



World Food Programme



Country Strategy 2012 to 2016 Ecuador Country Office



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LIST OF ACRONYMS

BDH:	Human Development Grant
CELAH:	Logistics Center for Humanitarian Assistance
Ciclopolis:	Cycle -Municipality of Quito
CRE:	Ecuadorian Red Cross
DR:	Direction for Refugees, Ministry of Foreign Affairs
ECHO:	European Commission- Humanitarian Aid & Civil Protection
EPR:	Emergency Preparedness and Response
GoE	Government of Ecuador
IEPS:	Institute for Populist Economics and Economics of Solidarity
INAMHI:	National Institute of Meteorology and Hydrology
INEC:	National Institute of Statistics and Census
INFA:	Institute for Childhood and Families
INTI:	Integrated Territorial Nutritional Intervention
LAC:	Latin America and Caribbean
MAE:	Ministry of Environment
MAGAP:	Ministry of Agriculture, Livestock, Aquaculture and Fishing
MCDS:	Ministry for the Coordination of Social Development
MCPEC	Ministry of Coordination of Production, Employment and Competitiveness
MCRJ:	Commonwealth of the Jubones River Basin
ME:	Ministry of Education
MIES:	Ministry of Economic and Social Inclusion
MSP:	Ministry of Public Health
NGOs:	Non Governmental Organizations
IOM:	International Organization of Migration
PAE:	School Feeding Programme
PLWHA:	People Living with HIV/AIDS
PPS:	Social Protection Programme
SENAGUA:	National Secretary of Water
SENPLADES:	National Secretariat for Development Planning
SETECI:	Technical Secretariat for International Cooperation
SNGR:	National Secretary of Risk Management
UNDAF:	United Nations Development Assistance Framework
UNDP:	United Nations Development Programme
UNHCR:	United Nations High Commissioner for Refugees
USAID:	United States Agency for International Development
WHO:	World Health Organization

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1. Ecuador's current government, elected for a second term in 2008, ratified that same year a new Constitution which recognized human rights, the rights of nature, a philosophy of good living and equitable wealth distribution. Economic and social reforms embodied in the National Plan for Good Living 2009-2013 (Buen Vivir), Ecuador's national framework for development, are based on national security, social inclusion, equitable distribution of resources and means of production, environmental sustainability, and sovereignty. National security is integral to all development priorities, including food sovereignty and security.
2. In 2010 the UN signed a cooperation agreement with the Government through the United Nations Development Assistance Framework (UNDAF) which supports the plan Buen Vivir, through the following focus areas: building citizens' capabilities and improving their quality of life; food sovereignty; environmental sustainability; state reform, participation, justice and human rights; and development, peace and integration in the northern border areas.
3. Ecuador is prone to natural disasters such as volcanic eruptions and earthquakes, and its fragile and diverse eco-systems are highly susceptible to climate change and climate variability. While the economy of Ecuador is robust with strong growth trends, the country has one of the highest rates of malnutrition in the Latin America and Caribbean (LAC) region. These factors help focus WFP's vision, priorities and areas of intervention in the country.
4. WFP's overarching goal in Ecuador is **to be an innovative partner who supports Government priorities and policies, contributing to food sovereignty, the food and nutrition security of vulnerable people, and gender equality**. This goal will be achieved through the following four strategic priorities:

Strategic Priority 1: Position WFP Ecuador as a strategic partner, collaborating with the Government to reduce poverty and improve the food and nutrition security of the most vulnerable.

Strategic Partners: National secretariat for development planning (SENPLADES); Technical secretariat for international cooperation (SETECI), Ministry of Social and Economic Inclusion (MIES)

Strategic Priority 2: Contribute to food and nutrition security of vulnerable people in Ecuador with an integrated approach at local level in support of food sovereignty and security.

Strategic Partners: Ministry of Coordination for Social Development (MCDS), Ministry of Public Health (MSP), MIES, MAGAP (Ministry of Agriculture, Livestock, Aquaculture and Fishing) and local authorities (provincial and municipal level), Ministry of Coordination of Production, Employment, Competitiveness and Trade (MCPEC)

Strategic Priority 3: Build resilience and mitigate the risks associated with the adverse effects of climate change, natural disasters and other shocks.

Strategic Partners: Ministry of the Environment (MAE), National Secretary for Risk Management (SNGR), MIES, and MAGAP

Strategic Priority 4: Reduce tensions and support the integration of refugees in host communities.

Strategic Partners: Direction of Refugees, Ministry of Foreign Affairs (DR), MIES

5. WFP is undergoing a shift in the way it works in Ecuador, moving from managing national Trust Funds to working in direct partnership to enhance capacity to improve food and nutrition security of vulnerable people. WFP's strategy in Ecuador will expand its support to the Government's integration efforts in the Northern Border areas and promote innovative food and nutrition security assistance models that support environmental sustainability. In addition to the four strategic priorities mentioned above, the actions and priorities of the Government of Ecuador (GoE), the framework of the Paris Declaration, and the Ecuador UNDAF, the following principles will guide WFP's work in Ecuador:

- Contribute to national food sovereignty and security in Ecuador, including saving lives in emergencies;
- Promote women's empowerment, focus on reducing inequalities, and support inclusion and livelihood opportunities for the most vulnerable populations in Ecuador (indigenous people, afro-Ecuadorians, refugees, women, children under five years of age and people living with HIV/AIDS);
- Act as a catalyst for developing, testing and implementing innovative food assistance solutions with a results-oriented focus;
- Identify and capture demand for food assistance, working in partnership with traditional and non-traditional partners;
- Capture knowledge using innovative tools and contribute to the knowledge base of the Latin America and Caribbean region (LAC) and global WFP community; and
- Strengthen the technical capacities of decentralized partners in planning and implementing food and nutrition security programmes.

6. The identified strategic priorities have been developed in collaboration with national counterparts, leveraging WFP's comparative advantages and the relationship of mutual trust and accountability the Programme enjoys with the government. Internal and external consultations identified the following comparative advantages of WFP Ecuador:

- **Technical Assistance and Catalyst Role:** WFP is recognized as a catalyst for national action, able to transfer innovative technologies to enhance national food security responses.
- **Trust, Integrity and Accountability:** The Government trusts WFP as an independent and unbiased advisor, working in a transparent and accountable manner. This presents an opportunity for WFP to position itself as an advocate for national policy.
- **Strong Track Record in Humanitarian Actions and Emergency Response:** WFP has assisted refugees in Ecuador for more than ten years, supporting the food assistance needs of the Colombian refugee population in Ecuador. In addition, WFP has an ongoing ten-year agreement with the Government to strengthen emergency response in Ecuador and the region.

2.1 Political Context

7. Ecuador's current Government, elected for a second term in 2008, ratified in the same year the new Constitution which recognized human rights, the rights of nature, a philosophy of good living and equitable wealth distribution. It emphasizes national security, social inclusion, equitable distribution of resources and means of production, and territorial sovereignty. This legal and constitutional framework represents a "Citizen's Revolution," consisting of five revolutions:
 - A constitutional and democratic revolution, aiming to achieve a just, diverse and sovereign society based on inclusive politics and national capacity;
 - An ethical revolution, guaranteeing transparency and accountability;
 - An economic, productive and agrarian revolution, eradicating any systems based on exclusion, and ensuring national investment in education, health, infrastructure, housing, science and technology and in order to promote employment and production in both urban and rural areas;
 - A social revolution, whereby the rights of all individuals, communities, peoples and nationalities are guaranteed by the Republic of Ecuador; and
 - A revolution in defence of Latin American dignity, sovereignty and integration, whereby Ecuador upholds a clear, dignified and sovereign position vis-à-vis international actors and multinational organizations, seeking genuine integration within the Latin America and Caribbean region and the strategic insertion of Ecuador in the global community.
8. Ecuador's Constitution expands on the traditional concept of sovereignty to include political, territorial, nutritional, economic and cultural concerns. The Constitution places great emphasis on security: food, energy, environment and territorial security, as well as regional and global integration. Food sovereignty is considered an integral part of national security and social programmes emphasize empowerment of local producers, and supply chain enhancement. Food security is prioritized specifically through Articles 13 and 281 of the Constitution which guarantees the right to safe and permanent access to nutritious food: "the people and communities [of Ecuador] have the right to safe and permanent access to healthy, sufficient and nutritious food, preferably produced at local level and according to their diverse identities and cultural traditions."
9. Ecuador's 2009-2013 National Development Plan (Plan Nacional Para el Buen Vivir) hereafter referred to as Buen Vivir, promotes territorial approaches, incorporating provincial plans in the country's overall development strategy. The objective is to include the different visions of the inhabitants of Ecuador in order to strengthen integration and improve living conditions. This is a two-way process in which local planning nurtures national planning, and vice versa, as outlined in the national Territorial Strategy for 2009-2013.

10. Buen Vivir also defines a new relationship based on the rights of nature, with the country's unique natural endowment defining environmental sustainability as integral to well-being and growth. The new paradigm stresses the importance of small producers and diversification in local production to ensure food sovereignty, food and nutrition security, and sustainable development.
11. As Ecuador receives the highest number of refugees fleeing the insecurity in Colombia, the 2008 Constitution recognizes the rights of refugees and provides for the realization of their basic rights.¹ Despite their legal recognition, it is widely believed that 30 percent of the Colombian refugee population in Ecuador is invisible and unregistered. In 2009, the Government adopted a new asylum policy and launched a large-scale project to register, document and identify those in need of international protection. However, the GoE has faced constraints in registration and reviewing admissibility requirements. It is anticipated that in May 2011 capacity will be increased to address backlogs in the registration process and speed up the initial admissibility review. This additional step has contributed to a slowing in the registration process.
12. The Government of Ecuador has a strong policy framework in support of risk reduction. A National Secretariat for Risk Management (SNGR) was established in 2008 with the rank of ministry. SNGR implements a national risk management policy, encompassing institutional support for emergency preparedness and response (EPR).
13. The 2010 National Environmental Policy under the Ministry of the Environment (MAE) defines adaptation to and mitigation of climate change as national priorities. Accordingly, the post of Under-Secretary of Climate Change was created in the Ministry in December 2009. This Under-Secretary is responsible for managing climate change response in coordination with the Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP), the National Secretariat of Water (SENAGUA) and the National Institute of Meteorology and Hydrology (INAMHI), as well as civil society. The policy prioritizes plans, measures and actions to:
 - Mitigate the impacts of climate change and other natural events on populations and ecosystems;
 - Manage the inherent risk associated with extreme events linked to climate change; and
 - Reduce emissions of greenhouse gases in the productive and social sectors of the economy.

2.2 Economic and Social Development

14. Ecuador is categorized as a low middle income country by the International Monetary Fund and is ranked 77th with a Human Development Index of 0.695.² Ecuador is the fourth-smallest country in Latin America with approximately 14 million people of which 67 percent live in urban areas. It is a country of great social, cultural and geographical diversity, reflected in the country's demographics, which include Spanish descendents, several indigenous groups and

¹ Constitution of Ecuador 2008. Article 4, Title II on Rights; Article 423, Title VIII, on International Relations; Article 393 on implementing policies to protect the human rights of refugees and border populations.

² UNDP Human Development Report, UNDP 2010.

Afro-Ecuadorians. Increasing immigration and refugees, mainly from Colombia, but also from other countries, have added to the demographic mix, sometimes exacerbating social divisions and inequality. The Gini Coefficient was 47.9 in 2009,³ with the richest 10 percent amassing 43.3 percent of total income while the poorest ten percent has only 1.4 percent.⁴ In other words, the richest 10 percent captures 43.3 times more income than the poorest 10 percent of the population. These figures highlight the inequality and exclusion that continue to dominate social problems in Ecuador despite progress over the last few years.

15. Ecuador imports large amounts of wheat to meet increasing local demand. In response to the high international prices for wheat in 2008, and in an effort to become self-sufficient in its production, the Government provides incentives to Ecuadorian farmers in the northern and central highlands to plant wheat for local consumption. These incentives have included promoting improved wheat varieties by Ecuadorian national research institutes, fertilizer subsidies, government backed loans, and outreach activities; in late 2009 the Government launched a price support mechanism. Still, in 2010 production was insufficient to meet existing demand. Demand is expected to increase, requiring continued imports of wheat and other cereals such as oats, barley, and corn.
16. The Ecuadorian economy is based on petroleum production, manufacturing primarily for the domestic market, commerce and agricultural production for domestic consumption and export. Principal exports are petroleum, bananas, shrimp and flowers. Ecuador is rich in natural resources, with significant oil and mineral reserves, although the mineral sector has been developing slowly. The oil sector accounts for 50-60 percent of the country's export earnings, 25-30 percent of GDP, and 30-40 percent of government revenues. Current economic priorities include higher social spending, increased Government control over strategic sectors, and ensuring a greater share of natural resource revenues. However, the government's economic policies continue still to evolve, creating some uncertainty for the business community. The World Economic Forum's Global Competitiveness Index rated Ecuador 105th out of 133 countries for 2009.
17. Over 38 percent of Ecuadorian households live in poverty and have difficulty meeting their basic needs. An estimated 4.7 percent of households live in extreme poverty and are unable to meet their minimum nutritional requirements. Despite strong economic growth, Ecuador has a high level of consumption poverty, surpassing 61 percent in rural areas. Consumption poverty varies greatly by geographical area: 60 percent in the eastern lowlands of the Amazon, 40 percent in the costal lowlands, and 34 percent in the central Andean highlands.⁵
18. Marginalized populations face poor access to basic health and social services. In Ecuador, only 75 percent of births are attended by skilled health personnel, compared to 96 percent in Colombia. As a result, for every 100,000 live births, 210 women die in Ecuador compared to 130 women in Colombia. Contributing factors to maternal mortality are iron deficiency anaemia, lack of prenatal care, and inadequate birth care.
19. Ecuador's Constitution upholds gender equality, prohibits any form of sexual discrimination and provides for equal opportunity for men and women in access to productive resources and

³ United Nations Human Development Report, 2010.

⁴ Economy and Inequality. United Nations Human Development Report 2010.

⁵ Poverty Incidence Table. WFP Poverty Map of Ecuador. SIISE-STMCDs 2006 – ECV 2006.

in marriage. In reality, however, few women own land and households headed by women generally have a lower income than those headed by men. In 2008, women received approximately 65 percent of the pay received by men for equal work and that there were fewer women than men employed in professional work and skilled trades. Restrictions in access to bank loans pose serious problems for women. Although the law prohibits violence against women, including within marriage, abuse continues to be widespread, and women in Ecuador suffer from violence, discrimination and disproportionate poverty. Only 3 percent of reported sexual violence against women is investigated to term. Prostitution is legal in Ecuador, a contributing factor to violence against women.

20. According to UNAIDS, in 2008 an estimated 46,000 Ecuadorians were living with HIV/AIDS, seventy percent of which were concentrated in two provinces: Guayas on the Coast and Pichincha in the Northern Sierra region. People living with HIV/AIDS (PLWHA) often face social discrimination and have limited access to labour. As a result of this economic exclusion, a high number of the people living with HIV/AIDS suffers from limited access to nutritious food and are in risk of undernourishment. This can pose significant problems with respect to adherence to anti-retroviral therapy, and has deleterious effects on the progression of the illness.

2.3 Colombian Refugees in Ecuador

21. Colombian populations, caught in the crossfire between rebels and government forces flee primarily to Venezuela, Ecuador, Panama and Costa Rica. Ecuador receives the highest number of refugees in the region, for the most part hosted in the country's Northern provinces, although there has been an increase in migration to southern provinces in recent months. Many are poor coming into the country, although some enter Ecuador seeking to participate in contraband activities, including arms, drugs, prostitution and human trafficking. Colombian refugees are a largely heterogeneous group in Ecuador; members are socially fractured, have limited informal networks and are not concentrated within designated areas. Colombian asylum-seekers are unable to open bank accounts and to access national safety net programmes, a contributing factor to their high levels of poverty and exclusion.
22. Most refugees live in urban areas while the rest stay near the border in underdeveloped and isolated regions with little access to basic infrastructure and services. As of 2011, there are around 135,000 Colombians in Ecuador, with approximately 25,000 of these in the process of registering as refugees. Over 75,000 have never approached a government institution or UNHCR to register and are in need of international protection. This group tends to conceal their identity and not mix with the local Ecuadorians due to fear or perceived threats. As a result, they remain without legal documents and are deprived of their basic rights, access to health services and economic opportunities. Refugees are vulnerable to food insecurity due to deficiencies in their diet and unstable or limited employment opportunities.
23. The plight of Colombian women refugees in Ecuador's requires urgent attention; 94 percent of women among this population suffer from gender-based violence as many flee Colombia without male partners, leaving them vulnerable to abuse and mistreatment. In addition, a lack of economic opportunities often means that many Colombian women are forced into prostitution; 45 percent of commercial sex workers among this population began this activity after their arrival in Ecuador.

2.4 Food Security and Nutrition

24. Ecuador is self sufficient in food commodities, producing an array of grains, proteins, fruits and vegetables.⁶ However, inherent social inequalities affect nutritional security and reinforce unequal access to and distribution of food as well as quality and stability of consumption. Both micro and macro factors affect food consumption in Ecuador. For example, the combination of a 22 percent decrease in per capita remittance inflows in 2008 and the increase in global food prices at the end of 2010 and in early 2011 had a major impact on the food security of the poor.⁷ Food prices reached all-time highs in Ecuador in early 2011 and may further increase due to global constraints and internal erratic weather patterns. These unprecedented spikes in food prices have affected Ecuador's poorest people, increasing the possibility of protests or calls to ban exports. However, the Government quickly responded and increased the minimum monthly salary to US\$264. (1.5 working persons per household) never-the less, an adequate monthly consumer basket is valued at US\$541. making it difficult for the poorest to meet their basic needs.
25. Colombian refugees and other migrants, indigenous and Afro-Ecuadorian populations who comprise the majority of small-scale farmers, women and children, and PLWHAs are concentrated in the poorest socio-economic quintile and suffer disproportionately from chronic malnutrition and micronutrient deficiencies, especially iron deficiency anaemia. For poor Ecuadorian and refugee households, income sources are temporary and volatile. Indices show 66.2 percent of the Ecuadorian population has formal employment leaving 33.8 percent unemployed and vulnerable.⁸ The urban poor spend almost 52 percent of their income on food. Poor households spend US\$346. less a month on food than non-poor households at the national level, illustrating high levels of inequality (Table 1).

Table 1: Rural/Urban Household Consumption Patterns

Household Food Consumption						
Variables	National		Urban		Rural	
	Poor	Non-poor	Poor	Non-poor	Poor	Non-poor
Monthly HH consumption (US\$)	194.8 *	541.2	220.8	591.89	177.18 *	376.33
Monthly % exp. in Food	54.9	37.8	51.6 *	34.4	57.1 *	49
<i>* significant difference at 95% - Source: INEC 2005-2006.</i>						

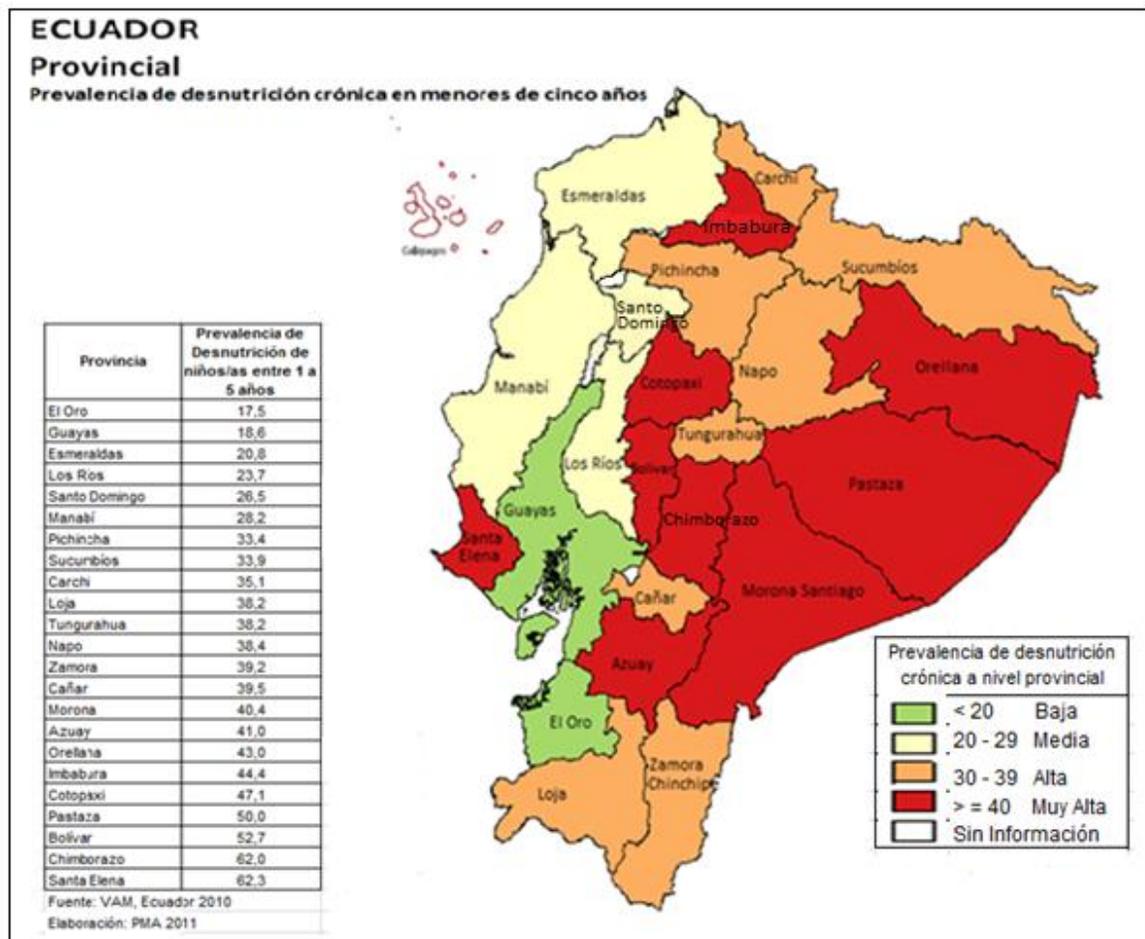
⁶ Country Profile: Food Security Indicators for Ecuador, FAO 2001.

⁷ Inter-American Development Bank – Remittances in times of financial instability: impact of the financial crisis on Latin America and the Caribbean, <http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1913678>.

⁸ UNDP Human Development Report, 2010.

26. Many small-scale farmers inadequately feed their families as they have little or no access to capital, markets or effective farming techniques and infrastructure. Pressure for land has resulted in deforestation and soil erosion. Commercialization represents the most significant challenge for most of Ecuador's small-scale farmers. With little access to or information about markets, many have to accept low prices from intermediaries.
27. Although Ecuador is currently on track to meet MDG 1, (halving 1990 rates of child underweight by 2015) the country faces one of the highest chronic malnutrition rates in the LAC Region, after Guatemala, Haiti, Bolivia and Honduras. Malnutrition is still a major public health issue, reflected in the number of chronically malnourished (stunted) children under the age of five, (Map 1) the number of adults and children under five with micronutrient deficiencies, and the double burden of malnutrition and overweight among children and adults. Chronic malnutrition rates hover around 26 percent of children under five, and six percent are underweight.⁹

Map 1: Chronic Malnutrition in Children under Five

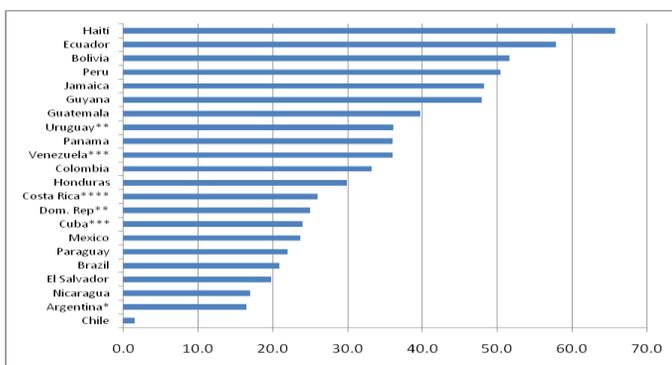


Source: MCDS and WFP, 2010

⁹ World Bank 2009: <http://siteresources.worldbank.org/INTLACREGTOPNUT/Resources/Ecuador4-20-10.pdf>.

28. Despite its relatively high per capita income, levels of anaemia in Ecuador are the highest in the LAC region at 62 percent of children under six years of age (Figure 1). Anaemia is related to poor dietary diversity, with children and adults consuming large quantities of cereals and poor animal food sources. Most young children in the Sierra and coast regions begin to eat an adult diet at six months, due to practice and lack of access and knowledge of complimentary foods for young children. In addition, parasites are a recurring problem due to poor sanitary conditions and lack of access to clean water.

Figure 1: Prevalence of Anaemia in Children under Six



Source: Ministry of Health and CEPAL, 2010

29. Adequate intake of micronutrients, particularly iron, vitamin A, iodine and zinc, from conception to 24 months, is critical for child growth and mental development. However, 16 percent of Ecuadorian children are born with low birth weight compared to nine percent in Colombia and eight percent in Brazil. Low birth weight predisposes children to chronic malnourishment and poor growth development, and children with low birth weight face a higher likelihood of death in infancy. The infant mortality rate in Ecuador is 21 per 1000 live births, compared to 16 per 1000 live births in Colombia. Under-five mortality in Ecuador is 25 per 1000 live births, compared to 20 per 1000 in Colombia.

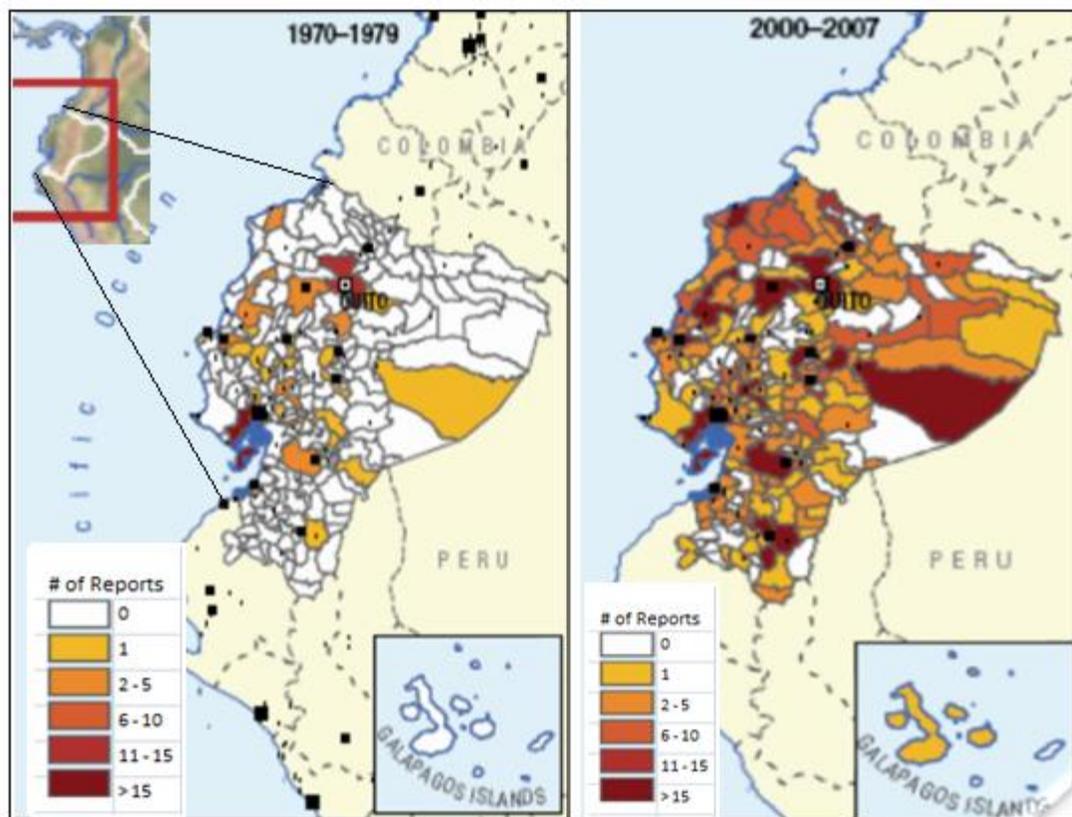
30. Low-birth weight infants and stunted children may be at greater risk of chronic diseases, such as diabetes and heart disease, than children who start out well-nourished. The underlying causes of malnutrition in Ecuador are traditionally restricted diets, poor infant feeding practices and limited access to nutritious food. These circumstances are amplified at the local level in indigenous and rural areas, primarily due to cultural and consumption habits, poverty and exclusion. A compounding factor is violence against women, and the exclusion of women from decision-making and formal markets. Violence and discrimination against women ultimately affects the food and nutrition security of the entire family.

31. Ecuador has also seen a recent increase in obesity. This “double burden” of malnutrition is the result of various factors. Progress in improving community infrastructure and development of sound public health systems has been slow, thwarting efforts to reduce under-nutrition. In addition, rapid urbanization and the adoption of diets high in refined carbohydrates, saturated fats and sugars, combined with a more sedentary lifestyle are commonly cited as the major contributors to the increase in overweight and chronic diseases. Cultural factors, perceptions and beliefs about different food types may also play a significant role.

2.5 Climate Change and Food Security

32. Studies on the impact of climate change in Ecuador show threats related to the increase in average temperature (1C° increase), the retreat of glaciers (30 percent loss of mass in the last 30 years), moorland degeneration and desertification, forest loss, and an increase in the frequency of extreme events.¹⁰ All of these factors directly impact on the food and nutrition security of the poorest in Ecuador. Recent studies indicate that at current trends, Ecuadorian glaciers below 5000 meters will most likely disappear over the course of the next ten years and that glaciers above that level may disappear within 20 years. The retreat of these glaciers is a serious threat to the ability of each ecosystem to regulate water supply, affecting agricultural productivity and food and nutrition security. Map 2 illustrates reports of financial losses incurred between 1970 and 2007 due to climate related events.

MAP 2: Spatial Evolution of Reports of Losses from Weather Events, 1970 – 2007



Source: DESINVENTAR, 2010.

¹⁰ Vulnerability - Adaptation and Mitigation to Climate Change in Ecuador: compendium of actions, strategies and profiles of projects in the energy sectors, forestry, agriculture, coastal marine and water resources. National Committee for Climate, Ministry of Environment, Ecuador, June 2001.

Evidence of Climate Change in Ecuador – update. National Committee for Climate, - Ministry of the Environment (Project ECU/99/g31 Climate Change, Phase II, Ecuador, June 2002).

National Communication Republic of Ecuador for UNFCCC, Ministry of Environment, Ecuador, November 2000.

Notes for the discussion of the national human development strategy: contributions to an alternative environmental strategy, sustainability indicators and environmental policies. SENPLADES, FLACSO Ecuador, UNDP Ecuador, CISMIL2015, 2009.

33. Over the last ten years, seven percent of the population in the Andean Region has been affected by droughts, floods, earthquakes and volcanic eruptions. In addition, ecosystems are increasingly suffering the effects of warming. In Ecuador's river basins, the effects of increased climate variability are compounded by environmental degradation, in particular the over-exploitation of forests, crops planted on land with high erosion rates and over-grazing.¹¹ In the past decade, Ecuador has incurred economic losses of around US\$4 billion from droughts alone (Table 2). As a result adaptation to climate change and the effect on food security is a priority for the GoE.

2.6 Emergency Preparedness and Response

34. Approximately 65 of Ecuador's peaks began as volcanoes, including eight which are considered to be still active. Sangay is one of the most active on earth, and Guagua Pichincha, Tungurahua, Reventador and Sangay all erupted within the last 15 years. Most cities in Ecuador's northern highlands are within range of an active volcano. In addition to the impending danger of ash, lava and mudslides, most volcanic eruptions are accompanied by earthquakes. As well, landslides in Ecuador can be catastrophic and are provoked by little more than heavy rains in the steep Andes or muddy Oriente.

35. Main contributing factors to vulnerability include: lack of awareness of emergency prevention; houses built on fragile land; inadequate quality of infrastructure and construction materials; environmental damage as a result of increasingly intense events; and lack of efficient strategies to reduce risk. Rapid demographic growth and increased population density make more people exposed to the above mentioned threats and dangers. Lack of effective policies, planning, adequate building codes and standards, and poor application of early warning models compound the negative impacts of each event. Ecuador increasingly relies on sound external emergency preparedness and response capacities to reduce suffering and human and economic losses due to increasingly frequent and intense natural events.

Table 2: Affected Population and Estimated Economic Cost of Disasters: 2000-10¹²

Countries	Drought		Earthquakes/ Volcanic Eruptions		Floods / Rains		TOTAL	TOTAL US\$ (billions)
	Affected	Economic Cost	Affected	Economic Cost	Affected	Economic Cost	Total Affected	Economic Cost
Argentina		120,000	727,000		729,713	2,133,210	730,440	2,253,210
Bolivia	102,500				1,459,770	847,000	1,562,270	847,000
Brazil	2,000,000	1,650,000	286,000		4,506,375	2,444,840	6,506,661	4,094,840
Colombia			149,248	10,000	4,540,868	10,000	4,690,116	20,000
Ecuador	107,500	4,000,000	497,683	160,975	430,699	1,018,800	1,035,882	5,179,775
Paraguay	310,990				75,655	820,000	386,645	820,000
Peru	21,500		1,017,934	900,050	749,923		1,789,357	900,050
Uruguay		250,000			156,312	70,000	156,312	320,000
Venezuela					136,192	54,000	136,192	54,000

¹¹ See Annex IV: Multi-threats Map, ECHO.

¹² EM-DAT: The OFDA/CRED International Disaster Database. Created 18 Mar 2010, data version v12.07
www.emdat.be - Université Catholique de Louvain, Brussels, Belgium.

3.1 National Policy Framework, Priorities and Response

36. As already mentioned the Ecuadorean Constitutional, legal and policy frameworks uniquely situate food sovereignty and security in the political agenda. Further, as already mentioned in Article 281 of the Ecuadorean Constitution, food sovereignty is considered an integral part of national security and is a priority and an obligation for the state. As a result these issues cut across ministries and sectors. As well, the National Nutrition Strategy cuts across all relevant sectors and ministries to address the following issues and Table 3 outlines important nutrition interventions in Ecuador.

- Diet diversity
- Food fortification to address micronutrient deficiencies
- Supplementation for target groups: pregnant and lactating women, school children, refugees and people living with HIV/AIDS (PLWHA)
- Nutrition education
- De-worming

Table 3: GoE Nutrition Interventions

Food and Nutrition Security Intervention	Actions (Actors Ministries Programmes)	Strategies / framework	Standards / Monitoring
Food Fortification	Iron and Folic Acid Vegetable oil fortified with Vitamin A (MOH)	Iodized salt	Fortification standards and specifications
Nutrition	Acción Nutrición (Multi-ministerial)	Inter institutional intervention,	Self developed standards
	Nutrition Education (MIES-, MOH, ME)	Massive education campaign (Aliméntate Ecuador)	MOH standards
	De-worming	De-worming as part of health and nutrition services	
	Desnutrición Cero (MOH)	Under design (conditional cash transfer to MOH nutrition interventions) Self developed standards	MOH standards
Food for Education	Pre-school, School breakfast	Child development, financing of logistics costs of school feeding for some community schools	

37. Ecuador has a comprehensive social protection network with national safety net programmes including the Human Development Grant programme (Bono de Desarrollo Humano, BDH). This is part of the Social Protection Programme developed by the Ministry of Social and Economic Inclusion and provides conditional cash transfers to female heads of households and non-conditional cash transfers to senior citizens and people with disabilities. Refugees do not have access to this important social protection programme.

3.2 UN Agencies Response to Food Security

38. The Paris Declaration poses an important challenge to all actors of development cooperation. Compared with previous joint statements on aid harmonization and alignment, it provides a practical, action-oriented roadmap with specific targets to be achieved by 2010. It also emphasizes greater recipient control over the funds provided, thus encouraging attention on upstream points in the policy process. The Declaration remains the central international statement on the aid relationship, including how the main actors are expected to carry out their responsibilities to make the greatest possible contribution to development effectiveness. An initial “Statement of Resolve” of 12 points is followed by 56 commitments organized around five principles:

- 1) Ownership by countries
- 2) Alignment with countries’ strategies, systems and procedures
- 3) Harmonization of donors’ actions
- 4) Managing for Results
- 5) Mutual Accountability

39. Adherence to the Paris Declaration provides the GoE, WFP and the UN partnership impetuous to harmonize and align programmes, foster partnership and national ownership and collectively manage results with a set of measurable indicators and related targets. WFP Ecuador will select indicators that cover such issues as alignment with country priorities, joint analytic work, use of common arrangements, strengthened country systems, and harmonized support for capacity building as part of this country strategy.

40. Within the UN System in Ecuador, WFP collaborates with a number of agencies to support food and nutrition security actions within the framework of the Paris Declaration and the Ecuador UNDAF. For example FAO, UNICEF and WFP jointly contributed to elements of the new nutrition policy as well as the implementation of concrete actions, including: the Integrated Territorial Nutrition Intervention (Intervención Nutricional Territorial Integrada), the restructuring of the National Institute of Children and Family (Instituto de la Niñez y la Familia) and more recently the introduction of the programme Malnutrition Zero (Desnutrición Cero). As well, the UN has worked to support and strengthen systems and actions related to monitoring, evaluation and nutrition education, in particular education processes for agriculture extension workers. With respect to vulnerable groups, the UN system works in a coordinated manner to confront the HIV/Aids epidemic, and in particular, the nutrition component under the leadership of WHO and WFP.

4.1 Gaps in National Food Security Responses

41. The following are lessons from WFP's interventions in Ecuador:

- **Micronutrient Programmes:** Anaemia and iron deficiency continue to cause significant public health issues in Ecuador. While the Government has developed several innovative products, and WFP has actively participated in efforts to promote the fortification of major commodities, *momentum on specific products aimed to improve the nutritional status of children has stalled*. The Ministry of Health is now undertaking a review of products provided through national social protection programmes. In the future, cost effectiveness and accessibility by the poorest will be main considerations when promoting new products.
- **Nutrition:** In Ecuador, the conceptual framework for addressing malnutrition is well defined and a strong cadre of officials is promoting a new national nutrition policy. WFP has been an active participant in working with the Government to develop the nutrition strategy. *However, actions need to be better coordinated at local level and funds channelled to the poorest areas. Nutrition also needs to be better integrated into other sectoral programmes and educational processes.*
- **Refugee Assistance:** National policy promotes sustainable development in the northern border areas with Colombia. The policy seeks to ensure human security and timely resolution of conflicts in order to promote a culture of peace in the northern border areas. Progress does not meet government expectations, partly due to lack of funding. *It is recognized that assistance must focus on integration of refugees in host communities using approaches that reach the most vulnerable of both populations.*
- **School Feeding Programmes:** School feeding has been a strong component of the GoE's social protection programmes. In October 2010 the school lunch programme was discontinued for reasons of cost effectiveness and the school breakfast programme was expanded in coverage and in quality. *In the poorest communities there is demand to reinstate the school lunch programme in order to meet the nutritional needs of students and to ensure that the poorest continue to attend school.* Considering the national mechanisms of decentralization and local empowerment, and taking into consideration territorial objectives, WFP will work with the Ministry of Education to support capacity building of local school commissions to strengthen local school feeding programmes.

4.2 WFP experience in addressing Food and Nutrition Security in Ecuador

42. WFP has a long history in Ecuador of supporting direct food interventions, capacity development as well as more recently managing trust funds. Direct food interventions have included school feeding, support to production systems, reforestation programs and nutrition

interventions. Even though WFP has been working in Ecuador for nearly 50 years, the nature of its field work and impact on the beneficiary population is not well known among donors, government officials, beneficiaries or the general public in Ecuador. This is related to several factors, including changes in national priorities and WFP's focus on trust fund management to support national programmes in the last few years. Some of WFP's more recent initiatives include:

43. **Food and Nutrition Security:** As of October 2010, with support from the Government of Spain and in partnership with the International Food Policy Research Institute, WFP is in the process of implementing and evaluating a cash and voucher transfer pilot project. The pilot study will evaluate and compare the effectiveness of using three transfer mechanisms (food, cash, vouchers) to improve access to food and improve dietary diversity. In addition the project will help to collect and update data on iron deficiency in targeted areas. Experience gained and lessons derived from the pilot will directly inform WFP implementation modalities in the country for the 2012-2016 period. WFP's experience will help support government policies in Ecuador and throughout the region, in particular related to providing appropriate forms of assistance to address food and nutrition insecurity and dietary deficiencies.
44. Since 2005, Ecuador has benefited from two WFP regional capacity development projects: Integrated Micronutrients Programme (Project 10421) and a Food-based Social Protection Programme (Project 10411). These projects have provided a framework for advocacy and capacity development under which WFP implemented the "Eradication of Child Under-nutrition" regional initiative. This initiative has been endorsed by the Ecuador Government and has benefitted from the collaboration and technical support of other UN agencies and regional technical institutions. In November, 2010, WFP produced a manual on nutrition norms and procedures, whose target audience was national clinical staff working on HIV/AIDS responses in the country, as requested by MSP.
45. **Refugee Assistance:** In December 2007 WFP launched PRRO 104430, which is set to end in June 2011. A new PRRO, starting July 2011, will be developed to address the increasingly complex dynamics of the refugee situation in Ecuador, as per the request of the Ministry of Foreign Affairs. Specifically the new PRRO will address relations between the host communities and refugees, aiming to diffuse tensions between the two groups in an approach centred on human security concerns and meeting the food and nutrition needs of both populations. This is a priority of governments at national and local levels.
46. **Capacity Development:** WFP's role is that of a facilitator in support of government priorities. Examples of areas where WFP recently has provided capacity support include:
 - Joint training programmes made available to both WFP staff and national counterparts in nutrition, procurement and logistics. Counterparts have provided feedback to these training courses, which were integrated in future lesson plans;
 - Technical support to the supply chain elements of the Government's food-based social programmes before hand-over;
 - Evaluation and assessment studies, including baseline surveys, a national malnutrition map and a cost of hunger analysis. The collaboration served as "on-the-job training" for national counterparts and is recognized as a positive experience for future learning and replication by MCDS; and

- Assistance to the formulation of a National Nutrition Strategy (collaboration with MCDS); Ecuador’s national risk management strategy (collaboration with SGR); and the Food Sovereignty law in the National Assembly.

47. **EPR:** The Government of Ecuador is fully committed to working in partnership with WFP on emergency preparedness and response. In 2006, WFP and MAGAP signed a 10-year agreement outlining the terms of collaboration, including a logistics centre for humanitarian assistance (CELAH). WFP provides back-up capacity to the Government in the case of major shocks in Ecuador and the ability to affect a prompt emergency response at regional level. The Government has covered 30 percent of the investment costs for CELAH, including labour, equipment and a 10-year lease for the site. In addition, the Government has contributed US\$490,000 in the form of air transport for emergency response and remains committed to do so in future (Table 4). Over the past five years, WFP and the GoE have responded to 16 large scale emergencies, including responses to droughts, floods, volcanic eruptions. In addition, WFP supports the following emergency preparedness and response services:

- Logistics to support WFP operations in Ecuador; Government priorities; regional operations; and partner needs (UN Agencies, NGOs, Government, private sector);
- A stock of ready-to-eat High Energy Biscuits that can be dispatched to any regional emergency within 48 to 72 hours, in coordination with the Government of Ecuador;
- Trained, deployable personnel at national and regional level; and
- Training and capacity building in EPR, available to Ecuadorian partners, WFP LAC country offices and other partners. Demand-driven capacity development and technical assistance is provided.

Table 4: National and Regional Emergency Responses

Date	Location	Type of Emergency	Quantity (MT)	Product	# of Flights	GOE Contribution USD
Feb-05	Guyana	Floods	33.6	Food + NFI	3 (2 ECU; 1 Chile AF)	70,000.00
Aug-05; Sep-08	Cuba	Hurricanes Denise /Emily / Ike	60.1	Food	5 ECU	175,000.00
Oct-05	Guatemala	Hurricane Stan	13.2	HEB	1 ECU	35,000.00
Oct-05	El Salvador	Hurricane Stan	13.8	HEB	1 ECU	35,000.00
Jun-06; Oct-06; Mar-08	Ecuador	Floods and Volcanic Eruption (Tungurahua)	621.5	Food /HEB	Inland	N.A.
Mar-07; Feb-08	Bolivia	Floods	26.5	HEB	E ECU; 1 Ven. AF	105,000.00
Aug-07	Perú	Earthquake	101.5	HEB	1 ECU	35,000.00
Nov-07	Dom. Rep.	Tropical Storm Noel	2.1	HEB	1 ECU	35,000.00
Oct-09	Philippines	Typhoon Ondoy	150.2	HEB	Sea	N.A.
Mar-10	Chile	Earthquake	67.4	HEB	2 WPF	N.A.
	Total		1,089.90			490,000.00

5.1 WFP Comparative Advantages as a Strategic Partner to GoE

48. **Mutual Trust, Integrity and Accountability:** The Government trusts WFP as an independent and unbiased advisor, working in a transparent and accountable manner. This positions WFP strongly in the national policy advocacy arena. Over an eight-year period, WFP has managed Trust Funds for the Government at a total value of US\$200 million towards the promotion of effective strategic approaches to food and nutrition security. WFP's main donors have entrusted the Country Office with the management of substantial funds in support of national safety nets.
49. **Technical Support and Catalyst Role:** WFP is recognized as a catalyst for national action, able to transfer innovative technologies towards the promotion of national food security responses. Several WFP initiatives in the areas of nutrition, food fortification, procurement, and food security have earlier been adopted by the Government, for example coordinating and bringing together partners in emergency responses and social programs to influence policy and implementation. WFP has a long tradition of supporting environmental actions in Ecuador and has incorporated climate change and disaster risk reduction actions in its programmatic areas. In addition, WFP has established platforms for coordination and information sharing, for example, *Nutrinet* and *Subyt* (unified warehouse and transport systems).
50. **Humanitarian Action and Emergency Response:** WFP has assisted refugees in Ecuador for more than ten years and the Government relies on WFP to help support the Colombian refugee population's smooth arrival and establishment in Ecuador. Also, WFP supports a strategy of increasing capacity and gradual handover of emergency preparedness and response functions.

5.2 Vision, Goal and Strategic Priorities

51. The WFP Ecuador country office is in transition from managing government funds in support of social programmes to facilitating concrete actions that support food assistance programs and build technical capacities. WFP is working with Government partners to seek innovative modalities to increase food and nutrition security among vulnerable populations, especially promoting local produce and linking local producers to markets and social protection programmes. WFP has adapted its role in Ecuador according to the needs of the country and specific requests from the government.
52. WFP's overall Goal in Ecuador is to: **to be an innovative partner who supports the Governments policies and priorities and contributes to food sovereignty, the food and nutrition security of vulnerable people, and gender equality.**
53. In particular, WFP Ecuador seeks to support national frameworks and policies while supporting local programmes through specific agreements with municipal and provincial governments. This is in line with Ecuador's decentralization policy to empower communities.

This strategy ensures an approach to implementation which is both sustainable and targeted to the particularities of each locality. The country strategy will promote the scaling up and local ownership of national policies in Ecuador.

54. WFP will forge and maintain partnerships with national Government counterparts, strategic donors and other international actors in the country, with a special focus on UN agencies. By seeking complementarity with the UN country team, WFP aims to increase cooperation while establishing a niche for itself with respect to its established comparative advantages.
55. In order to effectively address food and nutrition insecurity, WFP will adopt a coordinated, integrated programming approach, applying the following guiding principles:
 - Contribute to national food sovereignty and security including saving lives in emergency situations;
 - Promote the empowerment of women, focus on inequalities, and supporting inclusion and opportunities for the most vulnerable people (with a special attention to indigenous, afro-Ecuadorians, refugees, women and children below five years of age, victims of natural disasters);
 - Act as a catalyst for developing, testing and implementing innovative food assistance solutions;
 - Identify and capture demand for food assistance, working in partnership with traditional and non-traditional partners;
 - Capture knowledge using innovative tools, focus on results and contribute to the knowledge base of the LAC region and WFP globally; and
 - Strengthen the capacities of decentralized institutions in planning and implementation of food and nutrition security programmes.
56. The following matrix and subsequent section describe the four underlying strategic priorities of WFP Ecuador's country strategy for 2012-2016. Each priority will be supported by the outlined objectives. The strategy will be sustained by a strong resource mobilization effort and close cooperation with national counterparts, partners, and donors. The strategy will be monitored using the indicators in Annex 4. All WFP activities in Ecuador will include a gender analysis to ensure activities are in line with WFP's and the Government of Ecuador's cross-cutting commitment to gender equality and women's empowerment. WFP is committed to reducing gender inequalities and violence against women and will strive to consider specific gender roles in each of its programmes.

Goal: Be an innovative partner, supporting Government policies and priorities, contributing to food sovereignty, the food and nutrition security of vulnerable people, and gender equality.

<p>Strategic Priority 1: Position WFP Ecuador as a strategic partner, collaborating with the Government to reduce poverty and improve the food and nutrition security of the most vulnerable.</p>	<p>Strategic Priority 2: Contribute to the food and nutrition security of vulnerable people in Ecuador with an integrated approach at local level in support of food sovereignty and security</p>	<p>Strategic Priority 3: Build resilience and mitigate the risks associated with the adverse effects of climate change, natural disasters and other shocks</p>	<p>Strategic Priority 4: Reduce tensions and support the integration of refugees in Ecuadorean communities</p>
<p>Focal Groups</p> <ul style="list-style-type: none"> • People of Ecuador • National and local Governments of Ecuador • Donors • Private sector 	<p>Target Focal Groups</p> <ul style="list-style-type: none"> • Indigenous groups • Women • Afro-Ecuadorians • Children below the age of five • PLWHA • People facing recurrent threats 	<p>Target Focal Groups</p> <ul style="list-style-type: none"> • Communities exposed to natural disasters and other shocks • Communities vulnerable to negative effects of climate change 	<p>Target Focal Groups</p> <ul style="list-style-type: none"> • Refugees • Vulnerable host communities • Vulnerable groups: single-headed HH, children under five, disabled people, large families
<p>Priority Objectives</p> <ul style="list-style-type: none"> • Increase the awareness and understanding of WFP areas of work and impact in Ecuador • Expand the partner base by Strengthening strategic alliances with the Government and donors 	<p>Priority Objectives</p> <ul style="list-style-type: none"> • Address chronic malnutrition, anemia, obesity • Strengthen local social protection programmes • Support local production of nutritious food; markets reach • Improve awareness of nutrition • Improve ART adherence levels 	<p>Priority Objectives</p> <ul style="list-style-type: none"> • Enhance adaptive capacity of vulnerable communities to risks related to climate change and variability • Contribute to enhanced capacity for EPR • Improve effectiveness of EPR services including capacity in food logistics and storage 	<p>Priority Objectives</p> <ul style="list-style-type: none"> • Improve the food consumption of refugees & asylum seekers in need of int'l assistance and protection • Reduce tensions among Colombian refugees and host communities • Contribute to the integration of refugees and their access to social protection mechanisms
<p>Key Actions</p> <ul style="list-style-type: none"> • Implement a communication strategy • Disseminate lessons and contribute to knowledge bases • Promote partnerships 	<p>Key Actions</p> <ul style="list-style-type: none"> • Support Gov nutrition programmes • Technical support to enhance safety net programmes • Develop and distribute innovative, decentralized models linking production, HH consumption & markets • Education and awareness 	<p>Key Actions</p> <ul style="list-style-type: none"> • Awareness-raising • Implement climate change adaptation models based on community priorities • Develop physical assets which protect ecosystems • Develop EPR capacity • Collaborate to develop institutional capacity in logistics and local level response 	<p>Key Actions</p> <ul style="list-style-type: none"> • Provide food assistance to refugees in need of international protection and assistance • Assist vulnerable groups affected by the conflict in Colombia and support their access to social protection mechanisms • Support efforts to integrate refugees in Ecuadorean communities and reduce tensions
<p>Key Partners</p> <ul style="list-style-type: none"> • SETECI • SENPLADES • MIES 	<p>Key Partners</p> <ul style="list-style-type: none"> • MCDS • MSP • MIES • MAGAP • local authorities 	<p>Key Partners</p> <ul style="list-style-type: none"> • MAE • SNGR • MAGAP • MIES • local authorities 	<p>Key Partners</p> <ul style="list-style-type: none"> • DNR • MAGAP • MIES • local authorities

Strategic Priority 1: Position WFP Ecuador as a strategic partner, collaborating with the Government to reduce poverty and improve the food and nutrition security of the most vulnerable.

1.1 Increase awareness and understanding of WFP's work and impact

57. In a communications-driven society and in a world of dwindling resources for humanitarian assistance, WFP needs to raise its profile and make its work and results visible in order to secure funding for its operations. WFP will develop a communications strategy to highlight its unique expertise and relevance in Ecuador. The intended audiences are government officials (national and local levels), the donor community, the mass media, the humanitarian community and the general public. The communications strategy will also make clear that WFP works in close coordination with the UN System and non-governmental organizations in Ecuador. Among other actions, WFP will:

- Develop a series of context specific, informative and cross-cutting messages which can be used in a variety of settings and which accord with national priorities (i.e. malnutrition, climate change, gender equality).
- Organize specific, inclusive events which leverage already existing infrastructures in the country (i.e. Ciclopolis) as well as global awareness days (such as World Food Day, the International Day for Women, etc.) and which are accompanied by press releases and other outreach; and
- Develop public and human interest videos depicting the impact of its work with communities.

58. Knowledge management and learning are an integral part of WFP Ecuador's country strategy, and are cross cutting themes across all Strategic Priorities, especially with respect to cash and voucher transfer models, climate change adaptation and nutrition responses. Process and impact monitoring will inform future interventions as well as enhance national programmes while working to establish Ecuador as a regional player with respect to food and nutrition security interventions. Documenting lessons learned and visibly demonstrating the impact of its activities on communities through innovative messaging techniques will ensure WFP is able to fully support government priorities in Ecuador, providing technical assistance to strengthen the Government's own social protection programmes, as well as designing innovative programmes which directly address the specific needs of local authorities and communities.

1.2 Expand the partnership base by strengthening strategic alliances with the Government and donors.

59. Effective communications, demonstrated results and established expertise which the Government can call on to develop capacity in EPR and social programming will prove that WFP is a strategic partner, working towards sustainable hand-over of programmes in the spirit of the Paris Declaration, the Accra Agenda for Action and towards achievement of the Millennium Development Goals.

Strategic Priority 2: Contribute to the food and nutrition security of vulnerable people in Ecuador with an integrated approach at local level in support of food sovereignty and security

2.1 Support the Government to address chronic malnutrition, anaemia and obesity

60. WFP Ecuador's strategy builds the GoE's national food sovereignty law, on the region's approach to support national implementation of the global Scaling Up Nutrition (SUN) Road Map among other global nutrition and food security initiatives and the successful handover of WFP's earlier nutrition initiatives to the Government. WFP will promote a territorial approach, in line with the stated priorities and needs of local communities. WFP will collaborate with a broad range of actors, including national institutes, local governments and the private sector, with the aim of leveraging technical expertise and cost-sharing. The approach targets indigenous communities in particular children under five and pregnant and lactating women and their families. The project design and methodologies developed and lessons learned will be shared widely in the region.
61. An integrated approach will be developed to support the efforts of the Government to address chronic malnutrition, anaemia and overweight, particularly in indigenous communities, through technical capacity building and concrete interventions at local level. WFP will work closely with MAGAP, MAE, MCDS and MIES and with the Ministry of Public Health providing guidance, leadership and direction. WFP's role is to facilitate dialogue among national counterparts and leverage working arrangements and established frameworks. WFP will advocate for a cross-cutting focus on nutrition, specifically in climate change adaptation, support to refugees and host communities and emergency preparedness and response in support to local authorities. WFP will work specifically with MAGAP to support the sectoral programme, *Innovative Agricultural Technology Participatory System*.
62. WFP will provide demand-driven, in-depth analysis of gaps in nutrition programs including provincial plans and programmes to address chronic malnutrition, anaemia, and overweight trends. Capacity development efforts will focus on support to monitoring and evaluation systems, as per the suggestion of MCDS, and with respect to the design, strategy, and implementation of national initiatives. WFP expertise in assessments will be leveraged to provide concrete recommendations with respect to ensuring convergence between national policies and local programmes, as well as training national counterparts on qualitative data collection and analysis.

2.2 Strengthen local safety net programmes

63. WFP will work closely with MCDS to evaluate national safety net and food-based social protection programmes, in particular a SWOT analysis of Alimentate Ecuador and an evaluation of the impact of Ecuador's *Programma de Alimentación Escolar* (PAE). The results will inform improvements to the latter, specifically regarding the acceptability of products, as well as provide practical recommendations and direction to systematize best practices for possible replication in other programmes. WFP will place its expertise in evaluations and knowledge management, as well as its global perspective, at the service of the Ministry. In this

respect, WFP Ecuador will leverage its communications strategy vis-à-vis other country offices in the region to share examples of best practices and lessons learned which could be beneficial to Ecuador. As well WFP will advocate for better access to safety nets for refugees living in Ecuador.

64. MAGAP has expressed interest in establishing a system to monitor global and local food prices. This can be linked to adding value to local products and producing ready-to-eat, nutritious food for local markets and food-based social programmes. In addition, the Ministry for the Coordination of Social Development has discussed the need to have a better understanding of food sovereignty and food security issues, as they relate to food price monitoring and targeting of at-risk populations. In turn, these mechanisms will enhance national response, in particular with respect to social safety nets already in place.

2.3 Support local production of nutritious food; connect small-holder farmers to markets and social programmes

65. WFP will work with local communities and Governments at municipal and provincial level to translate extensive policy and strategy into concrete actions. In line with the National Development Plan's objective to reduce nutritional deficiencies by assuring healthy and nutritious food based on local products, this priority objective centres on an integrated approach linking production, consumption and market entry with nutrition education, child care practices, and social mobilization strategies. WFP will work closely with the MAGAP leveraging the existing agrarian extension networks, which are responsible for enhancing the productive capacity and living standards of the various communities in which they work. The Ministry has discussed WFP assistance to enhance the technical knowledge of leaders among these extension workers with respect to nutrition, who can in turn train others.
66. WFP also will work closely with the Ministry of Coordination for Social Development to strengthen the capacity of small-holder farmers to produce nutritious, resilient crops, and in turn linking these products social protection programmes, for example school meals.¹³ The approach also emphasizes the empowerment of women and in particular indigenous women by empowering them to make decisions and indirectly providing vulnerable women with a stable source of income.
67. WFP support to the development of nutritious food products will focus on ensuring Government and/or private sector commitment to address micronutrient deficiencies by providing technical support to production and distribution.

2.4 Improve awareness and understanding of nutrition

68. Improving family food consumption is an important element of the strategy, thus nutrition education, awareness raising, and social mobilization will be an integral part of all WFP activities. The most vulnerable rural families will be targeted for nutritional education and training, enabling them to acquire appropriate nutritional practices and overcome malnutrition. WFP Ecuador will conduct nutrition awareness and communication campaigns on issues related to malnutrition in areas with high concentrations of indigenous populations and refugees.

¹³ This would be done in response to the specific requests of local government agents

69. WFP will leverage its communications strategy to provide informative, concise messaging about nutrition in targeted areas and which are specific to the audiences in question. For example, WFP will disseminate important messages about nutrition by increasing the capacity of national counterparts to provide up-to-date, relevant information to constituents about nutrition issues, using examples that are in line with local food traditions and which apply to the most vulnerable groups in each community.

2.5 Improve ART adherence levels

70. The National Development Plan has a stated goal to reduce the AIDS mortality rate by 25 percent by 2013, but the GoE currently lacks a structured food assistance and nutrition counselling program targeted at PLWHA. With the objective of increasing PLWHA's level of adherence to antiretroviral therapy, WFP will advocate for PLWHA as well as develop capacity in support of national policies and programmes which target PLWHA. WFP will forge and maintain strategic alliances with health clinics and extension services for PLWHAs, supporting national ART strategies with nutrition support. This support will ensure patients remain compliant with their treatment and able to absorb vital nutrients necessary for their metabolisms to digest the drugs.

Strategic Priority 3: Build Resilience and Mitigate the Risks Associated with the Adverse Effects of Climate Change, Natural Disasters and other Shocks

3.1 Enhance adaptive capacity and protect the food security of vulnerable communities to risks related to climate change and variability

71. WFP's approach targets communities that will be most severely affected by climate-related events and are least able to cope with increased climate variability. WFP's comparative advantage is in the integration of food security in climate change strategies, beginning with an in-depth analysis of food insecurity related to climate change and variability. The focus on communities allows for the targeting of vulnerable households, in particular those headed by women and those with high levels of food insecurity and consumption poverty. The strategy is grounded in Ecuadorian experience demonstrating that community-level adaptation requires awareness raising, increased knowledge, improved capacities and the stable provision of ecosystem services.

72. Working with MAI and MAGAP, the aim is to enhance the capacity of communities to respond to climate related threats that undermine food and nutrition security. With financing from the Adaptation Fund, WFP will help coordinate landscape-based activities that support improved water management. Physical assets and infrastructure activities will help maintain water supplies and may include water harvesting and storage measures, irrigation and drainage systems, floods control and other climate proofing of infrastructure.

73. The process of updating the national climate change strategy is an opportunity for the Government, in collaboration with WFP, to test implementation models that support community level adaptation to climate change across different sectors. WFP will work with partners to develop strategies for community-based disaster risk reduction and response

including evacuation plans, natural resource management, environmental conservation, asset creation, livelihood diversification, and infrastructure development using participatory methodologies and employing a gendered perspective. All activities will be part of a comprehensive package of interventions that will serve as models for replication.

3.2 Contribute to enhanced capacity for emergency preparedness and response

74. WFP's emergency response and preparedness capacity in Ecuador, including contingency planning, early warning and information and communications technology, will be leveraged to increase emergency preparedness and response capacity of national counterparts. WFP will work closely with the Secretariat for Risk Management and the Ministry of Defence to increase national capacity for emergency preparedness and response, and working at local level with communities and schools to empower communities through education and awareness-raising on the particular threats and risks they face, and developing early warning systems.
75. The SGR has requested technical assistance to improve its logistics and food stocking capacity, with a focus on establishing modalities and taking advantage of non-crisis periods to establish a modus operandi. WFP will collaborate with SGR to expand existing stocks of ready-to-eat-food to include MRE and High Energy Biscuits. The Ministry of Defence has a logistics infrastructure which may be adapted to humanitarian response; however WFP's expertise in this area can augment existing capacities as necessary, given that the Ministry has a mandate to focus on national security and military applications.
76. In addition, WFP will work with SGR and universities in the region to develop an innovative training programme which would expand the number of trained civil servants able to be deployed at the onset of an emergency, at both national and regional level. These trained staff members will be able to provide technical assistance to counterparts in other countries, implement standard operational procedures and develop technical tools related to emergency response. The capacity building plan would include the following topics related to EPR:
 - Nutrition and food security in humanitarian situations
 - Supply chain management, including warehouse and commodity management, and logistics systems
 - Multi-hazard emergency planning for schools and local communities
 - Risk management and mitigation; contingency planning and preparedness

Strategic Priority 4: Reduce tensions and support the integration of Colombian refugees in Ecuadorean communities

77. A new PRRO, to start in mid 2011, will address relations between host communities and refugees, with the aim of meeting the food and nutrition needs of both while diffusing tensions between the two populations. WFP will meet its international obligation of providing for the assistance and protection requirements of refugee populations, guarantying their immediate food needs. The approach simultaneously supports processes for local integration and self sufficiency to improve the food and nutrition security, and livelihood opportunities for

refugees and host communities. The activities under this strategic priority will benefit from the one year pilot project introducing cash and vouchers as transfer modalities.

78. WFP's relief and recovery strategy is based on the need to develop differentiated responses and provide an integrated package of assistance in accordance with specific food and nutrition security needs. It also emphasizes the need to strengthen local social safety nets, and facilitate access for refugees to these services. WFP is advocating that food assistance be part of a comprehensive package, including protection, and will work with UNHCR, IOM, and others to ensure that a more comprehensive assistance package is provided as appropriate. WFP will pay particular attention to refugee protection issues and will focus on the needs of the most vulnerable populations, in particular women, by systematically promoting gender equality and by advocating for the empowerment of women at the household and community level.

4.1 Improve the food consumption of refugees and asylum seekers in need of international assistance and protection

79. WFP's strategy will support the execution of two national strategies (the strategy for asylum seekers and the strategy for food security), by coordinating actions at provincial and barrio levels in selected urban and rural areas. WFP aims to reduce food and nutrition insecurity by focusing on diversifying diets and increasing access to nutritious foods, thus improving food consumption with a specific focus on reducing anemia through improved iron and vitamin A intake for targeted groups. By supporting the involvement of women, it is anticipated that family food consumption will be positively influenced and women will gain a stronger role in household decision making.
80. Assistance will be provided through family food rations that will be complemented with food vouchers and will be distributed by implementing partners close to offices where refugees seek asylum. Collaboration with partner will include legal, psycho-social, gender empowerment and support in situations of interfamily violence and employment generation opportunities according to the law.

4.2 Reduce tensions between Colombian refugees and host Ecuadorian populations

81. WFP Ecuador recognizes the need for greater attention to the spill-over affect of the armed conflict in Colombian, and will advocate for the human security needs of refugees and host communities. An important element of WFP's work with refugees is the emphasis on facilitating relations between Ecuadorians and refugees, and diffusing tensions between these two groups. Reducing tensions among those who receive assistance and those who do not is an important element of WFP's strategy in the Northern Border area.
82. WFP support to security and tension reduction, in particular in the Northern Border area will be part of the strategy to promote access to basic services and social protection for new asylum seekers, recognized refugees and other vulnerable groups. Specifically, access to safety nets, legal services, stable employment, health centers and education will facilitate integration into Ecuadorian society and reduce the discrimination and xenophobia that exists.

83. WFP will also support community-based food for work activities with a will focus on socially inclusive and short term interventions such as environmental clean-up “Minga’s” (communal cooperative works). By supporting the involvement of women, it is anticipated that family food consumption will be positively influenced and women will gain a stronger role in household decision making.

4.3 Support the food and nutrition security and livelihoods of refugees and host communities most affected by the conflict in Colombia

84. WFP will work in partnership with local authorities and other partners to identify measures that will facilitate integration and social cohesion in areas hosting Colombian refugees. To support integration, WFP will assist both refugee and equally food insecure Ecuadorians. The aim is to work with others to provide an integrated package of activities that support food and nutrition security and gender equality, using food and vouchers as appropriate.

85. In cooperation with partners, WFP will strengthen livelihoods and improve access to nutritious foods at the household level. It also aims to strengthen social safety nets, by attending to the needs of Ecuadorean vulnerable groups and non self-reliant refugees currently excluded from national social protection programmes.

86. Community-based interventions will be part of an integrated package of assistance that will consider the priorities and capacities of communities, local authorities and other partners, such as UNHCR and IOM. WFP will work with its traditional implementation partners, HIAS and the Red Cross, to improve needs assessments, targeting and monitoring of these activities. Interventions will be based on the following four implementation models:

- Community school-based activities
- Community training in food, nutrition, health and gender violence related issues
- Local production of nutritious foods; protection of watersheds and water sources
- Support to community asset creation in collaboration with partners

5.3 Alignment with National Priorities, UNDAF and WFP Strategic Plan 2008-2013

87. WFP Ecuador’s Country Strategy 2012-2016 is in line with Ecuador’s National Plan for Good Living 2009-2013, the United Nations Development Assistance Framework for Ecuador 2010-2014, the Millennium Development Goals and WFP’s Strategic Plan 2008-2013. Annexes I and II illustrate alignment of the Country Strategy with the above mentioned frameworks.

88. In addition, WFP’s Country Strategy 2012-2016 is in line with Ecuador’s decentralization policy, its national nutrition goals and policy (reduction of chronic malnutrition, guarantee minimum daily consumption, reduce percentage of children born underweight), the focus on the rights of nature, the aim to improve citizens’ capabilities and potential, the National Climate Change Strategy and the National Strategy on Food Security and Sovereignty. Further, the strategy supports the inclusion of decentralized authorities, local institutions and full participation of communities and society in general.

6. PROGRAMME IMPLICATIONS

6.1 Main Risks and Mitigation Actions

Table 5: Risk Mitigation Measures

Key Risks		Impact	Likelihood	Seriousness	Mitigation and Contingency Actions
Strategic/Securing Resources	Risk 1: Financial liabilities are not met.	3	2	6	Put in place financial controls to monitor key financial indicators. Develop a physical/ financial progress Matrix for each project.
	Risk 2: Transition is not supported.	3	3	9	Advocate with GoE, donors and partners to collaborate with WFP and support its work in Ecuador. Document successes and disseminate lessons.
Strategic/Operational Efficiency	Risk 3: Lack of continuity in execution, especially with GoE ministries and technical agencies.	3	3	9	Support the priorities of the GoE and put in place a stakeholder consultation process to ensure full participation of the government (local-national) in the concept, design, development, and implementation of all CO activities.
Strategic/Stewardship	Risk 4: Lack of sufficient expertise and required skills within WFP ECU CO.	2	2	4	Strengthen technical capacity in the CO; identify a pool of local technical experts to meet specific technical requirements. Seek support and coordination from Regional office and HQ to meet exceptional technical needs. Strengthen CO staff training to expand knowledge and skills.
Strategic/Securing Resources	Risk 5: Donors will not respond to the changing transition needs.	2	2	4	Develop a resource mobilization plan that captures potential funding sources (private companies), International (donors) and bilateral (countries).
	Risk 6: Failure to raise the visibility and mandate of WFP in Ecuador.	2	3	6	Develop a visibility plan that optimizes WFP ECU's capacities. Repositioning with all stakeholders to raise awareness of technical capabilities, experience related to nutrition and food security, EPR, humanitarian response, etc. Implement innovative projects and share results and lessons widely.

6.2 Resource Mobilisation Strategy

89. To achieve WFP Ecuador's goal of being an innovative partner, funding challenges must be addressed. To ensure funding for future needs as outlined in this Country Strategy, WFP Ecuador will expand and diversify its resource mobilization efforts, which in turn will be supported by well directed-communication efforts.
90. All programme activities outlined in the Country Strategy, including targeted food delivery activities, will require either directed contributions from bilateral donors and foundations or from the local private sector. The Government will continue to support punctual activities. To expand the resource base and diversify funding sources, WFP Ecuador will focus resource mobilization efforts on the following activities:

Continue to pursue allocation of Government resources: As an innovative partner to the GoE and a strategic support to the achievement of the Government's National Development Plan, WFP Ecuador will strengthen its cooperation with the Government, continue to promote WFP as a reliable partner, and strategically target how to pursue the allocation of government resources in support of complementary and joint actions.

Ensure close relations with potential donors: Ensure close relations with potential donors through: understanding the priorities, thematic interests and preferred types of collaboration; distributing Project Concept Papers and updated information to potential donors; coordinating outreach activities with donors who express interest in issues presented in project documents; ensuring reporting coherence with donor information requirements; and maintaining close contact with donors including through donor project visits.

Strengthen private sector cooperation: Cooperate with private companies engaged in the Ecuadorian Committee for Social Responsibility with the aim of creating social capital and awareness to the 'the fight against malnutrition' and strengthen relationships with already engaged private donors.

Re-engage multilateral donors: Pursue contacts with multilateral agencies that earlier have been engaged in discussions regarding support to WFP's projects in Ecuador.

Participate in joint UN proposals: Where feasible, the resource mobilization process will take into account the mandate of the UN system for the preparation and submission of joint proposals.

Table 6: WFP Ecuador Resource Mobilization: Trends, Donors and Forecasts

Strategic Priority	Past Trend	Potential Donors	Forecast for 2012-16
Strategic Priority 2: Contribute to the food and nutrition security of vulnerable people in Ecuador with an integrated approach at local level in support of food sovereignty and security			
MCHN(An integrated nutrition)	Not Applicable	Brazil, AECID, EEUU, SNV,	6 million
VIH/SIDA	Not Applicable	AECID, Belgium	1 million
Trust Funds with the Government	2008: 101 million 2007: 71 million 2006: 38 million 2005: 41 million	Not applicable	
Total Priority 2			7 million
Strategic Priority 3: Build resilience and mitigate the risks associated with the adverse effects of climate change, natural disasters and other shocks.			
EPR	2010: 55,421.00 2009: 13,768.00 2008: 1,7 million	AECID, ECHO/Dipecho, GOE, Private Sector	1 million
Adaptation to Climate Change	Not Applicable	Adaptation Fund Belgium	7,5 million
Emergency Response (EMOP's)	2010: 0.00 2009: 343,788 2008: 3,528,575	ECHO, EEUU, Private Sector	500,000.00
Total Priority 3			9 million
Strategic Priority 4: Reduce tensions and support the integration of refugees in Ecuadorean communities.			
PRRO • <i>Support refugees & asylum seekers in need of int'l assistance and protection with immediate food assistance</i> • <i>Improve food and nutrition security of Colombian refugees and host communities.</i> • <i>Contribute to the integration of refugees</i>	2010: 2 million 2009: 241,027.00 2008: 2 million	EEUU, AECID, ECHO, Brazil, Japón, OCHA, EC, HS, Switzerland	10 million
C&V		AECID, EEUU, ECHO	2 million for 2011
Total Priority 4			12 million
Total Country Strategy			28 million

6.3 Skill set and profile required to implement the CS

7. In 2010, WFP Ecuador underwent a staffing review, and as a result the size of the office was reduced by about 40 percent in order to remain competitive. The office has been reorganized to cover crucial thematic areas:
 - The programme unit was reorganized to focus on project development and the design of innovative hunger actions.
 - An economist was assigned to work on market analysis, data collection and vulnerability analysis.
 - A resource mobilization unit was established with the specific mandate of linking project development to funding sources.
 - The same unit now works on communication and visibility. WFP Ecuador has also developed two celebrity partnerships to promote WFP's work within Ecuador.

8. The transition from managing trust funds to working directly with national and territorial governments on concrete actions has required a change in mindset as well as capacities. The CO has benefited greatly from HQ and RB support, and has been able to draw on local specialists to a limited extent considering funding constraints. Still the office is looking to strengthen its capabilities in the area of developing and monitoring innovative hunger solutions. It is looking to develop partnerships with respected institutions and to continue the partnership with IFPRI. As resource mobilization is a priority of the office the CO will continue to rely on the RB and HQ to expand its network and access new and emerging sources of funds. Ecuador will need to find innovative funding solutions in addition to developing innovative hunger solutions.

ANNEX I: ALIGNMENT: WFP ECUADOR STRATEGY AND ECUADOR NATIONAL DEVELOPMENT PLAN

Alignment Between WFP Country Strategy 2012-2016 and Ecuador National Plan for Good Living 2009 – 2013

<i>Buen Vivir</i> Goals, Objectives	<i>Buen Vivir</i> Policies	WFP Ecuador Country Strategy	WFP Ecuador Activities
<p>Objective 1: Foster social and territorial equality, cohesion and integration with diversity</p> <p>Goal 1.1.4; 1.1.5 Goal 1.10.1; 1.10.3</p>	<p>Policy 1.1: [...] c. promote secure and permanent access to healthy and nutritious food, preferably produced at local level</p> <p>Policy 1.3: Promote social and economic inclusion with gender, intercultural and intergenerational approach for generation of equal conditions</p> <p>Policy 1.7: Protect and foster the rights [...] foreigners living in Ecuador, and their families</p> <p>Policy 1.9: Promote integral, balanced, equitable and sustainable territorial management</p> <p>Policy 1.10: Assure children's integral development for the full exercise of rights [...] b. Articulate public programmes and services for child development, including health, nutritious and healthy food [...]</p>	<p>Strategic Priority 2: Improve the food and nutrition security status of vulnerable people in Ecuador with an integrated approach at local level in support of food sovereignty.</p> <p>WFP commitment to focus on gender and vulnerable populations in all project activities, including pregnant/lactating women and children under 2</p> <p>Strategic Priority 4: Reduce tensions and support the integration of refugees in Ecuadorian communities.</p> <p>WFP commitment to work closely with provincial governments and align interventions with local needs</p>	<ul style="list-style-type: none"> • Support to national nutrition policy • Improve awareness and understanding of nutrition • Advocate for cross-cutting focus on nutrition • Support local governments to articulate specific plans and activities, implementing national nutrition policies • Develop local intervention models in nutrition • Technical support to nutrition-based activities of MAGAP, PAE, MCDS, MSP • Support local production of nutritious food; connect small-holder farmers to markets and relevant national programmes • Emergency relief to recently arrived asylum-seekers • Relief to non self-sufficient refugee population • Strengthen local food-based social protection networks, including refugees populations and host communities • Strengthen self-sufficiency of refugees and host communities at

<p>Objective 2: Improve citizens' capacity and potential</p> <p>Goal 2.1.1; 2.1.2; 2.1.3</p>	<p>Policy 2.1 Assure healthy, nutritious and natural foods made with local products in order to reduce nutritional deficiencies</p> <p>Policy 2.6: Promote scientific research and knowledge, the revaluation of ancestral knowledge and wisdom, and technological innovation</p> <p>Policy 2.7: Foster access to information and new ICT, in order to allow people to be part of the “society of information” and strengthen citizenship</p>	<p>Strategic Priority 2</p> <p>Strategic Priority 3: Build resilience and mitigate the risks associated with the adverse effects of climate change, natural disasters and other shocks</p> <p>Strategic Priority 5: Contribute to strengthen social and productive safety nets at national and local levels</p>	<p>local level</p> <ul style="list-style-type: none"> • Develop local intervention models in nutrition; enhance nutrition capacity of relevant civil servants (MSP, PAE, MAGAP) • Improve awareness and understanding of nutrition to affect better feeding practices • Support local production of nutritious food; connect small-holder farmers to markets (MAGAP) • Work with SNGR and MAE to develop early warning systems, including mobilization of local communities for risk prevention activities • Develop monitoring systems (food prices; targeting), linking national programme response to scientific studies (MAGAP, MCDS)
<p>Objective 3: Improve quality of life; emphasis on the groups, peoples and nationalities in need of priority attention</p> <p>Goal 3.1.2 Goal 3.2.3 Goal 3.4.2</p>	<p>Policy 3.1: Foster the healthy life of the population and the practices which foment it [...] d. Implement effective mechanisms of quality and safety controls for products of human consumption in order to reduce possible health risks;</p> <p>Policy 3.2: Strengthen prevention and control of disease ,and promote the capacity to explain, control and prevent death rates [...] c. strengthen the diagnostic and treatment prevention of [...] priority transmitted diseases</p> <p>Policy 3.4: Provide integral care to</p>	<p>Strategic Priority 2</p> <p>Strategic Priority 4: Reduce tensions and support the integration of refugees in host communities</p> <p>Strategic Priority 2</p> <p>Commitment to focus on gender and vulnerable groups</p>	<ul style="list-style-type: none"> • Improve awareness and understanding of nutrition to affect better feeding practices • Support gender awareness and empowerment programmes • Nutrition support to PLWHA to enhance ART adherence • Strengthen local food-based social protection networks, including refugees populations and host communities • Strengthen capacity of inclusion and self-sufficiency of refugees and host communities at local level

	<p>women and priority attention groups, with an approach which emphasizes gender, age, family, community and inter-culturalism</p> <p>Policy 3.7: Create conditions for human safety and mutual trust for people living in different surroundings</p>		
<p>Objective 4: Guarantee the rights of nature and promote a healthy and sustainable environment, including achieving significant changes in the institutions that conduct environmental policies, regulations and control as well as fostering effective decentralization in the territories in recognition of Ecuador’s vast diversity</p> <p>Goal 4.1.1; 4.1.3 Goal 4.5.1</p>	<p>Policy 4.1: Preserve and sustainably manage the natural heritage, land-based and marine biodiversity, which must be regarded as strategic sectors</p> <p>Policy 4.2: Promote an integral approach to the treatment of Ecuador’s hydrographic reality, including the State’s strategic use of hydrographic basins, always bearing in mind their socio-cultural and environmental value</p> <p>Policy 4.5: Promote the adaptation to – and mitigation of – the variability of weather and climate with an emphasis on the process of climate change</p> <p>Policy 4.6: Reduce the social and environmental vulnerability produced by natural and anthropic processes</p> <p>Policy 4.7: Incorporate an environmental approach in all social, economic and cultural public policies</p>	<p>Strategic Priority 3: Build resilience and mitigate the risks associated with the adverse effects of climate change, natural disasters and other shocks</p> <p>Support to integration of cross-cutting activities related to climate change and emergency preparedness and response among relevant partners, including through advocacy and facilitation of collaboration between and among partners</p> <p>WFP is committed to ensure the participation of women in decision-making processes in the development and implementation of climate change adaptation plans</p> <p>Support to learning and knowledge management among communities with respect to lessons learned and best practices in climate change adaptation and disaster preparedness and response models</p>	<ul style="list-style-type: none"> • Develop and implement community action plans for climate change adaptation and risk mitigation, with a particular emphasis on food security and gender • Increase awareness and knowledge of communities and local governments of risks associated with climate change and other natural disasters • Develop, implement and maintain community-based early warning and monitoring systems related to guaranteeing food security in the event of disasters • Identify requirements for climate change adaptation technologies and technology transfer for more effective response and risk mitigation actions at local level • Increase capacity of national risk response actors (SNGR, MAE, MAGAP) in logistics and food storage systems • Facilitate integration of climate change responses and emergency preparedness and response in other sectors, including awareness of

			effects of climate change and natural disasters on food security and sovereignty
<p>Objective 11: Establish a socio-economic system based on solidarity, the central focus of which is food and economic security and sovereignty</p> <p>Goal: 11.2.1; 11.2.2</p>	<p>Policy 11.1: Promote a sustainable and territorially balanced endogenous economy for Good Living to guarantee rights. This economic system must seek productive transformation, diversification and specialization, based on the promotion of diverse forms of production</p> <p>Policy 11.2: promote small-scale activities and medium-size units of economic association, and promote demand for those goods and services</p> <p>Policy 11.6: [...] a. Promote direct marketing networks and initiatives of procurement/local purchase based on solidarity</p> <p>Policy 11.10: Promote changes in consumption patterns [...] to generalize healthy habits and socially and environmentally responsible and solidarity-based practices</p> <p>Policy 11.11: Promote ecosystem sustainability by implementing clean production technologies</p>	<p>WFP Strategic Priority 2</p> <p>WFP Strategic Priority 3</p> <p>WFP Strategic Priority 4</p>	<ul style="list-style-type: none"> • Support local production of nutritious food; connect small-holder farmers to markets and relevant national programmes • Develop models for enhanced nutrition and small-holder farming participation in local school feeding programmes • Strengthen local food-based social protection networks • Increase access to social programmes for refugees populations • Support actions to improve security for women • Strengthen capacity of inclusion and self-sufficiency of refugees and host communities at local level • Create and maintain sustainable physical assets for natural resource management, promoting food security in the face of risks related to climate change and natural disasters

ANNEX II: ALIGNMENT OF ECUADOR STRATEGY WITH MDGs, UNDAF AND WFP STRATEGIC PLAN 2008-2013

WFP Ecuador Country Strategy	Millennium Development Goals	United Nations Development Assistance Framework	WFP Strategic Objectives
<p>Strategic Priority 1: Position WFP Ecuador as a strategic partner, collaborating with the Government to reduce poverty and improve the food and nutrition security of the most vulnerable.</p>	<p>MDG 8: Develop a global partnership for development</p>		<p>Strategic Objective 5: Development of strategic partnerships with national counterparts and other key stakeholders</p>
<p>Strategic Priority 2: Improve the food and nutrition security status of vulnerable people in Ecuador with an integrated approach at local level in support of food sovereignty</p>	<p>MDG 1: Eradicate extreme poverty and hunger MDG 3: Promote gender equality and empower women MDG 4: Reduce child mortality MDG 5: Improve maternal health MDG 6: Combat HIV/AIDS, malaria and other diseases</p>	<p>Focus area 2: Production, employment, supportive economic system and food sovereignty</p> <p>Outcome 2: Children, adolescents, pregnant women, families and small-holder farmers have improved knowledge of and access to healthy and safe food according to the cultural characteristics of each region and promoting enhanced nutritional status and health</p> <p>Outcome 3: Public institutions develop and apply policies, laws, norms, plans and programmes to guarantee national food sovereignty of the population of Ecuador with a focus on gender and cultural exchange, thus eradicating malnutrition among children, lactating women PLWHA and other vulnerable groups</p>	<p>Strategic Objective 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures</p> <p>Goal 2: Support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change</p> <p>Strategic Objective 4: Reduce chronic hunger and under- nutrition</p> <p>Goal 2: Increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools</p> <p>Goal 3: Meet the food and nutrition needs of those affected by HIV/AIDS,</p>

		<p>Outcome 4: Institutions and organizations involved in Nutrition and Food Security and Sovereignty use and produce tools to monitor epidemics and information for analysis, decision-making and monitoring of food and nutrition status of target populations</p>	<p>tuberculosis and other pandemics</p> <p>Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over and local purchase</p> <p>Goal 1: Use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities</p> <p>Goal 2: Develop clear hand-over strategies to enhance nationally-owned hunger solutions</p> <p>Goal 3: Strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger</p>
<p>Strategic Priority 3: Build resilience and mitigate the risks associated with the adverse effects of climate change, natural disasters and other shocks</p>	<p>MDG 3: Promote gender equality and empower women MDG 7: Ensure environmental sustainability</p>	<p>Focus Area 3: Environmental sustainability and risk management</p> <p>Outcome 2: Actors within the Decentralized National System for Risk Management implement effective action in risk reduction</p>	<p>Strategic Objective 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures</p> <p>Goal 2: Support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change</p> <p>Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over and local</p>

			<p>purchase</p> <p>Goal 2: Develop clear hand-over strategies to enhance nationally-owned hunger solutions</p> <p>Goal 3: Strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger.</p>
<p>Strategic Priority 4: Reduce tensions and support the integration of refugees in host communities</p>	<p>MDG 1: Eradicate extreme poverty and hunger</p> <p>MDG 3: Promote gender equality and empower women</p>	<p>Focus Area 3: Environmental sustainability and risk management</p> <p>Outcome 3: Populations in emergency situations dispose of tools and response models for rights-based and effective humanitarian assistance</p> <p>Focus Area 5: Development, peace and integration in the northern border areas</p> <p>Outcome 2: Central, provincial and local government actors, citizens and organizations strengthen their response capacity and promote improved quality of basic social services and social infrastructures in targeted areas in the northern border areas</p> <p>Outcome 4: Central, provincial and local government actors, citizens and organizations strengthen their access to justice, respect for, protection and knowledge of human rights, the rights of women and human security providing better quality services with enhanced coverage to the Northern border areas</p> <p>Outcome 5: Stakeholders strengthen asylum and immigration policies and systems;</p>	<p>Strategic Objective 3: Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations</p> <p>Goal 1: Support ... refugees and IDPs through food and nutrition assistance</p> <p>Goal 2: Support the re-establishment of livelihoods and food and nutrition security of communities and families</p> <p>Goal 3: assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help avoid the resumption of conflict</p>

		guarantee humanitarian assistance, promoting local integration and response mechanisms	
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ANNEX III: MAIN STAKEHOLDERS AND CONSULTATION PROCESS

ECUADOR Goal: Be an innovative partner, who supports Government policies and priorities, and contributes to food sovereignty, food and nutrition security of vulnerable people, and gender equality

<p>Strategic Priority 1: Position WFP Ecuador as a strategic partner, collaborating with the Government to reduce poverty and improve the food and nutrition security of the most vulnerable.</p>	<p>Strategic Priority 2: Contribute to improve the food and nutrition security status of vulnerable people in Ecuador with an integrated approach at local level in support of food sovereignty and security</p>	<p>Strategic Priority 3: Build resilience and mitigate the risks associated with the adverse effects of climate change, natural disasters and other shocks</p>	<p>Strategic Priority 4: Reduce tensions and support the integration of refugees in host communities</p>
<p>Stakeholders</p> <p>Ministries:</p> <p>SETECI SENPLADES MIES</p> <p>Local Partners:</p> <p>CICLOPOLIS</p>	<p>Stakeholders</p> <p>Ministries:</p> <p>MCDS MSP MIES MCPEC</p> <p>Government Programs:</p> <p>INTI PPS INFA IEPS</p> <p>Local Governments:</p>	<p>Stakeholders</p> <p>Ministries:</p> <p>Ministry of Defense SNGR MIES MAE MAGAP INAMHI SENAGUA</p> <p>Local Governments:</p> <p>Pichincha MCRJ Cotopaxi Chimborazo Bolívar</p>	<p>Stakeholders</p> <p>Ministries:</p> <p>DR MIES MAGAP</p> <p>Local Governments:</p> <p>Municipalities</p> <p>NGOs:</p> <p>CRE HIAS</p>

Consultation Phase: October 2010 to March 2011

GOVERNMENT of ECUADOR			
ENTITY	CONSULTATION	Entry points for WFP	Next Steps
SETECI	Meetings CD, team CO Second HQ Mission Support CSD 4 times	<ul style="list-style-type: none"> • Strategic alliances and alignment • Monitoring and Evaluation plans • Partner agreements 	<ul style="list-style-type: none"> • Roadmap for CSD approval process • Consultation committee established
SENPLADES	Meetings CD, team CO Fist HQ Mission Support CSD Second HQ Mission Support CSD 3 times	<ul style="list-style-type: none"> • Coordinate national priorities (DNP - “<i>Buen Vivir Plan</i>”) and WFP strategies • GIS mapping with concrete applications • Risk management 	<ul style="list-style-type: none"> • Focal Points identified for coordination with SENPLADES/WFP Staff • SENPLADES support to analyze action plans and prioritize actions of WFP
MAE	Workshops Meetings CD, team CO Fist Mission from HQ to support CS Second Mission from HQ to support CS On-going contact	<ul style="list-style-type: none"> • Strategies based on communities and ecosystems with approach in sovereignty and food security • Emergency preparedness with respect to food stocks • Capacity development of national staff and development of concrete actions and products for communities at risk 	<ul style="list-style-type: none"> • Agreement on the lines of WFP-MAE coordination; on project concept and consultation process • An adaptation to climate change has been approved, covering Jubones Basin and Pichincha province • High probably to develop other joint projects
MAGAP	Meetings CD, team CO Second Mission from HQ to support CS 4 times	<ul style="list-style-type: none"> • Nutrition, Gender, process of connecting production of small-holder farmers to protection networks at community level • Develop capacity of field technicians in nutrition, productivity and social protection • Food security related to climate change adaptation • Emergency response to droughts, floods • Food price monitoring 	<ul style="list-style-type: none"> • Cooperation agreement to cover EPR, production activities and nutrition; focus on Northern Border area • Cooperation Agreement between MAI,MAGAP,WFP for adaptation to climate change • Human security interagency project in the northern border

PAE	Meeting Team CO Second Mission from HQ to support CS 1 time	<ul style="list-style-type: none"> • Technical assistance to facilitate learning from and exchange with other school feeding models in LAC • Decentralization school feeding management as well as nutritional oversight of menus • Quality control, M&E systems 	<ul style="list-style-type: none"> • Need to develop new Cooperation Agreement
Secretariat for Risk Management – SNGR	Meetings CD, team CO Fist Mission from HQ to support CS Second Mission from HQ to support CS Ongoing contact	<ul style="list-style-type: none"> • Logistics capacity in emergency response • Innovative response models • building local capacity for prevention and response 	<ul style="list-style-type: none"> • Annual Operational Plan between SNGR-WFP
MIES	Meeting CD, team CO 1 time	<ul style="list-style-type: none"> • Logistics and purchases • Social Protection at local level 	<ul style="list-style-type: none"> • Technical meeting to define lines of collaboration agreed
MSP	Meetings CD, team CO Fist Mission from HQ to support CS Second Mission from HQ to support CSD 6 times	<ul style="list-style-type: none"> • Gender mainstreaming • Nutrition HIV and protocols for health services. 	<ul style="list-style-type: none"> • Technical meeting to define lines of collaboration
MCDS	Meetings CD, team CO Second Mission from HQ to support CSD 3 times	<ul style="list-style-type: none"> • Technical assistance to systematize best practices from successful programmes, • SWOT analysis of all social Programmes • Nutrition awareness at community level • Develop capacity of small and medium producers to meet quality and quantity requirements for food products 	<ul style="list-style-type: none"> • Agreed to discuss the details of a collaboration agreement
DONORS			
ENTITY	CONSULTATION	Entry points for WFP	Next Steps
USA Embassy USAID	Meetings CD, team CO	<ul style="list-style-type: none"> • Refugee and security • Integration between refugees and host population 	<ul style="list-style-type: none"> • USA Ambassador will carry out a field visit to WFP's projects

	3 times	<ul style="list-style-type: none"> Climate change 	<ul style="list-style-type: none"> Follow up local funding opportunities
Brazil Embassy	Meetings CD, team CO 3 times	<ul style="list-style-type: none"> Nutrition Production, marketing and local purchases for vulnerable populations, indigenous, and afro-Ecuadorians especially in northern board School feeding 	<ul style="list-style-type: none"> Concept note discussed in Commission Ecuador – Brazil meeting
Spain Embassy AECID	Meetings CD, team CO 3 times	<ul style="list-style-type: none"> C&V modalities in northern boarder Climate change Nutrition EPR 	<ul style="list-style-type: none"> Interest to continue support to concrete projects. AECID will carry out field visit to C&V project.
Japan Embassy	Meetings CD, team CO 2 times	<ul style="list-style-type: none"> Human security Nutrition Climate change 	<ul style="list-style-type: none"> WFP is part of interagency human security project in northern board
Belgium Embassy	Meeting CD, team CO 1 time	<ul style="list-style-type: none"> Health, nutrition, climate change 	<ul style="list-style-type: none"> Interest to finance concrete projects
Canada Embassy CIDA	Meetings CD, team CO 2 times	<ul style="list-style-type: none"> Nutrition 	<ul style="list-style-type: none"> Follow up with CIDA directly in Ottawa
Commission European (EU)	Meeting CD, team CO 2 times	<ul style="list-style-type: none"> Climate change Nutrition 	<ul style="list-style-type: none"> Discuss with ECHO in Bogotá
Switzerland Embassy (COSUDE)	Meeting CD, team CO 1 time	<ul style="list-style-type: none"> Climate change Integration and nutrition in border area 	<ul style="list-style-type: none"> Send proposal to Bogotá
China Embassy	Meeting CD, team CO 1 time	<ul style="list-style-type: none"> Production, nutrition and climate change Technical assistance to improve capacity of field agricultural technicians 	<ul style="list-style-type: none"> Opening for further discussion on WFP strategy and production activities
PRIVATE SECTOR DONORS			
ENTITIES	CONSULTATION	Entry points for WFP	Next Steps
KFC	Meetings CD, team CO Ongoing contact	<ul style="list-style-type: none"> Agriculture, production and nutrition EPR 	<ul style="list-style-type: none"> Signature of cooperation agreement between KFC-WFP

PEPSICO	Meetings CD, team CO Ongoing contact	<ul style="list-style-type: none"> • Nutrition 	<ul style="list-style-type: none"> • Interest to continue supporting WFP's activities in nutrition
UNILEVER	Meetings CD, team CO Ongoing contact	<ul style="list-style-type: none"> • Nutrition 	<ul style="list-style-type: none"> • Discussions are ongoing in the area of nutrition and visibility raising
UN and PARTNER AGENCIES			
ENTITIES	CONSULTATION	Entry Points for WFP	Next Steps
HIAS	Joint field visits Ongoing meetings with CD and CO team	<ul style="list-style-type: none"> • Implementation of relief activities • Monitoring and evaluation of needs 	<ul style="list-style-type: none"> • Finalizing operational agreement
OIM	Joint Field Visits Strategy Meeting with CDs and CO team	<ul style="list-style-type: none"> • Community recovery activities • Training and gender 	<ul style="list-style-type: none"> • Finalizing a collaboration agreement • To develop an operational agreement
UNHCR	JAM Joint missions Strategy Meeting	<ul style="list-style-type: none"> • Needs assessments • Advocacy • Joint activities 	<ul style="list-style-type: none"> • Finalizing collaboration agreement • Develop province specific operational plans
Red Cross	Joint field visits Ongoing meetings with CD and CO team	<ul style="list-style-type: none"> • Implementation of relief activities • Joint needs assessments 	<ul style="list-style-type: none"> • Collaboration agreement in process
UN Women	Ongoing meetings with CD and CO team	<ul style="list-style-type: none"> • Training and gender 	<ul style="list-style-type: none"> • Agree to discuss collaboration in nutrition and gender
WHO	Ongoing meetings with CO team	<ul style="list-style-type: none"> • HIV/Aids 	<ul style="list-style-type: none"> • Ongoing discussions

WFP Ecuador will have a strong focus on monitoring of this country strategy as well as all operational projects. All results frameworks will be aligned with Paris Declaration results areas and indicators, as well as those of the UNDAF as appropriate to the aims laid out in specific WFP results frameworks. All monitoring and evaluation will be conducted in compliance with WFP rules and procedures.

Monitoring thus would take place at two levels: strategy level aligned with Paris Declaration indicators and at project level using project specific results frameworks as the basis of measurement.

1. Strategy Level

Alignment

- Strengthened capacity as part of a coordinated effort in support of national priorities.
Indicator: Strengthened capacity by coordinated support – Percent of donor capacity development support provided through co-coordinated programs consistent with partner’s national development strategies.

Harmonization

- Projects jointly finance with other agencies and donors
- Participate in multi agency capacity building efforts; identify sectors where WFP could scale down, withdraw, or be a silent partner
Indicator: use of common arrangements or procedures – percent of assistance provided with partners

Managing for Results

- Work with country partners to develop harmonized results frameworks
Indicator: Results-oriented frameworks- Number of projects with transparent and monitorable results frameworks

2. Project Level

Through this strategy WFP aim to achieve and measure the following **project specific goals**:

- Improve the food and nutrition security of most vulnerable populations, including refugees and Ecuadorians
Indicator: *Food Consumption Score; Dietary Diversity Score*
- Increase the role of women in household decisions related to food consumption
Indicator: *Project Specific*
- Reduce the vulnerability and food and nutrition insecurity of communities and ecosystems, to the adverse effects of climate change
Indicator: *Project Specific*

- Reduce tensions between Colombian refugees and Host Ecuadorian populations and support the reestablishment of livelihoods

Indicator: Project Specific

