C), in order to reduce malnutrition and micronutrient deficiencies (Strategic Result 2). (C: Capacity development and technical support provided)

Vulnerable populations in Peru (Tier 3) benefit from strengthened government capacity at the national and subnational levels to promote production, distribution and consumption of fortified foods, particularly iron-fortified rice (output category C), in order to reduce malnutrition and micronutrient deficiencies (Strategic Result 2). (J: Policy reform identified/advocated)

Vulnerable populations (Tiers 1, 2 and 3) in Peru benefit from the design and implementation of enhanced, innovative and inclusive evidence-based, nutrition-sensitive and gender-transformative social programmes at the national and subnational levels (output category C) in order to enhance their nutrition status (Strategic Result 2) and improve their health and well-being (SDG 3). (C: Capacity development and technical support provided)

3: Ensure healthy lives and promote well-being for all at all ages

Vulnerable populations (Tiers 1, 2 and 3) in Peru benefit from the design and implementation of enhanced, innovative and inclusive evidence-based, nutrition-sensitive and gender-transformative social programmes at the national and subnational levels (output category C) in order to enhance their nutrition status (Strategic Result 2) and improve their health and well-being (SDG 3). (M: National coordination mechanisms supported)

3: Ensure healthy lives and promote well-being for all at all ages

## **Strategic Goal 2: Partner to support implementation of the SDGs**

### **Strategic Objective 4: Support SDG implementation**

#### **Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs**

**Strategic outcome 3: National and subnational institutions have strengthened capacities to manage food security, disaster preparedness and response and social protection policies and programmes by 2022**

Outcome category:

Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience building

Assumptions:

Government accepts necessary changes for the improvement of the Disaster Risk Management during the CSP period

### **Outcome indicators**

Emergency preparedness capacity index

Zero hunger capacity scorecard

### Activities and outputs

#### **3. Provide capacity strengthening and technical assistance at the policy and operational levels for national and subnational authorities to improve the integration and efficiency of social protection and disaster risk management programmes geared towards the needs of the most vulnerable populations. (Institutional capacity strengthening activities)**

Vulnerable populations (Tier 3) benefit from enhanced disaster risk management provided by disaster management agencies, local governments and social protection schemes (output category C) to prevent and reduce the impact of shocks on food security and nutrition (Strategic Result 5) and on poverty (SDG 1) in the context of climate change. (C: Capacity development and technical support provided) 1: End poverty in all its forms everywhere

Vulnerable populations (Tier 3) benefit from enhanced disaster risk management provided by disaster management agencies, local governments and social protection schemes (output category C) to prevent and reduce the impact of shocks on food security and nutrition (Strategic Result 5) and on poverty (SDG 1) in the context of climate change. (I: Policy engagement strategies developed/implemented) 1: End poverty in all its forms everywhere

Vulnerable populations (Tier 3) benefit from enhanced disaster risk management provided by disaster management agencies, local governments and social protection schemes (output category C) to prevent and reduce the impact of shocks on food security and nutrition (Strategic Result 5) and on poverty (SDG 1) in the context of climate change. (J: Policy reform identified/advocated) 1: End poverty in all its forms everywhere

Vulnerable populations (Tier 3) benefit from enhanced disaster risk management provided by disaster management agencies, local governments and social protection schemes (output category C) to prevent and reduce the impact of shocks on food security and nutrition (Strategic Result 5) and on poverty (SDG 1) in the context of climate change. (M: National coordination mechanisms supported) 1: End poverty in all its forms everywhere

### Strategic Objective 5: Partner for SDG results

#### **Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

**Strategic outcome 1: The Government, the private sector, academia and civil society in Peru are mobilized to jointly contribute to eradicate hunger and malnutrition by 2030**

Outcome category:  
Enhanced strategic partnerships with the public and private sectors, Rome-based agencies and other operational partners  
Focus area: root causes

Assumptions:

Contributions and commitment of the Zero Hunger Movement members are sustainable during the CSP period

### **Outcome indicator**

Effectiveness, coherence and results of partnerships (as per qualitative review)

### **Activities and outputs**

#### **1. Provide assistance to the Government, civil society, private sector and academia to build an alliance to achieve SDG 2, establishing targets and allocating resources and commitments towards zero hunger goals**

Vulnerable populations in Peru (Tier 3) benefit from a coordinated and coherent multi-stakeholder movement (SR 8 – output category M) raising awareness of the national zero hunger agenda (#HambreCeroPeru) in order to better coordinate efforts supporting SDG 2, as well as promoting good health and well-being (SDG 3).  
(M: National coordination mechanisms supported)

3: Ensure healthy lives and promote well-being for all at all ages

**Strategic Goal 1: Support countries to achieve zero hunger**

**C.3. Improved gender equality and women's empowerment among WFP-assisted population**

**Cross-cutting indicators**

C.3.3. Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

## ANNEX II

<b>INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)</b>				
	<b>Strategic Result 8, SDG target 17.16</b>	<b>Strategic Result 2, SDG target 2.2</b>	<b>Strategic Result 5, SDG target 17.9</b>	<b>Total</b>
	<b>Strategic outcome 1</b>	<b>Strategic outcome 2</b>	<b>Strategic outcome 3</b>	
Transfers	1 725 210	3 060 826	2 138 873	<b>6 924 910</b>
Implementation	824 560	620 330	258 612	<b>1 703 502</b>
Adjusted direct support costs	777 475	1 088 934	751 383	<b>2 617 791</b>
<b>Subtotal</b>	<b>3 327 245</b>	<b>4 770 090</b>	<b>3 148 868</b>	<b>11 246 203</b>
Indirect support costs (7 percent)	232 907	333 906	220 421	<b>787 234</b>
<b>Total</b>	<b>3 560 152</b>	<b>5 103 997</b>	<b>3 369 289</b>	<b>12 033 437</b>

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.

**Acronyms used in the document**

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
INDECI	Nation Civil Defence Institute
SDG	Sustainable Development Goal
UNDSS	United Nations Department of Safety and Security
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WHO	World Health Organization