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Draft Cuba interim country strategic plan (2020)

Duration	January–December 2020
Total cost to WFP	USD 5,593,466
Gender and age marker*	4

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

Executive summary

For nearly six decades Cuba has ensured progress in eradicating poverty and hunger through free and universal access to basic services and social protection programmes. Food security and nutrition are high priorities for the Cuban Government, as outlined in its National Plan for Economic and Social Development through 2030.¹ People's right to food is maintained in the new constitution approved in 2019, along with the goal of achieving food security for all. However, there are still major food security and nutrition challenges referred to in national development plans.

Among those challenges, this interim country strategic plan will focus on national food production, which is insufficient to meet the recommended nutrition requirements of the Cuban population; the impacts of extreme hydro-meteorological events and climate change on food systems; the limited access to diverse, good-quality and safe foods; micronutrient deficiencies as a public health

¹ *Bases del Plan Nacional de Desarrollo Económico y Social hasta el 2030: Visión de la Nación, Ejes y Sectores Estratégicos.*
<http://www.granma.cu/file/pdf/gaceta/%C3%BAltimo%20PDF%2032.pdf>.

Focal points:

Mr M. Barreto
Regional Director
Latin America and the Caribbean
email: miguel.barreto@wfp.org

Mr P. Mattei
Country Director
email: paolo.mattei@wfp.org

problem, with an increasing trend of overweight and obesity; and the lack of a food security and nutrition monitoring system.

As part of the United Nations system, WFP is participating in a joint exercise with the Government to define areas of collaboration for the next cooperation framework, based on national priorities. This process and the ongoing United Nations Development System reform have affected United Nations programming cycles, including the period covered by WFP's country strategic plan, which has been postponed to ensure that it coincides with the other cycles.

This interim country strategic plan covers the period January–December 2020. It will serve as a transition to the country strategic plan and will focus on evidence generation and consolidating successful activities that are of high priority for national food security and nutrition plans. At the same time, the introduction of pilot activities and new transfer modalities will inform the future country strategic plan.

In 2020, WFP will focus on increasing the resilience of local food systems so that they can better meet the demand of social safety nets, with a special focus on the prevention of malnutrition and food insecurity among the most vulnerable groups, aiming at four strategic outcomes:

- *Strategic outcome 1:* Key food system stakeholders have enhanced capacities to mitigate risks and better support social safety nets by 2021.
- *Strategic outcome 2:* Nutritionally vulnerable groups, including school-age children, have improved nutrition status and more diversified and nutritious diets by 2021.
- *Strategic outcome 3:* National and local authorities have strengthened capacities to ensure food and nutrition systems' resilience to shocks by 2021.
- *Strategic outcome 4:* Populations affected by natural hazards maintain access to food during and in the aftermath of a disaster.

In order to achieve these outcomes WFP will work to support local food production so that it is better able to meet the demand from social safety nets; to enhance disaster risk management and resilience building capacities; and to improve knowledge of healthy feeding and nutrition. In addition, WFP will introduce pilot activities and transfer modalities on a small scale in areas such as school meals for children in primary rural "external" schools;² cash transfers for municipal institutions dealing with education, health and commerce for the purchase of locally produced food; the strengthening of the national food security and nutrition early warning system through the development of a crop monitoring system; the promotion of innovative financial tools (such as preventive and parametric insurance) to increase climate resilience; and the strengthening of capacities for civil defence multi-hazard situation rooms.

WFP will contribute to a more comprehensive national approach to food security and nutrition that has a gender-transformative element. A gender and age analysis of targeted populations will inform programme implementation to ensure that the differentiated needs, contributions and capacities of women, girls, boys and men are considered in all aspects of the interim country strategic plan. Nutrition will be integrated into the activities to ensure that activities are nutrition-sensitive.

² These schools do not provide meals to their students. Children go home for lunch and return for the afternoon session.

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

WFP will also continue to engage with government counterparts on the formulation of the country strategic plan.

Draft decision*

The Board approves the Cuba interim country strategic plan (2020) (WFP/EB.2/2019/8-B/3) at a total cost to WFP of USD 5,593,466.

* 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. Cuba is an upper-middle-income country with a population of 11.2 million people, of whom 23 percent live in rural areas, 50 percent are women and 20 percent are over 60 years of age. Life expectancy at birth is 78.45 years (80.4 years for females and 76.5 years for males). It ranked high on the 2017 Human Development Index at 73rd of 189 countries and is 65th (of 160) on the Gender Inequality Index.³ For nearly 60 years, free and universal access to basic services and the presence of social safety nets have ensured progress in eradicating poverty and hunger.
2. Increasing domestic food production to replace imports and improve food security is a government priority. However, food production is still not sufficient to meet domestic demand. Cuba imports 70 to 80 percent of its food needs – primarily for distribution through social programmes – at an approximate cost of USD 2 billion per year. Limited food availability, combined with growing demand from the private sector and tourism, have led to higher prices in non-subsidized markets.
3. Agricultural production is characterized by low productivity, which has been aggravated by a serious drought that affected Cuba between 2014 and 2017 and by recent heavy rains and flooding. Cuba is one of the Caribbean countries most exposed to hurricanes and drought, which are expected to become more frequent and severe.⁴ The country is still recovering from previous hurricanes, particularly the 2017 Hurricane Irma. According to the civil defense authorities, a high-intensity earthquake in the east of the country is also very likely in the near future.
4. Work on updating the Cuban economic and social model started in 2011 and emphasizes, among other priorities, the need to improve the efficiency and sustainability of social programmes by optimizing resource allocation. This process is guided by the principle that no one should be left behind. The economic management model promoted encourages programmes that foster food self-sufficiency at the local level.
5. The country's tense economic and financial situation has been aggravated by the intensification of the economic, commercial and financial embargo imposed by the United States of America against Cuba. In addition, the current socio-demographic situation poses further challenges related to a rapidly ageing population and emigration.
6. In 2018, a new President of the Council of State and of Ministers was appointed; a participative process for constitutional reform was launched in the same year and approved in 2019. People's right to food is guaranteed in the new constitution, along with the goal of achieving food security for the entire population.⁵

³ <http://hdr.undp.org/en/countries/profiles/CUB> and <http://hdr.undp.org/en/content/gender-inequality-index-gii>.

⁴ Second National Communication to the United Nations Framework Convention on Climate Change, 2015. http://euroclimaplus.org/intranet/_documentos/repositorio/02Comunicaci%C3%B3n%20ONUCambio%20Climatico_Cuba.pdf (in Spanish).

⁵ Article 77 of the new constitution. <http://www.granma.cu/file/pdf/gaceta/Nueva%20Constituci%C3%B3n%20240%20KB-1.pdf>.

1.2 Progress towards Sustainable Development Goal 2

Targets

7. *Access to food (SDG target 2.1)*. In 2017, the undernourishment rate in Cuba was less than 2.5 percent.⁶ National programmes that ensure access to food include a highly subsidized monthly ration of staple foods for all individuals, a nationwide school feeding programme for children in boarding and semi-boarding primary schools, a comprehensive mother-and-child healthcare programme, and a comprehensive programme of care for elderly people.
8. These programmes cannot ensure sufficient dietary diversity, because they provide only limited quantities of foods that are rich in dietary fibre and of fresh fruits and vegetables. In addition, due to their universal approach, the high cost of these programmes affects their economic sustainability and efficiency. An enhanced targeting strategy that prioritizes the most vulnerable people⁷ and territories when allocating available resources is therefore needed.⁸
9. The subsidized monthly food basket, which covers nearly 40 percent of the recommended energy intake,⁹ includes proteins (meat products and beans) for the entire population, as well as milk during pregnancy and for children up to seven years of age. To cover the 60 percent gap between the recommended energy and nutrient intake and the monthly food basket's nutritional contribution, households turn to various non-subsidized markets that are characterized by high prices and irregular supplies. It is estimated that an average Cuban household spends between 55 and 70 percent of its income on food.¹⁰
10. Despite national efforts, wages in the state sector and pensions are still insufficient to meet the basic needs of household members. National authorities recognize that retirees over 65 years of age with no additional income are especially vulnerable to food insecurity.¹¹ The food security and nutrition of households headed by women who depend solely on their own salaries or social assistance and have no family support network are also particularly at risk.¹²
11. The national school feeding programme is designed to support boarding and half-boarding primary schools, which are attended equally by girls and boys¹³ whose mothers are employed outside of their homes. The programme does not support "external" primary

⁶ Food and Agriculture Organization of the United Nations, Pan American Health Organization, World Food Programme and World Health Organization. 2018. *Panorama of Food and Nutrition Security in Latin America and the Caribbean: Inequality and Food Systems*. www.fao.org/3/CA2127ES/CA2127ES.pdf (in Spanish).

⁷ See paragraphs 10 and 11.

⁸ This also implicates gender-responsive planning and budgeting. <http://www.granma.cu/cuba/2019-03-06/en-cuba-la-igualdad-de-genero-es-voluntad-politica-06-03-2019-23-03-46>.

⁹ It covered about 50 percent of all persons needs until the first decade of 2000.

¹⁰ Anaya, Betsy and García, Anicia. 2018. <http://www.ipscuba.net/author/betsy-anaya-cruz-y-anicia-esther-garcia-alvarez-economistas-cubanas/>. This study considers the average Cuban household to consist of three members.

¹¹ Among people above 65 years, women outnumber men. CubaDebate. *El 20.1 por ciento de la población supera los 60 años*. <http://www.cubadebate.cu/noticias/2018/06/16/el-20-1-por-ciento-de-la-poblacion-cubana-esta-envejecida/#.XNXAQI5KJIU>.

¹² The social development analysis for the formulation of the new cooperation framework revealed that women bear a greater burden in terms of unpaid domestic and care work, including care activities for the young and the elderly. This situation limits employment and income opportunities for women, affects their autonomy and the full development of their potential and prevents them from playing a greater decision-making role in Cuban society. See also the national gender equality survey published in 2018, available (in Spanish) at <http://www.onei.cu/publicaciones/cepde/ENIG2016/Publicaci%C3%B3n%20completa%20ENIG%202016.pdf>.

¹³ According to *Cuba's national report on the implementation of the 2030 Agenda*, there is gender parity between girls and boys in terms of access to the education system. https://foroalc2030.cepal.org/2019/sites/foro2019/files/informe_nacional_voluntario_de_cuba_sobre_implementacion_de_la_agenda_2030.pdf.

schoolchildren (70 percent of the children at that age) whose mothers work at home. Those non-boarding primary schoolchildren do not receive food at school and usually have more limited access to food, especially in rural areas.

12. *End malnutrition (SDG target 2.2)*. Comprehensive social protection programmes have ensured low rates of undernourishment. In Cuba, 27.5 percent of gross domestic product (GDP) is allocated to public health and social assistance.¹⁴ The integrated approach to mother and child health has ensured low rates of morbidity, mortality and malnutrition. In 2018, the infant mortality rate was 4 per 1,000 births, while the maternal mortality rate was 43.8 per 100,000 births.¹⁵ Continuing to reduce the latter rate is still a priority for health authorities. The prevalence of moderate and severe underweight and stunting in children under 5 is less than 5 percent.
13. The diet of most Cubans is not sufficiently healthy or diversified as a result of socio-economic and cultural factors, including eating habits. Despite the Government's efforts to promote healthy eating practices, there are still gaps that could be addressed, especially at the community level.
14. In 2014, 44 percent of Cuban children age 6–23 months (with no significant differences between sexes) did not consume a sufficiently diverse diet with an appropriate number of meals (minimum acceptable diet), especially in rural areas.¹⁶ According to the National Institute of Hygiene, Epidemiology and Microbiology, more than 40 percent of pre-school children eat very few or no vegetables. Evidence shows that a low consumption of vegetables and fruit results in vitamin deficiencies and influences the prevalence of anaemia in children.¹⁷
15. Nearly 22 percent of pregnant women and girls suffer from anaemia (38 percent in eastern provinces, representing a moderate public health problem). In eastern Cuba, anaemia in children age 6–11 months reaches 41.4 percent and is regarded as a serious health problem.
16. Since 1997, with the support of WFP the country has implemented a comprehensive plan for the prevention and control of anaemia that focuses on food diversification, iron supplementation, food fortification and nutrition education. Despite national efforts, however, challenges persist in the supply of locally produced fortified foods.
17. There has also been an upward trend in overweight, which was nearly 60 percent among adults in 2016, with greater prevalence among women (62.5 percent) than men (54.5 percent).¹⁸ In addition, obesity is a growing concern for health authorities. Almost 25 percent of adults were obese in 2016, with greater prevalence among women (30.3%) than men (18.9).¹⁹ Overweight and obesity have also increased in children. In 2016, 33.8 percent of school-age children were overweight and 15.4 percent obese, with

¹⁴ Ministry of Finance and Prices. 2018. *Gaceta Oficial Ley No. 126 del Presupuesto del Estado*; http://www.mfp.gob.cu/class/control_view.php?&d=d&t=2&id=26.

¹⁵ Ministry of Public Health. *Republic of Cuba 2018 Health Statistical Yearbook*. <http://files.sld.cu/bvscuba/files/2019/04/Anuario-Electr%C3%B3nico-Espa%C3%B1ol-2018-ed-2019-compressed.pdf>.

¹⁶ United Nations Children's Fund and Ministry of Public Health. 2015. Cuba, Encuesta de Indicadores Múltiples por Conglomerados 2014. <https://www.unicef.org/cuba/mics5-2014-cuba.pdf>.

¹⁷ Pita-Rodríguez, G. and others. 2013. El bajo consumo de alimentos ricos en hierro y potenciadores de su absorción se asocia con anemia en preescolares cubanos de las provincias orientales: 2005–2011. *Rev. chil. nutr.*, 40(3). https://scielo.conicyt.cl/scielo.php?script=sci_issuetoc&pid=0717-751820130003&lng=pt&nrm=iso. 2013.

¹⁸ World Health Organization. Global Health Observatory data repository <http://apps.who.int/gho/data/node.home>.

¹⁹ Food and Agriculture Organization of the United Nations, Pan American Health Organization and World Health Organization. 2018. *Panorama of food security and nutrition in Latin America and the Caribbean*. <http://www.fao.org/3/CA2127ES/CA2127ES.pdf>.

- no significant differences between the sexes.²⁰ To address this issue the Government carries out nutrition education and communication interventions with the support of WFP.
18. *Smallholder productivity and incomes (SDG target 2.3)*. Smallholder farmers are organized in various types of cooperatives and contribute nearly 80 percent of national agricultural production. Although most land nationwide is state-owned, 70 percent of it is managed by cooperatives that have access to basic technology packages supplied by the Government. Most smallholder production is intended for social safety nets, with the remainder used for self-consumption and direct sales in non-subsidized food markets.
 19. Measures for increasing food production and diversification include assigning state land in usufruct,²¹ increasing the autonomy of cooperatives in decision making, providing financial facilities, raising the prices paid to farmers for public purchases of their production, expanding marketing opportunities and strengthening urban, suburban and family agriculture.
 20. Despite progress, however, low productivity, limited agricultural yields and high post-harvest losses persist. These are mainly linked to challenges in agricultural value chains such as a lack of agricultural inputs and equipment (e.g. irrigation systems are used on only 15 percent of arable land²²), inadequate services and incentives, insufficient technology and investments and the limited use of credit and insurance. Climate-related shocks and risks are also significant challenges to productivity, yields and livelihoods.
 21. Gender inequalities and inadequate empowerment of women also impede progress in the agricultural sector, especially in rural areas, where women account for 46 percent of the population but are only 17 percent of persons employed in agriculture.
 22. Despite significant national efforts, including the design of a gender strategy for agriculture, only 13 percent of the members of agricultural cooperatives are women.²³ Persistence of gender stereotypes, mainly in rural areas, limits women's access to resources, technical knowledge, land and decision-making positions. Women also face challenges related to recognition and remuneration, particularly for care and domestic work, which are unequally distributed. The number of gender transformative initiatives, including those aimed at empowering women in food production and enhancing their economic contributions, is still insufficient.
 23. Young people's participation in agriculture is also low (around 15 percent are employed in this sector) and has few incentives, which has negative effects on the sustainability of food systems.
 24. *Sustainable food systems (SDG target 2.4)*. The efficiency, equity and effectiveness of local food systems are affected by gaps in planning, management, logistics and contractual processes, requiring an inter-sectoral approach including an enhanced focus on risk management.
 25. Insufficient food production is aggravated by the degradation of natural resources (60 percent of land is at risk of desertification) and the impact of climate change (higher frequency and stronger impacts of hurricanes and droughts).²⁴

²⁰ World Health Organization Global Health Observatory Data Repository <http://apps.who.int/gho/data/node.home>.

²¹ By the end of 2018, more than 240,000 people (11 percent women) – most of whom had limited agricultural experience – had the possibility of receiving 1.5 million hectares of idle state farmland as a loan from the state up to maximum of 30 years without payment. This process is known as “land distribution in free usufruct”. It is estimated that only 21 percent of the people who benefited from this are under 35 years of age.

²² National Bureau of Statistics and Information. 2018. *Cuba 2017 Land use panorama*.

²³ National Bureau of Statistics and Information. 2017. *Cuba 2017 Statistical Annual: Employment and Salaries. 2018 Edition*.

²⁴ An intense drought affected Cuba's eastern and central provinces between 2014 and 2017, while two hurricanes – Matthew, affecting the eastern region in 2016, and Irma in the central region in 2017 – caused serious damage. The frequency of drought and the severity of hurricanes have increased as a result of climate change.

26. Between 2001 and 2017, the total losses associated with the impact of extreme hydro-meteorological events exceeded 40 billion Cuban pesos, with significant negative effects on food security. Approximately 40 percent of the economic losses caused by hurricanes were in the agribusiness sector.²⁵
27. Although Cuba's civil defense system performs well in the face of climate hazards, greater attention to food security and nutrition in disaster risk reduction and management is needed in order to enhance communities' resilience. Gaps have been identified in the management of drought risk and the dissemination of agro-meteorological and climate information to local farmers. These gaps have contributed to increased vulnerability to food insecurity and malnutrition, which differs between women and men.

Macroeconomic environment

28. In 2018 the GDP grew by 1.2 percent, continuing a trend of below 2 percent over the past few years.²⁶ The country's debt level remains high, and financial constraints increase. The cost of the United States embargo against Cuba in 2018 is estimated at USD 4.3 billion, or USD 12 million per day.²⁷ Cuba also registered a reduction in exports of its medical services, mainly due to the complex economic and political situation in Venezuela and changing circumstances in Brazil.²⁸
29. In 2019, the GDP is expected to grow at a 1.5 percent rate. The Government has declared that available resources will be invested in development without increasing external debt.²⁹ Boosting national industry with the objective of replacing imports and making better use of existing productive capacities in the country is a priority. Direct foreign investment will also be a priority in 2019.³⁰
30. Imports for 2019 are expected to be reduced compared to 2018 and targeted towards strategic sectors such as food and fuel supplies, covering nearly 40 percent of total imports and accounting for nearly USD 5 billion. In 2018 food imports (70 percent of which was for human consumption) amounted to USD 1.7 billion.
31. In 2017, the labour market participation rate further decreased to 63 percent, driven by demographic changes and migration.³¹ The participation of women in the labour market is still more than 25 percentage points lower than that of men.³² Young people represent 31 percent of the total employed.³³

²⁵ Estimated from National Bureau of Statistics and Information 2018 and civil defense system information. <http://www.onei.cu/publicaciones/04industria/medioambientecifras/medioamb2017.pdf>. (Civil defense date not available online.)

²⁶ Cubadebate. *Economía cubana crece un 1, 2 por ciento durante 2018*. <http://www.cubadebate.cu/noticias/2018/12/21/economia-cubana-crece-un-1-2-por-ciento-durante-2018/#.XLd8y-hKhPY>.

²⁷ Ministry of Foreign Trade. 2018. *Informe de Cuba sobre la resolución 72/4 de la Asamblea General de las Naciones Unidas, titulada "Necesidad de poner fin al bloqueo económico, comercial y financiero impuesto por los Estados Unidos de América contra Cuba"*. <http://misiones.minrex.gob.cu/es/articulo/informe-de-cuba-sobre-la-resolucion-724-de-la-asamblea-general-de-las-naciones-unidas-2>.

²⁸ Juan Triana Cordoví, *Cuba: Conyuntura, crecimiento y desarrollo económico*. Journal "Economía Cubana: entre cambios y desafíos". 2018. <http://library.fes.de/pdf-files/bueros/fescaribe/15172.pdf>.

²⁹ Cubadebate. 2018. <http://www.cubadebate.cu/noticias/2018/12/21/plan-de-la-economia-para-2019-crecer-sin-incrementar-las-deudas-e-invertir-en-el-desarrollo/>.

³⁰ Economic Commission for Latin America and the Caribbean. 2018. *Balance Preliminar de las Economías de América Latina y el Caribe*. https://repositorio.cepal.org/bitstream/handle/11362/44326/125/BPE2018_Cuba_es.pdf.

³¹ According to the 2016 national survey of migration (2018 edition) young people predominate in Cuban internal and external migration; females predominate if only internal migration and temporal external mobility are considered. http://www.one.cu/publicaciones/cepede/encuestanacionalmigraciones20162017/08_Informe%20completo.pdf.

³² *Ibid.*

³³ Cubadebate. *Ser joven y trabajar en Cuba*. <http://www.cubadebate.cu/opinion/2016/06/02/ser-joven-y-trabajar-en-cuba/#.XQvY8uhKiUk>.

Key cross-sectoral linkages

32. Cuba is steadily advancing towards SDG 2 and related targets through good practices and experiences that can be shared with other countries. In April 2019 the Government presented its first voluntary national report on the implementation of the 2030 Agenda for Sustainable Development, highlighting progress and challenges for each SDG.³⁴ According to the report, the results achieved so far underline the Government's commitment to continuing to improve the living standards and well-being of the population.
33. Cuba has a national group for the implementation of the 2030 Agenda, which works with various institutions on ways to incorporate the 2030 Agenda goals into national development plans and monitor and evaluate progress in achieving them. According to a review by the Comptroller General in 2018, the implementation of policies and programmes that include equal rights, non-discrimination, universal access to health services and education, among other things, will contribute to the implementation of the 2030 Agenda.³⁵ Challenges persist, however, mainly with regard to the national statistical system; inter-institutional and inter-sectoral coordination; technical, methodological and planning capacities; the active participation of the population; and risk management.³⁶
34. Cuba has achieved two important results that contribute to sustainable development: high human development and low ecological footprint per capita. Cuba's human development index increased from 0.675 in 1990 to 0.777 in 2017.³⁷ The percentage of the population experiencing multidimensional poverty in Cuba was 0.15 percent in 2017.³⁸
35. Cuba's well-developed education system provides compulsory free education for all children up to 14 years of age.³⁹ In the region, Cuba stands out for its educational outcomes, with an Education for All Development Index of 0.983⁴⁰ and the absence of illiteracy. Preschools and boarding and half-boarding primary and secondary schools receive food, and the consumption of safe and nutritious food is promoted. Due to lack of sufficient funding, however, the national school feeding programme does not include "external" primary schoolchildren, i.e., children who do not board at their schools.
36. In order to deliver on its commitment to achieving SDG 5, the Government of Cuba has adopted processes and mechanisms for the integration of gender equality into policies, legislation, planning, monitoring, programmes and budgets. While Cuba has promoted gender equality and supported the empowerment of women, their participation in socio-economic activities and decision making remains less than that of men.⁴¹

³⁴ *Cuba report on the implementation of the 2030 Agenda: voluntary national report, 2019.* https://foroalc2030.cepal.org/2019/sites/foro2019/files/informe_nacional_voluntario_de_cuba_sobre_implementacion_de_la_agenda_2030.pdf.

³⁵ Comptroller General. 2018. *Review of the country's progress in implementing the Sustainable Development Goals.* <http://www.contraloria.gob.cu/documentos/Informes%20de%20Auditoria/Informe%20ODS%20Final.pdf>.

³⁶ *Cuba report on the implementation of the 2030 Agenda: voluntary national report, 2019.* https://foroalc2030.cepal.org/2019/sites/foro2019/files/informe_nacional_voluntario_de_cuba_sobre_implementacion_de_la_agenda_2030.pdf.

³⁷ United Nations Development Programme. *Human Development Reports.* <http://hdr.undp.org/en/countries/profiles/CUB>.

³⁸ Multidimensional poverty index 2017, reported in the Cuba voluntary national report on the implementation of the SDGs. https://foroalc2030.cepal.org/2019/sites/foro2019/files/informe_nacional_voluntario_de_cuba_sobre_implementacion_de_la_agenda_2030.pdf.

³⁹ The retention rate in primary schools is 99.7 percent and in secondary schools 93.1 percent. Access to school is equal for boys and girls, with a gender parity index of 1. *Anuario Estadístico de Cuba 2017. Educación. Edición de 2018.* <http://www.one.cu/aec2017/18%20Educacion.pdf>.

⁴⁰ <http://compartirpalabramaestra.org/noticias/cuba-tiene-el-mejor-sistema-educativo-de-america-latina-banco-mundial>.

⁴¹ *National gender equality survey, 2018.* <http://www.onei.cu/publicaciones/cepde/ENIG2016/Publicaci%C3%B3n%20completa%20ENIG%202016.pdf>.

Concerted efforts are required to reach SDG 5 targets.⁴² The gender strategy for the agricultural system launched in 2016 by the Ministry of Agriculture is guiding efforts to promote the empowerment of women and achieve gender equality in rural areas.

37. Although equal protection of girls, boys, women and men is guaranteed during a disaster response, meeting the particular needs of specific groups such as low-income households headed by single women remains a challenge to be addressed.

1.3 Hunger gaps and challenges

38. In the first semester of 2018, a common country analysis was conducted for the forthcoming United Nations Sustainable Development Cooperation Framework (UNSDCF). This analysis also informed the national strategic review that will form the basis for the full WFP country strategic plan (CSP) for Cuba, which will cover the period 2021–2025. This work was led by the National Institute of Economic Research – appointed by the Government – and facilitated by WFP with the participation of the inter-agency food security group of the United Nations in Cuba.⁴³

39. The following challenges were identified:⁴⁴

- i) insufficient national food production in terms of quantity, variety, quality, safety and stability and a high dependence on imports – production does not meet the recommended nutrition requirements of the Cuban population;
- ii) limited access to both food and inputs and equipment for supporting the agribusiness sector on international markets;
- iii) progressive degradation of natural resources for food production – soil, water and forests – and declining biodiversity;
- iv) high dependence on fossil fuels in food production, which increases the vulnerability of the agribusiness sector;
- v) large agricultural losses caused by the impacts of extreme hydro-meteorological events and climate change;
- vi) limited access to diverse, good-quality and safe foods in a context of differences in income, cultural patterns, age and area of residence (provinces, municipalities, urban or rural areas);
- vii) micronutrient deficiencies as a public health problem for pregnant and lactating women and girls and children under 2, with an increasing trend of overweight and obesity both in children and adults; and
- viii) lack of a multi-sector monitoring system that articulates all the dimensions of food security and nutrition and facilitates timely decision making.

⁴² Controller General. 2018. *Auditoría de Desempeño de la Preparación para la implementación de los ODS, con énfasis en el ODS 5*. <http://www.contraloria.gob.cu/documentos/Informes%20de%20Auditoria/Informe%20%20Auditoria%20ODS%205%20Cuba1.pdf>.

⁴³ The members of the inter-agency food security group are the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Development Programme, the United Nations Children's Fund, the United Nations Educational, Scientific and Cultural Organization, the United Nations Population Fund, the United Nations Industrial Development Organization, WFP, the World Health Organization and the Pan American Health Organization, all of which provided inputs at various stages of the analysis.

⁴⁴ Gender inequalities, as well as demographic dynamics, were identified among the main underlying causes of food insecurity and malnutrition, mainly with regard to challenges i, vi and vii.

1.4 Key country priorities

Government priorities

40. Cuba is currently updating its economic and social model, in a manner that emphasizes, among other priorities, the need to improve the efficiency and sustainability of social programmes by optimizing resource allocation, guided by the principle that no one should be left behind. The economic management model promoted encourages programmes for fostering food self-sufficiency at the local level as part of national efforts to replace food imports with enhanced national production.
41. Food security is an issue of national security for the Government. Increasing national food production fosters the use of local resources and is a national priority for reducing dependence on external sources and contributing to the sustainability of social safety nets. This approach is stressed in the National Plan for Economic and Social Development through 2030 (the "2030 national plan")⁴⁵ and other national strategic documents: the economic and social policy guidelines for 2016–2021, the state plan for addressing climate change ("*Tarea Vida*"), the municipal self-supply programme for agricultural products, the comprehensive plan for the prevention and control of anaemia, national public health projections, the new constitution and various sector strategies, plans and programmes.
42. The 2030 national plan has six strategic axes: an effective, efficient, socialist Government that promotes social integration; productive transformation and international engagement; infrastructure; human potential, science, technology and innovation; natural resources and environment; and human development, justice and social equity.
43. Each strategic axis has general and specific objectives. The Government's food security and nutrition priorities in the 2030 national plan are increasing the productivity, competitiveness and sustainability of food value chains; promoting adaptation to climate change; strengthening disaster risk management; guaranteeing a sustainable social security system focused on vulnerable population groups;⁴⁶ designing targeted policies for assisting people with special needs; advancing gender equality; strengthening decentralization and reducing inequalities among territories; promoting sustainable agriculture, soil conservation and environmental and financial sustainability; and generating jobs and income, particularly for rural people, especially young people and women in the agriculture and livestock sectors.
44. Cuba has established an institutional framework for the implementation of the 2030 national plan and the 2030 Agenda. However, the process for defining indicators, monitoring, evaluation and accountability mechanisms is currently being finalized.
45. In 2019 the Government announced its priorities for implementing the 2030 national plan in three stages: 2019–2021, 2022–2026 and 2027–2030. During the first stage food production, tourism, the export of professional services, biotechnology and pharmaceuticals, energy and construction will be prioritized. Food production in particular has been highlighted as key to ensuring the food security and health of the population, as well as to national security. Emphasis is also placed on boosting local resources – in the framework of a Municipal Food Self-supply Programme – and other decentralization processes.⁴⁷
46. A strategic prioritization exercise between the Government of Cuba and the United Nations to ensure alignment between the next UNSDCF and national priorities was undertaken in

⁴⁵ *Bases del Plan Nacional de Desarrollo Económico y Social hasta el 2030: Visión de la Nación, Ejes y Sectores Estratégicos.*
<http://www.granma.cu/file/pdf/gaceta/%C3%BAltimo%20PDF%2032.pdf>.

⁴⁶The 2030 national plan refers to elderly and handicapped people, sick persons and others throughout the document.

⁴⁷ Ministry of Economy and Planning. *Priorities of the National Plan for Economic and Social Development through 2030.*
<https://www.mep.gob.cu/es/node/135>.

May 2019. The challenges related to food security and nutrition identified within the country common assessment were prioritized under axes 2, 5 and 6 of the 2030 national plan.

United Nations and other partners

47. Since 2018, the United Nations System has placed particular emphasis on fostering joint programming with inter-agency groups that support government efforts in the attainment of the SDGs through joint work plans, in line with the United Nations Development Assistance Framework for 2014–2019, which includes four areas: population dynamics and the quality, development and sustainability of social and cultural services; sustainable economic development; food and nutritional security; and environmental sustainability and disaster risk management. In parallel, United Nations inter-agency groups together with government multi-sectoral groups carried out a country context analysis in these areas to inform the formulation of the next cooperation framework. The expected outcomes and outputs for cooperation were identified following the prioritization exercise with the Government, taking into account the strategic axes set forth in the 2030 national plan, the challenges identified and the United Nations' comparative advantages that could support the Government in overcoming key challenges.
48. Donor priorities and focus in the country, as for all international cooperation stakeholders, are set bilaterally with the Government through the Ministry of Foreign Trade and Investment and must be consistent with the 2030 national plan.
49. In the framework of this interim country strategic plan (ICSP), WFP aims to strengthen its collaboration with other United Nations agencies.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

50. The following lessons learned and recommendations stem from previous operations, consultations with donors and national and local counterparts and the mid-term evaluation of WFP's Cuba country programme. It has been suggested that WFP should:
 - reinforce the focus on resilience, risk management and local food production in order to strengthen value chains and ensure a stable food supply for social safety nets;
 - maintain a participatory and inclusive approach that facilitates the identification of gaps in food systems and possible local solutions, leveraging capacities, tools and mechanisms created under other projects and programmes;
 - mainstream nutrition considerations into local food systems in order to strengthen agricultural production and improve social programmes including school feeding;
 - mainstream gender and age throughout its operations, from design to evaluation;
 - continue to strengthen monitoring systems and logistics capacities, working jointly with national authorities on implementing WFP operations;
 - maintain links to academia and other actors involved in the local management of knowledge, information and communications;
 - promote the use of locally generated information for decision making regarding food security and nutrition, including gender and age analysis;
 - enhance partnerships with the Ministry of Economy and Planning, parliamentary permanent commissions, the working group for the 2030 national plan and the commission on the implementation of the economic and social guidelines for 2016–2021; and

- continue working on a joint resource mobilization strategy with the Government, other United Nations agencies and WFP's regional bureau and headquarters to enable the effective implementation of WFP activities.
51. In addition, WFP will take advantage of the available global evidence on school feeding, cash-based transfers (CBTs) and preventive and parametric insurance, particularly related to critical factors for success and failure, in order to inform the design of pilot initiatives in 2020.
52. The presence of WFP field monitors⁴⁸ has proved to be key to ensuring more effective field operations and regular gender-responsive progress monitoring in close coordination with local authorities. Feedback mechanisms guarantee swift solutions to problems identified during the monthly monitoring visits.

2.2 Opportunities for WFP

53. WFP's work in Cuba demonstrates its comparative advantages in accompanying the Government in its national development priorities and responses to emergencies. National authorities and international cooperation actors in the country acknowledge WFP's role in strengthening the resilience of food systems, particularly agricultural value chains, in accordance with the dietary needs and preferences of vulnerable people assisted by social safety nets. WFP's support contributed to the development of a more comprehensive approach to food security and nutrition that includes a gender-transformative element.
54. In 2020, while moving towards the first CSP for Cuba, WFP will focus on evidence generation, consolidating activities that have had satisfactory results and are of high priority for national development plans, such as local food production for social safety nets, disaster risk management and resilience building, and communication and education on nutrition. In addition, the introduction of pilot activities and transfer modalities on a small scale is being negotiated with the Ministry of Foreign Trade and Investment and other sectoral institutions to demonstrate their feasibility and potential with an eye towards their possible scale-up under the CSP.
55. Pilot activities will include:
- school feeding for children in primary rural "external" schools, enhancing the role of schools as promoters of community development and their links to local food production;
 - cash transfers for municipal institutions in education, health and commerce for the purchase of locally-produced food in a framework of cooperation projects;
 - strengthening the national early warning system for food security and nutrition through the development of a crop monitoring system that uses agro-meteorological and satellite data and other early warning tools;
 - promotion of innovative financial modalities (such as preventive and parametric insurance) to support women and men farmers with integrated risk management tools by protecting their livelihoods from the effect of increasingly frequent and intense climatic shocks; and
 - strengthening the capacities of the civil defense authorities' multi-hazard situation rooms at the national level and in selected provinces, including in terms of gender and age responsive emergency preparedness and response.

⁴⁸ WFP is the only United Nations agency with a field presence in Cuba.

2.3 Strategic changes

56. Although there are no substantial changes in WFP's strategic approach under this one-year ICSP, the innovative nature of the activities contributing to food security and nutrition will be emphasized in order to reinforce the added value of WFP in strengthening capacities to boost social protection systems in the country and respond to emergencies. A more integrated and systemic approach will be adopted to support local food systems and increase their resilience to disaster and climate change, with greater coordination of activities aimed at strengthening agricultural value chains and enhancing risk management. Gender, age, nutrition, and environmental and social awareness will be mainstreamed throughout the ICSP. New activities and modalities will be tested to yield lessons and good practices that are relevant and feasible for scaling up under the full CSP. The geographic focus of this ICSP will be geared towards concentrating available resources in those municipalities where results and impact can be achieved and the sustainability of capacity-strengthening activities can be ensured, in line with national priorities.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

57. WFP will focus on strengthening the resilience of local food systems – emphasizing the supply of food for social safety nets – in compliance with the recommended nutrition standards for the Cuban population and focusing on the needs of the most vulnerable groups.⁴⁹ WFP will promote various food assistance modalities that enhance the sustainability of social safety nets and will work with the Government to develop tools for targeting and to reinforce local-level information analysis and decision making on food security and nutrition.
58. In 2020 WFP will pursue four strategic outcomes through a comprehensive approach focused on closing the gap between production and demand, with a nutrition-sensitive orientation. WFP will foster more resilient, equitable and sustainable local food systems (linked activities 1 and 4) to ensure food supplies for social safety nets, particularly the school feeding programme (supported through activity 3). At the same time, purchases of locally produced food from supported cooperatives will be carried out by municipal institutions if conditions are conducive to the use of cash-based transfers. In addition, WFP will continue malnutrition prevention activities to support national efforts to address anaemia, overweight and obesity among the most nutritionally vulnerable people (activity 2). In the event of a disaster, WFP will complement the Government response using its pre-positioned resources in the country (activity 5).
59. All interventions will integrate gender and age in order to ensure equitable and empowering impacts. Furthermore, in line with WFP's environment policy all activities will take into account environmental considerations and comply with WFP's environmental and social standards.

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

Strategic outcome 1: Key food system stakeholders have enhanced capacities to mitigate risks and better support social safety nets by 2021

60. There will be a stronger focus on making local food systems better able to supply diverse and high-quality food for social safety nets. WFP will strengthen the operational capacities of its strategic national partners in the framework of the municipal self-supply programme.

⁴⁹ Children age 6–23 months, pregnant and lactating women and girls, school age children, the elderly and populations affected by shocks.

61. As a result, the most relevant agricultural value chains⁵⁰ in targeted municipalities will be better prepared for nutrition-sensitive production linked to social safety nets. Key stakeholders will include smallholder farmers, cooperatives, state enterprises related to agricultural production, input and service providers, distributors and social protection institutions such as day-care centres, schools, maternity homes and family support systems (community canteens) for elderly people.

Focus area

62. The focus area of this strategic outcome is root causes.
63. This area of work aims to foster a change in the agriculture management model, contribute to increasing the production of staple foods, replacing imports and improving the food security of vulnerable groups assisted by food-based social safety nets.

Expected output

64. Strategic outcome 1 will be achieved through one output:
- Selected smallholder women and men and other stakeholders in agricultural value chains (tier 1) receive training, equipment and technical assistance for climate-resilient practices that increase their ability to supply diverse and high-quality food to nutrition-sensitive social safety nets.
65. This output contributes to SDG target 2.4 and to other SDGs, primarily 12, 5 and 8, but also 3, 6, 13, 14 and 15. The contribution of this output will be reported and measured through the number of capacity-strengthening activities facilitated and the number of people engaged and benefiting, the number of non-food items distributed, and the number of tools and products developed to enhance national food security and nutrition. There is also a contribution to the productivity and incomes of farmers (SDG target 2.3) at the output level.

Key activity

Activity 1: Provide training, equipment and technical assistance to smallholder women and men, including young people, cooperatives, distributors and other stakeholders in agricultural value chains

66. WFP will promote smallholder agricultural market support activities in support of the Government's municipal self-supply food programme and innovative models for ensuring a stable food supply for social protection programmes.
67. WFP will continue to support gap assessments in the most relevant agricultural value chains linked to social safety nets in each municipality, including key areas such as risk management and gender inequalities. Based on the results of the gap assessments WFP will strengthen the capacities of food systems stakeholders through the supply of equipment and training programmes that include sustainable nutrition-sensitive food production,⁵¹ management skills, planning tools and gender-transformative approaches.
68. In order to address the risks and gaps identified, several practices will be supported to enhance the resilience of food systems and smallholder farmers; such practices will include diversification of livelihoods, promotion of climate-smart agriculture, building of community assets that are more climate resilient and supporting adaptation to climate change.⁵² They will also include the provision of climate information services, preventive and parametric insurance modalities, the use of information collected through drought

⁵⁰ Based on their relevance for the municipal self-supply programme and potential to satisfy the demand generated by social safety nets.

⁵¹ For example, the promotion of biofortified food production (rice, tubers and beans) for social safety nets.

⁵² Such as supporting production and income diversification, introducing efficient irrigation systems, improving access to agricultural inputs (such as climate resistant seeds) and services, infrastructure, enhanced skills and technology for the conservation and management of natural resources and the use of live barriers, among others.

monitoring networks and the use of risk analysis and management tools (described in activity 4). In line with WFP's environment policy, activities will be screened to ensure that negative environmental and social impacts arising from such activities are either avoided, minimized or mitigated.

69. In addition, marketing systems will be strengthened in order to connect local production to social safety nets and to link smallholder farmers to input and service providers, including through school feeding pilot projects under strategic outcome 2. Linkages between food system key stakeholders and technical institutions and academia will also be fostered.
70. Based on gender analyses previously undertaken, WFP will support initiatives to transform the gender approach of cooperatives and to increase women's economic empowerment and representation in local decision making bodies such as cooperative boards. This approach is in line with the Government's gender strategy for the agriculture system for 2015–2020, as well as with WFP's gender policy and regional gender implementation strategy.
71. Activity 1 will enhance business planning and logistics, reduce post-harvest losses, improve commercialization and quality standards, decrease production risks, increase productivity, encourage more nutrition-oriented production and empower rural women in order to strengthen the capacity of local farmers to supply food for social protection programmes while complying with quality, quantity, stability and variety standards.
72. WFP will implement this activity through the capacity strengthening modality, in partnership with the ministries responsible for agriculture, education, domestic trade, public health, economy and planning and finance and prices; local governments; the Federation of Cuban Women; and various actors such as non-governmental organizations,⁵³ academia, institutes, state import and logistics enterprises, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development and the United Nations Development Programme (UNDP).

Strategic outcome 2: Nutritionally vulnerable groups, including school-age children, have improved nutrition status and more diversified and nutritious diets by 2021

73. WFP will support the government programmes and policies aimed at assisting nutritionally vulnerable groups, focusing on iron supplementation, food diversification and nutritional education. WFP will focus on children age 6–23 months and pregnant and lactating women and girls, as they are the prioritized groups for the government's mother and child programme. Within these population groups, WFP will adopt intervention strategies taking into account the results of previous interventions and high anaemia prevalence. Furthermore, elderly people will also receive specialized nutritious foods to avoid the deterioration of their nutrition status due to their limited access to fortified food.
74. WFP will also support children in day-care centres, primary boarding and half-boarding schools with the aim of promoting the stable consumption of a more diversified diet that includes vegetables and fresh food.
75. On a pilot basis at external primary schools, WFP will implement home grown school feeding with a nutrition sensitive approach. WFP will support local food production to strengthen the local economy, minimize its environmental footprint, provide nutrition education and nutritious school meals and involve caregivers in the elaboration and distribution of food. By receiving a meal, children will stay in school rather than going home, thus having more opportunities to attend complementary activities. WFP and the Government will evaluate

⁵³ Such as the National Small Farmers Association, the Cuban Association of Animal Production and the Cuban Association of Agricultural and Forestry Technicians.

the results of the pilot activity, as well as WFP's exit strategy, and discuss the possibility of scaling up this modality in the framework of the full CSP.

Focus area

76. The focus area of this strategic outcome addresses the root causes of the main nutritional disorders among nutritionally vulnerable groups. It is aligned with national priority policies and programmes for vulnerable groups.

Expected outputs

77. Strategic outcome 2 will be achieved through three outputs:
- Pregnant and lactating women and girls, children under 2 and elderly people (tier 1) receive nutritious and safe food and educational messages that contribute to healthy eating habits (linked to activity 2).
 - School-age children (tier 1) receive nutritious and safe food and educational messages that contribute to healthy eating habits (linked to activity 3).
 - Nutritionally vulnerable people (tier 3) benefit from the enhanced capacity of experts and decision makers to prevent malnutrition and improve the effectiveness and sustainability of social protection systems (linked to activity 2 and 3).
78. These outputs contribute to SDG target 2.2 and to other SDGs, primarily SDGs 3, 4 and 5 but also 1 and 8. The contribution of these outputs will be reported and measured through the number of capacity-strengthening activities facilitated and people engaged and benefiting, the quantity of food provided, the quantity of non-food items distributed, and the number of people reached through the social behaviour communications campaign.

Key activities

Activity 2: Provide food assistance and educational messages to nutritionally vulnerable groups through social protection systems and training and technical assistance to national and local experts and decision makers involved in food and nutrition programmes

79. WFP will purchase and distribute specialized nutritious foods through social protection systems that support mothers and children and elderly people. In particular, WFP will distribute micronutrient powders to children age 6–11 months, and NutriArroz to children aged 12–23 months, pregnant and lactating women and girls and elderly people. The provision of imported SuperCereal (CSB +) will remain as an alternative to NutriArroz in case of delays in local production.
80. The delivery of food will be supported by the development and implementation of a multisectoral communication strategy for the prevention of malnutrition (both micronutrient deficiency and overweight and obesity) through the promotion of healthy eating habits and nutrition. The strategy will be adapted to each targeted group according to differences in the behaviours and roles of women, men, girls and boys in order to promote shared responsibility within the household and enabling environments.
81. At the same time, WFP will provide training to improve the nutrition knowledge and communications skills of public officials at the social programme centres assisted by WFP.
82. WFP will also continue to support Cuba's food and nutrition surveillance system⁵⁴ through technical assistance and training, with emphasis on the analysis of disaggregated data and the use of this information to guide decision making processes mainly at the local level.
83. The activity will be implemented in collaboration with the ministries responsible for public health (and the National Institute of Hygiene, Epidemiology and Microbiology),

⁵⁴ Sistema de Vigilancia Alimentario y Nutricional (SISVAN), headed by the Ministry of Public Health.

domestic trade, the food industry and economy and planning; the Faculty of Communication of the University of Havana; local governments; the United Nations Children's Fund (UNICEF), the World Health Organization, the Pan American Health Organization and the Federation of Cuban Women through its volunteer community health promoters.

Activity 3: Provide food assistance and educational messages to school-age children through the school feeding programme and training and technical assistance to national and local experts and decision makers involved in the programme

84. WFP will continue to support the national school feeding programme through both food assistance and capacity strengthening. Actions will include the purchase of food (produced by cooperatives supported through activity 1) and its distribution through the school feeding programme for children in primary schools; training on healthy eating habits and nutrition for teachers, school-age children and their families, including raising awareness of the inequitable distribution of roles and responsibilities within households; and training for actors in the school feeding programme on purchasing food and designing menus based on nutritional criteria.
85. As part of WFP's innovation approach during 2020, WFP will support the Government in testing new modalities for strengthening the school feeding programme, including the implementation of a pilot home-grown school feeding project to assist external primary schoolchildren in rural areas who are currently not covered by the national school feeding programme. The pilot will allow for the enhancement of linkages between the school feeding programme and WFP-supported local cooperatives; the development of school infrastructure for cooking and storing food; the improvement of diet quality and diversity for external primary schoolchildren; and the scaling up this modality to other parts of the country.
86. Progress with the implementation of the school feeding programme will be assessed using WFP's corporate methodologies.
87. The activity will be implemented in collaboration with the ministries responsible for education, domestic trade, economy and planning; local governments; and the Faculty of Communication of the University of Havana. WFP will promote the participation of households and the community in the implementation of school feeding activities.

Strategic outcome 3: National and local authorities have strengthened capacities to ensure food and nutrition systems' resilience to shocks by 2021

88. WFP will support capacity strengthening for national and local decision makers relevant to mitigating the impact of disasters and climate change on food security and nutrition in a gender- and age-responsive manner. As a result, disaster risk management and emergency preparedness and response will be integrated and better coordinated to support decision making processes related to food security and nutrition; to inform local development plans; and to boost South-South cooperation in the region. The latter will include technical assistance by Cuban experts to other Latin-American countries on comprehensive risk management related to hurricanes and droughts. In addition, decision making processes will be strengthened by various tools and methodologies for the monitoring of food security and nutrition and for the use of locally-generated information.

Focus area

89. The focus area of this strategic outcome is root causes.
90. Interventions will focus on supporting government priorities for reducing the impact of disasters and climate change on food security and nutrition systems. This will be achieved through the involvement of national and local decision makers in all activities, from design to implementation, using a gender transformative approach.

Expected outputs

91. Strategic outcome 3 will be achieved through two outputs:
- People in hazard-prone municipalities (tier 3) benefit from the enhanced capacities of technical institutions and government authorities in climate risk management, emergency preparedness and response that reduce the impact of shocks on their food security and nutrition.
 - Persons at risk of food insecurity (tier 3) benefit from the strengthened capacities of decision makers in assessments, data analysis, information management, food security and nutrition monitoring and related decision-making processes.
92. Both outputs will contribute to SDG target 17.9 and to other SDGs, primarily SDGs 2, 5 and 13. The contribution of these outputs will be reported and measured through various indicators, including the number of capacity-strengthening activities facilitated and people engaged and the number of tools and products developed to enhance food security and nutrition systems.

Key activities

Activity 4: Strengthen the capacities of national and local decision makers in disaster and climate risk management, emergency preparedness and response, food security and nutrition analysis and monitoring and information management

93. WFP will provide training, meteorological and hydrological equipment and data processing systems to enhance disaster and climate risk management, covering the assessment, knowledge, reduction and monitoring of risks. This process will be part of a comprehensive standard operating procedure and will entail capacity strengthening relevant to taking the vulnerability of local food production into account in risk assessments and the generation of information by hydro- and agro-meteorological monitoring networks and its use. In addition, the strategic prospective methodology will be applied to elaborate, share and implement local action plans aimed at reducing the impacts of disasters and climate change on food security and nutrition scenarios taking into account gender and age among other variables. WFP will also promote an assessment to identify the main gender gaps in disaster risk management and the formulation of action plans to boost equality under the CSP.
94. To further enhance early warning, the use of crop monitoring will be piloted, based on agrometeorological and remotely sensed data. This will contribute to improved climate information services that can provide individual farmers and communities with practical information that can be used to make well-informed decisions about what and when to plant. In addition, the development of preventive and parametric insurance modalities will be promoted to support smallholder farmers and cooperatives in their management of climate risks through an integrated approach.
95. WFP will enhance emergency preparedness and response capacities based on the risks and level of vulnerability identified. Special emphasis will be placed on reinforcing planning processes for response and recovery measures. In particular, WFP will support the strengthening of multi-hazard situation rooms of the civil defense authorities at the national level and in selected provinces. Gender sensitization among decision makers will also be promoted, as part of the efforts to advance towards gender and age responsive emergency preparedness and response.
96. In addition, efforts will be made to reinforce analysis, the generation of evidence and monitoring in respect of food security and nutrition at the local level, fostering a greater integration and strategic use of information for decision-making processes.

97. The exchange of good practices, including through South–South cooperation, will be promoted.
98. WFP will foster partnerships with various institutions such as the civil defense authorities, the Ministry of Science, Technology and Environment (especially its Environment Agency and Institute of Meteorology), and the National Institute of Hydraulic Resources. WFP will also work with the National Office of Statistics and Information, the ministries responsible for agriculture and economy and planning, universities, the national insurance company, local governments and UNDP.

Strategic outcome 4: Populations affected by natural hazards maintain access to food during and in the aftermath of a disaster

99. WFP will support national counterparts in their efforts to guarantee rapid access to food for affected populations in the event of disaster, thus preventing the deterioration of their health and nutritional status.

Focus area

100. The focus area of this strategic outcome is crisis response.
101. WFP will support government priorities (including food and non-food items) to ensure a swift, equitable and sustainable response, guaranteeing shock-affected populations' access to food and enhancing capacities of local authorities to continue distributing food assistance in the event of a disaster.

Expected output

102. Strategic outcome 4 will be achieved through one output:
 - Shock-affected people (tier 1) benefit from food assistance that prevents deterioration of their food security and nutritional status.
103. This output will contribute to SDG target 2.1 and SDG 17. The contribution of this output will be reported and measured through the number of vulnerable people assisted with food, as well as the quantity of food and non-food items distributed.

Key activities

Activity 5: Provide timely food assistance to shock-affected people using pre-positioned stock, and supply non-food items to support the local food distribution system

104. WFP will guarantee pre-positioned food stocks for immediate distribution after natural hazards, complementing the Government's food assistance, and will provide mobile storage units and other non-food items such as lights and power generators for warehouses to enhance food storage capacities of Cuban institutions during emergencies.
105. WFP has a pre-positioned for post-disaster distribution of food stocks consisting of 1,610 mt of rice and beans, which will be complemented in 2019 by 297 mt of vegetable oil. These stocks are stored in government warehouses in two strategic locations to ensure their swift distribution and the rapid recovery of women, men, girls and boys affected by disasters and to complement government food assistance. Pre-positioned food stocks are regularly rotated to ensure that they meet quality standards. WFP will monitor the status of the pre-positioned food, and non-food stocks, while the logistical arrangements for their transport and distribution will be coordinated by the Government.⁵⁵

⁵⁵ An agreement to monitor the storage, rotation and distribution of pre-positioned stocks – signed between WFP and the Government – will be updated.

106. The activity will be implemented in coordination with the civil defense authorities, the Ministry of Domestic Trade, the Ministry of Foreign Trade and Investment, the Ministry of Transport, the Red Cross and local governments. As leader of the United Nations emergency response team, WFP also coordinates actions with other members of the United Nations system in the country.

3.3 Transition and exit strategies

107. All WFP activities – including pilot experiences – are implemented by government counterparts. WFP focuses on supporting and strengthening existing government programmes and institutions, including in their capacity to provide equitable coverage. To promote ownership, coordination will be entrusted to local governments.

108. Based on the results and lessons learned from pilot activities implemented under the ICSP, WFP will provide technical assistance to national counterparts for scaling up the activities under the full CSP, including a gender-transformative approach. A handover plan will be jointly developed with the government.

4. Implementation arrangements

4.1 Beneficiary analysis

109. Targeting by outcomes was agreed with national counterparts based on various criteria, taking into account a gender and age analysis. Beneficiary registration will be based on government data.

110. To foster the nexus between humanitarian and development actions, municipalities in central and eastern Cuba were targeted based on capacities previously strengthened with WFP support; exposure to natural hazards such as drought; progress with the implementation of the municipal food self-supply programme; and the impact of Hurricane Irma. Targeting is also aligned with key national plans promoted by strategic partners. For nutrition interventions consideration was given to anaemia prevalence above 40 percent, the ageing rate and the proportion of elderly people registered in the family support system.

111. For strategic outcome 1, WFP targets approximately 10,400 people (30 percent women), including farmers and other stakeholders in local agricultural value chains.

112. Under strategic outcome 2, nearly 60,000 people will be direct beneficiaries. As result of activity 2, 27,000 children under 2, nearly 13,000 pregnant and lactating women and girls and 8,000 elderly people will receive specialized nutritious foods and nutritional messages. WFP will also assist around 10,000 preschool- and primary-school-age children (activity 3). In addition, nearly 1,200 government officials involved in social protection systems and decision makers, equally women and men, will receive training.

113. Under strategic outcome 3, around 2,900 national and local authority staff will benefit from capacity strengthening relevant to resilience building.

114. Under strategic outcome 4, relief food assistance will be distributed to the most affected populations. The estimated figure of nearly 275,000 people was calculated with the Government, based on previous responses to hurricanes and other emergencies.

115. Strategic outcomes 1, 2 and 3 include indirect beneficiaries who will benefit from strengthened social protection programmes, climate risk management, emergency preparedness and response and information management related to food security and nutrition at the national and local levels.

116. WFP will make every effort to ensure that women, men, girls and boys have equal access to the assistance provided according to their particular needs. Direct and indirect beneficiaries under strategic outcomes 1, 2 and 3 will also benefit from gender-transformative actions implemented with the support of WFP, with an emphasis on the local level.

Strategic outcome	Activities	Girls	Boys	Women	Men	Total
1*	1	-	-	3 100	7 300	10 400
2	2	13 000	14 100	17 200	3 800	48 100
	3	4 800	5 100	-	-	9 900
3*	4	-	-	1 400	1 500	2 900
4	5	28 100	29 900	109 000	108 000	275 000
Total (without overlap)		45 900	49 100	130 700	120 600	346 300

* These are beneficiaries who do not receive food or cash transfers; they benefit from transfers of equipment, technical assistance and training that contribute to improved food security.

	Strategic outcome 2									Strategic outcome 4
	Activity 2				Activity 3				Activity 5	
	Children 6-11 months	Children 12-23 months	PLWG	Elderly people	Children in day-care centres	Children in half boarding	Children in half boarding	Children in external primary schools	Shock-affected population	
Modality	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	
Cereals								75	140	
Pulses								55	75	
Oil									40	
Mixed and blended food (corn-soya blend CSB+)		50	50	50						
Mixed and blended food (NutriArroz)		50	50	50						
Micronutrient powder	1									
Fresh vegetables					100	100	100	100		
Total kcal/day	-	188	188	188	19	19	19	477	1 113	
% kcal from protein	-	16.3	16.3	16.3	66.3	66.3	66.3	16.7	25.3	
Number of feeding days per year	60	360	360	360	88	88	88	88	27	

4.2 Transfers

Food and cash-based transfers

117. For more than 55 years the food transfer has been the modality used in Cuba, complementing the Government's food assistance. Although the Government is already implementing a kind of CBT modality in the form of commodity vouchers in some of its social protection programmes, it is evaluating the opportunity to use CBTs with WFP. In recent years WFP has held discussions with the Government on various food assistance tools, including training sessions to explain the use of CBTs in various countries of the region. As agreed with the Government, in 2020 WFP will support a pilot project to show that CBTs can be effective in Cuba⁵⁶ if the necessary conditions are established in 2019.

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	1 050	371 590
Pulses	658	476 906
Oil and fats	297	275 913
Mixed and blended food	630	324 604
Others	1	11 665
Total (food)	2 636	1 460 678
Cash-based transfers	-	-
Total (food and cash-based transfers)	2 636	1 460 678

Capacity strengthening including South-South cooperation

118. WFP will focus on strengthening national and local capacities to develop and implement more effective and sustainable models for Cuban social protection programmes (including various methodologies for targeting, coordinating and managing social protection programmes). Capacity strengthening activities, in which gender and age considerations are embedded, will be integrated throughout the ICSP, covering food systems, nutrition, resilience and emergency preparedness and response. Special emphasis will be placed on strengthening the capacities of local food system stakeholders to increase their resilience to disasters and climate change, as well as of decision makers relevant to the use of locally-generated information on food security and nutrition.

119. WFP will also support regional South-South Cooperation with Latin American and Caribbean countries, mainly in disaster risk management and emergency preparedness and response, sharing the expertise of the Cuban civil defense authorities and other institutions in the region.

4.3 Supply chain

120. The country office will rely on mechanisms already in place for the provision of assistance (food and equipment). The Government of Cuba covers internal transport, storage and handling costs for food and non-food commodities. The Government's distribution

⁵⁶ WFP will rely on current national social safety nets and will consider transferring cash to municipal education, health and commerce institutions in charge of guaranteeing the supply of locally produced food for the groups assisted in their respective centres.

mechanisms will also be used for the storage of pre-positioned food and non-food items stocks and their delivery to beneficiaries in case of emergency. The details of the procurement process are set forth in a supply chain plan for the ICSP.

4.4 Country office capacity and profile

121. The country office team has expertise in the main programmatic areas of the ICSP: food systems, nutrition, disaster risk reduction and emergency preparedness and response. There is a gender focal point supported by specialized consultants recruited for specific activities. The country office will draw upon the knowledge and assistance of specialists at the regional bureau and headquarters, including with regard to gender.

4.5 Partnerships

122. All WFP activities under the ICSP will be implemented with Cuban partners at the national and local levels as outlined in section 3.2. Implementation, planning and resource mobilization will be coordinated with the Ministry of Foreign Trade and Investment, WFP's main counterpart in the country.
123. WFP actively participates in inter-agency efforts, leading the United Nations emergency technical team, co-leading the food security technical team with FAO and taking part in other groups on matters such as gender, monitoring and communications and the operation management team.
124. Through this ICSP WFP will aim to continue strengthening its collaboration with other United Nations agencies. Synergies will be fostered with FAO in support of food value chains during the implementation of a PROACT project.⁵⁷ Other United Nations partners for supporting sustainable food systems, resilience building and nutrition-sensitive approaches will include the International Fund for Agricultural Development, UNDP, UNICEF and the Pan-American Health Organization. WFP will also collaborate with the United Nations Population Fund using the latter's expertise on demographic dynamics to improve the analysis, design and implementation of social protection activities for food security.
125. WFP will continue to engage with key government counterparts such as the ministries responsible for agriculture, education, public health, domestic trade, labour, social security and the environment; the civil defense authorities and local governments. WFP will work jointly with technical, academic and research institutions, NGOs and other actors on capacity-strengthening activities. WFP will broaden its collaboration with the faculties of communications from various universities to develop key messages on healthy nutrition habits. These partners will also support for mainstreaming gender and age throughout WFP's operations. In collaboration with the Federation of Cuban Women and the Association of National Cuban Farmers, WFP will support the implementation of the gender strategy of the Ministry of Agriculture. In addition, WFP will continue its efforts to strengthen emergency preparedness and response through South-South cooperation in the region, with a particular focus on the Caribbean and Central America.
126. WFP will also enhance collaboration with national institutions that play a key role in policy decision making, such as the Ministry of Economy and Planning, the 2030 national plan group and the National Bureau of Statistics, with the objective of providing more effective support.

⁵⁷ PROACT is the Pro-Resilience Action instrument funded by the European Union, which will be implemented in Cuba for the first time through a joint WFP/FAO project aimed at strengthening community food security and nutrition resilience in seven municipalities of the central region affected by drought and Hurricane Irma.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

127. WFP's gender-responsive monitoring and evaluation system will generate evidence for adjusting operations, enhancing corporate accountability and identifying lessons to be applied to the CSP through the implementation of pilot projects. Indicators will be consistent with WFP's corporate results framework and uploaded to WFP's Country Office Tool for Managing Programme Operations Effectively (COMET).
128. WFP will develop a monitoring and evaluation plan for each strategic outcome, contributing to the preparation of joint plans with other United Nations agencies and government counterparts. As part of United Nations inter-agency collaboration, WFP will support government counterparts in measuring SDG indicators. An internal information management system will also be in place to support both process and result monitoring. WFP will disaggregate all quantitative person-related monitoring data by sex and age and will gather, analyse and use information on the impacts of implementation of the ICSP activities on the diverse women, men, girls and boys of Cuba.
129. Process monitoring will be carried out by WFP field monitors based in each of the five eastern provinces⁵⁸ and in the case of Villa Clara province in central Cuba will be defined in the framework of the ProAct project, to be jointly implemented with FAO. Each field monitor, along with government staff, will undertake monthly monitoring visits to various institutions involved in WFP operations (warehouses, cooperatives, schools, etc.). Municipal and provincial project committees will ensure follow up of corrective measures as needed. A corporate platform for remote data collection will be used for monitoring and evaluation in order to allow for accurate and timely reports.
130. Results monitoring (outputs and outcomes) will be based on information reported by government counterparts at the provincial and national level. In 2020, WFP will continue to strengthen the gender-responsive monitoring and evaluation capacities of counterparts through training and technical assistance to improve the quality, accuracy and timeliness of monitoring reports. This, together with the use of COMET, will enhance the accountability of WFP in the short term and have a positive influence on the monitoring and evaluation systems of Cuba's social protection programmes. Beneficiary feedback will be collected mainly through the government complaints and feedback box existing in each social protection institution and focus group discussions. WFP will promote ways to improve these mechanisms, in coordination with the Government, in order to enhance the accountability, effectiveness, equity and transparency of WFP operations.
131. Implementation of selected pilot activities under the ICSP will be assessed in 2021 through a decentralized evaluation to allow the pilot initiatives time to mature and then be evaluated so that the lessons learned can inform the scale-up of activities under the CSP.

5.2 Risk management

Strategic risks

132. As Cuba is an upper middle-income country, the United Nations faces challenges in securing funding for its programmes and projects. To meet this challenge WFP has designed a partnership action plan and will work jointly with the Ministry of Foreign Trade and Investment on a resource mobilization strategy.
133. Natural hazards such as tropical cyclones, earthquakes and drought pose a constant risk in Cuba. Further resources may be required to support the government response to such disasters. WFP will continue to work with Cuban experts and decision makers, at both the

⁵⁸ Las Tunas, Holguín, Granma, Santiago de Cuba and Guantánamo.

national and local levels, to strengthen their capacities in respect of disaster risk management and emergency preparedness and response.

134. The tense international and regional context may further affect the country's economic and financial situation, with potential challenges for the food security and nutrition of the population. To mitigate this, WFP will maintain continuous dialogue with the Government to explore support options.
135. The time required for the operation of the internal mechanisms for the approval of new project proposals by national counterparts may lead to delays in implementation, with negative consequences for donors' willingness to fund activities in Cuba. WFP is engaging with national counterparts to start working in advance to develop projects for approval.
136. As the Government is still working on enhancing its targeting mechanisms, WFP will continue to engage with national counterparts to share tools and methodologies for this task.

Operational risks

137. Complex procedures and weak national logistics infrastructure for the import, storage and distribution of food and non-food items may lead to delays, affecting delivery to final beneficiaries. To mitigate this risk, WFP will engage the Government to strengthen the capacities of national institutions involved in these processes.
138. Delays in the submission of monitoring reports by counterparts may impair timely decision making and project adjustments. WFP will continue to support institutional capacity strengthening in monitoring and evaluation at both the national and local levels.
139. Connectivity issues may also affect the set-up and full operability of corporate systems such as WINGs and LESS. WFP will continue to look for innovative solutions to mitigate this risk.

Financial risks

140. Although a chronogram has not been defined yet, the national plans for monetary unification represent an additional risk that could affect project implementation, leading to an increase in programme costs. As part of the operation management team in Cuba, WFP will continue to follow up the Government's measures in this regard.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	2020
1	1 445 813
2	770 042
3	1 552 891
4	1 824 719
Total	5 593 466

141. Over 50 percent of the resources foreseen for 2020 will be allocated to strategic outcomes 1 and 3, in line with the ICSP focus on strengthening local food systems and resilience building. The budget for strategic outcome 4 corresponds to the value of the pre-positioned food stocks and non-food items.

6.2 Resourcing outlook

142. The resourcing outlook for strategic outcomes 1, 3 and 4 is relatively positive, taking into consideration confirmed contributions and high and medium probability forecasts. Outcomes 1 and 3 have been supported by several donors in recent years, who have provided funding to cover implementation. As for outcome 4, WFP will have to mobilize the resources needed for 2020 in the event of an emergency response in 2019 leading to the use of the pre-positioned food stocks. The strategy will be to engage traditional and potential donors that prioritize crisis response and to mobilize resources through United Nations action plans and joint initiatives.
143. Under strategic outcome 2 malnutrition prevention activities face a funding gap. If shortages persist in 2020, priority should be given to food assistance, in particular micronutrient powders given their proven cost effectiveness and relevance. The country office, with the support of the regional bureau and headquarters, will consult traditional and potential donors with an interest in nutrition-based activities.
144. Adequate financial resources will be allocated to activities that contribute to gender equality outcomes, mainly women's empowerment initiatives at the local level relating to food systems.

6.3 Resource mobilization strategy

145. WFP's resource mobilization strategy will include consolidating partnerships with current donors, advocating for multi-year support and pursuing opportunities with new partners in order to broaden the donor base for continuing WFP support for Government efforts to achieve SDG 2 from 2021 onwards. WFP will seek systematic engagement with the Ministry of Foreign Trade and Investment to work to this end in line with national priorities and has developed a partnership action plan to guide the process. During ICSP implementation, the country office will coordinate closely with the Regional Bureau in Panama and headquarters to upgrade the partnership action plan for Cuba.

ANNEX I**LOGICAL FRAMEWORK FOR CUBA COUNTRY STRATEGIC PLAN (JANUARY 2020–DECEMBER 2020)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 4: Populations affected by natural hazards maintain access to food during and in the aftermath of a disaster**

Outcome category:

Maintained/enhanced individual and household access to adequate food

Focus area: crisis response

Assumptions:

A disaster occurs and affects the food security and nutritional status of the vulnerable population.

The agreement on the storage and use of WFP's pre-positioned food stock is honoured by the Government.

Outcome indicators

Proportion of eligible population that participates in programme (coverage)

Activities and outputs**Provide timely food assistance to shock-affected people using pre-positioned stock, and supply non-food items to support the local food distribution system (URT: Unconditional resource transfers to support access to food)**

4.1 Shock-affected people (tier 1) benefit from food assistance that prevents deterioration in their food security and nutritional status (A: Resources transferred)

Strategic Objective 2: Improve nutrition**Strategic Result 2: No one suffers from malnutrition**

Strategic outcome 2: Nutritionally vulnerable groups, including school-age children, have improved nutrition status and more diversified and nutritious diets by 2021

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

Nutrition sensitive

Focus area: root causes

Assumptions:

The quantity and frequency of government food assistance is not reduced.

The supply of locally-produced nutritious food is increased according to the growing production.

Outcome indicators

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

Proportion of eligible population that participates in programme (coverage)

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

Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening

Retention rate/drop-out rate

SABER School feeding national capacity

Activities and outputs

2. Provide food assistance and educational messages to nutritionally vulnerable groups through social protection systems and training and technical assistance to national and local experts and decision makers involved in food and nutrition programmes. (NPA: Malnutrition prevention activities)

Pregnant and lactating women and girls, children under 2 and elderly people (tier 1) receive nutritious and safe food and educational messages that contribute to healthy eating habits (A: Resources transferred)

Pregnant and lactating women and girls, children under 2 and elderly people (tier 1) receive nutritious and safe food and educational messages that contribute to healthy eating habits (B: Nutritious foods provided)

Pregnant and lactating women and girls, children under 2 and elderly people (tier 1) receive nutritious and safe food and educational messages that contribute to healthy eating habits (E: Social and behaviour change communication (SBCC) delivered)

Nutritionally vulnerable people (tier 3) benefit from the enhanced capacity of experts and decision makers to prevent malnutrition and improve the effectiveness and sustainability of social protection systems (C: Capacity development and technical support provided)

3. Provide food assistance and educational messages to school-age children through the school feeding programme and training and technical assistance to national and local experts and decision makers involved in the programme (SMP: School meal activities)

School-age children (tier 1) receive nutritious and safe food and educational messages that contribute to healthy eating habits (A: Resources transferred)

School-age children (tier 1) receive nutritious and safe food and educational messages that contribute to healthy eating habits (N: School feeding provided)

Nutritionally vulnerable people (tier 3) benefit from the enhanced capacity of experts and decision makers to prevent malnutrition and improve the effectiveness and sustainability of social protection systems (M: National coordination mechanisms supported)

Nutritionally vulnerable people (tier 3) benefit from the enhanced capacity of experts and decision makers to prevent malnutrition and improve the effectiveness and sustainability of social protection systems (C: Capacity development and technical support provided)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 1: Key food system stakeholders have enhanced capacities to mitigate risks and better support social safety nets by 2021

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

Nutrition sensitive

Focus area: root causes

Assumption

Inclusion of programme investments in the national economic plan

Outcome indicators

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

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

Activities and outputs**1. Provide training, equipment and technical assistance to smallholder women and men, including young people, cooperatives, distributors and other stakeholders in agricultural value chains (SMS: Smallholder agricultural market support activities)**

Selected smallholder women and men and other stakeholders in agricultural value chains (tier 1) receive training, equipment and technical assistance for climate-resilient practices that increase their ability to supply diverse and high-quality food to nutrition-sensitive social safety nets. (A: Resources transferred)

Selected smallholder women and men and other stakeholders in agricultural value chains (tier 1) receive training, equipment and technical assistance for climate-resilient practices that increase their ability to supply diverse and high-quality food to nutrition-sensitive social safety nets. (C: Capacity development and technical support provided)

Selected smallholder women and men and other stakeholders in agricultural value chains (tier 1) receive training, equipment and technical assistance for climate-resilient practices that increase their ability to supply diverse and high-quality food to nutrition-sensitive social safety nets. (F: Purchases from smallholders completed)

Strategic Goal 2: Partner to support implementation of the SDGs**Strategic Objective 4: Support SDG implementation****Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs****Strategic outcome 3: National and local authorities have strengthened capacities to ensure food and nutrition systems' resilience to shocks by 2021**

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

Focus area: resilience building

Assumption

The tools to manage risk disaster fostered by WFP through the country programme are part of the Government's standard mechanisms.

Outcome indicators

Emergency preparedness capacity index

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

Activities and outputs**4. Strengthen the capacities of national and local decision makers in disaster and climate risk management, emergency preparedness and response, food security and nutrition analysis and monitoring and information management (CSI: Institutional capacity strengthening activities)**

People in hazard-prone municipalities (tier 3) benefit from the enhanced capacities of technical institutions and government authorities in climate risk management, emergency preparedness and response that reduce the impact of shocks on their food security and nutrition (C: Capacity development and technical support provided)

People in hazard-prone municipalities (tier 3) benefit from the enhanced capacities of technical institutions and government authorities in climate risk management, emergency preparedness and response that reduce the impact of shocks on their food security and nutrition (G: Linkages to financial resources and insurance services facilitated)

People at risk of food insecurity (tier 3) benefit from the strengthened capacities of decision makers in assessments, data analysis, information management, food security and nutrition monitoring and related decision-making processes (C: Capacity development and technical support provided)

People at risk of food insecurity (tier 3) benefit from the strengthened capacities of decision makers in assessments, data analysis, information management, food security and nutrition monitoring and related decision-making processes (J: Policy reform identified/advocated)

Strategic Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

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

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

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

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

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

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

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 4 SDG Target 2.4	Strategic Result 2 SDG Target 2.2	Strategic Result 5 SDG Target 17.9	Strategic Result 1 SDG Target 2.1	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Root causes	Root causes	Resilience building	Crisis response	
Transfer	1 156 026	592 950	1 267 090	1 555 403	4 571 469
Implementation	94 002	72 816	75 515	22 221	264 554
Adjusted direct support costs	107 544	57 278	115 508	135 728	416 057
Subtotal	1 357 571	723 044	1 458 114	1 713 352	5 252 081
Indirect support costs (6.5 percent)	88 242	46 998	94 777	111 368	341 385
Total	1 445 813	770 042	1 552 891	1 824 719	5 593 466

Acronyms used in the document

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
ICSP	interim country strategic plan
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework