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Cuba country strategic plan (2021–2024)

Duration	1 July 2021–31 December 2024
Total cost to WFP	USD 28,702,009
Gender and age marker*	4

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

For more than six decades, Cuba has made progress in eradicating poverty and hunger through free and universal access to basic services and social protection programmes. Food security and nutrition are high priorities for the Cuban Government, as outlined in its national plan for economic and social development through 2030.¹ People's right to food is enshrined in the new constitution approved in 2019, which also sets the goal of achieving food security for all. However, there are still major food security and nutrition challenges.

This country strategic plan addresses the impacts of extreme hydrometeorological events and climate change on food systems; the high dependence on food imports; the limited access to diverse, good-quality and safe foods; the double burden of malnutrition and the lack of a food security and nutrition monitoring system. These challenges are compounded by the impact of the Coronavirus Disease 2019 (COVID-19) pandemic and remain acknowledged as national priorities.

¹ Government of Cuba. 2017. *Documentos del 7mo. Congreso del Partido aprobados por el III Pleno del Comité Central del PCC el 18 de mayo de 2017 y respaldados por la Asamblea Nacional del Poder Popular el 1 de junio de 2017.* <http://www.granma.cu/file/pdf/gaceta/%C3%BAltimo%20PDF%2032.pdf>.

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WFP will support the municipal food self-supply programme, which contributes to reducing food imports; programmes on school feeding, mother-and-child healthcare and care for the elderly; a plan for the prevention and control of anaemia; the *Tarea Vida* state plan for addressing climate change; and the national plan for food sovereignty and nutrition education.² The country strategic plan is aligned with the United Nations sustainable development cooperation framework for 2020–2024 in order to contribute to the 2030 Agenda for Sustainable Development.

The WFP strategic portfolio comprises four interlinked and complementary strategic outcomes:

- *Strategic outcome 1:* Populations facing multiple hazards maintain access to food during and in the aftermath of disasters.
- *Strategic outcome 2:* Nutritionally vulnerable groups in targeted municipalities have improved nutrition status and more diversified and nutritious diets by 2024.
- *Strategic outcome 3:* Vulnerable groups benefit from local food systems that are more resilient with regard to the impact of climate change and more efficient social safety nets by 2024.
- *Strategic outcome 4:* National and local authorities have strengthened capacities to manage inclusive, comprehensive and adaptive food and nutrition systems by 2024.

In order to achieve these outcomes WFP will focus on increasing the resilience of local food systems to ensure that they can meet demand from social protection programmes, prioritizing the most vulnerable groups;³ enhancing disaster management, preparedness and response capacity; improving knowledge of healthy diets and nutrition; and supporting the national logistics system. WFP plans to scale up innovative activities and modalities based on evidence generated during implementation in areas such as locally sourced school meals for children in rural "external" primary schools;⁴ cash-based transfers for municipal institutions in charge of education, health and commerce for the purchase of locally produced food; crop monitoring within the early warning system; and microinsurance to improve climate risk management. WFP will act as facilitator while pursuing nutrition-sensitive and gender- and age-equitable outcomes.

This country strategic plan is aligned with the WFP Strategic Plan (2017–2021) and contributes to WFP Strategic Results 1 on access to food, 2 on ending malnutrition, 4 on sustainable food systems, and 5 on capacity strengthening. It will support national efforts to achieve the Sustainable Development Goals, particularly goals 2, 5 and 17, in collaboration with national and local authorities, other United Nations agencies (especially the other Rome-based agencies), technical, academic and research institutions and other actors.

Draft decision*

The Board approves the Cuba country strategic plan (2021–2024) (WFP/EB.A/2021/8-A/1) at a total cost to WFP of USD 28,702,009.

² Article by Agencia Cubana de Noticias on the launch of the national plan for food sovereignty and nutritional education. <http://www.acn.cu/economia/62015-presentan-plan-de-soberania-alimentaria-y-educacion-nutricional-en-cuba-fotos>.

³ Children age 6–23 months, pregnant women in maternity homes, preschool children age 1–5, primary schoolchildren age 6–11, the elderly and populations affected by shocks.

⁴ "External" schools do not provide meals to their students. Children go home for lunch and return for the afternoon session.

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

Country analysis

1.1 Country context

1. Cuba is an upper-middle-income country with a population of 11.2 million people, 23 percent of whom live in rural areas. Fifty percent of Cubans are female, and 20.4 percent are over 60. Life expectancy at birth is 78 (80 for females and 76 for males). The country ranked 72nd in the Human Development Index and 65th in the Gender Inequality Index of 189 countries and territories assessed in 2019.⁵
2. For more than 60 years, free and universal access to basic services and the presence of social safety nets have ensured that Cuba has made progress in eradicating poverty and hunger. People's right to food is guaranteed in the new constitution approved in 2019, which also sets the goal of achieving food security for the entire population.⁶
3. However, Cuba imports around 70 percent of the food it needs, at a cost of USD 1.7 billion per year. Fifty percent of the subsidized monthly food basket for the entire population is imported.⁷ Increasing domestic food production to replace imports is a government priority.
4. Cuba is one of the Caribbean countries most exposed to the impact of extreme hydro-meteorological events, which are expected to become more frequent and severe due to climate change, posing a threat to the agriculture sector and food security.⁸ Moreover, seismologists believe that an earthquake in the Eastern region is very likely in the near future.⁹
5. Gaps in the supply chain system persist. National priorities include strengthening storage capacity, including infrastructure and handling, establishing timely and efficient food distribution mechanisms for social protection programmes and addressing other logistics issues.
6. The country faces a challenging economic and financial situation that has been impacted by the economic, commercial and financial embargo imposed against it. In addition, the current socio-demographic situation poses further challenges related to a rapidly ageing population and emigration.
7. The COVID-19 pandemic is causing a sharp fall in national and household income sources, especially tourism, which is affecting people differently depending on their age and gender. Planned imports of food and supplies are being affected by global supply chain disruption and uncertainty about the impact of the pandemic on international markets.

1.2 Progress towards the 2030 Agenda for Sustainable Development

8. The United Nations common country assessment (CCA) finalized in 2019 highlights that the six strategic axes of the national plan for economic and social development through 2030 (NDP) are aligned with the 17 Sustainable Development Goals (SDGs) of the

⁵ United Nations Development Programme. 2019. *Human development reports: Table 5: Gender inequality index (GII)*. <http://hdr.undp.org/en/countries/profiles/CUB> and <http://hdr.undp.org/en/content/table-5-gender-inequality-index-gii>.

⁶ Government of Cuba. 2019. *Constitution of the Republic of Cuba (Article 77)*. <http://www.granma.cu/file/pdf/gaceta/Nueva%20Constituci%C3%B3n%20240%20KB-1.pdf> [in Spanish].

⁷ Government of Cuba. 2019. *Cuba: Informe nacional sobre la implementación de la Agenda 2030*. https://foroalc2030.cepal.org/2019/sites/foro2019/files/informe_nacional_voluntario_de_cuba_sobre_implementacion_de_la_agenda_2030.pdf.

⁸ Government of Cuba. 2015. *Segunda comunicación nacional a la Convención Marco de las Naciones Unidas sobre el cambio climático*. http://euroclimplus.org/intranet/_documentos/repositorio/02Comunicaci%C3%B3n%20ONUCambio%20Climatico_Cuba.pdf.

⁹ Radio Cadena Agramonte. 2020. "Cuba mantuvo en 2019 baja sismicidad y alta vigilancia". Article published on 5 January. <http://www.cadenagramonte.cu/articulos/ver/93053:cuba-mantuvo-en-2019-baja-sismicidad-y-alta-vigilancia>.

2030 Agenda for Sustainable Development. Cuba has created a national group for the implementation of the 2030 Agenda, although it has not yet finalized indicators or monitoring, evaluation or accountability mechanisms.

9. The Government has presented its first voluntary national review on the implementation of the 2030 Agenda, highlighting progress achieved and challenges remaining for each SDG, as well as its commitment to leave no-one behind.¹⁰
10. Despite the public policies in place, people experiencing multidimensional poverty;¹¹ households headed by women who rely entirely on their own salaries or social assistance; single mothers; elderly people; low-income households; and people living in areas that are most at risk from natural disasters or are difficult to reach are highly vulnerable.
11. To deliver on its commitment to achieving SDG 5, the Government of Cuba has adopted processes and mechanisms for the integration of gender equality and women's empowerment into policies, legislation, planning, monitoring, programmes and budgets.¹² Despite significant progress, concerted efforts are still required.¹³ Women work on average 14 hours per week more than men performing unpaid care and domestic work.¹⁴ This inequality limits women's autonomy and their ability to develop their full potential, and undervalues their contributions to the economy.

1.3 Progress towards SDGs 2 and 17

Progress towards SDG 2 targets

12. *Access to food.* In 2018, less than 2.5 percent of the Cuban population was undernourished.¹⁵ Various national programmes ensure access to food. They include: a highly subsidized monthly ration of staple foods for all individuals, with some variance in the composition by age; a nationwide school feeding programme supporting girls and boys equally in boarding and half-boarding primary schools; a comprehensive mother-and-child healthcare programme; a comprehensive care programme for elderly people; and community canteens for very low income or disadvantaged people, particularly the elderly.¹⁶

¹⁰ Government of Cuba. 2019. *Cuba: Informe nacional sobre la implementación de la Agenda 2030*. https://foroalc2030.cepal.org/2019/sites/foro2019/files/informe_nacional_voluntario_de_cuba_sobre_implementacion_de_la_agenda_2030.pdf.

¹¹ In 2017 this was 0.15 percent of the population, amounting to 16,482 people.

¹² Government of Cuba. 2019. *Informe Nacional sobre el Avance en la Aplicación de la Estrategia de Montevideo para la Implementación de la Agenda Regional de Género en el marco del Desarrollo Sostenible hacia 2030*. https://www.cepal.org/sites/default/files/cuba_em_2019.pdf and United Nations. 2020. *Women's autonomy in changing economic scenarios*. https://repositorio.cepal.org/bitstream/handle/11362/45037/S1900722_en.pdf?sequence=4.

¹³ Office of the Comptroller General. 2019. *Auditoría de Desempeño de la Preparación para la implementación de los ODS, con énfasis en el ODS 5*. <http://www.contraloria.gob.cu/sites/default/files/documento/2019-10/Informe%20%20Auditoria%20ODS%205%20Cuba1.pdf>.

¹⁴ Oficina Nacional de Estadística e Información. 2020. *Encuesta Nacional sobre Igualdad de Género ENIG-2016 Informe de Resultados*. <http://www.onei.gob.cu/node/14271>.

¹⁵ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2019. *The State of Food Security and Nutrition in the World 2019. Safeguarding against economic slowdowns and downturns*. <https://www.wfp.org/publications/2019-state-food-security-and-nutrition-world-sofi-safeguarding-against-economic>.

¹⁶ Known as the family support system (SAF in its Spanish abbreviation).

13. However, these programmes cannot ensure sufficient dietary diversity because they provide only limited quantities of fresh fruits and vegetables. The subsidized monthly food basket covers nearly 40 percent of the recommended energy intake. To cover the 60 percent gap, households turn to various non-subsidized markets that are characterized by high prices and irregular supply. It is estimated that an average Cuban household spends between 55 and 70 percent of its income on food.¹⁷ This is expected to continue or worsen due to the impact of COVID-19.
14. Despite national efforts, people over 65¹⁸ who live alone (15 percent of the elderly) are especially vulnerable to food insecurity. In addition, due to the lack of sufficient funding, the school feeding programme does not support external primary schoolchildren (70 percent of children age 6–11) whose mothers are not engaged in income-generating activities. These children do not receive meals at school and usually have more limited access to food, especially in remote rural areas.
15. *End malnutrition.* Stunting and acute malnutrition in children under 5 are not public health problems. A comprehensive approach to care for pregnant women and their infants has ensured low rates of morbidity, mortality and malnutrition. In Cuba, 27.6 percent of GDP is allocated to public health and social spending.¹⁹ In 2019, the infant mortality rate was 5 deaths per 1,000 births, while the maternal mortality rate was 37.4 per 100,000 births.²⁰ Reduction of the latter is still a priority for health authorities.
16. The diet of the average Cuban household is poor in micronutrients and not sufficiently healthy or diverse due to the limited and unstable availability of nutritious foods, socioeconomic factors and incorrect eating habits. As a result, a double burden of malnutrition persists, micronutrient deficiency and overweight and obesity, which are of growing concern for health authorities. Around 25 percent of adults were obese in 2016, with greater prevalence among women (30.3 percent) than men (18.9 percent).²¹
17. Anaemia is a major public health concern. Fourteen eastern municipalities have a prevalence of over 40 percent, indicating a severe health problem that affects nearly 38 percent of pregnant women.²² Since 1997, with the support of WFP, Cuba has implemented a comprehensive plan for the prevention and control of anaemia focusing on food diversification and fortification, iron supplementation and nutrition education. Despite national efforts, however, challenges in the supply of locally produced fortified foods persist.
18. According to the National Institute of Hygiene, Epidemiology and Microbiology, more than 40 percent of preschool children eat very few or no vegetables. Evidence shows that low consumption of vegetables and fruit results in vitamin deficiencies and high prevalence

¹⁷ Inter Press Service en Cuba. 2018. *Dinámica de gastos básicos en Cuba*. <http://www.ipscuba.net/author/betsy-anaya-cruz-y-anicia-esther-garcia-alvarez-economistas-cubanas/>.

¹⁸ Cubadebate. 2020. "Cuba en datos: ¿Cómo envejece la población cubana?" Article published on 24 January 2020. <http://www.cubadebate.cu/especiales/2020/01/24/cuba-en-datos-como-envejece-la-poblacion-cubana/#.Xpo2WchKhPY>.

¹⁹ Oficina Nacional de Estadística e Información. 2019. *Anuario Estadístico de Cuba, 2018*. <http://www.onei.gob.cu/node/14212>.

²⁰ Cubadebate. 2020. "Cuba registra una tasa de mortalidad infantil de 5.0 fallecidos por cada mil nacidos vivos en 2019". Article published on 3 January 2020. <http://www.cubadebate.cu/noticias/2020/01/03/cuba-registra-una-tasa-de-mortalidad-infantil-de-5-0-fallecidos-por-cada-mil-nacidos-vivos-en-2019/#.XoUOd4hKhPY>.

²¹ Food and Agriculture Organization of the United Nations, Pan American Health Organization, WFP and United Nations Children's Fund. 2018. *Panorama de la seguridad alimentaria y nutricional en América Latina y el Caribe 2018*. <http://www.fao.org/3/CA2127ES/CA2127ES.pdf>.

²² Rodríguez Suárez. A. 2016. *Análisis de situación de país para la fortificación del arroz: Cuba*. <https://sightandlife.org/wp-content/uploads/2017/04/Cuba-FINAL.pdf>.

- of anaemia in children,²³ particularly in the 5–8 year-old group.²⁴ Overweight and obesity have also increased in children. In 2016, 33.8 percent of school-age children were overweight and 15.4 percent were obese, with no significant differences between the sexes.²⁵
19. *Smallholder productivity and incomes:* Smallholder farmers are organized in various types of cooperatives and contribute nearly 80 percent of national agricultural production. Most of their production is intended for social safety nets, with the surplus used for their own consumption and direct sales in non-subsidized food markets.
 20. Measures for increasing food production and diversification include assigning state land in usufruct,²⁶ increasing the autonomy of cooperatives in decision making, providing financial facilities, raising the prices paid to farmers for public purchases of their production, expanding marketing opportunities and strengthening urban, suburban and family agriculture.
 21. Despite progress, low productivity, limited crop yields and high post-harvest losses persist, as does gender inequality and a lack of women's empowerment, especially in rural areas, where women account for 46 percent of the population but only 17 percent of employees in agriculture. Despite significant national efforts, including a gender strategy for the agriculture system launched in 2016, only 13 percent of the members of agricultural cooperatives are women.²⁷ The persistence of male-centred agricultural systems, patriarchy and gender stereotypes limits women's access to resources, technical information, land and decision making positions.
 22. There are few incentives for young people to participate in agriculture, and their employment in the sector is limited (around 15 percent). This has negative effects on the sustainability of food systems.
 23. *Sustainable food systems:* The efficiency, equity and effectiveness of local food systems are affected by challenges in planning, management, logistics and contractual processes; these require an intersectoral approach including a greater focus on multi-risk management. Another worrying factor is that only 3.7 percent of energy comes from renewable sources.²⁸
 24. Local food systems are affected by the degradation of natural resources (60 percent of land is at risk of desertification) and the impact of extreme hydro-meteorological events and climate change (higher temperatures, decreased rainfall, rising average sea levels and higher frequency and stronger impacts of hurricanes and droughts).²⁹ Between 2001 and 2017, total losses associated with the impact of hurricanes exceeded 41 billion Cuban pesos; approximately 40 percent of these losses were in the agribusiness sector, with significant adverse effects on food security.³⁰

²³ Sociedad Chilena de Nutrición. 2013. *Revista Chilena de Nutrición*, Vol. 40, No. 3. https://scielo.conicyt.cl/scielo.php?script=sci_issuetoc&pid=0717-751820130003&lng=pt&nrm=iso.

²⁴ Pita Rodríguez, G. M. et al. *Anemia, déficit de hierro, estado nutricional y parasitismo en escolares en San Juan y Martínez, Cuba*. <http://www.convencionalud2018.sld.cu/index.php/convencionalud/2018/paper/view/1541>.

²⁵ World Health Organization. Global Health Observatory data repository. <http://apps.who.int/gho/data/node.home>.

²⁶ In 2019, more than 220,000 people (11 percent of whom were women) received 2.3 million hectares as a loan from the state. Most of this group had limited agricultural experience.

²⁷ Oficina Nacional de Estadística e Información. 2018. *Anuario Demográfico de Cuba, 2017. Edición 2018*. Chapter on employment and salaries. <http://www.onei.gob.cu/node/13808>.

²⁸ Government of Cuba. 2019. *Cuba: Informe nacional sobre la implementación de la Agenda 2030*. https://foroalc2030.cepal.org/2019/sites/foro2019/files/informe_nacional_voluntario_de_cuba_sobre_implementacion_de_la_agenda_2030.pdf.

²⁹ Asociación Cubana de las Naciones Unidas. Web page "Panel de ONU debate en Cuba sobre Cambio Climático". <http://www.acnu.org.cu/articulos/panel-de-onu-debate-en-cuba-sobre-cambio-climatico>

³⁰ Estimates from the National Bureau of Statistics and Information and Cuban Civil Defence.

25. Insufficient food availability is mainly linked to challenges in local food systems such as a lack of agricultural inputs and equipment for agricultural value chains (e.g. only 7 percent of arable land is irrigated³¹); inadequate services and incentives; insufficient technology, knowledge, innovation and investments; and the limited use of credit and insurance. Climate-related shocks and risks are also significant challenges to productivity, yields and livelihoods.

Progress towards SDG 17 targets

26. *Capacity strengthening*: Cuba has made significant progress in the implementation of the 2030 Agenda. The country is a leader in South–South and triangular cooperation with regard to health, education, sports, culture and, mainly in the Caribbean region, disaster management.
27. However, capacity strengthening is needed in inter-institutional and intersectoral coordination; the national statistical system; technical, methodological and planning skills; the active participation of the population; multi-risk management; and logistics. In addition, the universal approach of social programmes, i.e. that they aim to cover all individuals in the targeted groups, makes them expensive, affecting their economic sustainability and efficiency. An enhanced targeting strategy is therefore needed³² to prioritize the most vulnerable groups³³ and areas when allocating resources to sustain access to food.
28. Despite efforts in disaster risk management to guarantee equal protection to girls, boys, women and men, there are gaps related to the dissemination of information generated by early warning systems to local farmers and local actors, community resilience, multi-risk management and people’s perception of risk.
29. *Policy coherence*. The new constitution expands guarantees related to the rights of Cuban citizens. It includes new elements such as decentralization at the municipal level, recognition of the diversity of families and response to gender-based violence, among others.³⁴ The implementation of adequate and updated regulatory and institutional frameworks is ongoing. With the participation of United Nations agencies, the Government is preparing a national plan for food sovereignty and nutritional education.
30. *Diversified resourcing*. Cuba is not a member of the traditional international financial institutions and faces limitations due to the embargo imposed on the country. The country has a high level of external debt at USD 30 billion, representing 30.4 percent of GDP.³⁵ In addition Cuba has registered a reduction in exports of its medical services – one of its most important income sources – mainly due to changing economic and political circumstances in the region.³⁶ The country therefore faces a lack of financial resources, which is hampering the achievement of the SDGs.
31. *Enhance global partnership*. Cuba strongly defends multilateralism and the strengthening of global development alliances.

³¹ Cubadebate. 2020. “COVID-19 en Cuba: Medidas para garantizar la producción y comercialización de alimentos”. Article published on 30 March 2020. <http://www.cubadebate.cu/noticias/2020/03/30/covid-19-en-cuba-medidas-para-garantizar-la-produccion-y-comercializacion-de-alimentos/#.XoXaDahKhPY>.

³² Granma. 2019. “En Cuba la igualdad de género es voluntad política”. Article published on 6 March 2019. <http://www.granma.cu/cuba/2019-03-06/en-cuba-la-igualdad-de-genero-es-voluntad-politica-06-03-2019-23-03-46>.

³³ See paragraph 11.

³⁴ Common country analysis. (Not available online.)

³⁵ Cubadebate. 2019. “Balance económico preliminar del 2018 en Cuba y algunas perspectivas para el 2019”. Article published on 5 March 2019. <http://www.cubadebate.cu/opinion/2019/03/05/balance-economico-preliminar-del-2018-en-cuba-y-algunas-perspectivas-para-el-2019-parte-ii/>.

³⁶ Centro de Estudios de la Economía Cubana and Fundación Friedrich Ebert. 2018. *Economía Cubana: entre cambios y desafíos*. <http://library.fes.de/pdf-files/bueros/fescaribe/15172.pdf>.

1.4 Hunger gaps and challenges

32. The food security and nutrition analysis carried out during the CCA conducted for the United Nations sustainable development cooperation framework for 2020–2024 (UNSDCF) also informed the WFP zero hunger strategic review. The review was led by the National Institute of Economic Research – appointed by the Government – and facilitated by WFP with the participation of the United Nations inter-agency food security group.³⁷
33. The following challenges were identified:
- insufficient national food production in terms of quantity, variety, quality, safety and stability to meet the recommended nutrition requirements of the Cuban population and high dependence on imports;
 - limited access to food and to international markets for inputs and equipment needed to support the agribusiness sector;
 - progressive degradation of natural resources for food production – soil, water and forests – and declining biodiversity;
 - high dependence on fossil fuels in food production, which increases the vulnerability of the agribusiness sector;
 - large agricultural losses caused by the impacts of extreme hydro-meteorological events and climate change;
 - limited access to diverse, good-quality and safe foods, with differences according to income, cultural patterns, age and location (provinces, municipalities, urban and rural areas);
 - micronutrient deficiencies as a public health problem for pregnant and lactating women and children under 2, with an increasing trend of overweight and obesity in children and adults; and
 - lack of a multisectoral monitoring system that articulates all the dimensions of food security and nutrition and facilitates timely decision making.
34. The main causes of these challenges are a lack of efficiency and exploitation of local productive potential; intersectoral planning; institutional and managerial capacity; regulatory frameworks; investment and innovation; infrastructure and technology (including use of information and communications technology); supply chain and logistics capacity (with an emphasis on storage capacities and handling, packaging, transportation and distribution mechanisms); policies related to prices, subsidies and incomes; targeting tools for social protection; food safety and quality; resilience; a gender equality approach; attention to demographic dynamics; and information and statistical systems.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

35. For more than 55 years WFP has been a strategic partner for the Cuban Government, complementing national efforts in the areas of food security and nutrition. WFP has demonstrated its comparative advantages in Cuba by supporting national development priorities and emergency responses. Key achievements include the following:

³⁷ The group comprises the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Development Programme, the United Nations Children's Fund, the United Nations Educational, Scientific and Cultural Organization, the United Nations Population Fund, the United Nations Industrial Development Organization, WFP, the World Health Organization and the Pan American Health Organization.

- Malnutrition prevention: reduced anaemia prevalence in children under 2 and pregnant women in municipalities assisted by WFP.
- Social protection and school feeding: strengthened capacity to support the most vulnerable groups and guidance produced for nutrition-sensitive school meals programmes.
- Local food systems and gender: better performance of food value chains in supported municipalities, helping to replace food imports and to ensure a diversified, stable and adequate food supply to social protection programmes. WFP contributed to increase crop yields, improving crop quality, reducing post-harvest losses and increasing farmers' incomes. Forms of inequality in cooperatives have been identified; a sensitization programme and initiatives to increase women's economic empowerment have been supported.
- Local resilience with regard to drought: enhanced comprehensive management of drought in the most vulnerable municipalities of eastern Cuba achieved by strengthening the early warning system and risk assessment with an analysis of the vulnerability of local food production to drought.
- Emergency preparedness and response (led by the United Nations emergency team) included coordinated responses to hurricanes and preparation for an earthquake in eastern provinces.
- South-South and triangular cooperation: improved technical and analytical capacity in Caribbean countries (Haiti and the Dominican Republic) mainly for responding to extreme hydro-meteorological events, improving loss estimations and developing contingency plans.
- Effective partnerships and alliances have increased efficiency in coordinated actions.

36. Lessons learned and recommendations include the following:

- Reinforce the focus on resilience and risk management in respect of local food systems to ensure a stable food supply for social safety nets and mainstream nutrition considerations;
- Maintain a participatory, equitable and inclusive approach that facilitates the identification of gaps in food systems and possible local solutions;
- Continue to work on the improvement of social protection programmes, with an emphasis on broadening the school feeding programme to include rural external schools;
- Mainstream gender and age throughout WFP operations;
- Continue to strengthen monitoring systems and logistics capacities, working jointly with national authorities;
- Promote the use of locally generated information for decision making regarding food security and nutrition, including gender and age analysis;
- Maintain links with academic and other actors involved in knowledge management, information and communications; and
- Promote WFP's role in the implementation of South-South and triangular cooperation.

37. The main strategic shift in this country strategic plan (CSP) compared with previous portfolios is that WFP will have a greater focus on outcomes that build resilience and are nutrition-sensitive and shock-responsive while it reinforces emergency preparedness and response by taking a multi-hazard approach and supporting the national logistics system.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

38. Food security is an issue of national security for the Government. The proposed CSP is aligned with the NDP and the UNSDCF, as well as with the national socioeconomic strategy to boost the economy and face the global crisis caused by COVID-19, including post-recovery measures.
39. The NDP has six strategic axes: an effective, efficient, socialist Government that promotes social integration; productive transformation and international engagement; infrastructure; human potential, science, technology and innovation; natural resources and environment; and human development, justice and social equity.
40. The Government's main food security and nutrition priorities in the NDP are increasing the productivity, competitiveness and sustainability of food value chains; promoting adaptation to climate change; strengthening disaster risk management; guaranteeing a sustainable social protection system focused on vulnerable population groups; designing targeted policies for assisting people with special needs; advancing gender equality; strengthening decentralization; and reducing inequality among territories. In 2019 the Government announced that food production would be prioritized, with an emphasis on boosting local resources – within the framework of the municipal food self-supply programme – and other decentralization processes.³⁸
41. The theory of change in the UNSDCF reflects the national vision for 2030 and states that the United Nations system, together with other actors, will work with Cuba until 2024 to “advance towards an environmentally sustainable productive transformation that contributes to equity, inclusion and quality of life” through four outcomes fully aligned with NDP strategic axes 1, 2, 5 and 6.
42. This CSP will contribute to UNSDCF outcomes related to local development strategies and decentralization; the economic productivity and utilization of human resource potential; the protection and rational use of natural resources and ecosystems, resilience with regard to the impacts of climate change and comprehensive disaster risk management; and the accessibility and quality of public services, social protection and care systems.

2.3 Engagement with key stakeholders

43. Several strategic and technical consultations have been conducted with national and local stakeholders. The consultation process included a high-level event with a broad range of government representatives, bilateral meetings, field visits and workshops with food security and nutrition actors including United Nations inter-agency groups, and a final socialization meeting to discuss the proposed portfolio. During the whole process, the strategic dialogue was supported by the United Nations Resident Coordinator and the Ministry of Foreign Trade and Investment (WFP’s main counterpart).

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

44. WFP will continue to support government efforts to achieve a more comprehensive national approach to addressing food security and nutrition challenges by linking social protection programmes with nutritious, locally produced food. This CSP will focus on increasing the resilience of local food systems with regard to disasters and the impacts of climate change so that they can better meet the demand of social protection programmes. WFP will pursue four interlinked strategic outcomes, focusing on the needs of the most vulnerable groups,

³⁸ Ministry of the Economy and Planning. 2019. *Prioridades del Plan Nacional de Desarrollo Económico y Social hasta el 2030*. <https://www.mep.gob.cu/es/node/135>.

while contributing to Cuba's medium- and long-term socioeconomic recovery from COVID-19 nationwide. Gender, age, nutrition and environmental and social awareness will be mainstreamed throughout the CSP to ensure that its impact is equitable and empowering.

45. WFP will support emergency preparedness and response capacity (strategic outcome 1) and national efforts to reduce the prevalence of anaemia, overweight and obesity among the most nutritionally vulnerable people while improving knowledge of healthy diets and nutrition (strategic outcome 2). WFP will foster more resilient, equitable and sustainable local food systems (strategic outcome 3) to ensure food supplies for prioritized social protection programmes, with a special emphasis on school feeding as a critical entry point for promoting community development, healthy food environments and nutrition-sensitive interventions. WFP will strengthen country capacity in the areas of social protection, data analysis and monitoring, disaster risk management and early warning, and national logistics systems, including through South-South and triangular cooperation (strategic outcome 4).
46. WFP plans to scale up innovative activities and modalities related to school feeding, cash-based transfers (CBTs), early warning, microinsurance and service delivery based on evidence generated during implementation.

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

Strategic outcome 1: Populations facing multiple hazards maintain access to food during and in the aftermath of disasters.

47. WFP will work with civil defence authorities to enhance multi-risk emergency preparedness capacity, with emphasis on reinforcing planning processes for response and recovery measures. WFP will support government priorities aimed at ensuring swift, equitable and sustainable response, guaranteeing shock-affected populations access to food and improving the capacity of local authorities to continue distributing food assistance in the event of disaster.

Focus area

48. The focus area for this strategic outcome is crisis response.

Alignment with national priorities

49. This strategic outcome is in line with the Cuban Civil Defence Directive No. 1, to reduce the impact of disaster events on the economy and society, and will contribute to UNSDCF outcome 3 and any United Nations humanitarian action plan prepared in the event of an emergency.

Expected outputs

50. Strategic outcome 1 will be achieved through two outputs:
 - Shock-affected people receive food assistance that prevents a deterioration of their food security and nutritional status.
 - Shock-affected people benefit from strengthened national and local emergency preparedness and response capacity that ensures food security during and in the aftermath of disasters.
51. These outputs will contribute to SDG Target 2.1 and SDG 17.

Key activities

Activity 1: Provide timely food assistance to shock-affected people while strengthening national and local capacity relevant to emergency preparedness and response

52. This activity includes capacity strengthening and food transfers. It will produce better preparedness measures that support the capacity of WFP and its partners for joint rapid, inclusive and effective responses to emergencies. Support for service delivery will be considered when assistance is needed with transport, urgent purchases, port operations or logistics.
53. WFP has established pre-positioned stocks of food and non-food items ready for immediate use in case of disaster. The stocks consist of mobile storage units, lighting towers, power generators and other items to enhance the food storage capacity of Cuban institutions during emergencies. Food stocks include rice, beans and vegetable oil for post-disaster distribution. Canned fish will be procured in the near future to diversify the stocks with a ready-to-eat product. These stocks, stored in government warehouses can be regularly rotated with government food dedicated to the subsidized monthly food ration, ensuring that the stocks comply with WFP quality standards and do not expire.
54. Every month, WFP monitors the status of the pre-positioned food and non-food stocks; the logistics arrangements for their transport and distribution are coordinated by the Government.³⁹
55. To increase national preparedness, WFP will enhance the Cuban Civil Defence multi-hazard situation rooms at the national and provincial levels and support training and simulation exercises on hurricanes and earthquakes and workshops with communities to enhance their perception of risk. Planned support includes tools for a comprehensive disaster risk management strategy, a multi-hazards approach, technical assistance, infrastructure and high-end technologies for data processing. At the same time, specialized equipment such as drones will enhance institutional capacity to evaluate damage. WFP will also seek to sensitize decision makers to gender issues as part of efforts to make progress towards gender- and age-responsive emergency preparedness and response.

Partnerships

56. WFP will coordinate with the civil defence authorities regarding actions to support emergency preparedness and response. Food distribution will be coordinated with the Ministry of Domestic Trade and its food delivery networks, the Ministry of Foreign Trade and Investment and local governments. As the leader of the United Nations emergency response team, WFP will complement national emergency response in coordination with OCHA and other United Nations partners and the Red Cross.

Assumptions

57. This strategic outcome is based on the assumption that the equipment needed to improve emergency preparedness and response capacity is delivered and set up in a timely manner and that national logistics mechanisms function properly.

Transition and handover strategy

58. WFP will work with its strategic national partners to strengthen their operational capacity. Improved methodologies and procedures will be included in national steering documents related to comprehensive disaster management to ensure that the approach is sustainable beyond the term of the CSP.

³⁹ WFP and the Government have signed an updated agreement on monitoring the storage, rotation and distribution of pre-positioned stocks.

Strategic outcome 2: Nutritionally vulnerable groups in targeted municipalities have improved nutrition status and more diversified and nutritious diets by 2024.

59. WFP will support national efforts to prevent malnutrition among prioritized groups such as the mother-and-child programme and assistance for elderly people, considering their limited access to fortified food. It will focus on ensuring access to nutritious diets and the adequate consumption of fortified food as well as nutritional education.

Focus area

60. The focus area for this strategic outcome is root causes.

Alignment with national priorities

61. This strategic outcome is primarily linked to the comprehensive plan for the prevention and control of anaemia and will contribute to UNSDCF outcome 4 and NDP strategic axis 6.

Expected outputs

62. Strategic outcome 2 will be achieved through two outputs:

- Children under 2, pregnant women and elderly people receive specialized nutritious food that contributes to meeting their nutritional needs.
- Children, adolescents, pregnant women, elderly people and their families benefit from a social and behavioural change campaign that seeks to foster healthy eating habits.

63. These outputs contribute to SDG Target 2.2 and other SDGs, primarily 3 and 5.

Key activities

Activity 2: Provide nutritious food to nutritionally vulnerable groups through social protection programmes and a social and behavioural change strategy that promotes healthy diets.

64. This activity includes two lines of support: food assistance and capacity strengthening. Priority will be given to the eastern municipalities with the highest anaemia prevalence. WFP will distribute specialized nutritious foods through social protection programmes:

- Micronutrient powders to children age 6–23 months;
- Super Cereal (fortified corn-soya blend (CSB+)) to pregnant women in maternity homes;
- Super Cereal (CSB+) and milk powder to elderly people in institutions, mainly through the family support system; and
- Milk powder⁴⁰ to adolescents in institutions assisted by the Office of the Historian of Havana City.

65. WFP will support government institutions in the development and implementation of a social and behavioural change campaign focused on the double burden of malnutrition. The strategy will include infant and young child feeding practices, the equitable distribution of household responsibilities and the roles of women and men in the feeding process. The strategy will be tailored to the targeted groups, with attention to gender, age and other context-relevant markers, using lessons learned from previous experience in Santiago de Cuba province. At the same time, WFP will provide training to improve the nutrition knowledge and communications skills of public officials involved in social protection programmes.

⁴⁰ In line with the 2017 position paper on WFP's use of milk powder. <https://newgo.wfp.org/documents/use-of-milk-wfp-operations>.

Partnerships

66. Food distributions will be coordinated with the ministries responsible for public health and domestic trade, local governments and the Office of the Historian of Havana City. For the communication and education component, WFP will work with public health authorities; the National Institute of Hygiene, Epidemiology and Microbiology; Pro-health; the Faculty of Communication at Havana University; the Federation of Cuban Women through its volunteer community health promoters; and non-traditional partners such as artists, the media and civil society actors. WFP will coordinate efforts with the United Nations Children's Fund (UNICEF), the World Health Organization (WHO) and the Pan-American Health Organization (PAHO).

Assumptions

67. This outcome is based on the assumption that the supply of nutritious food will remain stable and adequately distributed through government institutions; that food prices on the international market do not increase significantly; that fuel shortages do not impact planned food delivery; that nutrition education remains a high priority for the Cuban Government; and that WFP's national counterparts with regard to nutrition, who are also very involved in epidemiological activities, continue to prioritize nutrition activities.

Transition and handover strategy

68. WFP's food assistance complements existing government programmes. WFP's food contribution will be reduced if the national production of fortified food is increased and if it is included in the anaemia prevention plan. The communications strategy will be implemented by government institutions as part of WFP's technical support package. A follow-up to the campaign and training activities will be integrated into national health programmes.

Strategic outcome 3: Vulnerable groups benefit from local food systems that are more resilient with regard to the impact of climate change and more efficient social safety nets by 2024.

69. The focus of work to achieve strategic outcome 3 will be on making local food systems more resilient and better prepared to supply diverse, nutritious and high-quality food for social safety nets in a stable manner while helping to replace imports and address gender and age inequalities. Key stakeholders include equitably women and men smallholder farmers, cooperatives, service and input providers to agricultural production, distributors and social protection institutions such as day-care centres, primary schools, maternity homes and community canteens. It is expected that vulnerable groups, especially school-age children, pregnant women and people over 65, will enjoy better food security thanks to the strengthened local food systems.

Focus area

70. The focus area for this strategic outcome is resilience building.

Alignment with national priorities

71. This strategic outcome will contribute to UNSDCF outcomes 2, 3 and 4 related to NDP strategic axes 2, 5 and 6. It will contribute to the municipal food self-supply programme, the school feeding programme, the mother-and-child healthcare programme and the comprehensive programme of care for elderly people.

Expected outputs

72. Strategic outcome 3 will be achieved through five outputs:

- Selected smallholder women and men and other stakeholders in agricultural value chains receive training, equipment and technical assistance related to climate-resilient practices that increase their ability to supply diverse, stable and high-quality food to nutrition-sensitive social safety nets.

- Young and women smallholders receive training, equipment and opportunities to increase their economic participation and leadership in local food systems.
- Smallholder farmers and cooperatives benefit from innovative risk-prevention tools, including crop insurance, that increase their resilience to climate risks.
- School-age children benefit from a strengthened school feeding programme thanks to more resilient local food systems, a stable supply of locally produced nutritious food and educational actions on healthy eating habits.
- Pregnant women and the elderly assisted through social safety nets benefit from more stable food access thanks to more resilient local food systems.

73. These outputs contribute to SDG Target 2.4 and other SDGs, primarily 3, 4, 5, 8, 12 and 13. At the output level there is also a contribution to SDG targets 2.3 (productivity and incomes of farmers), 2.1 (access to food) and 2.2 (malnutrition prevention).

Key activities

Activity 3: Provide training, equipment and technical assistance to stakeholders of local food systems while ensuring a more diversified, stable and nutritious diet for school-age children and other nutritionally vulnerable groups.

74. This activity aims to strengthen the capacity of local farmers to supply food for social protection programmes while complying with quality, quantity, stability and variety standards, which will contribute to improving the diets of nutritionally vulnerable groups. WFP support will primarily be provided through capacity strengthening, complemented by cash-based and food transfers.
75. WFP will continue to support gap assessments in respect of agricultural value chains⁴¹ that examine a sustainable and nutrition-sensitive approach,⁴² management skills, planning tools, risk management, resilience building and gender inequality. Based on the results of the gap assessments, WFP will strengthen the capacity of food system stakeholders. This activity also aims to link smallholder farmers and cooperatives with social safety nets, input and service providers, technical institutions and academia.
76. WFP will consider several practices for enhancing the resilience of food systems and smallholder farmers such as the diversification of livelihoods, the promotion of climate-smart agriculture, the provision of climate information services and the creation of community assets that are more climate resilient and support adaptation to climate change.⁴³ The practices considered will also include the use of information collected through drought monitoring networks and the use of risk analysis and management tools (described under strategic outcome 4).
77. WFP will use tools and participatory methods to identify and address gender inequality within food systems and to enhance the engagement of young people. In the effort to tackle inequality, local action plans will help create employment opportunities for women and young people and increase the economic empowerment and representation of women in local decision making bodies such as cooperative boards.
78. An area of innovative support will be the development of parametric insurance, which will increase the resilience of tailored cooperatives (meso-level insurance) and individual members of cooperatives (microinsurance) with regard to climate risks. The insurance will

⁴¹ Specific value chains are not pre-defined but rather based on the status of the municipal food self-supply programme and the potential to satisfy the demand generated by social safety nets. Thus, value chains could differ from one municipality to another.

⁴² For example, the promotion of biofortified food production (rice, tubers and beans) for social safety nets.

⁴³ Including efficient irrigation systems; better access to climate-resistant seeds, services and infrastructure; and the use of live barriers.

be designed using historical crop and climate data and climate risk-related vulnerabilities. WFP will link the insurance product to a risk prevention mechanism, which will promote investments in disaster risk reduction, thereby lowering insurance premiums and creating a more sustainable insurance product. A strengthened early warning system (strategic outcome 4) will also provide data related to the triggers of the parametric insurance.

79. WFP will continue to work with the Government on connecting WFP-supported local cooperatives to existing social safety nets, especially the school feeding programme. Maternity homes and community canteens will also benefit from improved local food production. Furthermore, WFP will distribute milk powder to children age 24–59 months in selected day-care centres assisted by the Office of the Historian of Havana City.
80. WFP will expand the home-grown school feeding initiative to other rural communities in order to assist external primary schoolchildren not covered by the national school feeding programme. If they receive a nutritious meal at school rather than return home for lunch children will have more opportunities to attend complementary activities, which will contribute to their learning and holistic development. The link with local food production, including to advance women's profitable engagement, will strengthen the economies of the targeted communities.
81. Activities will include the creation of school environments for food preparation, storage and consumption that meet food safety standards; the provision of CBTs to local authorities for the supply of food for schools; training on healthy eating habits and nutrition for smallholder farmers, teachers, school-age children and their families; and training on best practices for purchasing food and designing menus based on nutritional criteria. The active and equitable participation of families, caregivers and community actors in the feeding of children will be an important aspect of this intervention, as well as the advocacy for its decentralization based on local resources. This new school feeding management model will inform the preparation of a school feeding policy by national authorities.
82. Activity 3 will enhance business planning, logistics and governance; reduce post-harvest losses; improve commercialization and quality standards; decrease production risks; increase productivity and access to markets; and encourage more nutrition-oriented production, which will lead to the economic empowerment of rural women and young people.

Partnerships

83. WFP will implement this activity in partnership with the ministries responsible for agriculture, education, domestic trade, public health, economy and planning and finance and prices, as well as with local governments. Other partners include the National State Insurance Company, the Federation of Cuban Women, the Youth Studies Centre, non-governmental organizations, the academic community, research institutes, the Faculty of Communication at the University of Havana, state import and logistics companies, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Development Programme (UNDP), UNICEF and the United Nations Educational, Scientific and Cultural Organization.

Assumptions

84. This strategic outcome is based on the assumption that the equipment needed to improve yields is delivered on time; that people apply their knowledge and best practices; that the mechanism for transferring cash to selected institutions works effectively; and that the local production of nutritious food increases in line with the food needs of the social protection programmes.

Transition and handover strategy

85. WFP will strengthen the operational capacity of strategic national partners to ensure sustainability within the framework of prioritized programmes such as the municipal food self-supply programme; the urban, suburban and family agriculture programme; and the school feeding programme. Results and lessons learned will inform the update of public policies, foster change in the agriculture and insurance management model and advance gender equality in the agriculture sector. The goal is to hand over the entire home-grown school feeding initiative to local governments and facilitate long-term transitions that are in line with the 2030 Agenda.

Strategic outcome 4: National and local authorities have strengthened capacities to manage inclusive, comprehensive and adaptive food and nutrition systems by 2024.

86. WFP will contribute to a more comprehensive national approach to food security and nutrition, reinforcing social protection; data analysis and monitoring; disaster risk management and early warning; the national logistics system; and the sharing of experiences and good practices. Gender and age will be integrated into the content and delivery of the capacity strengthening package.
87. National and local decision makers will be better coordinated and thus better able to support processes related to food security and nutrition with a multi-risk approach, inform local development plans and boost South-South and triangular cooperation in the region.
88. All the results envisaged under this strategic outcome are closely linked to strategic outcomes 1–3, which also contribute to SDG 2.

Focus area

89. The focus area for this strategic outcome is resilience building.

Alignment with national priorities

90. This strategic outcome will contribute to UNSDCF outcomes 1, 3 and 4 in line with NDP strategic axes 1, 5 and 6. It will support social protection programmes, the *Tarea Vida* state plan for addressing climate change, civil defence directives and the national plan for food sovereignty and nutritional education.

Expected outputs

91. Strategic outcome 4 will be achieved through five outputs:
- Vulnerable groups benefit from strengthened, nutrition-sensitive and sustainable social protection programmes based on targeting tools that guarantee more effective and better-quality assistance.
 - The Cuban population benefits from enhanced institutional capacities in multisectoral data analysis and monitoring related to food security and nutrition, which contribute to decision-making processes.
 - Populations in targeted municipalities benefit from the enhanced capacity of technical institutions and government authorities related to disaster and climate risk management and early warning systems that increase food system resilience with regard to natural hazards and the impacts of climate change.
 - The Cuban population benefits from a strengthened logistics system for supplying food in an effective, stable and efficient manner.
 - The populations of Cuba and other selected countries benefit from the sharing, through South-South and triangular cooperation initiatives, of experience and good practices in food management, nutrition, food systems resilience with regard to the impacts of climate change and disaster risk reduction.

92. These outputs contribute to SDG Target 17.9 and to other SDGs, primarily 2, 3, 5 and 13.

Key activities

Activity 4: Strengthen the capacity of national and local decision makers related to the management of social protection programmes and disaster and climate risk, food security and nutrition analysis and monitoring.

93. This activity is intended to strengthen government capacity through the provision of training, technical assistance, equipment and supplies.
94. *Social protection:* WFP will share tools and methodologies related to targeting, assistance modalities and beneficiary registration in support of the most disadvantaged persons within vulnerable groups, including in emergencies. Various models of assistance for the elderly will be analysed and adapted to their individual needs. The activity will help foster better shock-responsive social protection programmes and improvements in public policy design. WFP will also support the preparation and implementation of dietary guidelines for the elderly, including a technical document and a manual for caregivers.
95. *Information analysis and monitoring:* WFP will support planning and decision making processes through tools and methodologies for data collection, monitoring and analysis of food security and nutrition. This component includes a mapping of local-level information on the various dimensions of food security and nutrition, as well as the use of information and communication technologies. WFP will continue to provide technical assistance and training to support Cuba's food and nutrition surveillance system headed by the Ministry of Public Health, with a focus on the incorporation of new vulnerable groups, the collection and analysis of disaggregated data (including by gender and age) and the use of such data to guide timely and responsive decision making processes.
96. *Disaster risk management and early warning systems:* WFP will provide training, meteorological and hydrological equipment and data processing systems to enhance disaster and climate risk management, covering the assessment, knowledge, reduction and monitoring of risks. Capacity strengthening activities will support the inclusion of criteria on the vulnerability of local food production in risk assessments and the generation of hydro- and agrometeorological information that will enable decision makers to take early action to reduce the impacts of disasters. At the same time, local capacity for managing multiple hazards in areas of greatest exposure and vulnerability will be strengthened by updating procedures and methodologies and designing informative products for key local actors. In addition, a "strategic prospective" methodology will be used to design and implement local action plans for reducing the impacts of disasters and climate change on food systems. WFP will also promote an assessment to identify gender gaps in disaster risk management, which can be used to inform gender transformative action plans and advance gender equality.
97. Crop monitoring based on agrometeorological and remotely sensed data will be increased in order to enhance early warning systems. This will help improve climate information services, providing practical information that will help farmers and communities make well-informed decisions. It will also facilitate efforts to estimate the impact of changes in climatic variables on food production and timely decision making to reduce the severity of damage. This activity will be closely linked with the parametric insurance component under strategic outcome 3.
98. *National logistics system:* WFP will support a gap assessment for the national logistics system and the design of an action plan to address the main gaps identified. Previous gap assessments on warehousing highlighted the need to improve warehouse conditions and management. Capacity strengthening activities will therefore include the printing of a training manual, workshops on warehouse management and the supply of key items for prioritized warehouses according to their roles in the food supply chain.

99. *Sharing experiences, technologies, innovative tools and good practices:* WFP will enable South–South and triangular cooperation with Latin American and Caribbean countries mainly in the areas of disaster risk management and emergency preparedness, smallholder participation in local markets, school feeding, social protection, social and behavioural change campaigns, urban resilience, climate-resilient practices in food systems, microinsurance and advocacy for gender sensitization.

Partnerships

100. WFP will work jointly with the Cuban Civil Defence; the Ministry of Science, Technology and Environment (especially the Environment Agency and the Institute of Meteorology); and the National Institute of Water Resources. WFP will also work with the National Office of Statistics and Information; the ministries responsible for agriculture, public health, the food industry, domestic trade, finance and prices, transport, and economy and planning; universities; and the National Insurance Company. WFP will foster collaboration with FAO, IFAD, UNDP, UNICEF, WHO, PAHO and the United Nations Population Fund (UNFPA). The activity will be implemented in partnership with local governments and communities, promoting the inclusion of a diversity of members.

Assumptions

101. This outcome is based on the assumption that the necessary equipment is delivered and installed on time; that people apply their knowledge and best practices; and that the changing socioeconomic context and shocks do not alter national priorities.

Transition and handover strategy

102. WFP will support and strengthen government programmes and institutions, including their capacity to provide equitable coverage. WFP will strengthen the operational capacity of strategic national partners while working with them from design to implementation in all activities to ensure the sustainability of prioritized programmes. To promote ownership, coordination will be entrusted to local governments.

4. Implementation arrangements

4.1 Beneficiary analysis

103. Targeting criteria taking into account gender and age analyses have been agreed with national counterparts. The selected municipalities have the lowest economic development rates and are highly vulnerable to extreme hydro-meteorological events and to the impact of climate change as well as highly dependent on imported food. To capitalize on the nexus between humanitarian and development work, the central area affected by Hurricane Irma is also covered.
104. For nutrition-specific interventions, priority will be given to areas where anaemia prevalence in children under 2 is above 40 percent and locations with the most nutritionally vulnerable groups assisted by national institutions. Targeting is aligned with that of national programmes run by strategic partners.
105. Criteria for the expansion of the home-grown school feeding programme are the presence of external rural schools, the potential for agricultural production, limited access and availability of food, the commitment of local authorities and interest on the part of families, teachers and community leaders.

106. More than 1.5 million people will benefit directly from WFP interventions; 50 percent of beneficiaries will be girls and women. Around 1.3 million people will receive food assistance in the form of disaster relief (strategic outcome 1); this figure has been estimated with national experts, based on previous responses to hurricanes and other disasters and the number of people expected to require assistance in the event of an earthquake in eastern Cuba. A further 128,000 people will receive specialized nutritious foods, including 13,500 pregnant women and 21,700 elderly people; the remainder (almost 80 percent of this group) will be children under 2 (strategic outcome 2). WFP will also aim to reach over 20,000 smallholder farmers (20 percent of whom will be women) and 12,200 preschool and primary schoolchildren (49 percent of whom will be girls) (strategic outcome 3).
107. Around 3.9 million people will indirectly benefit from improvements to the municipal food self-supply programme and institutional capacity strengthening activities. WFP will train and support more than 16,500 people, including national and local authorities, technicians and social protection staff in emergency preparedness and response (strategic outcome 1), social and behavioural change (strategic outcome 2), sustainable local food systems (strategic outcome 3), nutrition-sensitive and adaptive social protection, comprehensive food security and nutrition monitoring and data analysis, disaster management and logistics systems (strategic outcome 4).
108. WFP will make every effort to ensure that women, men, girls and boys have equitable access to the assistance provided, according to their particular needs. People reached directly or indirectly will also benefit from gender-equitable and transformative actions implemented with WFP support.
109. WFP's country office tool for managing programme operations effectively (COMET) will be used for beneficiary registration based on government data. WFP will avoid overlaps in beneficiary counting by cross-referencing capacity strengthening beneficiaries under strategic outcome 4 with beneficiaries under the other strategic outcomes.

TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND OUTPUT (2021-2024)								
Strategic outcome	Activity	Output	Beneficiaries	2021	2022	2023	2024	Total
1	1	1.1	Girls	54 641	27 775	27 775	27 775	137 966
			Boys	58 969	29 975	29 975	29 975	148 894
			Women	215 318	109 450	109 450	109 450	543 668
			Men	212 072	107 800	107 800	107 800	535 472
			Total	541 000	275 000	275 000	275 000	1 366 000
		1.2	Girls					-
			Boys					-
			Women	10 200	10 200			10 200
			Men	9 800	9 800			9 800
			Total	20 000	20 000			20 000
2	2	2.1	Girls	12 410	12 410	12 410	12 410	49 640
			Boys	12 912	12 912	12 912	12 912	51 648
			Women	7 212	7 212	7 212	7 212	21 030
			Men	3 032	3 032	3 032	3 032	6 128
			Total	35 566	35 566	35 566	35 566	128 446
3	3	3.1	Girls					-
			Boys					-
			Women	2 591	2 591	2 217	2 217	2 591
			Men	12 651	12 651	10 825	10 825	12 651
			Total	15 242	15 242	13 042	13 042	15 242
		3.2	Girls					-
			Boys					-
			Women	685	685	626	626	685
			Men	455	455	414	414	455
			Total	1 140	1 140	1 040	1 040	1 140
		3.3	Girls					-
			Boys					-
			Women	646	646	646	646	646
			Men	3 154	3 154	3 154	3 154	3 154
			Total	3 800	3 800	3 800	3 800	3 800
		3.4	Girls	5 998	5 998	5 998	5 998	5 998
			Boys	6 248	6 248	6 248	6 248	6 248

TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND OUTPUT (2021–2024)								
Strategic outcome	Activity	Output	Beneficiaries	2021	2022	2023	2024	Total
			Women					-
			Men					-
			Total	12 246	12 246	12 246	12 246	12 246
		3.5	Girls					-
			Boys					-
			Women	4 961	4 961	4 961	4 961	15 725
			Men	1 739	1 739	1 739	1 739	3 305
			Total	6 700	6 700	6 700	6 700	19 030
Total				635 694	369 694	347 394	347 394	1 565 904

4.2 Transfers

Food and cash-based transfers

110. Although the Government uses commodity vouchers to provide monthly food rations for the entire population, WFP has traditionally complemented national food assistance programmes through food transfers. Following recent discussions on food assistance modalities, the Government and WFP agreed that in 2020 WFP should support a CBT pilot project if certain conditions are met. WFP will rely on current national social safety nets and will consider using CBTs for municipal government education, health and commerce institutions responsible for supplying locally produced food to groups who receive assistance through their respective centres. This modality will empower municipal institutions to supply locally produced food to vulnerable groups in line with country priorities regarding decentralization, new management models and innovative mechanisms at the local level.
111. In-kind assistance and CBTs will complement each other in the prevention of malnutrition in school-age children, elderly people and pregnant women. Through social programmes, these groups will receive Super Cereal and milk powder together with locally produced food (from WFP-supported cooperatives) such as fresh vegetables, which will contribute to a more diversified diet. Girls, boys, women and men will benefit equitably from transfers.

TABLE 2: FOOD RATION (G/PERSON/DAY) AND CASH-BASED TRANSFER VALUE (USD/PERSON/DAY) BY STRATEGIC OUTCOME AND ACTIVITY

	Strategic outcome 1		Strategic outcome 2						Strategic outcome 3							
	Activity 1		Activity 2						Activity 3							
Beneficiary type	Shock-affected population		Children 6-11 months	Children 12-23 months	Adolescents	PW in maternity homes	Elderly people		Children in day-care centres		Children (half boarding)	Children (full boarding)	Children in external primary schools		PW in maternity homes	Elderly people in community canteens
							Community canteens and OH institutions	Full boarding day-care								
Modality	food		food	food	food	food	food	food	cash	food	cash	cash	food	cash	cash	cash
Cereals	140															
Pulses	75															
Oil	50															
Canned fish		250														
Milk powder					25		25	50		50			25			
Fresh vegetables																
Salt																
Sugar																
Super Cereal						50	50	50		50						
Micronutrient powder			1	1												
Total kcal/day	1 202	520	n/a	n/a	91	188	278	369	19	369	19	19	91	477	19	19
% kcal from protein	8.5	47.3	n/a	n/a	40.0	16.3	24.0	27.9	66.3	27.9	66.3	66.3	40.0	16.8	66.3	66.3
Cash* (average USD/person/day)									0.049		0.049	0.049		0.133	0.049	0.049
Number of feeding days per year	27	2	60	120	220	360	360	360	231	231	220	220	220	220	360	360

* To be transferred to local institutions to supply 100 g/person/day of fresh vegetables and a full lunch for targeted children in external primary schools who do not receive school meals.
Abbreviations: OH = Office of the Historian of Havana City; PW = pregnant women

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	4 158	1 559 250
Pulses	2 228	1 581 525
Oil and fats	1 485	2 034 450
Mixed and blended foods	434	204 492
Other	653	3 893 367
Total (food)	8 957	9 273 085
Cash-based transfers		912 268
Total (food and cash-based transfer value)	8 957	10 185 353

4.3 Country office capacity and profile

112. The country office team is composed of 25 staff, 64 percent of whom are women. It has expertise in the main programmatic areas of the CSP: food systems, nutrition, school feeding, disaster risk reduction and emergency preparedness and response. There is a gender focal point supported by specialized consultants who are brought in to work on specific activities. For the CSP, the country office will recruit specialized consultants in the fields of microinsurance and crop monitoring to support the scaling up of the initiatives in these areas. The country office will rely on the support of the regional bureau in Panama and specialists at WFP headquarters.
113. WFP field monitors⁴⁴ will continue to ensure effective field operations and regular gender-responsive monitoring in close coordination with local authorities. They will also coordinate feedback mechanisms during the monthly monitoring visits.

4.4 Partnerships

114. All WFP activities under the CSP will be implemented with Cuban partners at the national and local levels. Implementation, planning and resource mobilization will be coordinated with the Ministry of Foreign Trade and Investment.
115. WFP participates in inter-agency activities, leading the United Nations emergency technical team and co-leading with FAO the food security technical team, which is expected to contribute to the national plan for food sovereignty and nutrition education. WFP also takes part in other coordination bodies on matters such as gender, monitoring and communications and the operations management team.
116. WFP aims to continue to strengthen its collaboration with FAO in support of community resilience in seven municipalities of the central region affected by drought and Hurricane Irma, particularly regarding knowledge management. The organization will work with other United Nations partners such as IFAD, UNDP, UNICEF, WHO and PAHO in support of sustainable food systems, resilience building and nutrition-sensitive approaches. WFP is part of the inter-agency United Nations plan for the immediate socioeconomic response to COVID-19 and will also collaborate with UNFPA on demographic dynamics and care policies.
117. WFP will work with technical, academic and research institutions; non-governmental organizations; and other actors on training activities. WFP will broaden its collaboration with communication departments from various universities to work on healthy nutrition habits and early warning information. These partners will also play a key role in mainstreaming gender and age in all interventions. In collaboration with the Federation of Cuban Women

⁴⁴ WFP is the only United Nations agency with a field presence in Cuba.

and the Association of National Cuban Farmers, WFP will continue to support the implementation of the gender strategy of the Ministry of Agriculture. South-South and triangular cooperation will also be promoted.

118. WFP will pursue collaboration with national institutions that play a key role in policy decision making, such as the Ministry of Economy and Planning (as leader of the 2030 working groups) and the National Bureau of Statistics and Information.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

119. WFP's gender-responsive monitoring system will be used for adjusting operations; enhancing corporate accountability to donors and beneficiaries; targeting in the event of funding shortfalls; and identifying lessons learned in order to improve the effectiveness of WFP interventions. WFP will coordinate the collection of information with government counterparts for results and process monitoring at the national and local levels. Result indicators have been selected from WFP's Revised Corporate Results Framework (2017–2021).
120. WFP will capture data disaggregated by sex and age to identify the impact of activities on women, men, girls and boys. This information will inform programme design and implementation and will be used to measure WFP corporate results and SDG indicators as part of the UNSDCF.
121. Process monitoring will be carried out by WFP field monitors based in the five eastern provinces. Each field monitor, along with government staff, will undertake monthly random monitoring visits to beneficiary institutions. In the case of Villa Clara province – within the framework of the ProAct project – a joint monitoring system will be implemented with FAO. This will include a resilience index measurement and analysis assessment, which has been adapted for Cuba to measure for the first time the resilience of cooperatives with regard to food insecurity. Results monitoring (outputs and outcomes) will be based on information reported by government counterparts at the provincial and national levels according to selected indicators.
122. Monitoring findings will be discussed every month by provincial and municipal committees coordinated by local governments and composed of local representatives of the relevant ministries. In addition, the Ministry of Foreign Trade and Investment will establish a national committee to guarantee effective follow-up on corrective measures.
123. WFP will continue to strengthen the gender-responsive monitoring and evaluation capacity of its counterparts through training and technical assistance to improve the quality, accuracy and timeliness of monitoring reports. This, together with the use of COMET, will enhance the accountability of WFP in the short term and have a positive influence on the monitoring and evaluation systems of Cuba's social protection programmes.
124. Beneficiary feedback will be collected mainly through the government complaint and feedback box of each social protection institution and through focus group discussions. WFP will promote ways to improve these mechanisms, in coordination with the Government, in order to enhance the accountability, effectiveness, equity and transparency of WFP operations.
125. A decentralized evaluation of ongoing interim CSP pilot activities will be undertaken in 2021 and lessons learned will inform a possible scale-up of these activities under the CSP. A final evaluation of the CSP will be conducted in late 2023 to inform the next CSP, assessing coherence, effectiveness and WFP's strategic position.

5.2 Risk management

Strategic risks

126. As Cuba is an upper-middle-income country, the United Nations faces challenges in securing funding for its programmes and projects in the country. To mitigate this risk, WFP has designed a partnership action plan and will work with the Ministry of Foreign Trade and Investment on a resource mobilization strategy.
127. Natural hazards pose a constant risk in Cuba. Further resources may be required to support the government response to disasters. WFP will continue to work with Cuban experts and decision makers at the national and local levels on strengthening their capacity related to disaster risk management and emergency preparedness and response.
128. The country's economic and financial vulnerability, strongly compounded by the impact of COVID-19, threatens the stability of government social protection programmes, which rely on the state budget. COVID-19 could have major repercussions for food security and implications for WFP's programme design and results, given that CSP activities complement government programmes. WFP will monitor the situation to inform timely programmatic measures; maintain a continuous dialogue with the Government on national priorities; and explore support options in United Nations response plans.
129. The time required for national counterparts to approve new project proposals may lead to delays in implementation, reducing donor willingness to fund activities in Cuba. WFP is engaging with national counterparts to start advance work on developing national projects in order to facilitate timely approval.
130. As the Government is still working on enhancing its targeting mechanisms, there is a risk of inclusion or exclusion errors with regard to CSP activities. WFP will continue to engage with national counterparts to share targeting tools and methodologies.

Operational risks

131. Complex procedures and weak national logistics infrastructure mainly for the internal transportation and distribution of food and non-food items may lead to delays, affecting delivery to beneficiaries. To mitigate this risk, WFP will work with the Government to strengthen the capacity of national institutions involved in these processes.
132. Fuel shortages affect WFP operations and monitoring capacities, which could result in the postponement or cancellation of some planned activities.
133. The impact of COVID-19 may cause delays in the procurement process depending on the situation in supplier countries. Priority will be given to the purchasing processes planned for the first year, and transportation options will be explored.
134. Delays in the submission of monitoring reports by counterparts may impair timely decision making and project adjustments. WFP will continue to support institutional capacity strengthening in monitoring and evaluation at the national and local levels.
135. Connectivity issues may also affect the set-up and operability of corporate systems such as the WFP Information Network and Global Systems (WINGS) and the Logistics Execution Support System (LESS). WFP will continue to look for innovative ways to mitigate this risk.

Financial risks

136. The monetary unification represents an additional risk that could affect project implementation by triggering an increase in programme costs. As part of the operation management team in Cuba, WFP will continue to follow the development of government measures in this regard.

137. Prices could also differ from those planned due to the impact of COVID-19 on international markets. If prices rise, quantities will be adjusted to avoid disruptions in food supply chains. The most vulnerable groups and areas will be prioritized as needed.

5.3 Social and environmental safeguards

138. In collaboration with national institutions WFP will screen all activities – particularly activity 3 – for potential negative environmental and social risks and will formulate measures to avoid, minimize or mitigate negative impacts. WFP will promote the use of environmentally friendly agricultural practices and work to enhance the resilience of smallholders with regard to the impacts of climate change. All CSP activities will be screened for their potential impact on gender relations.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	Activity	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Total
1	1	3 988 567	3 915 552	3 382 430	3 220 480	14 507 030
2	2	231 008	431 190	245 419	260 943	1 168 560
3	3	2 714 554	3 721 061	3 207 228	1 445 364	11 088 207
4	4	579 949	606 877	412 128	339 258	1 938 212
Total		7 514 077	8 674 681	7 247 205	5 266 045	28 702 009

139. Nearly 50 percent of the resources for the CSP will be allocated to strategic outcomes 3 and 4, in line with the focus on strengthening local food systems and resilience building. The budget for strategic outcome 1 (crisis response) corresponds to the value of the existing and planned food, the prepositioned non-food items and the emergency preparedness and response portfolio. Adequate financial resources will be allocated to activities that contribute to gender equality outcomes, mainly women's empowerment initiatives related to local food systems.

6.2 Resourcing outlook and strategy

140. The resourcing outlook for most of the strategic outcomes is relatively positive, considering confirmed contributions and forecast contributions whose likelihood of being confirmed is considered to be high or medium. Strategic outcomes 1 and 3 have been supported by several donors in recent years. For strategic outcome 1, WFP will have to mobilize the resources required each year in the event of an emergency response to guarantee the planned emergency food assistance. The strategy will be to engage traditional and potential new donors that prioritize crisis response and to mobilize resources through United Nations action plans and joint initiatives.

141. Malnutrition prevention activities under strategic outcome 2 face a funding gap. If shortages persist during implementation, priority will be given to food assistance, especially micronutrient powders, given the high prevalence of anaemia in children under 2 and the proven cost effectiveness and importance of this type of assistance. The country office, with the support of the regional bureau and headquarters, will consult donors interested in nutrition-based activities.

142. WFP's resource mobilization strategy will include consolidating partnerships with traditional partners, advocating multi-year support and diversifying the donor base by pursuing opportunities with new partners that can work with WFP to support government priorities. WFP will collaborate with the Ministry of Foreign Trade and Investment on resource mobilization. During CSP implementation, the country office will continue to coordinate with the regional bureau in Panama and WFP headquarters to support the partnership action plan for Cuba.

ANNEX I**LOGICAL FRAMEWORK FOR CUBA COUNTRY STRATEGIC PLAN (JULY 2021–DECEMBER 2024)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Populations facing multiple hazards maintain access to food during and in the aftermath of disasters**

Outcome category: Maintained/enhanced individual and household access to adequate food

Focus area: crisis response

Assumptions:

1. The necessary equipment to improve emergency preparedness and response capacities is delivered and set up in a timely manner; people apply the knowledge and best practices received.
2. A disaster occurs and affects the food security of the vulnerable population.
3. The agreement on the storage and use of WFP's pre-positioned food and non-food items stock is honoured by the Government.

Outcome indicators

Proportion of eligible population that participates in programme (coverage)

Activities and outputs**Provide timely food assistance to shock-affected people while strengthening national and local capacity relevant to emergency preparedness and response. (URT: Unconditional resource transfers to support access to food)**

1.1: Shock-affected people receive food assistance that prevents a deterioration of their food security and nutritional status. (A: Resources transferred)

1.2: Shock-affected people benefit from strengthened national and local emergency preparedness and response capacity that ensures food security during and in the aftermath of disasters. (C: Capacity development and technical support provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 2: Nutritionally vulnerable groups in targeted municipalities have improved nutrition status and more diversified and nutritious diets by 2024.

Outcome category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: root causes

Assumptions:

1. The supply of the nutritious food is stable and adequately distributed through the government institutions;
2. The food prices on the international market do not show a significant increase that might compromise the stability and frequency of planned deliveries;
3. Fuel shortages do not impact planned food delivery; and the component of nutritional education remains of high priority for the Cuban Government. Possible changes to the operational environment may be related to the epidemiological situation, that could lead to redirecting priorities of national and local health authorities.

Outcome indicators

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Activities and outputs

Provide nutritious food to nutritionally vulnerable groups through social protection programmes and social and behavioural change strategy that promotes healthy diets. (NPA: prevention activities)

2.1: Children under 2, pregnant women and elderly people receive specialized nutritious food that contributes to meeting their nutritional needs. (B: Nutritious foods provided)

2.2: Children, adolescents, pregnant women, elderly people and their families benefit from a social and behavioural change campaign that seeks to foster healthy eating habits. (E*: Social and behaviour change communication (SBCC) delivered)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 3: Vulnerable groups benefit from local food systems that are more resilient with regard to the impact of climate change and more efficient social safety nets by 2024.

Outcome category: Improved availability of food system-strengthening public goods and services

Nutrition sensitive

Focus area: resilience building

Assumptions:

1. The mechanism to transfer cash to selected institutions is in place and works effectively;
2. The necessary equipment to improve yields is delivered in a timely manner; people apply the knowledge and best practices received;
3. The supply of locally produced nutritious food increased according to the growing production and the food needs of the social protection programmes.

Outcome indicators

Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer

Value and volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

Provide training, equipment and technical assistance to stakeholders of local food systems while ensuring a more diversified, stable and nutritious diet for school-age children and other nutritionally vulnerable groups. (SMS: Smallholder agricultural market support activities)

3.1 Selected smallholder women and men and other stakeholders in agricultural value chains receive training, equipment and technical assistance related to climate-resilient practices that increase their ability to supply diverse, stable and high-quality food to nutrition-sensitive social safety nets. (F: Purchases from smallholders completed)

3.2 Young and women smallholders receive training, equipment and opportunities to increase their economic participation and leadership in local food systems. (F: Purchases from smallholders completed)

3.3 Smallholder farmers and cooperatives benefit from innovative risk-prevention tools, including crop insurance, that increase their resilience to climate risks. (G: Linkages to financial resources and insurance services facilitated)

3.4 School-age children benefit from a strengthened school feeding programme thanks to more resilient local food systems, a stable supply of locally produced nutritious food and educational actions on healthy eating habits. (N: School feeding provided)

3.5 Pregnant women and the elderly assisted through social safety nets benefit from more stable food access thanks to more resilient local food systems. (A: Resources transferred)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs

Strategic outcome 4: National and local authorities have strengthened capacities to manage inclusive, comprehensive and adaptive food and nutrition systems by 2024.

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

Nutrition sensitive

Focus area: resilience building

Assumptions:

1. The tools to manage risk disaster and to monitor the food security and nutrition fostered by WFP are aligned to the Government's standard mechanisms.
2. The necessary equipment is delivered and installed in a timely manner; people apply the knowledge and best practices received.
3. The gaps assessment of the national logistics system is carried out in the country with WFP support.
4. Changing socioeconomic context and shocks do not shift the country's priorities.

Outcome indicators

Emergency Preparedness Capacity Index

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Activities and outputs

Strengthen the capacity of national and local decision makers related to management of social protection programmes and disaster and climate risk, food security and nutrition analysis and monitoring. (CSI: Institutional capacity strengthening activities)

4.1 Vulnerable groups benefit from strengthened, nutrition-sensitive and sustainable social protection programmes based on targeting tools that guarantee more effective and better-quality assistance. (C: Capacity development and technical support provided)

4.2 The Cuban population benefits from enhanced institutional capacities in multisectoral data analysis and monitoring related to food security and nutrition, which contribute to decision-making processes. (C: Capacity development and technical support provided)

4.3 Populations in targeted municipalities benefit from the enhanced capacity of technical institutions and government authorities related to disaster and climate risk management and early warning systems that increase food system resilience with regard to natural hazards and the impacts of climate change. (C: Capacity development and technical support provided)

4.4 The Cuban population benefits from a strengthened logistics system for supplying food in an effective, stable and efficient manner. (C: Capacity development and technical support provided)

4.5 The populations of Cuba and other selected countries benefit from the sharing through South–South and triangular cooperation initiatives, of experience and good practices in food management, nutrition, food systems resilience with regard to the impacts of climate change and disaster risk reduction. (C: Capacity development and technical support provided)

Goal 1: Support countries to achieve zero hunger

C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

Cross-cutting Indicators

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity

Cross-cutting indicators

C.2.2: Proportion of targeted people receiving assistance without safety challenges

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

Cross-cutting indicators

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	WFP Strategic Result 1/ SDG target 2.1	WFP Strategic Result 2/ SDG target 2.2	WFP Strategic Result 4/ SDG target 2.4	WFP Strategic Result 5/ SDG target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Crisis response	Root causes	Resilience building	Resilience building	
Transfer	12 507 383	765 617	9 037 383	1 248 960	23 559 343
Implementation	81 437	247 903	591 473	439 620	1 360 433
Adjusted direct support costs	1 032 804	83 720	782 606	131 337	2 030 467
Subtotal	13 621 624	1 097 240	10 411 462	1 819 917	26 950 243
Indirect support costs (6.5 percent)	885 406	71 321	676 745	118 295	1 751 766
Total	14 507 030	1 168 560	11 088 207	1 938 212	28 702 009

Acronyms

CBT	cash-based transfer
COMET	country office tool for managing programme operations effectively
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
NDP	National Plan for Economic and Social Development through 2030
PAHO	Pan American Health Organization
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework for 2020–2024
WHO	World Health Organization