World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Annual session
Rome, 22–26 June 2026

Distribution: General
Date: 23 April 2026
Original: English

Agenda item 8
WFP/EB.A/2026/8-A/2/DRAFT
Operational matters – Country strategic plans
For decision

Executive Board documents are available on WFP's website (https://executiveboard.wfp.org).

Draft Cuba country strategic plan (2026–2030)

Duration	1 July 2026–31 December 2030
Total cost to WFP	USD 116,425,668
Framework on accountability for results score*	2.8

* The framework on accountability for results is a performance measurement approach that incorporates programme and financial tracking and delivers a results-based approach to people-centred programming.

Executive summary

Cuba's long-standing policy of providing free and universal access to basic services has historically reduced poverty and hunger. People's right to food is enshrined in the constitution approved in 2019, which also sets the goal of achieving food security for all people, reinforced by the law on food sovereignty and food and nutrition security of 2022.

Nonetheless, significant food security and nutrition challenges remain. In the aftermath of the 2019 coronavirus disease pandemic, Cuba has been experiencing an economic crisis with high inflation and eroded purchasing power which – combined with the economic, commercial and financial embargo imposed on Cuba and the repeated exposure to and increased occurrence of disasters and natural hazards – has hindered the availability of and economic access to food for the overall population. As a result, the diet of the average household is often inadequate in terms of energy intake and is insufficiently healthy or diverse. Micronutrient deficiencies, overweight and obesity are growing health concerns, especially among population groups who are nutritionally vulnerable.

Against this backdrop, WFP has formulated a five-year country strategic plan for Cuba which is fully aligned with the United Nations sustainable development cooperation framework for 2026–2030, the Government's national economic and social development plan 2030 and other national priorities. Through the plan, WFP seeks to address prioritized humanitarian needs in context of growing needs and resource constraints.

Focal points:

Mr M. Hollingworth
Assistant Executive Director
Programme Operations
email: matthew.hollingworth@wfp.org

Mr E. Labande
Country Director
email: etienne.labande@wfp.org

The country strategic plan comprises four fully integrated outcomes:

- *Outcome 1. Populations affected by and vulnerable to crises meet their food needs before, during and after shocks*. WFP will provide nutrition-sensitive food assistance, before, during and in the aftermath of shocks. In parallel, it will strengthen country capacity in disaster risk management and improve the shock-responsiveness of the social protection system.
- *Outcome 2. Nutritionally vulnerable groups have improved access to diverse and nutritious diets throughout their life cycle*. WFP will leverage its expertise to enhance the capacity of the social protection system and ensure the optimal use of increasingly scarce public resources. This support is aimed at facilitating the delivery of nutritious food and nutrient supplements to people whose food security and nutrition status are most at risk throughout their life cycles.
- *Outcome 3. Food systems actors are increasingly able to meet local food demand and enhance their resilience to* climate *stressors and shocks*. WFP will support food system actors by promoting their access to private and institutional markets, including school meal programmes, and assisting them in becoming more resilient.
- *Outcome 4: Disaster-affected people and vulnerable populations benefit from enhanced supply chain and on-demand services provided to humanitarian actors delivering assistance during, in the aftermath and in anticipation of crises.* WFP will support humanitarian community in reaching vulnerable people and addressing food insecurity and malnutrition.

Building on evidence from the implementation of previous activities, WFP plans to scale up innovative initiatives, such as locally sourced school meals for children in rural primary schools, as well as digital solutions and disaster risk financing. WFP will also reinforce measures to enhance accountability to affected people, nutrition integration, protection from sexual exploitation and abuse, and efforts to advance equality.

Draft decision*

The Board approves the Cuba country strategic plan (2026–2030) (WFP/EB.A/2026/8-A/2) at a total cost to WFP of USD 116,425,668.

* 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 and needs assessment

1. Cuba ranked 97th of 189 countries and territories in the 2023 Human Development Index.[1] The country witnessed its population decline sharply from 11.2[2] to 9.7[3] million people between 2020 and 2024, mainly due to emigration and declining birth rates (which fell from 10.4 per 1,000 in 2019 to 8.8 per 1,000 in 2023[4]). This demographic shift also contributed to a rise in the proportion of the population aged 60 and over,[5] which climbed from 17.8 percent in 2010 to over 25 percent in 2024.[6]

2. In the aftermath of the coronavirus disease 2019 pandemic, Cuba's economy experienced a sharp decline in the tourism sector and associated revenue, disruption to exports and imports, reduced domestic and foreign investment, limited access to commercial credit and a significant drop in remittances. At the same time, an intensification of the economic, commercial and financial embargo on Cuba has exacerbated its economic and financial exclusion, further impacting its trade and other financial relations.

3. The non-convertibility of the Cuban peso compounds these challenges, hampering export performance, foreign investment inflows and overall financial stability. Moreover, while the real value of the national currency has been highly volatile in recent years, the official exchange rate with the US dollar contributes to Cuba's classification as an upper-middle-income country, which limits the country's access to development assistance and international financial support, including from international financial institutions.

4. These factors have put strain on the state's financial capacities to sustain social programme expenditures, jeopardizing the progress achieved through 65 years of free and universal access to basic services. Meanwhile, high inflation since 2021 has eroded household purchasing power, widening the gap between incomes and the cost of basic goods in formal markets and fuelling poverty and vulnerability.

5. Cuba's food and agriculture sector is also confronting numerous challenges, including structural issues, low investment, labour shortages and difficulties in importing essential agricultural inputs. There has been a sharp contraction in the production of staple foods and in the availability of financial resources to import food. Between 2018 and 2023, production of pork dropped by 95 percent, rice, by 87 percent, beans, by 70 percent, and milk, by 58 percent. Meanwhile, imports of powdered milk fell by 71 percent, corn by 75 percent and wheat by 58 percent.[7]

6. As a result, food availability in state markets decreased, impacting the frequency of distributions and the quantities provided through the regulated universal family food basket, which in 2023 already covered only 46 percent of the recommended energy intake.[8] Households are increasingly turning to private markets, where high prices prevail. This situation disproportionately affects low-income individuals, the majority of whom are women or older people living solely on their pensions, with significant impact on their food consumption. It was estimated in 2023 that a Cuban household needs ten to eleven times

[1] United Nations Development Programme. 2024. *Human Development Report 2023/2024 – Breaking the gridlock: Reimagining cooperation in a polarized world.*

[2] As of 31 December 2020. Cuban National Office of Statistics and Information (ONEI - *Oficina Nacional de Estadística e Información*). 2023. *Anuario estadístico de Cuba 2022*.

[3] Y. Labacena Romero. 2025. "Cuba cerró 2024 con una población efectiva de 9 748 532 habitantes".

[4] ONEI. 2024. *Anuario estadístico de Cuba 2023*.

[5] Y. Labacena Romero. 2025. "Cuba cerró 2024 con una población efectiva de 9 748 532 habitantes".

[6] Calculation based on statistical series by ONEI.

[7] Statistical series by ONEI until 2022 and ONEI. 2024. *Anuario estadístico de Cuba 2023*.

[8] According to a 2,100 kcal reference basket. A. García. *Canasta familiar normada en Cuba: evolución e incidencia en el costo de los alimentos (parte I)* (forthcoming).

the minimum monthly salary to purchase a food basket that covers the caloric needs of its members.[9]

7. The limited and unstable availability of nutritious foods, socioeconomic factors and suboptimal eating habits mean that the diet of the average household is poor in micronutrients and not sufficiently healthy or diverse. Micronutrient deficiencies, overweight and obesity are growing health concerns. In 2018/19, 56.1 percent of people aged over 15 were overweight; the prevalence of obesity and extreme obesity for the same age group stood at 21.4 percent. For children under 15, the overall prevalence of overweight was 39.9 percent, with the prevalence of obesity 19.9 percent.[10]

8. Anaemia is also a moderate health concern.[11] During the period 2016 to 2018, anaemia prevalence among children aged 6 to 59 months was 22.5 percent,[12] and among women aged 18 to 40 years it was 21.4 percent.[13]

9. In 2023, 19 percent of public spending was allocated to public health and social spending.[14] Despite efforts to roll out a comprehensive approach to care for pregnant women and their infants, in 2023 infant mortality stood at 7.1 deaths per 1,000 births, while the maternal mortality rate was 38.7 per 100,000 births.[15] The reduction of both rates is a priority for health authorities.

10. Cuba is one of the Caribbean countries most exposed to earthquakes, droughts, intense precipitation and tropical cyclones, which threaten agriculture and food security. Given the high likelihood of extreme weather-related events – such as Hurricane Melissa in October 2025 — and a major earthquake affecting the Eastern region,[16] Cuba faces complex multi-hazard scenarios, which include technological disasters, especially in light of existing vulnerabilities.

2. National priorities and collective assistance

11. In Cuba, the main planning framework is the national economic and social development plan 2030 (PNDES 2030),[17] approved in 2017. Led by the Ministry of Economy and Planning, the plan aims to achieve the vision of a prosperous and sustainable Cuba, emphasizing the transition from a sectoral to an integrated planning approach.

12. The national authorities have implemented measures to embed food and nutrition priorities into national programmes. In 2020, the National Plan for Food Sovereignty and Nutritional Education ("Plan SAN") was approved, followed by the law on food sovereignty and food and nutritional security in 2022. These initiatives emphasize priorities such as reducing reliance on imports, ensuring food quality and safety, minimizing food losses and waste, strengthening local food systems, and leveraging educational, cultural and communication

[9] A. García Álvarez and B. Anaya Cruz. 2025. *Miradas a la economía cubana. Apuntes para una reforma* (chapter 7: "*Sector agropecuario en Cuba: reformas pendientes*", p. 76).

[10] M. E. Díaz-Sánchez and others. 2022. *Nuevos datos sobre el sobrepeso y la obesidad en Cuba*. *Cuba Salud, IV Convención Internacional de Salud*.

[11] According to World Health Organization standards for public health significance.

[12] G. M.Pita-Rodríguez and others. 2023. *Anemia, deficiencia de hierro y factores asociados en niños cubanos de 6 a 59 meses*. *Revista Cubana de Salud Pública*.

[13] G. M. Pita-Rodríguez and others. 2023. *Prevalence of Anemia and Iron Deficiency in Women of Reproductive Age in Cuba and Associated Factors*. *International Journal of Environmental Research and Public Health*.

[14] Calculated based on ONEI. 2024. *Anuario estadístico de Cuba 2023*.

[15] ONEI. 2024. *Anuario estadístico de Cuba 2023*.

[16] The Cuban Government, with the support of the United Nations, carried out risk assessments in relation to two scenarios: a high magnitude earthquake in Santiago de Cuba, affecting 279,000 people, and a category 3+ hurricane hitting Havana, affecting 1,048,518 people.

[17] Government of Cuba. 2017. *Plan nacional de desarrollo económico y social 2030*.

platforms to enhance food and nutritional education. Increasing domestic food production to reduce reliance on imports is also a key government priority. Currently, it is estimated that the country imports around 80 percent of its food supply, amounting to an annual cost of USD 2.4 billion,[18] while most items in the subsidized monthly food basket provided to the entire population derive from imported goods.[19]

13. The national policy for addressing demographic dynamics was updated in 2022. Its objectives are as follows:

- address the needs of the growing population aged over 60;
- promote employment among individuals able to work and anticipate the impact of an aging population;
- address the causes of internal and external migration in order to reduce these flows and mitigate the depopulation of municipalities and rural areas; and
- stimulate the fertility rates necessary for the country's demographic sustainability, within the framework of sexual and reproductive rights.

14. These objectives are reflected in Cuba's national maternal–child health programme, which aims to provide comprehensive and preventive healthcare services to mothers and children, ensuring universal access to good quality care throughout the preconception, prenatal, delivery and postnatal stages, thereby promoting optimal health outcomes and development.

15. National policies and an organized network at the national and local levels allow the social protection system to operate continuously, including during emergencies. However, efforts to subsidize staple foods and provide assistance have been constrained by growing needs, declining resources and a significant reliance on costly food imports stemming from low domestic production. The lack of targeted approaches has been recognized as a barrier to performance and to an efficient use of resources. The insufficiency of digital solutions and limited access to electricity further hamper the system's effectiveness.

16. As a result, despite existing public policies, the food and nutrition security of the most vulnerable people remains a concern. These include individuals living in a situation of socioeconomic vulnerability, such as low-income households who depend on state salaries, pensions or social assistance (especially older people and persons with disabilities); nutritionally vulnerable people, such as those living with chronic diseases, children and pregnant and breastfeeding women, as well as women and girls of reproductive age; and people living in disaster-prone or remote areas.

17. Consequently, the Government seeks to improve resource allocation by shifting from universally subsidized goods to directing resources toward the people most in need. In 2021, the Government has started implementing a new programme to reach households based on economic vulnerability criteria. WFP has been supporting these efforts since 2023, leading discussions with seven national institutions on the development of improved targeting strategies and the design and implementation of public policies.

18. Plan SAN seeks to guarantee access to healthy food in schools and promote nutrition education. However, limited funding and national priorities that currently target only full and half-board schools result in 48.5 percent of schoolchildren aged 6–11 not receiving a meal or snack at school. The plan also aims to reduce dependence on food imports by strengthening local food production and linking it to school canteens.

[18] ONEI. 2024. *Anuario estadístico de Cuba 2023.*

[19] B. D. Velázquez and others. 2024. *¿Cómo marchan la distribución de la canasta familiar normada y el sistema de comercio y gastronomía en el país?*.

19. Challenges remain within the national supply chain system. National priorities focus on enhancing storage capacity, including infrastructure and handling; developing efficient and timely food distribution mechanisms for social protection programmes; and addressing various logistical constraints.

20. United Nations entities are of prime importance in supporting the Government in developing and implementing policies and programmes linked to their specific mandates. On the other hand, only a few non-governmental organizations (NGOs) are actively engaged in development and humanitarian efforts in Cuba. The emerging non-state sector is increasingly contributing to national needs, primarily through public–private partnerships and targeted local development initiatives.

21. Strategic and technical consultations were held with national and local stakeholders, including United Nations inter-agency groups, to discuss the country strategic plan (CSP) for 2026–2030. Throughout the process, the strategic dialogue was facilitated by the United Nations Resident Coordinator and the Ministry of Foreign Trade and Investment, WFP's primary counterpart. As a result of these consultations, formal requests were submitted to WFP to support the design and implementation of national policies and programmes.

3. WFP's comparative advantage, capacity and ability in Cuba

22. For more than 55 years, WFP has been a strategic partner of the Cuban Government, complementing national efforts in food security and nutrition. WFP has consolidated its role as a key partner and facilitator while intensifying resource mobilization efforts to address growing needs. WFP works with the government social protection system to provide food assistance while strengthening national capacities. It relies on established distribution mechanisms and procedures and makes continuous efforts to reach prioritized geographic areas and targeted beneficiaries despite logistical challenges.

23. Moreover, as the sole United Nations entity with a field presence in Cuba, WFP is well positioned to ensure effective "last mile" implementation and monitoring of activities in collaboration with local institutions, particularly during a period of decentralization aimed at empowering local utilization of resources and local implementation of national strategies.

24. During the CSP for 2021–2025, WFP significantly strengthened its role as a provider of expertise in areas such as emergency response, drought risk management, resilience building, food systems, and support to humanitarian actors. As a strategic partner of the civil defence authorities, WFP is recognized within the United Nations system in Cuba, where it leads and coordinates the United Nations emergency technical team. In addition, WFP assumed leadership of the social protection subgroup and co-leads the inter-agency thematic group on food security. It participates in other teams, including those focused on promoting women's empowerment, developing communications strategies and enhancing operations management. Through these platforms, WFP provides tools and methodologies for diagnosing and analysing challenges, reinforcing its leadership role in inter-agency coordination.

25. Other accomplishments of WFP under the CSP for 2021–2025 include the following:

- strengthening government capacity to respond to multiple emergencies simultaneously;
- building national and local capacities in relation to the social protection system;
- enhancing national technical and financial capacity to enable schools to directly procure a variety of food from WFP-supported local producers, thereby establishing a foundation for the home-grown school feeding programme;

- scaling up the distribution of supplementary foods nationwide through health centres, with the aim of preventing micronutrient deficiencies and anaemia among children;
- initiating preliminary work to improve legislation and capacities for food fortification; and
- diversifying and increasing funding to address growing humanitarian needs.

26. Recognizing these achievements, the evaluation of the CSP for 2021–2025 and internal exercises to identify lessons learned provided insights that have informed the design of the CSP for 2026–2030. These sources underlined the importance of the following:

- continuing to strengthen government capacity in establishing baseline data and information management systems to enhance decision making;
- mainstreaming women's empowerment and environmental sustainability in national policies and programmes;
- continuing to support nutrition-sensitive programming in schools and scaling up support for smallholder farmers as providers of fresh food to local markets;
- strengthening linkages between producers and consumers within social protection system programmes;
- improving the composition of supplementary foods used in malnutrition prevention programmes to meet nutrition needs; and
- deepening collaboration with other United Nations entities to strengthen government capacity and improve synergies and the complementarity of actions, including through joint programming and resource mobilization.

27. While WFP has successfully cultivated strong relations as a key partner for the Government and has secured substantial funding, its ability to more fully meet the population's unmet needs remains somewhat limited by the country's capacities and logistical constraints.

28. Regular and prolonged gas, electricity and fuel shortages, along with aging infrastructure and challenging customs procedures, severely hinder the efficient transportation, storage and distribution of assistance. Given the limited country-based supply chain services and restricted options for purchasing food and items locally, WFP procures internationally and has developed strong partnerships with institutions responsible for imports, transportation and storage.

29. Assistance distribution mechanisms continue to rely on manual processes. This affects the efficiency and agility of operations, especially with respect to commodity and beneficiary management. The regular electricity shortages in the country hinder digitalization, limiting the feasibility of a full transition to more modern and automated systems.

30. These food procurement and food management challenges – stemming from limitations in local food sourcing, distribution and transportation, as well as constraints on international procurement and structural inefficiencies in national logistics capacity – have impacted WFP's operational efficiency in Cuba. WFP has proactively addressed these issues to the extent possible, leveraging its experience to support national counterparts in strengthening logistics systems, while also providing solutions for digitalization, sustainable energy and improved storage infrastructure.

4. Strategic positioning, programme priorities, and partnerships

Country strategic plan direction and intended impacts

31. Leveraging the strengthened social protection system and national institutions, this CSP improves the opportunities for food-insecure individuals and nutritionally vulnerable population groups to access appropriate food and nutrition assistance, thus improving their food security and nutrition status.

32. This CSP will seek to:

- address the urgent food needs of the Cuban population though direct assistance as well as by enabling the work of other humanitarian actors
- adopt a comprehensive and calibrated approach to food security and nutrition, emphasizing food access and consumption, and their stability over time while applying a life cycle perspective and prioritizing the most vulnerable people;
- support locally led solutions to ensure the sustainability of an integrated local food systems model that connects social protection programmes with local markets; and
- contribute to an upgraded social protection system and national logistics chain by enhancing system interoperability and implementing technology-driven solutions that use sustainable energy sources.

33. This CSP will contribute to the achievement of the objectives of the PNDES 2030 and the law on food sovereignty and food and nutrition security in the following areas:

- strengthening institutional capacity to implement effective policies and programmes;
- advancing sustainable resource management through policies that promote environmental protection and responsible natural resource use; and
- enhancing the balance between local food demand and food availability and reducing reliance on imports while promoting healthier dietary habits.

34. This CSP will contribute to the United Nations sustainable development cooperation framework (UNSDCF) for 2026–2030, in particular the following outcomes:

- Outcome 1, on modernizing public administration to effectively meet the needs of all individuals.
- Outcome 2, on accelerating economic recovery and driving sustainable, resilient and productive transformation and international integration.
- Outcome 3, on effectively, comprehensively and sustainably managing natural resources, the environment and disaster risk reduction, ensuring the right to a healthy and balanced environment.
- Outcome 4, on strengthening the design, implementation and evaluation of resilient and sustainable public policies, programmes and social protection services, taking a life cycle approach.

35. WFP will foster national strategies and tools that enhance targeting accuracy, optimize resource allocation and improve the adequacy of assistance. This shift includes supporting institutions in the following areas:

- developing data collection and analysis systems that include representation of all relevant groups, in order to inform assessments, baselines, improved programme implementation, monitoring and impact evaluation, thereby offering greater opportunities for informed decision making;

- developing a beneficiary targeting and prioritization model to enhance the efficient use of resources;
- utilizing the social protection system as the main platform for delivering a variety of nutritious, high-quality food to people most in need; and
- scaling up a comprehensive model for strengthening the resilience of local food system actors, linking smallholder farmers – especially women and young people, and cooperatives – to institutional markets.

36. Throughout the CSP, WFP will tailor interventions to the specific needs of different age groups and population segments, contributing to improved food security and nutrition outcomes for all, particularly people most affected by socioeconomic vulnerability and the most nutritionally vulnerable. WFP will also adopt a nutrition-sensitive approach , improving the adequacy of rations and their contribution to appropriate dietary intake.

37. WFP will promote South–South and triangular cooperation, exchanges of experience and engagement in regional and global platforms.

38. This CSP aims to directly benefit approximately 5 million people over five years.

39. Over the course of this CSP, WFP will continue to enhance the capacity of the national social protection system to deliver assistance, with a view to enhancing its efficiency and effectiveness and long-term sustainability.

Programme integration

40. The support provided under CSP outcome 2 aimed at strengthening the social protection system is essential for achieving CSP outcome 1, the success of which relies on the effective functioning and shock responsiveness of methods and tools used by national institutions to identify and assist beneficiaries.

41. Similarly, the support provided under CSP outcome 3 seeks to strengthen local food system actors so that they can better respond to unmet local market demand, which is essential to sustaining the social protection system, including its shock-responsive component, and thereby achieving CSP outcomes 1 and 2. Moreover, the support under CSP outcome 3 will generate a positive impact on local markets, guaranteeing more availability of a variety of nutritious food.

42. Finally, the support to other United Nations entities and humanitarian actors under CSP outcome 4 will improve response efficiency and effectiveness.

Strategic engagement with partners

43. Strategic partnerships are envisioned with other United Nations entities, notably with the United Nations Children's Fund for interventions that support the prevention of child malnutrition (CSP outcome 2) and with the Food and Agriculture Organization of the United Nations for interventions aimed at local food system actors (CSP outcome 3). Other engagements include the International Fund for Agricultural Development, the United Nations Development Programme, the United Nations Educational, Scientific and Cultural Organization, the Pan-American Health Organization/World Health Organization and the United Nations Population Fund. These partnerships include complementary action as well as joint programming and resource mobilization, thus avoiding duplication and harnessing synergies for better outcomes.

44. **To achieve CSP outcome 1,** WFP will coordinate with the civil defence authorities to enhance 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. To complement national emergency response, WFP will continue to lead the United Nations emergency technical team in coordination with the

United Nations Office for the Coordination of Humanitarian Affairs, other United Nations partners and the Cuban Red Cross.

45. **To achieve CSP outcome 2,** capacity transfers will be coordinated with the ministries responsible for education, public health, social security and local governments and with the Office of the Historian of the City of Havana. For the communication and education component, WFP will work with public health authorities; the National Institute of Hygiene, Epidemiology and Microbiology; 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.

46. **To achieve CSP outcome 3,** WFP will collaborate with the ministries responsible for agriculture, domestic trade, economy and planning, and finance and prices, as well as with local governments and other partners, such as the national state insurance company, the Federation of Cuban Women, the Youth Studies Centre, NGOs, the academic community, research institutes, the Faculty of Communication at the University of Havana, and state import and logistics companies.

47. **To achieve CSP outcome 4,** WFP will coordinate with national institutions, in particular the civil defence authorities, as well as with other humanitarian actors, including other United Nations entities.

Country strategic plan outcomes and activities

Country strategic plan outcome 1: Populations affected by and vulnerable to crises meet their food needs before, during and after shocks

48. Under this outcome, WFP will ensure that the people affected by and vulnerable to disasters receive life-saving assistance. At the same time, WFP will strengthen national capacity in emergency preparedness and response and enhance the shock-responsiveness of the social protection system.

49. WFP's efforts will be geared towards addressing the complex challenges faced by the Government in maintaining the timely distribution of adequate, diverse and healthy rations through the main regulated food basket, as well as ensuring their nutritional quality.

50. Activity 1 encompasses the following:

- the establishment of pre-positioned food and non-food reserves for distribution in the event of a disaster. These reserves include mobile storage units, lighting towers, generators and other items that will help to enhance food storage capacity during emergencies.
- The provision of in-kind food assistance to crisis-affected people, complementing the ration provided through the national regulated food basket. This includes anticipatory measures to support the provision of hot meals to people in areas that are forecast to be affected by a disaster. Non-food items will also be provided to assist with meal preparation.
- Support to national and local institutions to help them better prepare and respond to shocks. This will focus on expanding logistics capacities and strengthening the shock-responsiveness of the social protection system, including through enhanced early warning capabilities and strategies for disaster risk finance and insurance solutions. It will also include efforts to enhance community perception of risk, using a multi-hazard approach.

51. WFP will engage with decision makers on the distinct needs of women, men, boys and girls to strengthen emergency preparedness and response. It will also support the Government in communicating targeting and prioritization criteria effectively during emergencies.

Alignment with national priorities

52. This outcome will contribute to UNSDCF outcome 3.

53. It is also aligned with the PNDES 2030, in particular its programmes on natural resources and environment, including the programme on reducing disaster-related risk.

Country strategic plan outcome 2: Nutritionally vulnerable groups have improved access to diverse and nutritious diets throughout their life cycle

54. Under this CSP outcome, WFP will meet the needs of nutritionally vulnerable population groups throughout the life cycle while supporting the design and implementation of national policies and programmes that strengthen these efforts and enhance the social protection system.

55. WFP aims to promote the optimal use of public resources by developing and adapting more effective policies and tools, with a view to ensuring that the people most in need are targeted and have sustained access to nutritious food and diets.

56. Under activity 2, WFP will focus on the following:

- Supporting institutions to improve data collection and analysis tools, thereby allowing for better targeting and tailored assistance to the most food-insecure and nutritionally vulnerable groups. Ultimately, these efforts will enable the Government to make informed decisions that optimize national mechanisms.
- Delivering interventions to prevent micronutrient deficiencies and their consequences, including anaemia, by providing nutrient supplements to nutritionally vulnerable groups – including pregnant and breastfeeding women and girls, children aged 6–59 months, and older people, as well as other population groups with special nutritional needs. This intervention will be carried out in conjunction with sensitization sessions to promote social and behavioural change in relation to healthy feeding practices for infants and young children and the distribution of household responsibilities during the feeding process. In addition, WFP will assist the Government in developing policies and programmes that support these efforts, with a particular focus on advancing the food fortification agenda.
- Supporting school feeding programmes and other social canteens in providing safe and nutritious meals. WFP will equip them, improve their ability to procure locally produced foods, and promote nutrition and healthy food consumption practices. At the same time, WFP will work with national and local institutions to strengthen their capacities to implement these programmes effectively.

Alignment with national priorities

57. This CSP outcome will contribute to UNSDCF outcomes 1 and 4.

58. In addition, it is aligned with the PNDES 2030, particularly its programmes on improving quality of life and on social protection and assistance for vulnerable people. It is also in line with the Plan SAN pillar on mobilizing educational, cultural and communication systems to strengthen food and nutrition education, and the law on food sovereignty and food and nutrition security, with its component on social communication for food and nutrition security.

Country strategic plan outcome 3: Food systems actors are increasingly able to meet local food demand and enhance their resilience to weather-related stressors and shocks

59. Under this CSP outcome, WFP will support local food systems in supplying a variety of nutritious food for social protection programmes, including school feeding programmes, enabling them to respond to local demand for nutritious food, while enhancing their resilience.

60. This CSP outcome seeks to address the challenges faced by local food system actors in meeting demand from institutions, particularly in the context of inadequate farming incentives and limited physical and economic access to critical resources. WFP will focus on linking local actors to the demand generated by local markets and institutional programmes. It will also address vulnerability to climate stressors and shocks. These efforts will include the meaningful participation of communities, with particular attention to women and young people.

61. Activity 3 includes the following:

- Diagnostic work to better understand the complex challenges faced by local food system actors in responding to institutional demand and identify potential transformation models. This will include food systems gap assessments that have a strong nutrition and sustainability component and will consider issues such as farming incentives and limited physical and economic access to resources.
- Initiatives designed to strengthen farm businesses and value chain models, while promoting livelihood opportunities and strengthening market linkages. This includes connecting smallholder farmers and cooperatives with institutional markets so that they can develop contractual agreements based on demand for food that meets standards related to variety, quality and quantity. It will also strengthen linkages to input and service providers, technical institutions and academia.
- Efforts to enhance the resilience of food system actors, particularly in the face of weather-related stressors and shocks. This will involve identifying vulnerabilities and developing targeted action plans to address and reduce them, as well as delivering early warning messages with tailored advice and providing waterproof silos and other crop protection measures. WFP will also promote sustainable resource management and risk reduction measures, as well as providing risk insurance to protect producers from acute shocks, including hurricanes, floods and droughts.

Alignment with national priorities

62. This CSP outcome will contribute to UNSDCF outcomes 2 and 3.

63. This CSP outcome is aligned with Cuba's third Nationally Determined Contribution State Policy for Climate.[20] It is also aligned with the following elements of the PNDES 2030:

- the macro-programme on productive transformation and international integration, including the programmes on agro-industrial development and food security, and energy transformation and energy efficiency; and
- the macro-programme on natural resources and the environment, including the programme on implementing the national environmental strategy.

Country strategic plan outcome 4: Disaster-affected people and vulnerable populations benefit from enhanced supply chain and on-demand services provided to humanitarian actors delivering assistance during, in the aftermath and in anticipation of crises

64. Under this CSP outcome, WFP will support humanitarian actors, including other United Nations entities, in the timely delivery of their assistance through the provision of supply chain services and on-demand services.

65. Under activity 4, WFP will provide mandated supply chain services, including logistics services, to humanitarian actors.

66. Under activity 5, WFP will provide on-demand services to humanitarian actors.

[20] Government of Cuba. 2025. *Contribución Nacionalmente Determinada 3.0*.

Alignment with national priorities

67. This CSP outcome is aligned with the humanitarian action plan – particularly in relation to food security, health, and water, sanitation and hygiene – to ensure the continuity of humanitarian operations and uninterrupted distributions.

5. Prioritization and sustainability

Prioritization approach

68. With a diversified donor base and grants secured for a substantial part of the resources needed for the initial years of the CSP implementation, WFP's funding outlook in Cuba remains favourable. To further enhance financial sustainability, a resource mobilization strategy has been developed and will enable WFP to continue broadening its donor base, including through contributions from the private sector and selected international financial institutions, such as regional development banks. At the same time, WFP will continue to advocate for increased multi-year commitments and disaster risk financing.

69. In the event that outcomes are not funded, WFP will prioritize life-saving assistance under CSP outcome 1 and activities aimed at preventing malnutrition under CSP outcome 2. Prioritization of beneficiaries will be based on needs and undertaken with support from national and local institutions. Under CSP outcome 3, WFP will apply a geographic targeting approach, prioritizing areas most exposed to disasters and socioeconomic challenges.

70. Within CSP outcome 1, WFP places the highest priority on ensuring emergency preparedness and response. This involves maintaining pre-positioned food stocks and distributing the WFP-supported food basket to vulnerable people.

71. Within CSP outcome 2, WFP will prioritize the effective and affordable strategy of providing nutrient supplements to children under 2 as a means of preventing malnutrition. WFP will also prioritize technical assistance and the mobilization of resources to support national and local authorities in relation to vulnerability analysis and targeting conducted as part of the implementation of the social protection capacity strengthening road map, and the exchange of relevant experiences.

72. Within CSP outcome 3, WFP will prioritize the strengthening of connections between local food system actors and social protection programmes. It will also prioritize pre-assessed initiatives that target women and young people and address disaster risks and gaps in food security and nutrition related to social inequity.

Sustainability and transition strategies

73. This CSP builds on the productive engagement with the Government under the CSP for 2021–2025, which allowed WFP to demonstrate its expertise, provide targeted resources and establish itself as a reliable partner. By capitalizing on the trust and partnerships cultivated during that period, WFP will continue to play a key role as a partner for the Government, while expanding joint initiatives and deepening cooperation.

74. As the Government continues to lead and implement its existing programmes, this CSP will provide targeted technical support to enhance their effectiveness and sustainability. This support will complement national efforts to overcome constraints in funding and technical capacity and will reinforce national ownership.

75. The transition strategy under this CSP is structured in two phases. First – circumstances permitting – WFP will progressively scale down its direct assistance, shifting its role to primarily technical and advisory support. Second, WFP will support a gradual reduction in the need for external financial assistance, working towards a self-sustaining model led and financed by national institutions. Key risks include a worsening of the economic crisis, which could further strain national resources and hinder the country's capacity to respond to

shocks and stressors, while simultaneously increasing the need for assistance. The CSP's comprehensive support for enhancing the social protection system – including a policy shift that prioritizes vertical over horizontal expansion of beneficiaries, reinforced by effective tools and mechanisms – is expected to be a cornerstone of WFP's transition strategy, ultimately enabling national institutions to manage and expand social protection programmes in a sustainable way.

76. Throughout this CSP, WFP will formalize collaboration agreements and frameworks to secure long-term institutional commitment, thereby facilitating a smooth transition to government leadership of interventions.

77. WFP will also align with the national decentralization agenda and prioritize field engagement, local governance and locally led solutions, which are essential for success.

78. To promote ownership, coordination will be entrusted to local governments, with local institutions and municipalities overseeing activities at the local level. The involvement of national and local decision makers throughout the project cycle, from design to implementation, will align WFP's activities with government priorities and ensure commitment. The CSP will also include co-investments by local government partners, particularly for activity 3, ensuring that national experts are involved in all project decisions.

79. Enhancing government capacity is essential to achieving the change envisioned in this CSP. However, this assumes that institutions will maintain stable human resources and expertise, thereby ensuring that the capacity strengthening process is uninterrupted and sustainable.

ANNEX I

SUMMARY LINE OF SIGHT OF THE CUBA COUNTRY STRATEGIC PLAN FOR 2026–2030				
Goal	**Ending hunger**	**Ending hunger**	**Ending hunger**	**Ending hunger**
Target	**Access to food**	**End malnutrition**	**Sustainable food systems**	**Access to food**
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**
CSP outcome	**CSP outcome 1:** Populations affected by and vulnerable to crises meet their food needs before, during and after shocks.	**CSP outcome 2:** Nutritionally vulnerable groups have improved access to diverse and nutritious diets throughout their life cycle.	**CSP outcome 3:** Food systems actors are increasingly able to meet local food demand and enhance their resilience to weather-related stressors and shocks.	**CSP outcome 4:** Disaster-affected people and vulnerable populations benefit from enhanced supply chain and on-demand services provided to humanitarian actors delivering assistance during, in the aftermath and in anticipation of crises
Activity	**Activity 1:** Provide nutrition-sensitive unconditional food assistance to crisis-affected people to meet their immediate basic food needs.	**Activity 2:** Strengthen the national social protection system to provide more efficient and sustainable food and nutrition assistance to targeted populations.	**Activity 3:** Support food systems actors to increase the availability of diverse food and access retail and institutional markets.	**Activity 4**: Provide supply chain services to humanitarian actors, to support their assistance interventions in an efficient and timely manner. **Activity 5:** Provide on-demand services to humanitarian actors, to support their assistance interventions in an efficient and timely manner.

ANNEX II

Monitoring, evaluation, evidence and risk management

Monitoring, evaluation and evidence generation arrangements

1. WFP's sex- and age-responsive monitoring system will be used to adjust operations and support implementation; enhance accountability to donors and beneficiaries and national stakeholders; reinforce government targeting mechanisms; and identify lessons learned in order to improve the effectiveness of WFP interventions. WFP will coordinate the collection of information with the Government for results and process monitoring at the national and local levels. Result indicators have been selected from the WFP's revised corporate results framework for 2022–2025.

2. Process and activity implementation monitoring will be planned according to minimum monitoring requirements, tracking coverage and using a risk-based approach in order to check that distributions and activities are implemented as required. This monitoring will be carried out monthly by WFP field-based monitors, along with government staff. Results monitoring (outputs, outcomes and cross-cutting indicators) will be based on information reported by government counterparts at the provincial and national levels according to indicators selected from the revised corporate results framework. WFP will conduct quarterly quality assurance checks on all data.

3. Monitoring findings will be discussed in monthly meetings with provincial and municipal committees, coordinated by local governments and composed of local representatives from the relevant ministries and WFP field monitors in order to inform programme adjustments. Additionally, the national committee, operating under the Ministry of Foreign Trade and Investment, that is responsible for ensuring effective follow-up on corrective measures will be revised and strengthened and will hold quarterly meetings.

4. WFP is committed to enhancing accountability to the people it serves and ensuring that access to assistance is provided in a safe, dignified and non-discriminatory manner. Accordingly, beneficiary feedback will continue to be collected, mainly through the Government complaint and feedback channel available in each social protection institution and through focus group discussions. WFP is designing a community feedback mechanism in coordination with the Government to enhance the accountability, effectiveness and transparency of WFP operations; the mechanism is in an internal revision phase.

5. A decentralized evaluation of ongoing CSP activities in relation to WFP support for the national social protection system will be undertaken between 2027 and 2028 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 2029 for learning and accountability purposes and will ultimately inform the design of the next CSP; the evaluation will assess programme coherence and effectiveness and WFP’s strategic position.

Risk management and mitigation measures

Strategic risks

6. Given that the Government is still working on enhancing its prioritization approaches, there is a risk of suboptimal targeting in some CSP activities. WFP will continue to engage with national counterparts to enhance the use of resources and improve national targeting tools and methodologies.

7. 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 on the development of national projects to facilitate timely approval.

8. Droughts, floods, storms and other shocks pose a constant risk in Cuba. Further resources may be required to support government disaster preparedness, management and response. WFP will continue to work with Cuban experts and decision makers on strengthening national and local capacity related to disaster risk management and emergency preparedness and response.

9. As Cuba is classified as 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.

Operational risks

10. Complex procedures and weaknesses in the national logistics infrastructure may lead to delays in the transportation and distribution of food and non-food items, affecting delivery to beneficiaries. Additionally, delays in the submission of monitoring reports by institutions' staff in charge of local implementation may impair the timeliness of decision making and project adjustments. To mitigate this, WFP will continue to implement a comprehensive capacity-strengthening strategy focused on improving project management, financial reporting and compliance with national procedures. WFP will also work on developing and implementing framework agreements with all national partners to clearly define roles, responsibilities, reporting timelines and compliance requirements to improve accountability and operational efficiency.

11. Fuel and energy shortages and connectivity issues may affect WFP operations and monitoring capacity, which could result in the postponement or cancellation of some planned activities. Cuba is experiencing a deep energy crisis with severe impacts on the national economy, the functioning of basic services and the sustainability of logistics chains. WFP will continue to explore innovative ways to mitigate these risks.

Financial risks

12. The use of two official currencies, coupled with their volatility against the US dollar and the existence of several exchange rates for the Cuban peso, may impact project implementation by driving up programme costs. WFP will closely monitor government measures in this regard and engage with authorities and the United Nations system to advocate tailored solutions.

Social and environmental safeguards

13. In collaboration with national institutions, WFP will screen all activities for potential negative environmental and social risks and will formulate a risk management plan encompassing measures designed to avoid, minimize or mitigate negative impacts. Under CSP outcome 3, WFP will promote the use of environmentally sustainable practices, including the sustainable use of natural resources, and will work to enhance the resilience of food systems actors with regard to the impacts of weather-related stressors and shocks. All CSP activities will be screened for their differentiated impact on men, women, boys and girls, as well as their potential impact on social dynamics and protection risks, in order to uphold the principle of "do no harm".

ANNEX III

Country portfolio needs budget and cost breakdown by CSP outcome (*USD*)

TABLE 1: INDICATIVE COST BREAKDOWN BY CSP OUTCOME (*USD*)					
	WFP strategic outcome 1	**WFP strategic outcome 2**	**WFP strategic outcome 3**	**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	65 235 876	9 703 594	14 166 333	9 014 000	98 119 803
Implementation	2 415 815	1 223 071	1 294 749	700 857	5 634 491
Direct support costs	4 170 622	713 842	1 009 289	278 620	6 172 374
Subtotal	**71 822 313**	**11 640 507**	**16 470 371**	**9 993 477**	**109 926 668**
Indirect support costs	4 668 450	756 633	1 070 574	3 343	6 499 001
Total	**76 490 763**	**12 397 140**	**17 540 945**	**9 996 820**	**116 425 668**

TABLE 2: COUNTRY PORTFOLIO NEEDS BUDGET *(USD)*							
CSP outcome	**Activity**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
		2026	**2027**	**2028**	**2029**	**2030**	
1	1	19 386 217	13 890 500	14 030 813	14 505 934	14 677 300	**76 490 763**
2	2	1 825 410	3 506 422	2 817 882	2 850 376	1 397 050	**12 397 140**
3	3	2 759 802	4 277 820	4 110 888	3 905 329	2 487 107	**17 540 945**
4	4	54 777	0	0	0	0	**54 777**
4	5	9 942 043	0	0	0	0	**9 942 043**
Total		**33 968 249**	**21 674 741**	**20 959 583**	**21 261 638**	**18 561 457**	**116 425 668**

ANNEX IV

TABLE 3: BENEFICIARIES BY YEAR						
	2026	**2027**	**2028**	**2029**	**2030**	**Total**
Total beneficiaries (without overlaps)	1 767 838	1 217 838	1 217 838	1 217 838	1 217 838	5 197 753

ANNEX V

FOOD RATION (*g/person/day*) AND CASH-BASED TRANSFER VALUE (*USD/person/day*) by COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY										
	CSP outcome 1						CSP outcome 2			
	Activity 1						Activity 2			
Beneficiary type	**All – pre-positioning**	**All – individuals living in situations of socioeconomic vulnerability**	**All – anticipatory action**	**All – weather-related shocks and stressors**	**All – individuals living in situations of socioeconomic vulnerability**	**All – weather-related shocks and stressors**	**Children aged 6–59 months**	**Most vulnerable people aged over 60**	**Pregnant and breastfeeding women and girls**	**Children – school meals**
Modality	**Food**	**Food**	**Food**	**Food**	**CBTs**	**CBTs**	**Food**	**Food**	**Food**	**Commodity voucher**
Cereals	50	33.33	50							
Pulses	30	16.67	30							
Vegetable oil	30.66	15.33	30.66							
Protein				200						
Salt										
Sugar										
Super Cereal										
Super Cereal Plus										
Micronutrient powder							1	1	0.9	
Total kcal/day										

FOOD RATION (*g/person/day*) AND CASH-BASED TRANSFER VALUE (*USD/person/day*) by COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY										
	CSP outcome 1						CSP outcome 2			
	Activity 1						Activity 2			
Beneficiary type	**All – pre-positioning**	**All – individuals living in situations of socioeconomic vulnerability**	**All – anticipatory action**	**All – weather-related shocks and stressors**	**All – individuals living in situations of socioeconomic vulnerability**	**All – weather-related shocks and stressors**	**Children aged 6–59 months**	**Most vulnerable people aged over 60**	**Pregnant and breastfeeding women and girls**	**Children – school meals**
Modality	**Food**	**Food**	**Food**	**Food**	**CBTs**	**CBTs**	**Food**	**Food**	**Food**	**Commodity voucher**
% kcal from protein	8	8	8							
CBTs (*USD/person/day*)					0.3	1.3.				0.04
Number of feeding days per year	60	360	3	3	360	30	120	120	270	210

Note: For people prioritized under CSP outcome 1, the country office has included fortified items to achieve a food basket that is partially adequate from a nutritional point of view.

ANNEX VI

Links to technical and related resources

More operational and budgetary information is available through the CSP data portal.[1]

Specific information will be provided for the full duration of the CSP and will be updated annually, including the following:

a) the transfer modality for each CSP outcome and activity;

b) an overview of beneficiaries, broken down by age group, sex and residence status, and data on beneficiaries disaggregated by beneficiary group, sex and transfer modality for each CSP outcome and activity;

c) the distribution of food rations or transfers for each CSP outcome and activity;

d) a breakdown of transfers by modality;

e) quantitative information in US dollar value for each CSP outcome and activity and by tonnage where applicable; and

f) a prioritization plan calibrating implementation plans to reflect the resource outlook.

[1] As mandated by the 2016 Policy on country strategic plans.

Acronyms

CSP	country strategic plan
NGO	non-governmental organization
Plan SAN	National Plan for Food Sovereignty and Nutritional Education
PNDES 2030	national economic and social development plan 2030
UNSDCF	United Nations sustainable development cooperation framework