



**GUINEA-BISSAU INTERIM COUNTRY STRATEGIC PLAN  
2018-2019**

<b>Duration</b>	<b>1 January 2018 to 30 June 2019</b>
<b>Total cost to WFP</b>	<b>USD 20, 594, 325</b>
<b>Gender and Age Marker Code</b>	<b>2A</b>

## EXECUTIVE SUMMARY

Guinea-Bissau is a low-income country with 70 percent of its population living below the poverty line. Chronic food insecurity is compounded by political instability, irregular rainfall, and volatility of prices for imported rice and cashew nuts produced for export.

In alignment with the Integrated Road Map goal to assist governments to achieve Zero Hunger by 2030, WFP will support Guinea-Bissau to complete a strategic review identifying food security and nutrition challenges and solutions. The review will help define strategic outcomes for WFP's forthcoming Country Strategic Plan that will be developed through a consultative process engaging Government, civil society, community-based and faith-based organizations, children, adolescents and families, development partners, United Nations organizations, and other stakeholders.

This transitional Interim Country Strategic Plan provides a bridge between the current Country Programme 200846 and the Country Strategic Plan anticipated to start in July 2019. It aligns with Guinea-Bissau's 2015-2020 Strategic and Operational Plan (hereafter referred to as *Terra Ranka*) that is the Government's national blueprint. The human development pillar of Terra Ranka and the proposed programme of the current Government supports basic needs by establishing a social safety net and developing the skills, productivity, and employability of the population. Its biodiversity pillar calls for protection of natural capital and creation of healthy ecosystems for sustainable development of high-value renewable resources.

The transitional Interim Country Strategic Plan proposes four strategic outcomes: i) school age children in Guinea-Bissau have adequate access to safe and nutritious food all year-round. ii) children and malnourished ART clients in Guinea-Bissau have malnutrition indicators in line with national goals by 2025; iii) smallholder farmers (particularly women) have enhanced livelihoods to better support food security and nutrition needs throughout the year; and iv) national institutions have enhanced capacity to efficiently plan and implement programmes in the areas of food security and nutrition and disaster mitigation by 2025.

# 1. COUNTRY ANALYSIS

## 1.1. COUNTRY CONTEXT

1. Guinea-Bissau is a low-income country with a population of 1.8 million people (50.3 percent of women and 49.7 percent of men) and national territory of 36,125 square kilometres, located on the West African coast. Three-fifths of Bissau-Guineans are under 25 and the annual population growth rate is 2.4 percent.<sup>1</sup> Due to persistent political instability, no elected president has successfully served a full five-year term since independence from Portugal in 1973. It is ranked 178 out of 188 countries in the 2016 Human Development Index.<sup>2</sup>
2. Despite significant potential in agriculture and fisheries, gross domestic product (GDP) grew only 0.4 percent between 2000 and 2014, underperforming the 1.9 percent average of Sub-Saharan African countries during the same period.<sup>3</sup> Forty years of political instability have deeply constrained socio-economic and human development. Since democratic elections in 2014, five Prime Ministers have been nominated, four formed new governments, and three were subsequently dismissed. Each government has brought new ministerial appointments and changes in the cadre of technical policy makers, necessitating reestablishment of working relationships.
3. Women are more likely to be unemployed and have more difficulty in accessing social services than men. In some ethnic groups, customary laws deny women access to land or other resources. Women's access to bank loans and property other than land is restricted because men have authority over most family decision-making.
4. More than two-thirds of the population live below the poverty line.<sup>4</sup> Half the population age 15 and above are illiterate, with large disparities between men (45 percent) and women (71 percent). Illiteracy among women is associated with lack of parental interest in education, poverty, distance to schools, forced marriage and early pregnancy. Due to the gender bias in access to resources, poverty impacts women more than men. Women are also vulnerable to forced marriage, early pregnancy, and maternal mortality.<sup>5</sup>
5. The primary school completion rate is 62 percent,<sup>6</sup> reflecting delayed enrolment, a 20 percent repetition rate, and high numbers of drop-outs between years 4 and 5, especially among rural girls. This leads to gender disparity from 1.0 in primary schools – with regional variations – to 0.81 in secondary schools.

## 1.2. PROGRESS TOWARDS SDG 2

### ➤ *Progress on SDG 2 targets*

6. Guinea-Bissau did not achieve the Millennium Development Goals, and without improvements in political stability and social services, the country is unlikely to achieve Zero Hunger by 2030. Lack of education contributes significantly to food insecurity and malnutrition and greatly impedes economic and social growth. Political instability since independence has exacerbated extreme poverty and disrupted economic development, social services and infrastructure.
  - *Access to food*
7. Persistent political crisis has reduced economic growth and foreign investment, increased poverty and unemployment (especially among women and youth), constrained household access to food, and limited availability of health, education and other basic social services.

<sup>1</sup> <http://data.worldbank.org/indicator/SP.POP.GROW> (2015 data)

<sup>2</sup> The 2016 Human Development Report does not provide a gender inequality index for Guinea-Bissau.

<sup>3</sup> World Bank, Guinea-Bissau – Systematic Country Diagnostic (June 2016).

<sup>4</sup> WFP/FSNMS, 2016.

<sup>5</sup> African Development Bank, Gender Country Profile: Guinea-Bissau (2015).

<sup>6</sup> UNESCO, A major overhaul of the Guinea-Bissau education system is well overdue (November 2016).

Food insecurity prevalence among rural households between 29 and 31 percent in 2016 confirms persistent challenges, especially for women-led households where prevalence of food insecurity reaches 35 percent compared to 28 percent among households led by men. Previous WFP assessments indicated food insecurity rates of 34 percent in 2004, 20 percent in 2010, and 29 percent in 2013. While areas with highest rates of food insecurity vary slightly across years, Cacheu, Gabu, Oio and Tombali regions are most consistently affected.

8. Food Security and Nutrition Monitoring System (FSNMS) data from September 2016 indicates a close co-relation between household food insecurity and education levels of heads of households – 52 percent of food-insecure households were headed by individuals with no education.<sup>7</sup> FSNMS data from December 2016 indicates a higher rate of food insecurity among women-headed households (34.7 percent) than among households headed by men (28 percent).

– *End malnutrition*

9. Poverty, poor diet, lack of access to appropriate foods and inadequate feeding practices for infants and young children, high childhood morbidity, high rates of illiteracy among mothers, and lack of basic hygiene contribute to global acute malnutrition (GAM) rates countrywide above 6 percent among children under 5, and chronic malnutrition of 27.6 percent (29 percent for boys and 26 percent for girls).<sup>8</sup>

10. In two of the nine regions, chronic malnutrition exceeds 30 percent.<sup>9</sup> HIV prevalence of 3.3 percent, while stable, is among the highest in West Africa, and infection rates among youth aged 14–24 are three times higher (4.2 percent) among girls and young women than boys and young men (1.4 percent).<sup>10</sup> Malnutrition above 23 percent among people living with HIV (PLHIV) and over 42 percent for people with tuberculosis exceed critical levels. Only 20 percent of mothers practice exclusive breast feeding for their child's first six months.<sup>11</sup>

– *Smallholder productivity and incomes*

11. Agriculture comprises 69 percent of GDP, with over 90 percent derived from cashew nut exports that provide direct or indirect income to 85 percent of the population.<sup>12</sup> Cashew nut production is dominated by smallholders farming plots of two to three hectares and occupies 50 percent of arable land.<sup>13</sup> Although women are heavily engaged in cashew nut cultivation, particularly the harvest, men manage the sales. Smallholder farmers, especially women, work with little or no tools, equipment, training, access to water or adequate roads. Women farmers are further disadvantaged by their lack of control over decision-making that favours allocation of household resources to agricultural work traditionally performed by men.<sup>14</sup>

– *Sustainable food systems*

12. The annual cashew nut harvest is mostly exported unprocessed to India, and the sector suffers from low investment that reduces yields. Rice, the main cereal crop, is cultivated

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<sup>7</sup> FSNMS data from December 2016 indicates the food security gap widens as education levels of heads of household increase: food insecurity affects 29% of households where the head has not exceeded primary level, and 23% among heads of households that report having reached the upper cycle.

<sup>8</sup> Only 8.3 percent of children aged 6–23 months receive a minimum acceptable diet.

<sup>9</sup> Oio (35.3 percent) and Bafata (34 percent). MICS, 2014.

<sup>10</sup> UNAIDS. 2013. The GAP Report.

<sup>11</sup> 2014 MICS.

<sup>12</sup> Government of Guinea-Bissau. 2015. *Guinea-Bissau 2025: Strategic and Operational Plan for 2015–2020*, Terra Ranka.

<sup>13</sup> Ibid.

<sup>14</sup> Ibid.

by both men and women, primarily for home consumption.<sup>15</sup> Cereal production is adversely affected by irregular rainfall, lack of investment in infrastructure and equipment, environmental degradation in lowland areas, lack of agricultural inputs and credit, urban migration and weak farmers' organizations.<sup>16</sup> The cereal deficit is 72,000 mt per year, and the country depends on imported rice.<sup>17</sup> Because cashew nut sales and purchases of rice are closely linked, a fall in household income from cashew nut sales affects the affordability of imported rice.<sup>18</sup>

13. Rainfall, cashew nut terms-of-trade relative to rice, and food prices are main factors influencing food security. Food and income deficits associated with limited agricultural production and the commercial slowdown during the Ebola and cholera outbreaks, especially in Gabu and Tombali regions, caused acute food insecurity in 2014/2015.
14. Markets are functional, integrated, and well-supplied with local and imported food.<sup>19</sup> Only one percent of Bissau-Guineans use the banking system, and access to credit is limited.<sup>20</sup> Sex disaggregated data on access to credit and banking services is not currently available, but is highly probable that women are also strongly disadvantaged in these areas. Traders report capability to increase local supplies of rice up to 25 percent within two weeks in response to increased demand.

➤ *Macro-economic environment*

15. The World Bank reports economic expansion in 2016 despite political instability and suspension of funding flows from donors. After reaching 4.9 percent in 2015, GDP is projected to grow over 5 percent in 2016 based on expectations of good cashew nut earnings. Anticipated prices of USD 1 per kg of cashew for producers and USD 11 per kg for exporters are positive for the economy, with associated inflation expected to remain under 3 percent. The fiscal situation is still affected by political instability and the residual impact of a six-month suspension of budgetary support in 2016. Real GDP growth is expected to average 5 percent between 2016 and 2018, reflecting assumptions that agricultural output will remain robust and achievement of political stability will enable return of donor financing to support recovery. Dependence on cashew nut as the primary source of economic sustenance exposes two-thirds of the population to serious consequences from price shocks.<sup>21</sup>

➤ *Key cross-sectorial linkages*

16. Political instability constrains government progress toward achieving Sustainable Development Goals related to achieving zero hunger (SDG 2), poverty (SDG 1), health (SDG 3), education (SDG 4), gender equality (SDG 5) and ecological limits and degradation (SDGs 13, 14, and 15).
17. Life expectancy is 52 years, maternal mortality is 138/100,000 live births and mortality among children under 5 is 72/1,000 births. Women and girls account for 52 percent of the population. The fertility rate is 4.9 children per woman, and the average household includes seven members.<sup>22</sup>

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<sup>15</sup> Smallholders also cultivate sorghum, millet, and maize.

<sup>16</sup> Ministry of Agriculture and Rural Development and the Food and Agriculture Organization of the United Nations (FAO). 2008. *Programme National de Sécurité Alimentaire (PNSA) (2008–2013)*. [http://www.pccplp.org/uploads/5/6/8/7/5687387/politica\\_san\\_guine\\_bissau.pdf](http://www.pccplp.org/uploads/5/6/8/7/5687387/politica_san_guine_bissau.pdf)

<sup>17</sup> Requirements for imported rice in 2016/2017 are estimated at 80,000 mt.

<sup>18</sup> WFP Guinea-Bissau, *Guinée-Bissau: Etude des marchés pour la faisabilité du C&V en Guinée Bissau* (May 2013).

<sup>19</sup> *Guinée-Bissau: Etude des marchés pour la faisabilité du C&V en Guinée Bissau*, op. cit.

<sup>20</sup> World Bank. 2015. *Guinea-Bissau: Country Economic Memorandum –Terra Ranca! A Fresh Start*

<sup>21</sup> <http://www.worldbank.org/pt/country/guineabissau>

<sup>22</sup> MICS 5.

18. Gender inequalities remain significant. Women face legal and customary discrimination in age of marriage, exercise of parental authority, inheritance, and rights to land. Women's participation in decision making at the national level is limited due to absence of quotas. Legal frameworks addressing violence against women are inadequate.
19. Challenges remain in the education sector. Among children of school age, 45 percent are out of school (27 percent boys and 51 percent girls). Oio, Bafata and Gabu regions have the lowest education indicators.<sup>23</sup> Net attendance in urban areas is 76 percent in primary schools and 74 percent in secondary schools, in contrast to rural areas where net attendance is 54 percent in primary and secondary schools. Disparities in attendance are also income-related. According to UNESCO, despite progress made in increasing access and reducing gender disparity in primary schools, poor retention rates contribute to completion rates reaching only 62 percent countrywide and even lower in the most vulnerable regions targeted by WFP operations.
20. While WFP activities in the most vulnerable regions of Guinea-Bissau contribute to SDG 2, they also support poverty, education, health, gender, and social protection goals of other SDGs through the interlinked nature of Agenda 2030 and WFP's multi-sectoral approach.

### **1.3. HUNGER GAPS AND CHALLENGES**

21. Prior to Guinea-Bissau's forthcoming Zero Hunger Strategic Review, hunger gaps and challenges are articulated in the Second National Strategy for Poverty Reduction; National Food Security and Nutrition Programme; and (iii) United Nations Partnership Framework for Guinea-Bissau (UNPAF).
22. Gaps identified by these policies include: (i) heavy reliance on official development assistance with limited Government ability to mobilize sufficient resources to implement social sector, infrastructure and food production policies; (ii) persistent political and institutional instability (frequent changes of government) that lead to fragmentation, discontinuity of national programme delivery, and lack of sustainability; (iii) weak government-level coordination mechanisms that prevent coherence between planning, budgeting and implementation; (iv) lack of transparency in management of public funds, low level of participation of civil society in political discourse, and weak legal frameworks that fail to provide a favourable environment for foreign investments and donors.
23. Lack of gender equality presents an important hunger gap and challenge. Higher rates of poverty and unemployment among women limit access to food, health and education. Lower levels of education among women are associated with higher household food insecurity and malnutrition, and reduced economic and social growth. The African Development Bank reports additional challenges for maternal child mortality, inadequate support for schooling of girls, and insufficient literacy training opportunities for rural women.<sup>24</sup>
24. In 2017, the Government plans to undertake a cost of hunger analysis with support from the African Union and WFP to quantify lost economic opportunities associated with lack of social investments in food security and nutrition-related interventions.

### **1.4. KEY COUNTRY PRIORITIES**

#### **➤ Government priorities**

25. Based on the Terra Ranka plan that was elaborated following recommendations of studies, assessments and consultations with stakeholders, the Government has shifted priority to poverty reduction goals. With support from UNDP, the Government began aligning Terra Ranka with Agenda 2030 and the African Union's Agenda 2063, however, this work remains incomplete due to frequent changes of government leadership. Core elements of

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<sup>23</sup> Ibid.

<sup>24</sup> African Development Bank, Gender Country Profile: Guinea-Bissau (2015).

the national plan closely related to WFP priorities include: i) the human development pillar to meet basic needs through establishing a social safety net and developing skills, productivity, and employability of the population; and ii) the biodiversity pillar to protect natural capital and create healthy ecosystems that enable sustainable development of high-value renewable resources.<sup>25</sup>

26. As commitments to gender equality, Guinea-Bissau ratified the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) in 1985 and ratified the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa in 2008.<sup>26, 27</sup> In 2010, Guinea-Bissau's parliament adopted its National Action Plan on UN Security Council Resolution 1325.<sup>28</sup>

➤ *United Nations and other partners*

27. Current WFP activities and capacity strengthening efforts are aligned with three UNPAF outcomes: i) economic growth and poverty reduction; ii) development of human capital; and iii) sustainable management of the environment, risk management and disaster prevention.

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## **2. STRATEGIC IMPLICATIONS FOR WFP**

### **2.1. WFP'S EXPERIENCE AND LESSONS LEARNED**

28. Guinea-Bissau Country Programme 200846, designed around recommendations of the mid-term evaluation of the previous PRRO, started in 2016. The April 2016 school feeding baseline recommends: i) enhanced monitoring, including improved integration with existing initiatives to strengthen data collection through the national education system; ii) review and standardization of the school management committee role; iii) further investigation into determinants of girls and boys school attendance to confirm whether school feeding and take-home rations are appropriately designed and targeted; and iv) exploration of cost-sharing opportunities with Government and communities for future hand-over of WFP-managed programmes. The transfer to nationally owned programmes and associated recommendations of the school feeding baseline study were accepted and will advance during the transitional ICSP.
29. WFP also conducted a 2016 evaluation of the food and nutrition security of PLHIV and people with TB. Recommendations include: i) integration of malnutrition prevention in national social protection mechanisms; ii) review of food assistance modalities to increase use and coverage of cash-based transfers; iii) revision of the national protocol for nutritional treatment of PLHIV; iv) review and improvement of monitoring and evaluation tools; and v) exploration of resilience-building opportunities for former recipients of food assistance.
30. Lessons learned through the Fill the Nutrient Gap Analysis and FSNMS will be supplemented during the transitional ICSP with external research, studies, analyses, and other relevant and wider sources of evidence to evaluate the impact of WFP interventions.
31. WFP promotes sensitization broadcasts via national and community radio addressing gender equity concerns in education. WFP also works with UNICEF and the Ministry of Education to design a common strategy for increasing women's participation in the

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<sup>25</sup> Other significant policies and plans include: the National Nutrition Policy; National Policy for Equity and Integration of Gender; National Policy on Agricultural Investment; Education Sector Plan; and National AIDS Strategic Plan.

<sup>26</sup> <http://indicators.ohchr.org/>

<sup>27</sup> <http://www.achpr.org/instruments/women-protocol/ratification/>

<sup>28</sup> <http://evaw-global-database.unwomen.org/en/countries/africa/guinea-bissau/2010/national-action-plan-on-un-security-council-resolution-1325--2010->

decision-making processes of school management committees, and gives priority to women's participation in school meals-related training events.

## **2.2. OPPORTUNITIES FOR WFP**

32. This transitional Interim Country Strategic Plan (ICSP) is based on the existing Country Programme for 2016-2020. It is aligned with Terra Ranka's human development and biodiversity pillars, and Outcomes 2 (economic development), 3 (human capital) and 4 (sustainable management of the environment and disaster risk reduction) of the UNPAF.
33. Provision of school meals and prevention and treatment of malnutrition are recognized as important safety nets by the National Nutrition Policy, Education Sector Plan and national AIDS Strategic Plan. Partners within the United Nations system, multilateral and bilateral cooperation, and civil society already support school meals and related agriculture, health, nutrition, water, hygiene and sanitation activities in schools and communities.

Building on previous WFP experience, opportunities to support Guinea-Bissau's efforts to achieve Sustainable Development Goals 2 and 17 include: (i) strengthening Government capacity – especially within the Ministries of Education, Health and Agriculture – to support efficient and sustainable nationally led school meals programmes; (ii) enhancing multi-sectorial coordination and capacity strengthening to assist national counterparts in managing and scaling up broad safety net systems; (iii) supporting integration of nutrition outcomes and nutrition-sensitive interventions into social protection programmes; (iv) promoting income generation for smallholder farmers by linking small-scale producers to market opportunities through national and local procurement platforms that sustain home-grown school feeding; and (v) supporting joint resource mobilization initiatives to ensure predictable and multi-year funding for smooth implementation of national programmes.

34. As a cross-cutting opportunity to enhance food and nutrition security, and in line with national commitments, WFP will transition to a gender-transformative approach that promotes the advancement of gender equality across school meals, support to livelihoods, and capacity strengthening. This opportunity will be supported through continued WFP engagement with the local United Nations Gender Working Group, partnership with UN Women, and implementation of the WFP country office gender action plan.

## **2.3. STRATEGIC CHANGES**

35. During the transitional ICSP implementation, WFP will continue using a school-centred approach while focusing interventions on currently targeted geographic areas. Targeting of schools will also consider opportunities for enhanced joint programming with UNICEF, FAO, UNAIDS, UNFPA and UN Women; National AIDS Secretariat, Ministries of Health, Education, and Agriculture; and non-governmental organizations (NGOs). The transitional ICSP will contribute to Strategic Results 2.1, 2.2, 2.3 and 17.9.

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## **3. WFP STRATEGIC ORIENTATION**

### **3.1. DIRECTION, FOCUS AND INTENDED IMPACTS**

36. The Terra Ranka plan provides the framework for WFP contributions to achieve national food and nutrition security targets, and will continue to guide WFP strategy and interventions during the transitional ICSP and parallel Zero Hunger Strategic Review (ZHSR). The country-led ZHSR will inform strategic priorities of WFP's forthcoming CSP for supporting achievement SDG 2 targets in Guinea-Bissau. WFP will ensure that the 2015-2020 Gender Policy and West Africa Regional Gender Implementation Strategy are considered during the ZHSR to ensure integration of gender equality goals across all food and nutrition security programmes and activities.
37. WFP's gradual shift from food assistance provision to policy engagement and capacity strengthening for future handover will lead in the medium-term to community-run and

government-financed programmes that encourage Government and local communities to independently design, implement and manage food and nutrition security programmes in consideration of targets for 2025.

38. In alignment with the Government's strategy and WFP commitments for accountability to affected populations, communities will be at the centre of all action, ensuring equitable participation and ownership for activities is incorporated into local development plans and structures.

39. The transitional ICSP has four strategic outcomes:

- School age children in Guinea-Bissau have adequate access to safe and nutritious food all year-round;
- Children and malnourished anti-retroviral therapy (ART) clients in Guinea-Bissau have malnutrition indicators in line with national goals by 2025;
- Smallholder farmers (particularly women) have enhanced livelihoods to better support food security and nutrition needs throughout the year; and
- National institutions have enhanced capacity to efficiently plan and implement programmes in the areas of food security and nutrition and disaster mitigation by 2025.

### **3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES**

#### **3.2.1 STRATEGIC OUTCOME 1: SCHOOL AGE CHILDREN IN GUINEA-BISSAU HAVE ADEQUATE ACCESS TO SAFE AND NUTRITIOUS FOOD ALL YEAR-ROUND**

➤ *Outcome description*

40. In line with SDG 2 (achieving zero hunger), this strategic outcome will support adequate access to safe and nutritious food for school children in Guinea-Bissau throughout the year. Interventions under this strategic outcome will provide timely, sufficient and nutritionally adequate food transfers to school children, particularly girls, strengthen capacities of Government, communities and school management committees to manage school meals, and increase national ownership of the school meals programme.

41. Interventions include: i) provision of school meals and take-home rations during the October to June school year in areas with low food security, high malnutrition rates and low education indicators; ii) training of school management committees, teachers and inspectors on the management of school meals; and iii) technical and analytical expertise to support policy formulation, the legal framework and the management of a national school meals programme. This strategic outcome contributes to WFP Strategic Result 1 - Everyone has access to food (SDG Target 2.1).

➤ *Focus Areas*

42. Strategic Outcome 1 will address root causes of inadequate access to safe and nutritious food and low education indicators, including attendance and retention rates among girls, through provision of school meals and institutional capacity strengthening to enable Guinea-Bissau to manage its own school meals programme founded on local purchases, nutrition education, and horizontal cooperation.

➤ *Expected outputs*

- Primary school children in targeted schools (Tier 1) receive timely, sufficient and nutritionally adequate food transfers (Output category A1) to meet their basic food and nutrition requirements (SR1); and
- School children (Tier 2) benefit from improved national ownership and capacity to manage the school meals programme (Output category C) to meet their basic food and nutrition requirements (SR1).

43. Strategic Outcome 1 also directly supports achievement of SDG targets 2.2 (end malnutrition), 4.1 (free, equitable and quality access to education), 5 (gender equality and empowerment of women and girls); and 17.9 (capacity strengthening).

➤ *Key activities*

44. Food assistance interventions under this strategic outcome target school children in eight regions, particularly girls. In addition, national institutions and actors at local and school level are targeted for capacity strengthening. Current planning includes: i) school meals for 173,395 school children (50 percent girls and 50 percent boys); ii) take-home rations for 16,000 girls with confirmed 80 percent attendance in grades 4 to 6; iii) training to 758 school management committees, 758 school directors (30 percent female and 70 percent male), and 52 inspectors (6 percent female and 94 percent male) on management of school meals, including school gardens, income generation, fuel-efficient stoves and other complementary activities; and iv) technical and analytical support for policy formulation, legal framework, and management of the national school meals programme.

*Activity 1: Provide school meals to primary school children, including take-home-rations for girls from 4th to 6th grade.*

45. WFP school feeding will target rural areas where net enrolment is below 62 percent, 27 percent or more of children are out of school, and the gender ratio is below the national average of nine girls for every ten boys. School meals will encourage households to send their children to school and address short-term hunger, improving children's capacity to concentrate on learning. Innovative programming will address specific challenges for retention of girls at school, including constraining social-cultural practices and behaviours within households and their communities.

46. For enhanced education outcomes, WFP will advocate for updated nutrition education in school curriculums and prioritize schools supported by UNICEF. To reduce drop-outs, take-home cereal rations will be provided for girls in grades 4 to 6 with confirmed 80 percent attendance. Building on our partnership with the Ministry of Education, WFP will foster closer cooperation with communities and local and international NGOs to implement school meals and improve monitoring for improved results.

*Activity 2: Provide training to school management committees, teachers, and inspectors on management of school meals and complementary activities.*

47. Training on food management, storage, and nutrition will be provided to 758 school management committees, 758 school directors, and 52 inspectors. The training will be coordinated by WFP and cooperating partners. Accountability and transparency will be included in the training curriculum. WFP will strengthen partnerships with communities and local and international NGOs to improve food management for school meals. Capacity strengthening will target both women and men, and training modules will support women's leadership roles in nutrition programmes.

*Activity 3: Provide technical and analytical assistance to the Government in policy formulation, legal framework and management of a national school meals programme*

48. WFP will partner with others on national strategies to feed children and young adults aged 6–19, as envisioned in the 2016–2025 Education Development Plan. Education sector actors – including the Ministry of Education, Inter-Ministerial School Feeding Committee, Local Education Group, NGOs, local communities, WFP Centre of Excellence against Hunger, Government of the Federative Republic of Brazil, African Union, World Bank, UNICEF and UNESCO – will work together to strengthen government capacity. The national school meals programme will conform to the five SABER recommendations: i) parliamentary approval of the national school feeding law; ii) creation of a budget line for school feeding; iii) expansion of the Government's school feeding unit; iv) support for planning and implementation capacities; and v) support for community participation. The

transition strategy will combine policy support and capacity strengthening to achieve these goals.

49. Current partnership between WFP and the governments of Guinea-Bissau and Brazil (Brazilian Cooperation Agency) will lead to a memorandum of understanding for South-South cooperation and a joint project to support the Ministry of Education and Ministry of Agriculture and Rural Development (MADR), to establish a sustainable national home-grown feeding focused on the local purchase component of the school meals programme. School meals based on local purchase will boost opportunities for agricultural production, benefit farmers and communities, and help reduce poverty and food insecurity in rural areas.

### **3.2.2 STRATEGIC OUTCOME 2: CHILDREN AND MALNOURISHED ART CLIENTS IN GUINEA-BISSAU HAVE MALNUTRITION INDICATORS IN LINE WITH NATIONAL GOALS BY 2025.**

#### ➤ *Outcome description*

50. This strategic outcome improves the nutritional status of malnourished children and ART clients. WFP will help the Ministry of Health to prevent stunting by integrating complementary feeding after six months and behaviour change communication prioritizing the 1,000 days from conception to a child's second birthday. Nutrition messaging will be delivered at ante-natal and post-natal consultations at clinics supported by the H4+ partnership and the media. The Ministry of Health, UNICEF and cooperating partners will train community-based health agents in community mobilization, sensitization of men and women, anthropometric measurements, registration and household-level monitoring.

51. Under the National Integrated Management of Acute Malnutrition Programme, targeted supplementary feeding will treat moderate acute malnutrition (MAM) among children aged 6-59 months with Super Cereal Plus. As the forty-ninth country to join the Scaling Up Nutrition (SUN) movement, Guinea-Bissau can embrace opportunities to address stunting through improved stakeholder coordination. WFP will strengthen national capacity, including of caretakers, to assist malnourished PLHIV on ART and their households. A monthly ration of Super Cereal with sugar and vegetable oil will be provided for ART clients for six months. Complementary activities in health, water, sanitation, infant and young child feeding promotion, and HIV and AIDS prevention will be coordinated with UNICEF under the existing partnership.

#### ➤ *Focus Areas*

52. Strategic Outcome 2 will build the long-term resilience of individuals, households and communities through prevention of malnutrition.

#### ➤ *Expected outputs*

- Children aged 6-23 months (Tier 1) receive specialized nutritious food (Output category A and B ) to prevent stunting (SR2);
- Children aged 6-59 months (Tier 1) receive specialized nutritious food (Output category A and B ) to treat acute malnutrition (SR2);
- Malnourished ART clients and their families (Tier 1) receive nutrition support (Output category A and B ) to meet their basic food and nutrition needs (SR2); and
- Malnourished children (Tier 2) benefit from improved community-based nutrition programmes to meet their basic food and nutrition needs (Output category C) (SR2).

#### ➤ *Key activities*

53. In cooperation with the Ministry of Health, WFP will continue providing complementary foods for prevention of stunting to 17,500 children aged 6–23 months in Oio and Bafata regions with the highest stunting rates in the country. In these regions, WFP will also provide targeted supplementary feeding to 2,133 children with MAM aged 6–59 months

through health and nutritional centres managed by Government and specialized NGOs. WFP will prioritize nutrition-insecure areas of Oio and Bafata regions to maximise community impact.

54. WFP will continue providing food and nutrition assistance for treatment and care of 630 (70 percent women and 30 percent men) malnourished ART clients in regions with highest numbers of PLHIV under treatment (Bafata, Biombo, Cacheu, Gabu, Oio, and SAB) through food-by-prescription provided at ART treatment centres managed by the Government and specialized NGOs, and complemented by cash transfers to 3,780 ART client households.
55. WFP will partner with government, NGOs and UN agencies to address socio-cultural practices in food selection and preparation as root causes of child undernutrition. Evidence-building will continue through rigorous result and process monitoring, including a “Fill the Nutrient Gap Analysis”<sup>29</sup> to be conducted in 2018. The analysis will inform improved decision making for nutrition interventions in Guinea-Bissau.

*Activity 4: Provision of complementary food to children aged 6-23 months*

56. WFP will provide 200 grams per person per day of Super Cereal Plus for prevention of chronic malnutrition through blanket supplementary feeding (BSF) in Bafata and Oio regions. Drawing from lessons learned in a previous pilot, community engagement will be encouraged through community-based organizations and NGOs supporting participation, sensitization, and outreach.
57. WFP will support prevention of malnutrition by providing a comprehensive package of nutrition-sensitive interventions to complement BSF. Social and behaviour change communications will encourage mothers to consume local nutritious foods, diversify diets, and adopt optimal infant and young child feeding practices. WFP will work closely with UNICEF to promote exclusive breast feeding of infants for the first 6 months and continued breast feeding up to 24 months. Stunting prevention will be complemented by reproductive health interventions, an area targeted by the H6 initiative of UNFPA, UNICEF, WHO, UN Women and UNAIDS. WFP will coordinate with FAO on food security and UNICEF on WASH and education.

*Activity 5: Treatment of MAM among children aged 6-59 months*

58. WFP will provide 200 grams per person per day of Super Cereal Plus for treatment of MAM through targeted supplementary feeding in Bafata, Oio and Gabu regions with highest prevalence of acute malnutrition.

*Activity 6: Provision of nutrition support to ART clients and their households*

59. PLHIV under ART will receive an individual daily ration of Super Cereal and vegetable oil for 180 days while receiving treatment. Food assistance will be also provided to client households as supplementary support while the ART client is most vulnerable and cannot work. The household ration is USD 0.27 per person per day with cash transfer value based on 50 percent of total food requirements for the average Bissau-Guinean household of seven people.
60. Both nutrition commodities and household rations are conditioned on the client receiving treatment. WFP will coordinate closely with the World Bank that is piloting cash-based transfers to PLHIV in preparation for a wider social protection programme and national social protection database that may leverage SCOPE services. As use of cash-based transfers by development partners in Guinea-Bissau is expected to increase, a newly

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<sup>29</sup> ‘Fill the Nutrient Gap’ (FNG) is a decision-making tool to support identification of context-specific strategies for improving nutritional intake of vulnerable populations, especially during the first 1,000 days. The tool builds on a comprehensive situation analysis and developed by WFP, UC Davis, IFPRI, EPICENTRE and UNICEF.

established social protection working group will coordinate support for the Government's development of a national social protection policy.

61. WFP will also provide a comprehensive package of associated food and nutrition services to PLHIV clients and their households, including nutritional assessment, education and counselling (NAEC). The package will focus on strengthening capacities for progress towards nationally owned hunger solutions addressing PLHIV needs, including training staff in ART facilities on NAEC techniques.

**3.2.3 STRATEGIC OUTCOME 3: SMALLHOLDER FARMERS (PARTICULARLY WOMEN) HAVE ENHANCED LIVELIHOODS TO BETTER SUPPORT FOOD SECURITY AND NUTRITION NEEDS THROUGHOUT THE YEAR.**

62. Strategic Outcome 3 will: i) strengthen capacity of smallholder farmers, particularly women, to supply food commodities for school meals; ii) establish a viable and replicable model for institutional purchases; iii) strengthen capacities of farmers' organizations, prioritising those run by women; iv) facilitate links between smallholder farmers and school meals and encourage smallholder participation in the value chain; v) stimulate diversification of production and local availability of foods; and vi) provide technical assistance to Government to scale up local purchases from smallholder farmers for supply of school meals.

63. Following delivery of food commodities to a school, farmers associations (assisted by the cooperating partner) will prepare invoices specifying food type, quantity and purchase price. Validated invoices must be signed by an authorised signatory of the supplying farmer association and countersigned by an authorised signatory of the school. An original copy of the invoice will be forwarded to WFP as proof of the completed food purchase transaction. Based on the validated invoices, WFP will then prepare a payment list and make payment to the associated school e-money account within 15 days.

➤ *Focus Areas*

64. This strategic outcome will address root causes of low food production by smallholder farmers.

➤ *Expected outputs*

- Smallholder farmers' groups (Tier 1) receive training (Output category C) to increase sales and improve livelihoods (SR3);
- Community members (Tier 2) benefit from rehabilitated or created assets (Output category D) to improve productivity and food security (SR3) and,
- School children (Tier 2) benefit from improved dietary diversity resulting from local purchases (Output category F).

➤ *Key activities*

65. WFP will support 30,250 farmers (15,250 women and 15,000 men) members of 100 targeted farmers' associations with technical assistance and provide vouchers to schools to be exchanged for locally produced food commodities. Vouchers will be redeemed using either mobile money (a partnership already exists between WFP and mobile network provider MTN) or through banks in urban areas where available. WFP will conduct regular financial assessments of commercial partners.

*Activity 7: Provide support to smallholders to develop efficient local food production planning, warehousing, transformation and marketing through asset rehabilitation and training of farmers' associations (including literacy classes for women farmers) in targeted areas*

66. WFP will build on existing partnerships with the Government and strengthen partnerships with FAO and UN Women. WFP will work with FAO to assist farmers' associations to

improve production, storage and transformation of cereals, pulses and horticultural crops, and partner with UN Women to support training for women's associations on organizational management, business processes, and literacy classes for women smallholders. This activity will be planned to strengthen women's capacities and address access to land constraints, with clear linkages between improved nutrition and women's economic empowerment.

67. WFP will also strengthen field-level collaboration with NGOs for identification, selection, organization and training of producer associations related to supply of school meals. WFP will support formulation and distribution of school menus adapted to local conditions, expansion of school gardens as a space for nutritional awareness, and use in schools of local products of high nutritional value. In coordination with MADR, FAO and NGOs, WFP will explore opportunities for multiplying seeds of potatoes, beans and other bio-fortified products, and train smallholders on preservation methods for fruits and vegetables.

### **3.2.4 STRATEGIC OUTCOME 4: NATIONAL INSTITUTIONS HAVE ENHANCED CAPACITY TO EFFICIENTLY PLAN AND IMPLEMENT PROGRAMMES IN THE AREAS OF FOOD SECURITY AND NUTRITION AND DISASTER MITIGATION BY 2025**

#### ➤ *Outcome description*

68. This strategic outcome will consolidate and strengthen the food security and nutrition assessment, analysis and monitoring framework, and support capacities of Government and other national partners to design public policies that improve the food security and nutrition status of vulnerable people and mitigate disaster risks. The FSNMS has been established in partnership with MADR, National Institute of Statistics, FAO and WFP. A technical committee has been established for supporting FSNMS, integrating roles for the European Union, Nutrition Department of the Ministry of Health, United Nations agencies, and NGOs.

69. Since 2015, three surveys have been completed of rural areas in eight of nine regions, excluding the capital of Bissau. The Country Programme's original plan called for handover of FSNMS to the Government in February 2018, however frequent changes of Ministerial leadership and technical staff have delayed progress toward that goal. Although FSNMS is now producing regular outputs, withdrawal of technical assistance at this stage would risk its collapse as the Government does not yet have the capacity to assume full ownership and coordination.

#### ➤ *Focus Areas*

70. This strategic outcome will address root causes of weak national capacity for food security and nutrition monitoring.

#### ➤ *Expected output*

- Food-insecure people in targeted areas (Tier 3) benefit from improved institutionalization of monitoring capacity in Government ministries of Agriculture and Finance (Output category C, K and M) to increase and protect their access to food (SR1).

#### ➤ *Key activities*

71. Two national assessments comprising data collection, processing and validation will be undertaken annually to inform national statistics and respond to Government needs. WFP will continue supporting the FSNMS to provide: i) food and nutritional security trends for all regions and districts of Guinea-Bissau, including urban areas, through regular monitoring; ii) publication of reliable food security and nutrition analysis to strengthen evidence-based advocacy and policies; and iii) capacity strengthening of Government in food security and nutrition analysis to prepare for future handover of the FSNMS.

*Activity 8: Provide technical and analytical assistance to the Ministry of Agriculture and Institute of National Statistics to institutionalize the Food Security and Nutrition Monitoring System (FSNMS) for regular food and nutrition security monitoring and disaster mitigation with appropriate budget*

72. Three national assessments will be undertaken during the transitional ICSP implementation period. From 2018 the assessment will include urban areas, where food security and nutrition data has not previously been collected. MADR will continue to hold primary responsibility for data collection, while INE will maintain responsibility for statistical preparation, processing and analysis. FAO will continue providing institutional support, and NGOs, especially those represented within RESSAN-GB,<sup>30</sup> will continue to ensure integration of FSNMS analysis in project plans. AIFA PALOP currently represents national NGOs in FSNMS coordination with responsibility for budgetary management of FSNMS activities in the field. Building from this partnership, collaboration is expected to expand to include more NGOs. A mapping of stakeholder food security and nutrition interventions will be conducted to support improved coordination, planning, risk mitigation actions, and synergy.

### **3.3 TRANSITION AND EXIT STRATEGIES**

73. The current country programme had planned hand-over of school meals programming to the Government by 2021. However, given political instability and frequent changes of government leadership and technical personnel, this target seems unattainable. The FSNMS was also supposed to be handed over in 2018, but it is now clear that WFP will need to continue supporting the Government at least through the anticipated completion of the transitional ICSP in June 2019. According to discussions with the European Union, WFP will need to invest additional effort to strengthen data collection and processing capacity within the National Institute of Statistics before a successful exit can be achieved.

74. The gender mainstreaming approach supported in the objectives, outcomes, activities and budget of this transitional ICSP facilitates the longer term sustainability of these programmes. Its inclusive approach considers the particular vulnerabilities and capacities of both female and male populations to target interventions with maximum effectiveness.

75. Conformity with WFP strategies for accountability to affected populations will ensure beneficiaries participate fully, are empowered to express their concerns and needs, and that the security and dignity of each person are preserved. Sustainability will be ensured by strengthening women's capacities to improve their participation and leadership in decision-making. Capacity strengthening in preparation for future exit will also require training government officials in gender and nutrition concerns and mainstreaming gender in the national nutrition policy.

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## **4. IMPLEMENTATION ARRANGEMENTS**

### **4.1. BENEFICIARY ANALYSIS**

76. Strategic Outcome 1 promotes adequate access to safe and nutritious food for school children in Guinea-Bissau throughout the year. WFP will provide timely, sufficient and nutritionally adequate food transfers to school children, particularly girls, and strengthen capacities of Government, communities, and school management committees to manage school meals and increase national ownership.

77. Strategic Outcome 2 supports the improved nutritional status of malnourished children and ART clients. WFP will help the Ministry of Health to prevent stunting by integrating complementary feeding and social and behaviour change communication prioritizing the first 1,000 days, targeting children aged 6–23 months.

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<sup>30</sup> Rede da Sociedade Civil para a Soberania e Segurança Alimentar e Nutricional na Guiné-Bissau

78. Strategic Outcome 3 targets smallholders, especially women, to supply food commodities for school meals and facilitates linkages between smallholder farmers and school meals, while encouraging smallholder participation in the value chain.
79. Strategic Outcome 4 consolidates and strengthens the food security and nutrition assessment, analysis and monitoring framework by strengthening capacities of the Government and other national partners to devise evidence-based public policies that improve the food security and nutritional status of vulnerable people and mitigate disaster risks.
80. WFP will apply the SCOPE tool to register and manage beneficiary information, including biometric data. SCOPE will inform distribution cycle plans, generate transfer instructions to external service providers for cash-based transfers, and record delivery of food assistance.

<b>TABLE 1: FOOD &amp; CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME &amp; ACTIVITY</b>				
<b>Strategic Outcome</b>	<b>Activities</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
Strategic Outcome 1	Primary school children in targeted schools receive timely, sufficient and nutritionally adequate food transfers to meet their basic food and nutrition requirements.	76,698	96,697	<b>173,395</b>
	Government officials, community members and school management committees receive training to effectively manage the school meals programme.	NA	NA	<b>NA</b>
	School children benefit from improved national ownership and capacity to manage the school meals programme to meet their basic food and nutrition requirements.	NA	NA	<b>NA</b>
Strategic Outcome 2	Provision of complementary food to children aged 6-23 months	8,750	8,750	<b>17,500</b>
	Treatment of MAM among children aged 6-59 months	1,067	1,066	<b>2,133</b>
	Provision of nutrition support to ART client households	1,966	1,814	<b>3,780</b>
	Provision of nutrition support to ART clients	441	189	<b>630</b>
Strategic Outcome 3	Provide support to smallholders to develop efficient local food production planning, warehousing, transformation and marketing through asset rehabilitation and training of farmers' associations (including literacy classes for women farmers) in targeted areas	15,250	15,000	<b>30,250</b>
Strategic Outcome 4	Provide technical and analytical assistance to the Ministry of Agriculture and the Institute of National Statistics (INE) to institutionalize the Food Security and Nutrition Monitoring System (FSNMS) for regular food and nutrition security monitoring and disaster mitigation with appropriate budget	NA	NA	<b>NA</b>
<b>TOTAL</b>		<b>104,172</b>	<b>123,516</b>	<b>227,688</b>

## 4.2. TRANSFERS

### 4.2.1 FOOD AND CASH-BASED TRANSFERS

TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (US\$/person/day) BY STRATEGIC OUTCOME AND ACTIVITY									
Strategic Outcome	Strategic Outcome 1		Strategic Outcome 2				Strategic Outcome 3		
Activity	Activity 1		Activity 4	Activity 5	Activity 6		Activity 7		
Beneficiary type	School Children	Girls from 4 to 6 grade	Children 6 to 23 months	Children 6 to 59 months	ART Clients	ART Clients Household	School Children (Voucher)	Farmers (Cash)	Farmers (Food)
modality	Food	Food	Food	Food	Food	Cash	Cash	Cash	Food
cereals	120	208							300
pulses	20								40
oil	10				25				20
salt	3								5
Canned Fish	20								
Supercereal					270				
Supercereal Plus			200	200					
micronutrient powder									
total kcal/day	649	749	787	787	1251				1,393
% kcal from protein	10	8	17	17	13				9
cash (US\$/person/day)						0.27	0.15	0.40	
Number of feeding days	275	275	180	60	180	180	275	90	90

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE		
Food type / cash-based transfer	Total (mt)	Total (USD)
Cereals	6,923	3,214,812
Pulses	990	659,902
Oil and fats	498	549,738
Mixed and blended foods	1,027	951,550
Other	1,101	3,971,000
<b>TOTAL food</b>	<b>10,539</b>	<b>9,347,002</b>
Cash-based transfers (USD)		1,313,652
<b>TOTAL food and CBT value (USD)</b>	<b>10,539</b>	<b>10,660,654</b>

81. Food provided will reflect dietary preferences. Rice is the most commonly consumed cereal, and pulses, red kidney beans and cowpeas are locally produced. Most foods will be imported, except where local purchases are made through the school voucher system. Rations targeting the most vulnerable populations are expected to provide 70 percent of daily energy requirements. Nutritional support for PLHIV patients will be aligned with national food-by-prescription guidelines. Households of PLHIV under ART treatment will be assisted through cash-based transfers. Rations for stunting prevention and MAM treatment will follow WFP guidelines.
82. School meal vouchers will stimulate demand for local produce and purchases, engage smallholders and women's associations, and increase community involvement in school meals. Transfer value will match the cost of a typical food basket.

#### **4.3. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION**

83. WFP will continue strengthening capacities in Government institutions and promote synergies among multi-sector partners to optimize interventions. Interventions will focus on common geographic areas and share a mutually supportive, school-centred approach. Targeting of interventions will consider opportunities to strengthen joint programming with UNICEF, FAO, UNAIDS, UNFPA, and UN Women, Ministries of Health, Education, and Agriculture, and NGOs. WFP will work with partners – including the Ministry of Women, Family and Social Cohesion and gender equality committed non-governmental and civil society organizations – to ensure gender competencies are strengthened across all strategic outcomes. Training will address linkages between gender equality and nutrition with benefits extending to the 227,688 people in need supported by WFP programming.
84. WFP will work with the WFP Centre of Excellence against Hunger and the Government of Brazil to support implementation of the Systems Approach for Better Education Results (SABER) recommendations. WFP will place a policy expert in the National Directorate of Social Affairs and School Feeding (NDSF) to support promulgation of a law on sustainable national school meals; revision of the national school meals strategy; reinvigoration of the inter-ministerial committee on school meals; enhancement of NDSF capacities; and strengthening of capacities of community-based organisations for implementation of school meals policy.

#### **4.4. SUPPLY CHAIN**

85. WFP will use both food- and cash-based transfers. Supply chain will have an important role in supporting all activities, including food assistance delivery, implementation of cash-based transfers, education and nutrition programming, and support for efficient planning of local food production, warehousing, transformation and marketing through assessments, and strengthening food storage capacities of farmers' associations and partners. The choice of modality will be informed by field assessments, including gender and market analyses to confirm feasibility and optimal design.
86. WFP will support market-based interventions through retail assessments, ensuring continuous supply of food in markets and quality control. An assessment mapping the retail supply chain from end-to-end is envisioned to mitigate bottlenecks and lower beneficiary costs. A macro supply chain assessment will review national sourcing and distribution, transport systems (including private sector involvement), and other relevant sectors.
87. Where appropriate, commodities will be purchased from regional suppliers or through the Global Commodity Management Facility to reduce procurement-associated delays. Super Cereal Plus will be purchased internationally for the prevention of malnutrition while in-kind food will be provided for school meals.

88. A superintendent will test and ensure food quality of all incoming commodities to ensure compliance with national and cross-border requirements. Periodic quality control of transported and warehoused goods will follow best practices recommended by WFP's Logistics Operational Guide. In the event of quality concerns, mechanisms are in place through the Ministry of Health to provide laboratory testing and verify food quality.
89. Transportation infrastructure can present logistical challenges, but most roads remain accessible throughout year without major blockages that risk hampering food movements. Delivery of commodities for nutrition and school meals programming during the first trimester of the school year coincides with the end of the rainy season, creating problems in some areas as storage conditions in schools and health centres do not always conform to required standards. WFP will sensitise transporters on the importance of school meals and nutrition programmes to reduce and prevent loss or diversion of commodities.

#### **4.5. COUNTRY OFFICE CAPACITY AND PROFILE**

90. WFP will modify current staffing profiles and structure to implement the transitional ICSP more effectively. The Bafata location will remain open for supply chain-related activities only and field monitor positions will be relocated to the Bissau Country Office.

#### **4.6. PARTNERSHIPS**

91. WFP will continue building on existing partnerships with Government counterparts at national level, including work with MADR to enhance food security analysis and reduce post-harvest losses; with the Ministry of Education to implement the SABER road map towards a national school meals programme; and with the Ministry of Health and National Multisectoral Committee on Nutrition to implement nutrition activities and advocate for investments in nutrition-related interventions. In partnership with UN Women, UNFPA and other United Nations agencies, WFP will continue to support the Ministry of Women, Family and Social Cohesion in the development of the National Social Protection Policy, with special consideration to vulnerabilities related to girls, including nutrition, maternal mortality and early pregnancy, and female genital mutilation.
92. WFP will also strengthen partnerships with United Nations organisations. In addition to active participation in the United Nations Country Team (UNCT) and collaboration with the United Nations Integrated Peace Building Mission (UNIOGBIS), WFP will enter into strategic agreements with UNICEF, FAO, UN Women and other United Nations organisations. WFP envisages stronger partnerships with others as part of the wider scope of this transitional ICSP. WFP has consulted with the UNCT, UNIOGBIS and individual member organisations to align the strategic outcomes of this transitional ICSP with UNPAF.
93. WFP maintains multiple field-level agreements with national NGOs and faith-based organisations. Quarterly coordination meetings with these NGO partners provide a forum for dialogue, feedback and collaborative strategic planning. At implementation level, training and capacity strengthening will remain important components of WFP partnerships to ensuring strong technical and implementation capacity required to achieve transitional ICSP strategic outcomes.

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## **5. PERFORMANCE MANAGEMENT AND EVALUATION**

### **5.1. MONITORING AND EVALUATION ARRANGEMENTS**

94. The Country Office Tool for Managing (programme operations) Effectively (COMET) is in place since May 2016. Outcome and performance indicators will be assessed annually using information collected through baseline, end-point and post-distribution monitoring exercises. All post-distribution monitoring and evaluation activities will include questions on gender equality and protection.

95. These exercises will be conducted by Monitoring Assistants following the scale up of open data kit mobile devices and the associated real-time data analysis and visualisation tool. Major baseline values were established in 2016. SCOPE will be used for beneficiary registration and enhanced monitoring of transfers.

96. WFP will train and mentor Ministry of Education staff to strengthen capacity to monitor and evaluate the school meals programme. In line with CSP policy guidance, this transitional ICSP will undertake the decentralized evaluation of a single component. The single-component evaluation will focus on school meals enabled through McGovern-Dole. Comprehensive mid-term and final reviews will be conducted with the forthcoming CSP. Terms of reference for the team in charge of the decentralized evaluation will be gender responsible, and the team will include a gender expert to ensure gender-sensitive data analysis.

## 5.2. RISK MANAGEMENT

97. Risks are reviewed and updated semi-annually, controls reassessed, and mitigation actions identified.

<b>TABLE 4: RISK MATRIX</b>		
<b>Type</b>	<b>Threat</b>	<b>Mitigation measures</b>
Contextual Aggravated food insecurity	<ul style="list-style-type: none"> <li>Sudden climate-related or price shocks</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the FSNMS to promote awareness and early response</li> </ul>
	<ul style="list-style-type: none"> <li>Destruction of agriculture fields by heavy rain and flooding</li> </ul>	<ul style="list-style-type: none"> <li>Robust community asset creation</li> </ul>
	<ul style="list-style-type: none"> <li>Frequent changes in senior government leadership resulting in institutional instability</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen capacity of technical level partners at local regional and national level</li> </ul>
	<ul style="list-style-type: none"> <li>Escalation of political violence</li> </ul>	<ul style="list-style-type: none"> <li>Expand donor base</li> </ul>
	<ul style="list-style-type: none"> <li>Political instability preventing agreements on the government programme and budget</li> </ul>	<ul style="list-style-type: none"> <li>Support communities to develop and implement complementary activities at school</li> </ul>
	<ul style="list-style-type: none"> <li>Insufficient capacity of national partners</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen capacities of national partners</li> </ul>
	<ul style="list-style-type: none"> <li>Diversion of food and cash from intended beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Raise stakeholder awareness of supply chain concerns</li> </ul>
	<ul style="list-style-type: none"> <li>Weak participation of women in the leadership of school management committees can negatively impact the decision-making process</li> </ul>	<ul style="list-style-type: none"> <li>Develop a common strategy with partners to reinforce women's leadership roles in school management committees</li> </ul>
Programmatic Reduction of ration and	<ul style="list-style-type: none"> <li>Pipeline break</li> </ul>	<ul style="list-style-type: none"> <li>Proactive food procurement planning and monitoring</li> </ul>

programme activities		
Institutional  Reduction of programme activities and work force; reputational risk	<ul style="list-style-type: none"> <li>Lack of funding</li> </ul>	<ul style="list-style-type: none"> <li>Anticipate opportunities and prepare innovative programme proposals</li> </ul>

## 6. RESOURCES FOR RESULTS

### 6.1. COUNTRY PORTFOLIO BUDGET

98. Implementation of this transitional ICSP for 18 months will cost USD 20,594,325. Strategic Outcome 1, the largest component, accounts for 75 percent of budgeted funds. Strategic Outcome 2 is 14 percent, Strategic Outcome 3 is 10 percent, and Strategic Outcome 4 is 1 percent.

	Year 1	Year 2	Total
Strategic Outcome 1	9,784,401	6,283,396	16,067,797
Strategic Outcome 2	1,396,397	744,737	2,141,134
Strategic Outcome 3	1,245,562	883,418	2,128,981
Strategic Outcome 4	158,000	98,414	256,414
<b>TOTAL</b>	<b>12,584,360</b>	<b>8,009,964</b>	<b>20,594,325</b>

99. As gender cuts across the context analysis, outcomes, outputs and activities of this transitional ICSP, resources planned for gender equality-related activities will exceed the 2018 WFP corporate commitment of 13 percent.

### 6.2. RESOURCING OUTLOOK

100. The transitional ICSP is well-funded. A confirmed contribution will fund 100 percent of food requirements under Strategic Outcome 1 through the conclusion of this transitional ICSP in June 2019. Preliminary discussions suggest WFP will continue receiving funds for nutrition interventions, and a concept note for USD 5.3 million in additional funding for three years (2018-2020) has been submitted. The expected funds will cover implementation costs of all activities under Strategic Outcomes 2, 3, and 4. WFP is also exploring promising opportunities to raise additional resources through multilateral, government and private sector sources.

### 6.3. RESOURCE MOBILIZATION STRATEGY

101. WFP will continue to negotiate with traditional and new donors to mobilize flexible resources for the transitional ICSP. The resource mobilization strategy will align fundraising efforts with transitional ICSP-defined strategic outcomes and budgeted costs. WFP will seek maximum diversity, flexibility and sustainability of contributions to reinforce impact, visibility and accountability to beneficiaries, the host Government, and donors. Resources will be mobilized through strategic partnerships with donors that work towards shared responsibilities and results. WFP will present and market the full range of planned activities to traditional and new donors. While traditional donors are expected to

continue providing most of the core funding, diversifying and expanding the donor base is necessary to expand development activities and ensure funding is resistant to shocks.

## **Annex I: LOGFRAME**

**(SEE HQ VALIDATED LOGFRAME)**

## Annex II: INDICATIVE COST BREAKDOWN

<b>INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOMES (USD)</b>					
<b>WFP Strategic Results / SDG Targets</b>	<b>SR 1 SDG 2.1</b>	<b>SR 2 SDG 2.2</b>	<b>SR 3 SDG 2.3</b>	<b>SR 5 SDG 17.9</b>	<b>Total</b>
<b>WFP Strategic Outcomes</b>	<b>Strategic Outcome 1</b>	<b>Strategic Outcome 2</b>	<b>Strategic Outcome 3</b>	<b>Strategic Outcome 4</b>	
<b>Focus Area</b>	<b>Root Causes</b>	<b>Resilience Building</b>	<b>Root Causes</b>	<b>Root Causes</b>	
<b>Transfer</b>	13,353,340	1,581,481	1,732,368	152,176	<b>16,819,365</b>
<b>Implementation</b>	962,856	325,694	164,827	76,274	<b>1,529,651</b>
<b>Adjusted DSC (%)</b>	700,437	93,885	92,507	11,189	<b>898,017</b>
<b>Sub-total</b>	15,016,632	2,001,060	1,989,702	239,639	<b>19,247,033</b>
<b>ISC (7%)</b>	1,051,164	140,074	139,279	16,775	<b>1,347,292</b>
<b>TOTAL</b>	16,067,797	2,141,134	2,128,981	256,414	<b>20,594,325</b>



## Annex IV: ACRONYMS

ART	anti-retroviral therapy
COMET	Country Office Tool for Managing (programme operations) Effectively
CSP	Country Strategic Plan
DOTS	directly observed treatment, short-course
FAO	Food and Agriculture Organization of the United Nations
FSNMS	Food Security and Nutrition Monitoring System
GAM	global acute malnutrition
GDP	gross domestic product
INE	Institute of National Statistics
ICSP	Interim Country Strategic Plan
MAM	moderate acute malnutrition
MADR	Ministry of Agriculture and Rural Development
MICS	multiple-indicator cluster survey
NDSF	National Directorate of Social Affairs and School Feeding
NGO	non-governmental organization
PLHIV	people living with HIV
PRRO	protracted relief and recovery operation
RESSAN	<i>Rede da Sociedade Civil para a Soberania e Segurança Alimentar e Nutricional na Guiné-Bissau</i>
SABER	Systems Approach for Better Education Results
SDG	Sustainable Development Goals
SUN	Scaling Up Nutrition movement
TB	tuberculosis
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIOGBIS	United Nations Integrated Peace Building Mission
UNPAF	United Nations Partnership Framework for Guinea-Bissau
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review