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Draft Nicaragua country strategic plan (2024–2029)

Duration	1 July 2024–30 June 2029
Total cost to WFP	USD 80,914,387
Gender and age marker*	3

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

Executive summary

In recent years, Nicaragua has faced several multidimensional crises that threaten the country's achievement of the goals of the 2030 Agenda for Sustainable Development. A succession of climate shocks, such as hurricanes Eta, Iota and Julia and the El Niño climate phenomenon, combined with global challenges, including the rising costs of food, agricultural inputs and fuel, have highlighted the vulnerability of food systems. This in turn affects the food and nutrition security of the most vulnerable people: with 18 percent of the population unable to meet their food needs, the rising cost of food is further limiting access to a healthy diet.

Against this backdrop, this country strategic plan builds on lessons learned, evaluation recommendations and evidence from the previous plan. It introduces strategic shifts aimed at strengthening and interlinking national systems and enhancing national ownership. Based on WFP's comparative advantages, it is in line with the priorities of the national plan for combating poverty and promoting human development (2022–2026).

Focal points:

Ms L. Castro
Regional Director
Latin America and the Caribbean
email: lola.castro@wfp.org

Ms G. Testolin
Country Director
email: giorgia.testolin@wfp.org

The country strategic plan will prioritize nutrition-sensitive social protection programmes that include school feeding initiatives linked to the provision of support for sustainably building the resilience of smallholder farmers, integrated disaster risk management aligned with national priorities, and the provision of logistics services and operational support at the request of eligible entities.

Those priorities for the period 2024–2029 are articulated in four interrelated outcomes:

- *Outcome 1:* Populations affected by or exposed to crises in Nicaragua meet their food, nutrition and other urgent essential needs in an inclusive way during shocks, stressors and protracted crises, and benefit from the strengthening of capacities and systems for integrated disaster risk management by 2029.
- *Outcome 2:* Girls, boys and adolescents in schools and their families in priority areas of Nicaragua benefit from a strengthened social protection system, including a comprehensive school feeding programme with fresh, nutritious and locally produced food that will positively contribute to their nutrition, health and education outcomes by 2029.
- *Outcome 3:* Smallholders and key food systems actors in prioritized areas of Nicaragua, especially women, are resilient with sustainable and climate adaptive capacities that improve their access to healthy diets and markets, particularly the institutional market of home-grown school feeding, by 2029.
- *Outcome 4:* National institutions and United Nations entities receive operational support services from WFP in an effective, efficient and reliable manner in Nicaragua, enabling them to assist people affected by or exposed to crises until 2029.

Draft decision*

The Board approves the Nicaragua country strategic plan (2024–2029) (WFP/EB.A/2024/8-A/3) at a total cost to WFP of USD 80,914,387.

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

1. Country analysis

1.1 Country context

1. Nicaragua covers more than 130,374 km² and has an estimated population of 6.7 million people,¹ 40 percent of whom live in rural areas.² Approximately 8 percent of the population identify themselves as Indigenous or Afro-descendant people – Mestizos, Miskitos, Rama, Creoles, Mayangnas, Ulwas, Nahoas, Xius and Chorotegas. Nicaragua is classified as having achieved a medium level of human development and has a Human Development Index score of 0.667, which decreases by 22.6 percent when adjusted for inequality.³
2. The country is constantly exposed to hazards such as droughts, floods, hurricanes, storms, volcanic eruptions and slow-onset events, which are aggravated by environmental degradation. As a result, it is among the countries in the world most affected by extreme weather events according to the Global Climate Risk Index,⁴ and it ranks 21st of the countries in the 2022 World Risk Report.⁵ Between 1998 and 2020, 38 extreme hydrometeorological events were recorded, including El Niño and La Niña phenomena, which caused floods or droughts resulting in heavy material losses.⁶ El Niño affected the country five times between 2009 and 2019 and is currently active.
3. The impacts of climate variability are expected to increase. Climate scenarios indicate that precipitation will decrease by up to 45 percent while temperatures increase by up to 4°C between 2023 and 2100, with the Dry Corridor being the most affected region.⁷ Of the country's 156 municipalities, 111 are exposed to extreme climate-related events.⁸
4. The Nicaraguan Dry Corridor covers 44 municipalities primarily dedicated to agricultural activities, mainly the production of basic grains for the national market and self-consumption. The area is characterized by irregular rainfall distribution with alternating drought and heavy rains generating landslides and floods.⁹ Meanwhile, the Caribbean coast, which has a large number of Indigenous and Afro-descendant communities, is frequently hit by hurricanes and tropical storms.
5. Addressing deforestation is a top priority in national public policy. Although the rate of deforestation has declined by 52 percent compared with the rate reported in 1983–2000, the country lost 1.5 million hectares of primary forest between 2000 and 2015,¹⁰ and the agricultural frontier continues to expand. Deforestation is the main source of carbon emissions in the country.¹¹
6. Nicaragua has experienced sustained economic growth since 2000, averaging 3.9 percent between 2000 and 2017.¹² However, the multiple crises that have affected the country over

¹ National Institute of Development Information. 2021. 50.6 percent of the population are women and girls and 49.4 percent are men and boys. In 2020, women and girls represented 51.8 percent of the urban and 48.8 percent of the rural population.

² National Institute of Development Information, 2016. *Reporte de Pobreza y Desigualdad – EMNV 2016*.

³ United Nations Development Programme. 2022. *Human Development Report 2021/2022. Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World*.

⁴ Germanwatch. 2017, 2018 and 2019. *Global Climate Risk Index 2017, 2018 and 2019*.

⁵ Bündnis Entwicklung Hilft. 2022. *WorldRiskReport 2022*.

⁶ Government of Nicaragua, 2023. *4^{ta} Comunicación Nacional sobre el Cambio Climático: República de Nicaragua*.

⁷ Idem.

⁸ Ministry of the Environment and Natural Resources. 2018. *Tercera Comunicación Nacional de Cambio Climático Nicaragua*.

⁹ Government of Nicaragua, 2023. *4^{ta} Comunicación Nacional sobre el Cambio Climático: República de Nicaragua*.

¹⁰ Ministry of the Environment and Natural Resources. 2018. *Tercera Comunicación Nacional de Cambio Climático Nicaragua*.

¹¹ Ministry of the Environment and Natural Resources. 2017. *Study of the causes of deforestation and forest degradation: Nicaragua*.

¹² International Monetary Fund. 2023. *Nicaragua: Staff Concluding Statement of the 2023 Article IV Mission*.

recent years have resulted in a cumulative loss of gross domestic product of approximately USD 29.5 million. This drop has been mitigated by large-scale public investment, strong demand for exports and external financial assistance, showing Nicaragua's significant resilience to the impacts of multiple shocks.¹³ While the economy continues to show a growth trend,¹⁴ the succession of multiple crises has affected economic activity in key sectors as well as employment and people's purchasing power.

7. Poverty declined significantly between 2007 and 2016 owing to the implementation of a set of national social programmes and sustained economic growth. However, challenges remain in ending poverty in rural and urban communities throughout the country. The national prevalence of poverty is 24.9 percent¹⁵ and there is a gap of 35 percentage points in prevalence between urban and rural areas.¹⁶
8. According to the Global Gender Gap Report, Nicaragua ranked 7th of the 146 countries in the global ranking of reductions in gender gaps – the only Latin American country among the top ten countries in that ranking.¹⁷ However, it ranks 102nd for gender inequality in the Human Development Index¹⁸ owing to gender gaps in the labour market that affect women's economic autonomy, participation in decision making and control of assets. There is a gap of more than 20 percentage points in labour participation rates between women and men, rising to more than 35 percentage points in rural areas.¹⁹ Other challenges persist, such as a high rate of adolescent pregnancy²⁰ and a gender-based violence rate of 22.5 percent.²¹

1.2 Progress towards the 2030 Agenda for Sustainable Development

9. Nicaragua has made significant progress towards the Sustainable Development Goals (SDGs), especially those for poverty reduction (SDG 1), the reduction of hunger and malnutrition (SDG 2), gender equality and the empowerment of women and girls (SDG 5) and access to affordable, reliable, sustainable and modern energy for all (SDG 7).²² The current national plan for combating poverty and promoting human development (2022–2026)²³ includes specific policies, strategies, actions and targets for working towards sustainable development. In 2021, the first national voluntary report of progress towards the SDGs²⁴ was presented, reporting on the country's progress, achievements and transformations in implementing the 2030 Agenda.

¹³ Government of Nicaragua. 2021. *Plan Nacional de Lucha contra la Pobreza y para el Desarrollo Humano 2022–2026*.

¹⁴ Central Bank of Nicaragua. 2023. *Presidente del BCN expuso panorama de la economía y perspectivas para 2023*.

¹⁵ National Institute of Development Information, 2016. *Reporte de Pobreza y Desigualdad – EMNV 2016*. These are the most recent official data available.

¹⁶ WFP. 2019. *Evaluación del Programa País 200434 en Nicaragua y actividades complementarias*.

¹⁷ World Economic Forum. 2022. *Global Gender Gap Report 2022*.

¹⁸ United Nations Development Programme. 2022. *Human Development Report 2021/2022. Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World*.

¹⁹ National Institute of Development Information. 2022. *Informe de Empleo: Encuesta Continua de Hogares (ECH) – IV trimestre 2021*.

²⁰ Pan-American Health Organization. *Country Profile: Nicaragua*. With 82.5 adolescent pregnancies per 1,000 women and girls of childbearing age.

²¹ United Nations Entity for Gender Equality and the Empowerment of Women. *Global database on Violence against Women*.

²² United Nations Department of Economic and Social Affairs. *SDG Country Profile: Nicaragua*.

²³ Government of Nicaragua. 2021. *Plan Nacional de Lucha contra la Pobreza y para el Desarrollo Humano 2022–2026*.

²⁴ Government of Nicaragua. 2021. *Primer Informe Nacional Voluntario: Avances en el cumplimiento de los ODS, alineados con la Agenda 2030*.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

10. *Access to food.* Multiple global and climate crises have had an impact on the food and nutrition security of the Nicaraguan population, especially in the areas that are poorest and most vulnerable to climate variability. Although Nicaragua is self-sufficient in producing the main staple grains for consumption, high production costs for smallholder farmers have led to reduced production and food reserves, generating a marked inflationary trend in food prices. In the three years from 2020 to 2022, the average cost of a household food basket increased by more than 30 percent.²⁵ According to the State of Food Security and Nutrition in the World 2023 report, 34 percent of the population could not afford a healthy diet in 2021.²⁶
11. *End malnutrition.* Nicaragua's nutrition indicators have improved in recent years, with reductions of 5 percentage points in the prevalence of undernourishment between 2004 and 2022 and 2 percentage points in stunting among children under 5 between 2012 and 2022. However, significant challenges remain: 18 percent of the population is undernourished, about 15 percent of children under 5 are stunted and 24 percent of adults are overweight.²⁷ According to data from the latest nutrition census, 8 percent of children under 6 and 7 percent of children of school age are chronically malnourished, while overweight affects 5 percent of both children under 5 and children of school age.²⁸
12. *Smallholder productivity and incomes.* Of the 40 percent of the population living in rural areas, more than 80 percent depend on agriculture, mainly small-scale farming.²⁹ However, agricultural wages are lower than in any other economic sector, with the official minimum monthly salary established at USD 142 in 2023, representing less than 38 percent of the cost of the basic food basket and less than 27 percent of the expanded basket.³⁰
13. Smallholder farmers have limited access to credit, technology and innovation and face rising prices for agricultural inputs and fluctuations in the market value of staple grains. Family farming is prevalent in Nicaragua and is characterized by family labour, often involving women and young people whose participation is less visible in the formal economy. Women face additional significant challenges in terms of equitable access to land and its regulation, credit and agricultural services, resulting in weak integration into value chains and formal markets.
14. *Sustainable food systems.* Food systems, especially those linked to family farming, are highly vulnerable to climate-related events. The staple crops that form the basis of the traditional diet are the most affected. In addition, global economic pressures have contributed to rising costs for agricultural inputs, creating new challenges for the rural sector and food systems.

Progress on Sustainable Development Goal 17 targets

15. Partnerships with international cooperation entities continue to complement national efforts to achieve the SDGs, financing projects that stimulate the economy and contribute to social protection schemes, the development of rural roads, the provision of health services,

²⁵ National Institute of Development Information. [INIDE informa sobre el valor de la Canasta Básica](#).

²⁶ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and the World Health Organization. 2023. *The State of Food Security and Nutrition in the World. Urbanization, agrifood systems transformation and healthy diets across the rural-urban continuum*. [Table A3.1](#).

²⁷ Idem. [Table A1.1](#).

²⁸ El 19 Digital. 2023. [Este es el informe final del Censo Nutricional 2023 en Nicaragua](#).

²⁹ Food and Agriculture Organization of the United Nations. 2018. *National Food and Nutrition Security Profile, Managua*. Not available online.

³⁰ Ministry of Labour. 2023. *Nota de prensa 46*; National Institute of Development Information. 2023. [INIDE informa sobre el valor de la Canasta Básica](#).

education, housing and preparedness for and response to disasters, among other aspects.³¹ However, the flows of official development assistance have been decreasing. Following an increase in international cooperation in 2020–2021, especially to support the recovery from hurricanes Eta and Iota, in 2022 there was a decrease of 34 percent.³² The gap in funding for addressing the environmental crisis is estimated to be USD 2 billion a year.³³

16. WFP is a strategic partner of the Government of Nicaragua, supporting people and communities affected by sudden and slow-onset crises, providing a social safety net during emergencies by scaling up existing national social protection programmes and supporting the early recovery of the most affected people. WFP has made its expertise in supply chain management available to partners by providing on-demand services, including for transport, procurement and storage, office space and technology, telecommunications and administrative services.

1.4 Hunger gaps and challenges

17. To achieve food security, food sovereignty and nutrition in the country, in its national agenda the Government prioritizes the strengthening of institutional capacities, systems and strategies for disaster risk management and climate change adaptation. Progress in the development of relevant policies and strategies has been documented, indicating the presence of an enabling environment for the implementation of climate action. However, development assistance from the international community and United Nations entities is critical in complementing national efforts to address the effects of extreme climate-related events, prolonged droughts and increased forest fires.
18. Nicaragua has an extensive social protection network established through policies, programmes and projects that have achieved significant results in combating poverty and malnutrition. Nonetheless, the factors mentioned in the previous paragraphs put the country at risk of a deterioration in its food and nutrition situation. The flexibility of national social protection schemes to respond to shocks – especially the national school feeding programme – will therefore be fundamental in mitigating the deterioration of household welfare and ensuring that “no one is left behind”.
19. To enhance households’ resilience to climate-related and economic shocks, especially their effects on smallholder farmers, WFP will complement national efforts to restore degraded landscapes and strengthen food systems, focusing on improving access to local, national and regional markets in a sustainable manner.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

20. Throughout the period of the previous CSP, WFP contributed directly to improving the food intake and nutrition – along with the enrolment and retention in school – of 182,000 school-aged children and young people through the delivery of meals to 2,570 schools. At the same time, WFP strengthened the links between smallholder farmers and the national school feeding programme. Through joint work between WFP and the ministries responsible for education and families, the national school feeding programme has been instrumental in delivering food assistance to the most vulnerable and shock-prone people and improving the logistics, digital and managerial capacities of the institutions

³¹ Government of Nicaragua. 2021. *Primer Informe Nacional Voluntario: Avances en el cumplimiento de los ODS, alineados con la Agenda 2030*.

³² Central Bank of Nicaragua. 2023. *Informe de la Cooperación Oficial Externa en 2022*.

³³ Government of Nicaragua, 2021. *Mensaje Principal del Primer Informe Nacional Voluntario sobre la Agenda 2030 y los Objetivos de Desarrollo Sostenible*.

involved. Nutrition-sensitive and gender-equitable actions have also been implemented under the programme.

21. Under this new CSP, priority will be given to strengthening the capacity of the national school feeding programme, working with the Ministry of Education to improve its efficiency and sustainability by strengthening its approach to nutrition; developing strategies for behaviour change in relation to nutrition, gender equality and food security; and expanding support for smallholder farmers through the adoption of an inclusive model of local purchases.
22. WFP and entities linked to the national disaster prevention, mitigation and response system (*Sistema Nacional para la Prevención, Mitigación y Atención de Desastres* [SINAPRED]) have strengthened the normative framework for risk management and the communication strategy for risk prevention, focusing on food security and nutrition, gender analysis and inter-institutional coordination. WFP has also supported smallholder producer organizations, increasing their economic and climate-related resilience to shocks and improving their productivity and access to markets and climate services. Nicaragua is one of the pilot countries in the implementation of WFP's local and regional food procurement policy, which promotes the carrying out of value chain assessments, the mobilization of value chain actors and the establishment of linkages between smallholder farmers and private sector buyers. Under the CSP for 2024–2029, smallholder farmers will continue to receive support designed to build their resilience, enabling them to cope with climate change and strengthening their capacity to achieve sustainable production and access to markets, especially the institutional markets linked to the school feeding programme.
23. Through the provision of technical assistance to key national institutions, gender-transformative and nutrition-sensitive approaches have been incorporated into the design and implementation of national programmes, strategies and communication campaigns that promote gender equality and women's economic autonomy. Gender-sensitive action will be mainstreamed throughout the CSP, and gender-transformative measures will be implemented under CSP outcome 3.
24. The systemization of lessons learned from the responses to hurricanes Eta and Iota highlighted the need for a robust early warning system and anticipatory action. The ability to anticipate crises helps to mitigate their impact on livelihoods and food systems, strengthen partnerships and synergies for resource mobilization, improve emergency telecommunications capacity, enhance coordination among United Nations entities and substantially reduce costs and timelines for immediate response, among other benefits.
25. Such programmatic approaches and shifts build on the evidence generated in recent years from evaluations and studies in the areas of school meals and nutrition, support for smallholder farmers and cooperatives, gender equality and emergency response, which have provided recommendations aimed at improving the impact of interventions. Among those recommendations is one from the 2021 decentralized evaluation of the Boosting Rural and Urban Economy in Times of Crisis and Beyond programme, which recommended intensifying efforts to increase nutrition awareness and adapt school feeding approaches to different cultures, especially those of Indigenous Peoples; and a recommendation from the 2022 evaluation of the disaster risk reduction and climate change policies which recommended conducting regular climate risk analyses. Consultation with communities on the development of early recovery projects to be implemented after the immediate response to an emergency has allowed WFP to learn the preferences and priorities of those communities and fostered greater beneficiary ownership of, and involvement in, the implementation and sustainability of activities.

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

26. The CSP is aligned with the national plan for combating poverty and promoting human development (2022–2026), particularly in the strategic areas of human capital development, gender equality, sufficient food production for food security and improved nutrition, the revitalization of trade and markets and the implementation of measures to address the impacts of climate variability. It is also aligned with other policy and legislative instruments such as the national strategy for the promotion of family farming for food security and nutrition, the national strategy for the development of small and medium-sized agroindustries, the national strategy to promote the commercialization of agricultural products in the national and international markets, and the national policy on climate change.

2.3 Engagement with key stakeholders

27. When formulating the CSP, WFP held consultations with national institutions, other United Nations entities, beneficiaries, donors and other partners. During those consultations, WFP presented the conclusions of evaluations and evidence generated from the implementation of the previous CSP, and the proposed vision underlying the new CSP. Key partners provided inputs that have been taken into account in the drafting of this CSP.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

28. The four interconnected and multisectoral outcomes of this CSP have been formulated in coordination with the Government of Nicaragua, its national institutions and other key stakeholders. The first outcome supports the national disaster risk reduction and management system through an integrated approach that includes the provision of emergency food assistance for crisis-affected people and households, early recovery initiatives and the strengthening of individual and institutional capacities in collaboration with entities linked to SINAPRED. The second outcome supports the strengthening of nutrition-sensitive social protection systems, especially the Programa Integral de Nutrición Escolar (integrated school nutrition programme, PINE) through a gradual shift from traditional school feeding to a home-grown school feeding (HGSF) model.
29. The third outcome supports food systems and focuses on building resilience to shocks and stressors among key actors in those systems, adapting food systems to climate change, enhancing capacities and resources for improving productivity and gaining access to markets, and linking locally produced food to the school feeding programme. The fourth outcome supports national institutions and other United Nations entities with on-demand services aimed at optimizing their operations and strengthening their logistics capacities for assisting vulnerable people and communities.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Populations affected by or exposed to crises in Nicaragua meet their food, nutrition and other urgent essential needs in an inclusive way during shocks, stressors and protracted crises, and benefit from the strengthening of capacities and systems for integrated disaster risk management by 2029

30. In close coordination with and under the leadership of SINAPRED, WFP will provide food and technical assistance to the most food-insecure people affected by shocks and support their early recovery by strengthening the shock-responsiveness of national programmes. Gender- and nutrition-sensitive climate risk management approaches will be incorporated into all country strategic plan (CSP) interventions.

WFP strategic outcome

31. CSP outcome 1 is aligned with WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

Focus area

32. The focus area of CSP outcome 1 is crisis response.

Alignment with national priorities

33. This outcome contributes to the objectives of the national plan for combating poverty and promoting human development (2022–2026).

Expected outputs

34. The following outputs will contribute to the achievement of CSP outcome 1:
- Output 1.1: Crisis-affected populations receive humanitarian assistance, including through shock-responsive social protection programmes, that meets their food, nutrition and other essential needs.
 - Output 1.2: Populations exposed to crises actively engage in and benefit from inclusive integrated risk management and emergency response systems.

Key activities

Activity 1: Provide humanitarian assistance to people affected by or exposed to crises and provide technical support to strengthen the capacities of disaster risk management actors and response systems, using an approach that takes account of nutrition, protection, gender and interculturality issues

35. In coordination with SINAPRED, WFP will provide food assistance to individuals and communities affected by shocks, prioritizing people who are vulnerable to food insecurity and malnutrition, people with disabilities, older people, pregnant and breastfeeding women and girls, and girls and boys. This assistance will take the form of nutritionally balanced and culturally acceptable ready-to-eat food kits that are available within 48 hours of the onset of a crisis, or basic in-kind food assistance – including fortified rice – in accordance with the food and nutrition regulations of the Ministry of Health.
36. Food assistance will be provided in affected areas using schools and educational communities as entry points and scaling up the national school feeding programme by distributing an additional meal that provides 30 percent of the daily energy requirements of schoolchildren, and a take-home ration that provides 50 percent of the daily energy requirements of the children's households. Depending on the context, food assistance may be provided for other vulnerable population groups – such as young children, people with disabilities, pregnant and breastfeeding women and girls and older people – and may be channelled through other social protection programmes.
37. WFP will promote the early recovery of affected households by providing capacity strengthening activities and food assistance, prioritizing women so as to boost their access to economic and financial opportunities. WFP will work with the relevant institutions to ensure that equal attention is directed to men and women, Indigenous and Afro-descendant people, and people with disabilities, paying particular attention to the most vulnerable groups and ensuring that people are protected during distributions.
38. In coordination with SINAPRED, WFP will help to build the technical capacities of national systems for integrated risk management and emergency response, following a participatory, inclusive, nutrition-sensitive, gender-sensitive and intercultural approach; WFP will also help to strengthen early warning systems, increasing the surveillance and monitoring of sudden and slow-onset events through the use of predictive models and improving the provision of easily accessible information for smallholder farmers and population groups vulnerable to

climate-related events. Messages will be delivered through technological tools such as mobile phone messaging (SMS), mobile applications, radio, television and official bulletins. Automation and the development of response protocols will be promoted.

39. At the start of CSP implementation, WFP will work with national institutions designated by the Government and led by SINAPRED to develop a capacity strengthening strategy aimed at increasing emergency preparedness. To support the formulation and targeting of resilience-building and climate adaptation interventions, WFP will draw on its capacities and technology to research, analyse and monitor climate and Earth observation data, the linkages between climate and food security and nutrition, and evidence and studies on specific aspects of the climate.
40. These interventions are linked to CSP outcome 2 on expanding social protection programmes in response to shocks, using the national school feeding programme as a platform, and CSP outcome 3 on strengthening the management of resilience and climate information for smallholder farmers.
41. Exchanges of experiences and South–South and triangular cooperation will be encouraged with a view to incorporating successful technologies into needs and damage assessments and early warning alert systems.

Partnerships

42. WFP will work with government-designated institutions related to SINAPRED. Relevant partners will also include other United Nations entities, agricultural producer organizations and international financial institutions.³⁴

Assumptions

43. The Government continues to consider WFP as a partner of choice in integrated risk management and emergency response, complementing national efforts to assist crisis-affected people. Timely, flexible and predictable funding is available for emergency response and the early recovery of affected populations.

Transition/handover strategy

44. WFP will continue to strengthen the capacities of the entities related to SINAPRED, promoting the development of inter-institutional protocols for the timely activation of shock-responsive social protection programmes during emergencies. Depending on the magnitude of the impact or shock, the Government may provide food and early recovery assistance to affected people using its own resources or funds from risk financing mechanisms.

Country strategic plan outcome 2: Girls, boys and adolescents in schools and their families in priority areas of Nicaragua benefit from a strengthened social protection system, including a comprehensive school feeding programme with fresh, nutritious and locally produced food that will positively contribute to their nutrition, health and education outcomes by 2029

45. WFP will continue to support the national school feeding programme in improving food security and nutrition and contributing to the development of Nicaragua's human capital. The programme seeks to improve educational indicators, especially school enrolment and retention rates, and contributes to a healthy diet that helps to prevent malnutrition in children and young people. WFP and the Government will promote the comprehensive approach, which builds community resilience by providing a diversified food basket sourced from smallholder farmers located near schools (through HGSF) and is sensitive to gender

³⁴ International financial institutions include the Inter-American Development Bank and the World Bank, which have activated emergency response mechanisms in previous years.

and intercultural considerations and adapted to the effects of climate change. A social and behaviour change communication strategy will be deployed.

WFP strategic outcome

46. CSP outcome 2 is aligned with WFP strategic outcome 2: People have better nutrition, health and education outcomes.

Focus area

47. The focus area of CSP outcome 2 is resilience building.

Alignment with national priorities

48. CSP outcome 2 contributes to the objectives of the national plan for combating poverty and promoting human development (2022–2026).

Expected outputs

49. The following outputs will contribute to the achievement of CSP outcome 2:
- Output 2.1: Girls, boys and adolescents receive a nutritious meal with locally produced and culturally acceptable foods, which improves their access to healthy and diverse foods, contributing to their educational development and improved eating habits.
 - Output 2.2: Girls, boys, adolescents and their families benefit from a strengthened national school feeding programme adapted to climate change, as well as other social protection programmes, delivered through a life cycle approach that improves food security and nutrition.

Key activities

Activity 2: Provide nutritious meals to girls, boys and adolescents through the national school feeding programme, contributing to the strengthening of national social protection programmes using approaches that take account of gender, protection, nutrition, interculturality and climate resilience

50. WFP will continue to support the implementation of the national school feeding programme in departments in the Dry Corridor and in other areas prioritized by the Government. In those territories, WFP will continue to supply dry goods – fortified rice, beans and maize – purchased from local producers, accounting for 15 percent of the dry ration for the national school feeding programme in the first two years of CSP implementation and progressively reducing that share from the third year onwards, thus supporting a seamless handover of the programme to the Government. Consistent with its local and regional procurement policy and linked to CSP outcome 3, to help boost local economies WFP will purchase staple grains from smallholder farmers as much as possible.
51. WFP will collaborate with the Government on the design, piloting and implementation of, and the generation of evidence from, a school feeding model that incorporates a supplementary ration of locally-grown fresh products for school meals (through HGFS). WFP will bring added value by strengthening the quality of the programme in accordance with the needs and food habits of each territory. Through coordination with the Ministry of Education, the number of beneficiaries covered by HGFS will increase each year and will exceed the number covered by the dry ration in the last year of the CSP. A supply chain model for HGFS will be formulated in the first year of CSP implementation aimed at establishing short supply chains from smallholders to schools.
52. WFP will strengthen the capacities of national institutions responsible for the school feeding programme, facilitating operational processes – including the procurement and monitoring of fresh rations – promoting the adaptation of the programme to climate change, supporting

the improvement of school infrastructure and strengthening the programme's contribution to gender equality and interculturality.

53. Working with school feeding committees, WFP will promote strategies for behaviour change and capacity strengthening, with families and communities participating in efforts to address nutrition challenges and promote food safety practices, healthy eating habits and gender equality. South-South and triangular cooperation will also be promoted.
54. Linked to CSP outcome 1, WFP will strengthen the role of the national school feeding programme as an effective delivery platform for emergency preparedness and response programmes. The establishment of access to the institutional school feeding market for local smallholder farmers will contribute to CSP outcome 3.

Partnerships

55. WFP will work primarily with the Ministry of Education, benefiting from its inter-institutional collaboration with other ministries, such as the ministry responsible for the family, community, cooperative and associative economy and the national institute of agricultural technology, for their links to smallholder farmers; and the Ministry of Health for the nutrition component of the school feeding programme. WFP will seek synergies with other United Nations entities that support education and the productive sector, particularly the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Children's Fund (UNICEF) for social and behaviour change communication initiatives, and with academic institutions.

Assumptions

56. The national school feeding programme continues to be a priority programme for the Government, and WFP remains the partner of choice for that programme. The resources needed to procure the dry ration for school meals in areas covered by WFP can be mobilized, and the Government is interested in piloting and implementing an HGSF model. There is appetite from multilateral, bilateral and private donors for financing HGSF.

Transition/handover strategy

57. WFP will gradually hand over its procurement, management and distribution of dry rations to the Government and increase its provision of technical assistance, focusing on the delivery of fresh rations for school meals. From the first year of the CSP, the dry rations that WFP contributes will be limited to the three basic grains that are produced in the country and WFP will continue to cover the same number of beneficiaries as under the previous CSP. From 2025 onwards, the delivery of 20 percent of the basic grains that WFP provides to beneficiaries will be transferred to the Government every year. At the same time, WFP will progressively increase the number of beneficiaries supported with supplementary rations of fresh food. By the end of the CSP, WFP is expected to have contributed to the strengthening of the Government's capacity to improve the efficiency of the HGSF component of the national school feeding programme and to provide the dry ration for the full coverage of the programme.

Country strategic plan outcome 3: Smallholders and key food systems actors in prioritized areas of Nicaragua, especially women, are resilient with sustainable and climate adaptive capacities that improve their access to healthy diets and markets, particularly the institutional market of home-grown school feeding by 2029

58. In coordination with national institutions, WFP will assist smallholder farmers and other key food systems actors in strengthening their capacity to build resilience and adapt to climate change. WFP will also promote the development of safe and diversified food value chains that protect natural resources and facilitate access to markets. All activities under this outcome will incorporate a gender-transformative approach and have a solid framework for generating evidence.

WFP strategic outcome

59. CSP outcome 3 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods.

Focus area

60. The focus area of CSP outcome 3 is resilience building.

Alignment with national priorities

61. This outcome contributes to the objectives of the national plan for combating poverty and promoting human development (2022–2026), the food sovereignty and security law (law number 693) and the national climate change policy.

Expected outputs

62. The following outputs will contribute to the achievement of CSP outcome 3:
- Output 3.1: Smallholder farmers and key food systems stakeholders benefit from sustainable practices and tools related to risk management which increase their adaptive capacities and strengthen their resilience, with a focus on nutrition-sensitive approaches for promoting healthy diets.
 - Output 3.2: Organized smallholder farmers and actors in food value chains, especially women, enhance their capacities and resources in order to increase productivity to improve their access to markets in an equitable and equal manner.
 - Output 3.3: Smallholder farmers and key food systems actors benefit from the strengthening of institutional capacities and programmes related to resilience building, climate adaptation, equitable market access and the promotion of healthy diets.

Key activities

Activity 3: Strengthen adaptive capacities and develop solutions and models for smallholders, other key food system actors and institutions to enhance climate resilience, food security and nutrition; and improve their access to markets in an equitable and equal manner

63. WFP aims to strengthen food systems by implementing a set of interventions that target smallholder farmers, communities, women and other actors in food value chains in urban and rural areas of the departments prioritized by the Government, including Nueva Segovia, Madriz, Estelí, Matagalpa, Jinotega, León, Boaco and Managua. In these interventions, the emphasis will be on enabling beneficiaries to strengthen their capacities to adapt to climate change, build their resilience to climate and economic shocks and improve their access to markets, thereby contributing to improved food security and nutrition.
64. Technical support will be provided to both women and men, ensuring equity in access to the value chains and emphasizing work on asset building, integrated land and water management and the restoration of productive landscapes and degraded ecosystems. WFP will promote agro-ecology, regenerative and climate-smart agriculture and carbon capture and storage strategies while offering technical assistance aimed at strengthening value chains, particularly those for fruits and vegetables for use in school meals. WFP will also invest in improving technology and infrastructure for the collection, processing and preservation of food, adhering to quality standards and enabling smallholder farmers to be competitive in local and regional markets. "Last-mile" climate information will be provided for timely decision making.
65. Building on the successful practices and lessons on financial inclusion that were highlighted in evaluations, WFP will work in coordination with the Government to develop financial tools and practices, including tools such as savings initiatives, revolving funds and self-finance

processes, and incentives for engaging in climate risk management and environmental services. The capacity of farmer organizations to manage economic resources and obtain access to sources of finance will be strengthened. WFP will continue to provide women with information on access to productive resources and benefits for producers.

66. WFP will collaborate with national institutions that develop strategies and programmes aimed at strengthening capacities in resilience building, climate change adaptation and sustainable food systems, with a focus on commercialization and access to markets. In coordination with the Government, South–South and triangular cooperation initiatives will be promoted.
67. This CSP outcome is linked to CSP outcomes 1 and 2 in generating resilience and facilitating smallholder farmers' access to the institutional markets involved in the provision of food assistance during emergencies and the purchase of fresh produce for school meals.

Partnerships

68. WFP will work in close coordination with government-designated institutions to support smallholder farmers and key food system actors. WFP will work in partnership with farmer cooperatives, including those led by women producers. Synergies and collaboration with other United Nations entities, such as FAO, the International Fund for Agricultural Development (IFAD), the United Nations Industrial Development Organization (UNIDO) and the United Nations Office for Project Services (UNOPS), will be promoted, as will partnerships with research and knowledge centres such as the International Center for Tropical Agriculture and other key partners working on the development of climate information and adaptation services.

Assumptions

69. Key institutions consider WFP a strategic partner in the coordination and establishment of working arrangements that support smallholder farmers in achieving resilience, adapting to climate change, engaging in sustainable food systems and obtaining access to markets. Private and institutional market actors are willing to expand smallholder farmers' participation in their procurement processes. WFP has sufficient capacity and resources to implement the planned activities.

Transition/handover strategy

70. WFP will gradually decrease its support as national institutions strengthen their capacities, adapt their tools and good practices to national circumstances and improve the services they provide to the actors in food value chains. Depending on the level of development achieved, WFP will promote the progressive graduation of smallholder producer organizations and cooperatives from WFP programmes, phasing out its support for the most advanced organizations, moving others from the initial to the intermediate level of support and introducing new organizations and cooperatives to its programmes.

Country strategic plan outcome 4: National institutions and United Nations entities receive operational support services from WFP in an effective, efficient and reliable manner in Nicaragua, enabling them to assist people affected by or exposed to crises until 2029

71. WFP will use its extensive expertise in supply chains, operations, telecommunications and technical support to provide the Government and other United Nations entities with services that increase their response capacity and better meet their operational needs, thereby benefiting vulnerable people and communities affected by crises.

WFP strategic outcome

72. CSP outcome 4 is aligned with WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective.

Focus area

73. The focus area of CSP outcome 4 is crisis response.

Alignment with national priorities

74. This CSP outcome contributes to the strategic line XII of the national plan for combating poverty and promoting human development (2022–2026).

Expected outputs

75. The following output will contribute to the achievement of CSP outcome 4:

- Output 4.1: National institutions and United Nations entities benefit from a high-quality operational service that enables them to carry out their interventions and provide timely assistance to people affected by or exposed to crises, including support that strengthens their capacities, where appropriate.

Key activities

Activity 4: Provide services required by national institutions and United Nations entities to facilitate timely assistance for people affected by or exposed to crises

76. WFP will provide on-demand services to government institutions and other United Nations entities interested in leveraging WFP's expertise and capacities in the procurement of food and other goods and the provision of logistics services, operational support, emergency telecommunication services and other context-specific services that strengthen their operations and capacity to serve crisis-affected people. The provision of services will be formalized through agreements that adhere to the WFP policy of full-cost recovery.

77. Where requested and when feasible, WFP may complement the services it provides with capacity strengthening initiatives for partners in areas such as supply chain optimization, logistics coordination and preparedness for emergency response.

Partnerships

78. WFP will work in close coordination with the Government and other United Nations entities requesting services.

Assumptions

79. WFP is considered a strategic partner of the Government and other United Nations entities. WFP maintains its leadership in supply chain management and strengthens synergies among the United Nations entities and key development actors involved so as to find viable and efficient solutions that address operational gaps in Nicaragua. WFP has the capacity to provide the requested services without disrupting its regular operations.

Transition/handover strategy

80. Along with the requested services, WFP will provide the necessary technical assistance for its partners to increase their operational capacities.

4. Implementation arrangements**4.1 Beneficiary analysis**

81. Under CSP outcome 1, WFP aims to provide food assistance and meet other essential needs for 180,000 people affected by sudden or protracted crises, developing criteria for targeting geographical areas and population groups in coordination with government institutions and prioritizing people and communities that are vulnerable to food insecurity and malnutrition as well as people with disabilities, older people, pregnant and breastfeeding women and girls, and children in affected areas. WFP will differentiate the assistance it provides based on the differing nutrition requirements throughout the life cycle and on beneficiaries'

protection needs. At the same time, 900 public workers from institutions related to SINAPRED will be supported with capacity strengthening initiatives.

82. Under CSP outcome 2, food assistance will be provided in an equitable manner through the school feeding programme, reaching 180,000 schoolchildren in prioritized departments. At the same time, WFP will provide capacity strengthening support for 1,800 people, including people working in the education community and the institutions involved in the national school feeding programme, and 900,000 people will benefit from behaviour change strategies and campaigns for healthy eating.
83. Under CSP outcome 3, technical assistance will be provided to 15,660 beneficiaries, including smallholder farmers, women producers and entrepreneurs and other actors in food value chains in prioritized areas. In addition, 600 workers in national institutions will be supported with capacity strengthening activities. Under this outcome, WFP expects to reach 78,300 people, who will benefit indirectly from the support provided to smallholder farmers, including women producers and entrepreneurs.

4.2 Transfers

84. The transfer modality agreed with institutional partners in crisis response is in-kind food assistance. To provide immediate assistance after a crisis, ready-to-eat food, drinking water and take-home food rations will be delivered through shock-responsive social protection programmes, based on needs assessments and in agreement with government institutions. In coordination with the relevant institutions, WFP will support the early recovery of the most affected people and communities in an equitable manner, incorporating mechanisms for the protection of and accountability to beneficiaries.
85. The dry ration (rice, maize and beans) component of school meals will comply with the food basket stipulated in the national school feeding programme. When possible, the country office will purchase fortified rice, ensuring that it complies with national regulations on rice fortification. The ration of locally produced fresh food provided through the HGSP programme will be determined based on an assessment to be carried out in the first year of CSP implementation.
86. WFP will train smallholder farmers, women producers and key food system actors in agro-ecology, the management of climate information for decision making, water management, negotiation skills for access to markets, food security, nutrition and gender issues. A training strategy will be developed in collaboration with producer organizations. The capacity of workers in national institutions selected by the Government will also be strengthened, especially in the management of the HGSP component of school feeding, the transfer of good practices for the provision of support for smallholder farmers, and the school feeding supply chain. A capacity strengthening strategy for HGSP will be put in place at the start of CSP implementation, and capacity assessments will be carried out to inform the design of HGSP strategies.

4.3 Country office capacity and profile

87. The country office is based in Managua and has a multidisciplinary team of professionals specialized in various areas; WFP field offices are situated in the departments of Jinotega and Nueva Segovia and the autonomous regions of Costa Caribe Norte and Costa Caribe Sur. In light of its planned transition towards a comprehensive model for the provision of assistance, the country office will carry out an assessment of its staffing structure and human resources in order to determine the staff training and new job profiles that it requires and the geographical areas that it needs to cover through its sub-offices. This will help to improve performance management and leadership skills throughout the country office, especially in strategic areas such as the provision of locally produced fresh food for school meals, the strengthening of food systems and access to markets, social and behaviour

change communication initiatives, and monitoring and evaluation, including community feedback mechanisms for beneficiaries. WFP will also strengthen its capacities in areas that are relevant to the support that it provides to national institutions for the design of strategies for strengthening national systems and programmes.

4.4 Partnerships

88. WFP will work on integrated risk management and emergency response in coordination and partnership with SINAPRED entities. It will also work with the Ministry of Education, developing agreements and joint workplans under which WFP will continue to provide nutritious meals for children through the national school feeding programme, and awareness and education activities aimed at changing harmful gender roles and eating habits and strengthening institutional capacity, while piloting the HGSF model.
89. WFP will provide national institutions selected by the Government with technical assistance related to the provision of support for smallholder farmers and farmer organizations and the promotion of their resilience, adaptation to climate change and sustainable production for market access under the HGSF model.
90. Where applicable, and in coordination with national institutions, WFP will establish partnerships, joint actions and synergies with other entities of the United Nations system, such as FAO, IFAD, the United Nations Population Fund, UNICEF, UNIDO and UNOPS. Partnerships will also be promoted with specialized non-governmental organizations such as the International Center for Tropical Agriculture and with national universities and producer organizations, including those for women producers. WFP will strengthen its engagement with traditional and non-traditional donors, international financial institutions and other key partners, working closely with them to generate synergies and maximize technical expertise and resources.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

91. The country office will prioritize evidence generation, results measurement and capacity strengthening in its gender-responsive monitoring and evaluation strategy for CSP activities, incorporating consideration of gender, age, intersectionality and intercultural dimensions into the approaches that it follows.
92. The logical framework for the CSP will guide the implementation of learning exercises, which will be held with partners and based on country office strategic planning. The baselines for each outcome and output indicator and their continuous monitoring will allow the country office to capture and understand the results achieved in terms of the intended targets and will inform improvements to programme design.
93. WFP will provide additional evidence by conducting follow-up and qualitative analyses of results. Data will be collected in coordination with government institutions, ensuring disaggregation by sex, age group, disability status and other demographic markers for analysis; remote and third-party monitoring will be considered when feasible and appropriate. The country office will also increase its efforts to capture and report on evidence pertaining to capacity strengthening activities and the implementation of a community-based feedback mechanism.
94. WFP will conduct a mid-term review to provide timely information for decision making and programme adjustments; a decentralized evaluation will be conducted in 2027 and may focus on the areas of climate adaptation and resilience building. In 2028, the WFP Office of Evaluation will carry out an independent final CSP evaluation in compliance with accountability and learning requirements and to assess the overall performance and results of the CSP portfolio. The evidence gathered, together with measurements of food security

and nutrition, monitoring and baseline reports and thematic studies, will inform future strategic programming.

95. WFP will improve the internal management of data on the beneficiaries of its programmes, taking into account corporate data protection and privacy requirements and cross-cutting priorities, which include protection and accountability to affected populations.

5.2 Risk management

Strategic risks

96. The impacts of natural hazards, climate change and global crises may exceed the technical and response capacities of WFP and its local partners, requiring greater resource mobilization in the face of increased humanitarian needs. Contingency and scenario-based plans for the mitigation of those impacts will be developed in close collaboration with government partners and other stakeholders.
97. Global economic pressures, shifting donor priorities and cuts in national budgets may limit the funding for development and humanitarian assistance. WFP will work with the Government, other United Nations entities, cooperating partners and humanitarian organizations to prioritize interventions and will seek to diversify the donor portfolio, including with non-traditional donors and international financial institutions.
98. Gender inequality affects food security, nutrition and livelihoods and is an obstacle to the achievement of SDG 2. Therefore, gender-sensitive and gender-transformative actions will be mainstreamed throughout all stages of the planned interventions with a view to ensuring the equal and effective participation of men and women, promoting gender equality and women's economic autonomy and transforming harmful gender roles, including through training on new masculinities.
99. Disruption and climate-related events may affect the security of WFP staff and beneficiaries during the implementation of activities. WFP will monitor the situation and take measures to mitigate contextual risks through contingency plans.

Operational risks

100. The limited coverage of financial service providers, disruption in the supply chains for relief items and a lack of qualified local suppliers or cooperating partners could hamper the implementation of CSP activities. Contingency plans and partners' capacities will be strengthened and developed based on local circumstances and including continuous expansion of the lists of national and regional suppliers and cooperating partners.

Fiduciary risks

101. Operations related to the provision of food, goods and services are vulnerable to risks of fraud, corruption or non-compliance with ethical obligations and standards of conduct. WFP will integrate protection considerations into all of its operations with the aim of avoiding potential negative consequences for women, men, girls and boys and ensuring that assistance is provided in a safe, dignified and appropriate manner, respecting people's needs, rights and capacities. The country office will provide adequate and regular training for staff and cooperating partners and will establish an effective internal communication and reporting system.
102. To address the risks of sexual exploitation and abuse in operational settings, WFP will work with key stakeholders to train its own and partners' staff and sensitize WFP-assisted communities; WFP will also strengthen internal reporting and referral procedures.

Financial risks

103. The volatility of food and fuel prices directly affects the value of WFP assistance and the purchasing power of beneficiaries. Prices, inflation and exchange rates will be monitored to inform timely decision making.

5.3 Social and environmental safeguards

104. In line with WFP's environmental and social sustainability framework, all CSP activities will be screened for environmental and social risks using WFP's corporate tool. This will ensure that programme activities do not cause harm – including increased risks of sexual exploitation and abuse – to the environment or people. Where necessary, WFP will develop environmental and social management plans based on the results of screening.

105. WFP will continue to implement an environmental management system that systematically identifies, manages and reduces the environmental impact of its operations. Environmental assessments will be conducted at WFP premises to identify opportunities for enhancing energy efficiency and decarbonization, waste and water management, sustainable procurement and supply chain management, reductions in air travel and transport and staff training and awareness.

6. Resources for results

6.1 Country portfolio budget

106. The country portfolio budget is USD 80.9 million for five years. The budget requirements reflect cross-cutting priorities related to access to food for crisis-affected people and communities and capacity strengthening for national partners involved in disaster risk management; the strengthening of shock-responsive social protection systems and the implementation of actions under the national school feeding programme; the strengthening of food systems through actions for resilience building, climate adaptation, ecosystem regeneration, nutrition-sensitive food production and market access; and the provision of on-demand services for humanitarian partners and government institutions. Under all activities, sufficient funds have been allocated to contribute to gender equality and women's economic autonomy. The budget breakdown comprises allocations of 19 percent for crisis response under outcome 1 (18 percent) and outcome 4 (1 percent), and 81 percent for resilience building under outcome 2 (44 percent) and outcome 3 (37 percent). Projections are based on estimated funding needs and the planned number of beneficiaries.

COUNTRY PORTFOLIO BUDGET (USD)								
Country strategic plan outcome	Activity	2024 (6 months)	2025	2026	2027	2028	2029 (6 months)	Total
1	1	1 514 486	2 402 881	2 722 048	2 923 560	3 085 803	2 111 667	14 760 445
2	2	2 835 461	7 242 799	6 950 878	6 810 294	6 329 596	4 562 924	34 731 952
3	3	1 992 001	7 099 935	5 821 595	5 101 887	7 570 165	2 950 507	30 536 089
4	4	140 668	151 232	147 730	165 950	175 571	104 749	885 901
Total		6 482 615	16 896 847	15 642 252	15 001 691	17 161 135	9 729 847	80 914 387

6.2 Resourcing outlook and strategy

107. Given that donor priorities are subject to change owing to an increased number of competing crises, and that this exacerbates an already tight funding situation in Nicaragua, WFP recognizes that significant efforts will be required to mobilize the resources needed for the CSP. To guide those efforts, WFP has consulted widely with the international community during the development of the CSP, analysed the local and global funding landscape and built on lessons learned and trends in recent years. In a conservative scenario, 80 percent of the budget portfolio is expected to come from traditional and new donors. The country office is seeking new opportunities to close the remaining funding gap of 20 percent.
108. These funding projections will be realized through the strengthening of existing partnerships and the progressive and sustainable diversification of the donor base, including through engagement with non-traditional donors, the exploration of diverse funding windows and collaboration with the Government of Nicaragua and international financial institutions. Resource mobilization will focus on green financing, including climate finance and innovative financing mechanisms such as debt swaps, as an alternative source of resources for the medium and long term.

ANNEX I**LOGICAL FRAMEWORK FOR NICARAGUA COUNTRY STRATEGIC PLAN (2024–2029)****SDG 2: Zero hunger****SDG target 1: Access to food**

Country strategic plan outcome 1: Populations affected by or exposed to crises in Nicaragua meet their food, nutrition and other urgent essential needs in an inclusive way during shocks, stressors and protracted crises, and benefit from the strengthening of capacities and systems for integrated disaster risk management by 2029

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: crisis response

Nutrition-sensitive

Assumptions

WFP has the necessary funds to achieve its planned objectives.
WFP has the logistical and technical capacity and the human resources to access crisis-affected sites.
The Government requires WFP assistance in response to crises.

Outcome indicators

Consumption-based coping strategy index (average)

Food consumption score

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Number of enhanced business processes contributing to zero hunger and other SDGs implemented at scale by national stakeholders following WFP capacity strengthening support

Number of enhanced programme designs, processes, and platforms contributing to zero hunger and other SDGs implemented at scale by national organizations following WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Retention rate, by grade

Activities and outputs

1: Provide humanitarian assistance to people affected by or exposed to crises and provide technical support to strengthen the capacities of disaster risk management actors and response systems, using an approach that takes account of nutrition, protection, gender and interculturality issues (URT-1.2: Unconditional resource transfer)

1.1: Crisis-affected populations receive humanitarian assistance, including through shock-responsive social protection programmes, that meets their food, nutrition and other essential needs (tier 1) (Output category A: Resources transferred, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1: Crisis-affected populations receive humanitarian assistance, including through shock-responsive social protection programmes, that meets their food, nutrition and other essential needs (tier 1) (Output category D: Assets created, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1: Crisis-affected populations receive humanitarian assistance, including through shock-responsive social protection programmes, that meets their food, nutrition and other essential needs (tier 1) (Output category G: Skills, capacities and services for climate adaptive livelihoods, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1: Crisis-affected populations receive humanitarian assistance, including through shock-responsive social protection programmes, that meets their food, nutrition and other essential needs (tier 1) (Output category N: School feeding provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.2: Populations exposed to crises actively engage in and benefit from inclusive integrated risk management and emergency response systems (tiers 2 and 3) (Output category C: Capacity development and technical support provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Country strategic plan outcome 2: Girls, boys and adolescents in schools and their families in priority areas of Nicaragua benefit from a strengthened social protection system, including a comprehensive school feeding programme with fresh, nutritious and locally produced food that will positively contribute to their nutrition, health and education outcomes by 2029

WFP strategic outcome 2: People have better nutrition, health and education outcomes

Nutrition-sensitive

Focus area: resilience building

Assumptions

The Government continues to prioritize school meals and social systems.
 The country office has the necessary funds to achieve the planned objectives.
 The price of the food basket remains stable.
 WFP has access to the sites of its operations.
 Key institutional partners agree to participate in the design of home-grown school feeding initiatives.

Outcome indicators

Annual change in enrolment

Attendance rate

Graduation rate

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Retention rate, by grade

Activities and outputs

2: Provide nutritious meals to girls, boys and adolescents through the national school feeding programme, contributing to the strengthening of national social protection programmes using approaches that take account of gender, protection, nutrition, interculturality and climate resilience (SMP-1.5: School based programmes)

2.2: Girls, boys, adolescents and their families benefit from a strengthened national school feeding programme adapted to climate change, as well as other social protection programmes, delivered through a life cycle approach that improves food security and nutrition (tiers 2 and 3). (Output category C: Capacity development and technical support provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.2: Girls, boys, adolescents and their families benefit from a strengthened national school feeding programme adapted to climate change, as well as other social protection programmes, delivered through a life cycle approach that improves food security and nutrition (tiers 2 and 3). (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1: Girls, boys and adolescents receive a nutritious meal with locally produced and culturally acceptable foods, which improves their access to healthy and diverse foods, contributing to their educational development and improved eating habits (tier 1) (Output category A: Resources transferred, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2.1: Girls, boys and adolescents receive a nutritious meal with locally produced and culturally acceptable foods, which improves their access to healthy and diverse foods, contributing to their educational development and improved eating habits (tier 1) (Output category N: School feeding provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

Country strategic plan outcome 3: Smallholders and key food systems actors in prioritized areas of Nicaragua, especially women, are resilient with sustainable and climate adaptive capacities that improve their access to healthy diets and markets, particularly institutional market of home-grown school feeding by 2029

WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Assumptions

WFP has the necessary funds to carry out the planned activities.

The Government maintains its priorities as established in the national human development plan and continues its alliance with WFP.

The sociopolitical and security situation are sufficiently stable to allow the implementation of WFP programmes and activities.

The prices of goods and services on national and international markets remain stable, allowing WFP to regularly plan and implement activities.

Commitment from smallholder farmers' organizations to increase women's participation.

Outcome indicators

Climate resilience capacity score

Climate services score

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

Resilience capacity score

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

3: Strengthen adaptive capacities and develop solutions and models for smallholders, other key food system actors and institutions to enhance climate resilience, food security and nutrition; and improve their access to markets in an equitable and equal manner (SMS-1.8: Smallholder agricultural market support programmes)

3.2: Organized smallholder farmers and actors in food value chains, especially women, enhance their capacities and resources in order to increase productivity to improve their access to markets in an equitable and equal manner (tiers 1 and 2) (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

3.2: Organized smallholder farmers and actors in food value chains, especially women, enhance their capacities and resources in order to increase productivity to improve their access to markets in an equitable and equal manner (tiers 1 and 2) (Output category F: Smallholder farmers supported, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

3.3: Smallholder farmers and key food systems actors benefit from the strengthening of institutional capacities and programmes related to resilience building, climate adaptation, equitable market access and the promotion of healthy diets (tiers 2 and 3) (Output category C: Capacity development and technical support provided, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

3.1: Smallholder farmers and key food systems stakeholders benefit from sustainable practices and tools related to risk management which increase their adaptive capacities and strengthen their resilience, with a focus on nutrition-sensitive approaches for promoting healthy diets (tier 1) (Output category A: Resources transferred, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

3.1: Smallholder farmers and key food systems stakeholders benefit from sustainable practices and tools related to risk management which increase their adaptive capacities and strengthen their resilience, with a focus on nutrition-sensitive approaches for promoting healthy diets (tier 1) (Output category D: Assets created, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

3.1: Smallholder farmers and key food systems stakeholders benefit from sustainable practices and tools related to risk management which increase their adaptive capacities and strengthen their resilience, with a focus on nutrition-sensitive approaches for promoting healthy diets (tier 1) (Output category F: Smallholder farmers supported, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

3.1: Smallholder farmers and key food systems stakeholders benefit from sustainable practices and tools related to risk management which increase their adaptive capacities and strengthen their resilience, with a focus on nutrition-sensitive approaches for promoting healthy diets (tier 1) (Output category G: Skills, capacities and services for climate adaptive livelihoods, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

SDG 17: Partnerships for the goals

SDG target 16: Global partnerships

Country strategic plan outcome 4: National institutions and United Nations entities receive operational support services from WFP in an effective, efficient and reliable manner in Nicaragua, enabling them to assist people affected by or exposed to crises until 2029

WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective

Focus area: crisis response

Assumptions

Road conditions allow the delivery of food and non-food items to distribution points.

The situation in the country, including the state of roads and the availability of suppliers, permits the delivery of services such as telecommunications.

WFP's procedures, policies and internal controls allow the requested service to be implemented.

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs**4: Provide services required by national institutions and United Nations entities to facilitate timely assistance for people affected by or exposed to crises (ODS-2.4: On-demand services)**

4.1: National institutions and United Nations entities benefit from a high-quality operational service that enables them carry out their interventions and provide timely assistance to people affected by or exposed to crises, including support that strengthens their capacities, where appropriate (tier 3) (Output category H: Shared services and platforms provided, Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

SDG 17: Partnerships for the goals

CC.1. Protection

Cross-cutting indicators

- CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes
- CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance
- CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes
- CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services
- CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability

Cross-cutting indicators

- CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA
- CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)
- CC.2.3: Country office has a functioning community feedback mechanism
- CC.2.4: Country office has an action plan on community engagement
- CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

- CC.3.4: Proportion of women and men in WFP food assistance decision-making entities who report meaningful participation
- CC.3.5: Proportion of women and men reporting economic empowerment

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

CC.5.3: Nutrition sensitive score

SDG 2: Zero hunger**CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

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CC.5.3: Nutrition sensitive score

ANNEX II

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (2024–2028)										
Country strategic plan outcome	Activity	Output	Beneficiary group	2024 (6 months)	2025	2026	2027	2028	2029 (6 months)	Total
1	1	1.1	Girls	3 490	43 490	43 490	43 490	43 490	40 000	57 450
			Boys	3 420	43 420	43 420	43 420	43 420	40 000	57 100
			Women	6 640	6 640	6 640	6 640	6 640		33 200
			Men	6 450	6 450	6 450	6 450	6 450		32 250
			Total	20 000	100 000	100 000	100 000	100 000	80 000	180 000
2	2	2.1	Girls	90 000	90 000	72 000	54 000	36 000	18 000	90 000
			Boys	90 000	90 000	72 000	54 000	36 000	18 000	90 000
			Women	-	-	-	-	-	-	-
			Men	-	-	-	-	-	-	-
			Total	180 000	180 000	144 000	108 000	72 000	36 000	180 000

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (2024–2028)											
Country strategic plan outcome	Activity	Output	Beneficiary group	2024 (6 months)	2025	2026	2027	2028	2029 (6 months)	Total	
3	3	3.1	Girls	-	-	-	-	-	-	-	
			Boys	-	-	-	-	-	-	-	
			Women	312	1 142	1 561	936	624	312	4 889	
			Men	303	1 110	1 516	910	607	303	4 748	
			Total	615	2 252	3 077	1 846	1 231	615	9 637	
		3.2	Girls	-	-	-	-	-	-	-	-
			Boys	-	-	-	-	-	-	-	-
			Women	196	715	976	586	390	196	3 056	
			Men	189	693	947	568	379	189	2 967	
			Total	385	1 408	1 923	1 154	769	385	6 023	
Total directs beneficiaries (without overlap)				201 000	283 660	249 000	211 000	174 000	117 000	375 660	
Total indirect beneficiaries				906 700	920 400	747 100	557 100	372 100	307 100	981 600	

ANNEX III

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY									
		Country strategic plan outcome 1				Country strategic plan outcome 2			
		Activity 1				Activity 2*			
		General distribution		School feeding (on-site)	School feeding (take-home rations)	School feeding (on-site)			
Beneficiary type		All		All	All	All		Students (secondary school)	
Modality		CBTs	Food	Food	Food	Food	Food	Food	Food
Cereals and grains	Maize					40		90	
Cereals and grains	Maize – white			40					
Cereals and grains	Rice			40	170		35		100
Oils and fats	Vegetable oil			10	20				
Pre-packaged food parcels	Ready-to-eat meal kits		1.179						
Pulses and vegetables	Beans – red			30	75		25		80
Cash-based transfers (USD/person/day)		2							
Number of feeding days		150	10	200	75	900	900	200	200

* Fresh foods for home-grown school feeding are not currently included in the table, as they have still to be defined with the Government, along with the home-grown school feeding model.

Abbreviations: CBTs = cash-based transfers.

ANNEX IV

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	9 128	11 060 993
Pulses	3 163	9 033 590
Oil and fats	190	896 626
Mixed and blended foods	0	0
Other	59	138 540
Total (food)	12 540	21 129 749
Cash-based transfers		450 000
Total (food and cash-based transfer value)	12 540	21 579 749

ANNEX V

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	SDG 2 target 1/ WFP strategic outcome 1	SDG 2 target 2/ WFP strategic outcome 2	SDG 2 target 4/ WFP strategic outcome 3	SDG 17 target 16/ WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Crisis response	Resilience building	Resilience building	Crisis response	
Transfers	9 070 590	26 422 544	21 715 723	525 614	57 734 472
Implementation costs	3 334 511	2 798 503	4 006 766	267 367	10 407 147
Adjusted direct support costs	1 454 471	3 391 114	2 949 895	92 920	7 888 400
Subtotal	13 859 573	32 612 161	28 672 384	885 901	76 030 019
Indirect support costs (6.5 percent)	900 872	2 119 790	1 863 705	0	4 884 368
Total	14 760 445	34 731 952	30 536 089	885 901	80 914 387

Acronyms

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
HGSF	home-grown school feeding
IFAD	International Fund for Agricultural Development
SDG	Sustainable Development Goal
SINAPRED	<i>Sistema Nacional para la Prevención, Mitigación y Atención de Desastres</i> (National disaster prevention, mitigation and response system)
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNOPS	United Nations Office for Project Services