

# Cuba

## Pre-plan No. 2

# Targeted Social Protection for Food Security and Nutrition

### What is the Global Alliance implementation planning process?

This process aims to co-develop with implementing countries, a high-level, strategic pre-plan for a national scale programme linked to the Alliance's Policy Basket.

The Global Alliance will use these pre-plans to identify concrete partnership opportunities among its members, looking at providing financial, technical or knowledge support in alignment with the country's programme priorities. The pre-plan provides an outline of how the country intends to translate a national policy commitment into practice and move forward at programme level.

The Pre-plan is intended to be a living document. After being drafted and validated by the implementing country, it will be revised and expanded through subsequent steps of the Alliance process, in collaboration with relevant partners (Alliance members), into an implementation roadmap. The Global Alliance's Support Mechanism, along with other members, will provide support throughout these steps.

## Key information

|                                                              |                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Country:</b>                                              | Cuba                                                                                                                                                                                                                                                                                                                                    |
| <b>Programme title:</b>                                      | Targeted Social Protection for Food Security and Nutrition                                                                                                                                                                                                                                                                              |
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## Executive Summary

**a) Country:** Cuba

**b) Programme name:** Targeted Social Protection for Food Security and Nutrition.

**c) Policy instruments from the Global Alliance's Policy Basket:**

- Social registry and digital transformation of social protection information systems
- Food transfer or subsidized food (food distribution programmes)
- Unconditional cash transfers
- School meals programmes
- Integrated economic inclusion programmes

**d) Core challenge:**

The difficult economic situation has caused the State-Regulated Family Food Basket to face distribution problems and a reduction in the number of products offered, while cash transfers fail to cover the cost of food due to rising prices and food instability. The School Feeding Programme and other social protection institutions are also affected by shortages of fresh food, dependence on imports, and deteriorating infrastructure for providing adequate food services. In this context, an estimated 640,000 people are in a situation of multidimensional vulnerability, with an emphasis on food vulnerability, in the five eastern provinces, comprising multidimensionally vulnerable people (462,320) and people attending social protection network institutions (177,643).

**e) Main objective/vision:**

Strengthen the social protection system by modernizing information systems, improving the identification of priority populations, diversifying and strengthening social protection programmes, and upgrading their institutions, in order to contribute to stable and adequate access to food for the population in the greatest situation of vulnerability, prioritizing the five eastern provinces.

**f) Programme Description:**

The initiative is based on four interconnected pillars:

- 1. Strengthen governance and information systems** to improve the targeting, interoperability, and monitoring of social protection.
- 2. Expand food assistance modalities** to ensure access to food for the most vulnerable groups through in-kind and cash-based support.
- 3. Promote economic and social inclusion** through training, employment support, asset transfers, and comprehensive accompaniment.
- 4. Strengthen social protection institutions** through improvements in infrastructure, equipment, and capacities, for more adequate and sustainable support.

In addition, there will be a cross-cutting pillar dedicated to communication and monitoring and evaluation.

**g) Programme status:**

The initiative builds on capacities and frameworks that already exist within the Cuban social protection system: a social assistance scheme, based on the socioeconomic characterization of households, for protection through transfers, in-kind support, and services; a corps of community-level social workers for family support; an institutional social protection network for the most vulnerable groups; and digital tools under development such as PROSOCIAL and the Multidimensional Vulnerability Index (IVM), in addition to the Agricultural Information and Planning System (SIPA). In this sense, it is not conceived as an entirely new initiative, but rather as a process of strengthening and improving the existing system, with initial priority given to the five eastern provinces.

**h) Programme policy alignment**

At the national level, this is an instrument for accelerating the National Economic and Social Development Plan (PNDES) 2030, under its macro-programmes "government, institutionality and macroeconomics," "productive transformation and international insertion," and "human development, equity and social justice."

**i) Target population**

**Estimated initial direct coverage:** approximately 590,000 people (**589,306 people**), representing 19% of the population of the five eastern provinces, broken down as follows:

- **Multidimensionally vulnerable people, with an emphasis on food vulnerability**, who face barriers to the economic and physical access of food, as well as those who require specific nutritional support owing to their stage in the life cycle or a health condition: **462,320 people**, 36% of the country's total and 100% of the eastern provinces' population with this condition.
- **People in a situation of food insecurity who attend social protection network institutions**, which are unable to adequately respond to the demands of the groups described above given food shortages and deteriorating infrastructure. This figure reaches **121,386 people**, representing 19% at the national level and 68% of the eastern provinces.
- **Staff serving the social protection system:** 5,600 people, 30% of the country's workforce in these roles.

Indirectly, the entire Cuban population will benefit from a strengthened social protection system.

**j) Total programme cost and external financial support needs:**

For this social protection initiative, a **total budget of approximately USD 290 million** is estimated, of which **the country intends to finance USD 90 million**.

The financial support required is approximately USD 200 million for:

| Pillar                                                           | Activity                                                                                                                                                         | External funding requested (USD) |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Pillar 1. Governance and information systems</b>              | Strengthening of technical capacities for social workers and officials                                                                                           | ~USD 0.2 million                 |
|                                                                  | Access to ICT to support the digitalization of social registries and system interoperability                                                                     | ~USD 0.7 million                 |
| <b>Pillar 2. Food assistance modalities</b>                      | Financing for the international procurement of food for prioritized groups                                                                                       | ~USD 146 million                 |
|                                                                  | Cash-based transfers to individuals                                                                                                                              | ~USD 23 million                  |
| <b>Pillar 3. Economic and social inclusion</b>                   | Economic and productive inclusion actions                                                                                                                        | ~USD 1 million                   |
| <b>Pillar 4. Strengthening of social protection institutions</b> | Infrastructure support for social protection institutions for cooking, food preservation and preparation, and electrical backup through renewable energy sources | ~USD 28 million                  |
| <b>Cross-cutting pillar. Communication and monitoring</b>        | Communication and monitoring actions                                                                                                                             | ~USD 0.03 million                |
| <b>Total</b>                                                     |                                                                                                                                                                  | <b>~USD 200 million</b>          |

#### ***k) Implementation timeline:***

The initiative will be carried out in three consecutive and overlapping phases:

- **Phase 1 (Years 1–2):** The foundations of the programme are established through staff preparation, the purchase of technical equipment, the start of household registration, the development of interoperability, and the first food assistance and institutional strengthening actions. **Estimated budget:** ~USD 140 million, of which the country plans to finance **USD 20 million**.
- **Phase 2 (Years 3–4):** Interoperability and targeting are deepened, cash transfers and productive economic inclusion actions begin, and the actions from the previous phase continue. **Estimated budget:** ~USD 100 million, of which the country plans to finance **USD 30 million**.
- **Phase 3 (Year 5):** The proposal is scaled up, assistance modalities are expanded, and the information system and institutional sustainability are consolidated. **Estimated budget:** ~USD 50 million, of which the country plans to finance **USD 40 million**.

#### ***l) Key technical support needs:***

Technical assistance for:

- data interoperability;
- design of the digital social protection system;
- the design and targeting of nutrition-sensitive social protection programmes
- sustainable infrastructure for food preservation;
- support to institutions to incorporate nutritional criteria and local supply into menus;
- design of socioeconomic inclusion pathways and capacity-building on employment programmes;
- beneficiary feedback mechanisms; and
- monitoring and evaluation.

**m) Key knowledge exchange needs:**

Cuba is interested in fostering exchanges to learn from good practices in the following countries:

- **BRAZIL:** targeting, social registries, and interoperability, drawing on the experience of the Single Registry (CadUnico); conditional cash transfers such as Bolsa Familia; advisory support on the linkage between social protection and food and nutrition security; and support to the School Feeding Programme.
- **MEXICO:** the territorial design of support and community participation.
- **COLOMBIA:** good practices in digital interoperability and targeting, based on its social registry systems (Registro Social de Hogares and SISBEN).
- **DOMINICAN REPUBLIC:** experiences with School Feeding Programmes.

**n) Partners already involved in the initiative (where relevant):**

**Main national actors involved:** The Ministry of Labour and Social Security (MTSS) coordinates the initiative.

**Existing external partnerships:** World Food Programme (WFP); United Nations Development Programme (UNDP); United Nations Children's Fund (UNICEF); United Nations Population Fund (UNFPA); and the Food and Agriculture Organization of the United Nations (FAO).

**o) Strategic importance:**

This proposal is a national priority because it addresses food security and social protection in an integrated way, in a context of persistent economic crisis. It is aligned with the National Economic and Social Development Plan 2030, the Law on Food Sovereignty and Food and Nutritional Security, and the Food Sovereignty and Nutrition Education Plan. For members of the Global Alliance, it offers the opportunity to support an innovative model that links social protection, targeting, and resilient local food systems, generating valuable lessons for other countries.

## Section 1: “The destination” - Plan Intent

### 1.1 Programme objective and results

#### **a) Vision and objective:**

Strengthen the social protection system by modernizing information systems, improving the identification of priority populations, diversifying and strengthening social protection programmes, and upgrading their institutions, in order to contribute to stable and adequate access to food for the population in the greatest situation of vulnerability, prioritizing the five eastern provinces.

#### **b) Intended outcomes:**

- A digitalized, real-time social protection information system, interoperable with other databases and administrative registries, on the characteristics of Cuban families, enabling the transparent and evidence-based definition of vulnerability profiles in response to different conditions, threats, and opportunities arising from programmes and in each specific territory.
- 100% of the 462,320 people identified as being in a situation of multidimensional vulnerability in the eastern provinces have access to a basic basket of nutritious food that complements the State-Regulated Family Food Basket, through the implementation of a set of social protection programme modalities (see Technical Annex 1).
- Direct food assistance, including the delivery of special nutritious food for specific groups and cash-based transfers (to individuals, gradual, adapted to the context).
- Support for capacity development for social and labour market inclusion, through skills enablement, asset provision, and accompaniment into employment.
- 68% of the 1,660 social protection institutions in the eastern provinces are strengthened with equipment for cooking and food preservation, and with electrical backup through renewable energy sources, in order to offer a service tailored to the needs of the people they serve. 121,386 people benefit.

#### **c) Link to national strategies and frameworks:**

At the national level, this is an instrument for accelerating the National Economic and Social Development Plan (PNDES) 2030, under its macro-programmes “government, institutionality and macroeconomics,” “productive transformation and international insertion,” and “human development, equity and social justice.”

### 1.2 Programme Interventions and Approach

#### **a) Interventions/outputs for this programme**

Building on Cuba's existing programmes, the initiative is structured around four pillars and one cross-cutting pillar.

- **Pillar 1. Governance and information systems** strengthens the Single Social Protection Registry, the interoperability among systems, and the technological support needed to improve the targeting and monitoring of social protection programmes.



- **Pillar 2. Assistance modalities to guarantee food access:** expands food access for the most vulnerable groups through in-kind and cash-based transfers, nutritional supplements, and complementary food assistance.
- **Pillar 3. Economic and social inclusion:** promotes social and labour market inclusion through training, employment support, asset transfers, and comprehensive accompaniment.
- **Pillar 4. Strengthening of social protection institutions:** improves equipment, infrastructure, and institutional capacities for more adequate, targeted, and sustainable food assistance.
- **Cross-cutting pillar. Communication and monitoring:** ensures communication, follow-up, and the systematization of progress in order to strengthen the implementation of the initiative.

**b) Target population:**

**Target population selection criteria:** People in a situation of food vulnerability in the five eastern provinces: multidimensionally vulnerable people (including those receiving social assistance), people over 65 years of age living alone, children under two years of age, pregnant and breastfeeding women, children with low weight and height for age, and children/adolescents with chronic illnesses.

Through social protection institutions, beneficiaries will also include young children attending child development centres and childcare homes; children up to age 12 attending primary schools and special education, who benefit from the School Feeding Programme; people attending Family Care Systems (SAF), homes for older persons, persons with disabilities attending psycho-pedagogical centres, homes for children without parental care, and maternity homes. Staff serving social protection will also strengthen their capacities.

Both groups take into account the profiles identified through the PROSOCIAL pilot study.

**Programme coverage** (see Annex 2): the initiative is expected to achieve progressive coverage, reaching approximately **590,000 people** (589,306 people), representing 19% of the population of the eastern provinces, broken down as follows:

- **Multidimensionally vulnerable people:** 462,320 people, 36% of the country's total and 100% of the eastern provinces' population with this condition.
- **People in a situation of food insecurity who attend social protection network institutions:** 121,386 people, representing 19% at the national level and 68% of the eastern provinces.

This last figure corresponds to the people attending 100% of child development centres and childcare homes, homes for older persons, special education schools, psycho-pedagogical centres, and homes for children without parental care, and 50% of primary schools with semi-boardings (lunch) services, Family Care Services, and maternity homes, given that some of these institutions are currently being supported by international cooperation projects.

- **Staff serving the social protection system:** 5,600 people, 30% of the country's workforce in these roles.

**c) Information systems:**

- Official statistics provided by the National Statistics and Information Office.
- Consumer Registry (OREGI).

- Characterization of families in the PROSOCIAL database.
- Other databases/administrative registries of the entities that make up the social protection system.

### 1.3 Strategic relevance and links to the Global Alliance's mission, approach and other SDGs

#### **a) *Alignment with the Global Alliance's mission and approach:***

This programme is aligned with the 2030 SDGs, as it is directed at reducing inequalities, health and well-being, and decent work and economic growth, using innovation and partnership to achieve the goals. In particular, it contributes to the following SDGs: SDG 2: Zero Hunger – Target 2.1 (access to safe food); SDG 8: Decent Work and Economic Growth – Target 8.5 (full and productive employment); SDG 10: Reduced Inequalities – Target 10.1 (income growth of the bottom 40%); SDG 17: Partnerships for the Goals – Targets 17.3 (resource mobilization) and 17.9 (capacity-building).

For the Global Alliance, supporting Cuba in implementing an innovative, differentiated, universal social protection model with an impact on food and nutrition security represents an opportunity whose lessons can be valuable for other countries.

#### **b) *Policy Instruments:***

- Social registry: aligned through the strengthening of the registration and identification of vulnerable households.
- Digital transformation of social protection information systems: linked to the modernization and interoperability of information systems.
- Food transfer or subsidized food (food distribution programmes): reflected in the delivery of food to food-insecure households.
- Unconditional cash transfers: incorporated through cash-based support to vulnerable individuals and households.
- School meals programmes: related to the strengthening of the School Feeding Programme.
- Integrated economic inclusion programmes: related to complementing food assistance with social and labour market inclusion actions.

#### **c) *Critical synergies, impacts and interlinkages:***

In Cuba's current context, an initiative that jointly strengthens the social protection system and local food systems is essential. For this reason, Cuba proposes two complementary plans under the Global Alliance. **Plan 2** seeks to more efficiently protect groups in the greatest situation of vulnerability, securing their food and nutrition security through a stronger, more coordinated, and more timely social protection system. In turn, **Plan 1** complements this effort by creating the conditions for sustainable, resilient local production of highly nutritious food, allowing for a more stable supply to social protection programmes and local markets.

The programme contributes directly to **SDG 1 (No Poverty)**, **SDG 2 (Zero Hunger)**, **SDG 3 (Good Health and Well-Being)**, **SDG 5 (Gender Equality)**, and **SDG 13 (Climate Action)**.

## Section 2: “The point of departure” - Background and Current Status

### 2.1 Framing of the issue and identifying past relevant experience

#### **a) Core challenge:**

- **Food availability and access:** a significant contraction in national agricultural production is observed, owing to shortages of inputs and equipment and constraints on food imports, compounded by climate factors and post-harvest losses. This affects the supply of the State-Regulated Family Food Basket and access to food in social settings.
- **Key programmes under pressure:** the State-Regulated Family Food Basket and essential services such as the School Feeding Programme, the Family Care Service, and feeding at child development centres, maternity homes, and homes for older persons face difficulties maintaining the quality, variety, and regularity of their services.
- **Rising vulnerability:** the risk of harm to the well-being and food security of vulnerable groups is growing, particularly older people living alone, female heads of household, people with disabilities, and children.

#### **b) Key drivers:**

The country currently faces a complex and multifaceted socioeconomic scenario, resulting from the convergence of external and internal factors. The persistence and intensification of the economic, commercial, and financial embargo imposed by the United States constitutes the fundamental obstacle to national development, severely limiting access to financing, inputs, technologies, and international markets. This situation has been worsened by the residual effects of the COVID-19 pandemic, the global economic crisis, and the increasing frequency and intensity of extreme weather events, which particularly affect Cuba as a Small Island Developing State.

The confluence of these factors has placed unprecedented pressure on the national economy, with direct implications for food security and the capacity to sustain a broad spectrum of social policies.

#### **c) National experience on this issue:**

The country has extensive experience implementing universal social policies that have historically guaranteed access to essential services.

In addition, there is experience cooperating with various United Nations system agencies that promote the food and nutrition security of the population.

## 2.2 Current implementation status

### a) *Existing programme(s) and current status:*

**Existing registries:** Cuba operates a Consumer Registry (OREGI) for the distribution of the family food basket, with universal coverage of households. There is also a registry of social assistance beneficiaries, based on a household social characterization instrument applied by social workers.

- **Conditional and exceptional cash transfers and the delivery of essential resources (social assistance):** benefits people/households with insufficient income, lacking relatives obliged and able to provide support, and where members of the household are unable to join the workforce to cover food, medicine, and basic services. It currently covers 3% of the country's population and 3.4% of the population in the eastern provinces. These protection mechanisms are based on the results of the social characterization of families carried out by social workers, recently updated.

- **Family food basket:** guarantees a minimum monthly basic food allotment to the entire Cuban population through subsidized food and protects vulnerable groups through medical and reinforced diets (children, pregnant women, people with chronic illnesses). It is currently under review, with an approach aimed at maintaining subsidies for those facing the greatest vulnerabilities.

- **Family Care Service:** an initiative that provides supplementary food to older people living alone or with other older people, to persons with disabilities living alone without family support, to members of socially vulnerable families lacking the conditions at home to prepare food, and, exceptionally, to pregnant women living in economically vulnerable households who require additional dietary support. The programme has a network of 1,460 facilities, reaching all 168 municipalities in the country. It covers 69,549 people, of whom 32% reside in the eastern region.

- **School Feeding Programme:** aims to guarantee the right to adequate food for school-age children and adolescents and is run by MINED across the different levels of education. It currently covers 49% of primary school enrolment. The programme is being expanded, with the aim of increasing coverage to 77% by 2030.

- **Maternity homes:** part of the Maternal and Child Health Programme. They offer temporary residence to pregnant women during the final weeks of pregnancy, providing free medical care, food, and lodging, mainly for those with obstetric risks, vulnerable social conditions, or geographic access difficulties. They benefit around 4,000 pregnant women across 158 institutions, 50% of which are located in the eastern region.

- **Homes for older persons:** provide comprehensive, ongoing care for older adults who, for various medical and/or social reasons, cannot maintain an independent life and cannot be cared for in their situation of dependency through other non-institutional forms of care. They benefit around 12,267 people across 158 institutions, 28% of which are located in the eastern region.

- **Psycho-pedagogical centres:** provide comprehensive care to people with severe and profound intellectual disabilities — preventive, promotional, assistance, rehabilitation, and habilitation care through medical, psychological, psycho-pedagogical, and social actions, delivered through residential (boarding) or day-

service (semi-boarding and outpatient) arrangements. They serve around 2,400 people across 30 institutions, 23% of which are located in the eastern region.

- **Homes for children without parental care:** provide lodging and care to minors without family protection, whether orphaned or abandoned, providing them with living conditions resembling those of a home. They benefit around 550 people across 18 institutions, 32% of which are located in the eastern region.

**b) Programme's current performance:**

At present, while the country makes considerable efforts to leave no one behind, the difficult economic situation poses a challenge to this purpose.

Interoperability among **existing registries** remains a challenge. Not all of them have the same level of development. OREGI has solid development and reaches a coverage of 98% of consumers and 99% of households, and is validated against the Single Citizen Record system, which captures births, deaths, and migratory status. However, not all Consumer Registry Offices have the technology to keep the platform updated in real time, and many of these registries have had to be updated manually by the staff working there. PROSOCIAL, in turn, is still a pilot registry; it captures the households where people live, regardless of where their consumer registration is held. In terms of interoperability, work is under way on a protocol that will allow validation between these systems, so that people can be served according to where they reside.

The **State-Regulated Family Food Basket**, although it remains a universal programme, faces disruptions in meeting distribution cycles and a reduction in the number of products it offers, owing mainly to financial constraints and operational problems that have caused delays in the arrival of imports, in production, and in the transportation of products.

As for **conditional and exceptional cash transfers**, although the number of people benefiting from these payments has increased, the amounts provided are insufficient to cover the cost of the basic food basket, owing to rising market prices, a situation made worse by the instability of food availability.

The **School Feeding Programme** also faces numerous challenges related to the availability of fresh and varied food and dependence on imported food, which make it difficult to offer a diverse and nutritious menu, as well as the sustained deterioration of facilities for cooking, processing, and preserving food. Social protection network institutions face similar challenges.

The institutional programmes underpinning the operation of **homes for older persons, maternity homes, psycho-pedagogical centres, and homes for children without parental care**, which combine food with lodging and comprehensive care, face significant barriers to providing their services, particularly food services, because centrally allocated food quantities, variety, and frequency have decreased, and because their facilities also suffer from deterioration, especially for cooking, processing, and preserving food.

**c) Key activities implemented:**

As a basis for targeting and prioritizing those facing the greatest situations of vulnerability, work has begun on building a database to characterize families. With support from the PROSOCIAL project, the Household Social Characterization



Instrument (ICS-H) was refined and digitalized to collect information on household composition and on each of its members regarding: occupation, income, educational attainment, chronic illnesses, social situation, habitat, and access to social protection and food security programmes. Its application in 1,956 households across six selected territories, up to May 2026, shows the existence of families/households facing severe deprivation, primarily in the economic, labour, and food security dimensions, and identifies the most vulnerable profiles as households of older people living alone, female heads of household with three or more children, people receiving social assistance benefits, and households with children under two years of age.

Based on the ICS-H, a simplified questionnaire was applied to households that included people with selected profiles (beneficiaries of social assistance; women living alone over 60 years of age; men living alone over 65 years of age; pregnant women; children up to 5 years of age; children/adolescents with low weight/height for age; children/adolescents with chronic illnesses; female heads of household with three or more children). As of May 2026, 99% of households with these profiles had been surveyed. Analysis of this data is still under way.

**d) *Current or past investment:***

The Government of Cuba annually finances the acquisition of the family food basket for the population and food for social protection institutions at a cost of around USD 1.16 billion. This amount is expected to be maintained in the coming years. The state budget allocates more than 5 billion pesos annually to social assistance programmes.

WFP-UNICEF Joint Project (funded by Canada): officially launched in July 2025, this represents a strategic partnership between the Government of Canada, the World Food Programme (WFP), and UNICEF to strengthen food and nutrition security. It aims to benefit more than 78,000 people, focusing mainly on children up to age 12, as well as pregnant and breastfeeding women. It will run for five years (through December 2029) with a budget of CAD 12 million. It will be implemented in six municipalities across two key provinces: Holguín (Moa, Mayarí, and Holguín) and Mayabeque (San José de las Lajas, Bejucal, and Santa Cruz del Norte). The initiative takes a systemic approach that connects food production with social protection networks.

PROSOCIAL Project (Social Protection Strengthening): PROSOCIAL is a national project led by Cuba's Ministry of Labour and Social Security (MTSS) and the World Food Programme (WFP), with the participation of UNICEF and UNDP. Its main objective is to refine the mechanisms for identifying and targeting people in situations of vulnerability affecting their food and nutrition security, so that social protection policies and food assistance reach those most in need more efficiently and accurately. It is carried out in coordination with multiple entities, including the Ministries of Public Health, Education, and Domestic Trade, and draws on the experience of other initiatives. Approximately USD 350,000 had been disbursed as of 2025.

**e) Current Partnerships:**

**Main actors involved:** The Ministry of Labour and Social Security (MTSS).

**External partnerships:** World Food Programme (WFP); United Nations Development Programme (UNDP); United Nations Children's Fund (UNICEF); United Nations Population Fund (UNFPA); and the Food and Agriculture Organization of the United Nations (FAO).

These agencies provide technical and financial assistance for implementing social protection programmes by strengthening targeting mechanisms, assessing food insecurity, and designing territorial responses, including participatory monitoring tools; supporting the design of life-cycle-sensitive transfers, child protection, and community nutrition; and institutional strengthening and intersectoral governance.

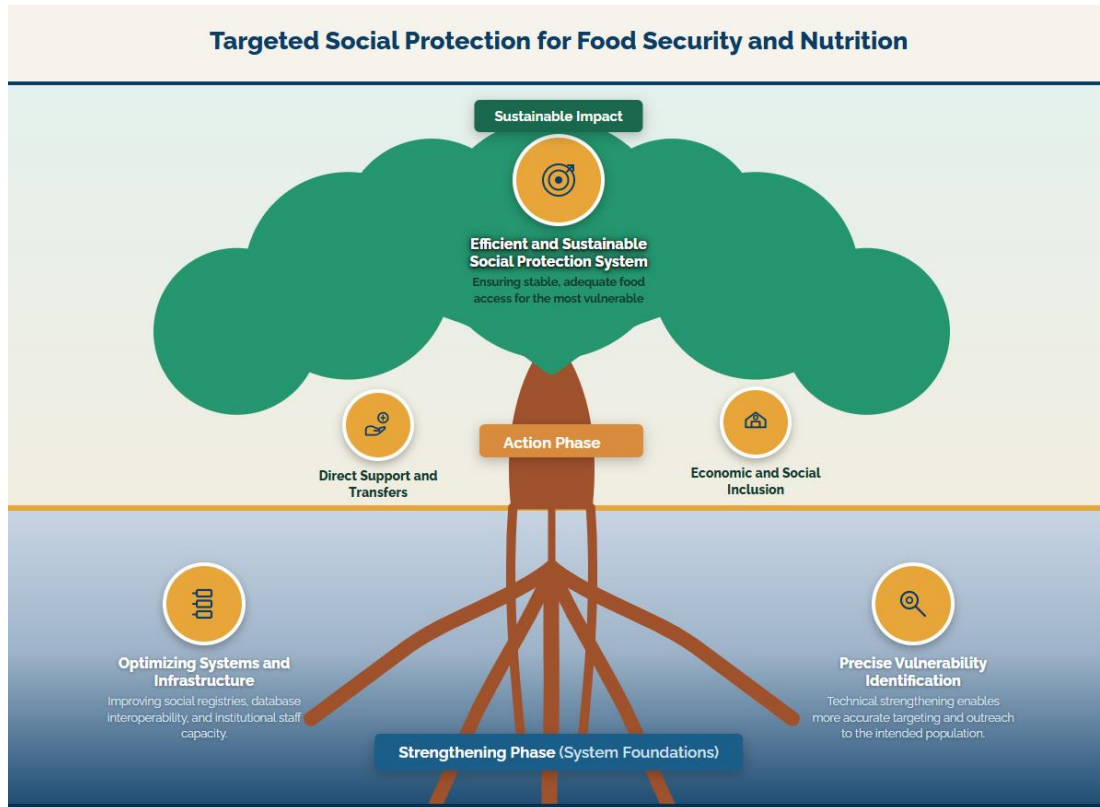
## Section 3: “The path” – Arrangements, activities and financing to reach the programme's goals

### 3.1 Planned implementation activities

**a) Simplified theory of change:**

The theory of change holds that strengthening information systems and the identification of vulnerable populations, together with the provision of direct support and the promotion of economic and social inclusion, improves immediate access to food and reduces vulnerabilities. This, in turn, makes it possible to move toward a more integrated, efficient, and sustainable social protection system, contributing to food security and nutrition over the long term.

See the visual illustration below.



**b) Core activities:**

The initiative draws on Cuba's existing social protection infrastructure, strengthening it with technical and financial support from Global Alliance members, to create a system that is more resilient, efficient, and centred on the people most vulnerable to food insecurity. It is based on four interconnected pillars:

- Pillar 1. Governance and information systems:** refines the Single Social Protection Registry for more effective targeting. It ensures interoperability among the social characterization system (PROSOCIAL/IVM), OREGI, the Agricultural Information and Planning System (SIPA), and other social protection system databases, for accurate eligibility determination and monitoring of beneficiaries, adapting elements of relevant international experience and strengthening the required technological support. This includes the procurement of ICT equipment for characterization purposes, as well as the design and updating of social protection programmes for targeted, differentiated assistance.
- Pillar 2. Assistance modalities to guarantee food access:** facilitates food access for people in the greatest situation of vulnerability, through either in-kind or cash-based transfer modalities, within the framework of existing social protection programmes, such as the State-Regulated Family Food Basket (CFN) and others, which will be strengthened or complemented through this approach centred on protecting the most vulnerable populations. It includes the distribution of nutritional supplements through the health system. It also covers international procurement of food for prioritized groups, as a complement to the existing basket, and special nutritious food for children under two years of age.
- Pillar 3. Economic and social inclusion:** includes training and skills-development programmes in trades and employment that enable self-transformation, resilience, and social and labour market inclusion; the provision of



assets to foster entrepreneurship that generates income; and accompaniment into employment through advisory, informational, motivational, and educational support for accessing quality jobs; support with personal procedures; and legal and psychological guidance, among others.

- **Pillar 4. Strengthening of capacities and infrastructure for social protection institutions:** social protection institutions will be strengthened with equipment to receive, store/preserve, cook, and distribute food, as well as other resources, ensuring infrastructure that integrates sustainable energy solutions for the food preparation process in institutions, through renewable energy sources (RES). Special attention will be paid to the School Feeding Programme and to supporting social protection institutions in structuring their demand by incorporating nutritional adequacy criteria into menu design based on local supply. Staff working in social protection will be able to collect data, analyse it, and make decisions to provide targeted assistance to those most in need. The use of digital platforms will make it possible to monitor support, evaluate impact, and adjust interventions, while also promoting digital inclusion for both beneficiaries and staff.

**In addition, a cross-cutting pillar** on communication and monitoring is included, aimed at making the initiative's progress visible, strengthening coordination among stakeholders, and facilitating the monitoring of results and adjustments to implementation.

#### ***c) Implementation timeline:***

The initiative will be implemented through a gradual, three-phase approach.

- The first phase will focus on preparing staff, procuring technical equipment, starting household registration, developing the interoperability of information systems, and launching the first food assistance and institutional strengthening actions.
- The second phase will deepen targeting and interoperability, introduce cash transfers and productive economic inclusion actions, and continue the initial actions.
- The third phase will focus on scaling up the proposal, expanding assistance modalities, supporting economic and productive inclusion, and consolidating the information system and institutional sustainability.

#### ***d) Monitoring and evaluation:***

The initiative will include a robust Monitoring and Evaluation (M&E) component that will include, among other elements, the following:

- **Baseline survey:** to be established at the outset for all key indicators.
- **Continuous monitoring:** periodic collection of data on process and outcome indicators to verify whether the programme is being implemented as planned.
- **Midterm and final evaluations:** to measure impact and effectiveness, with possible support from national academic institutions and international partners, comparing results against the baseline and, ideally, against a control group.
- **Feedback and adjustment:** using monitoring and evaluation findings to identify problems, correct course, and improve the design and implementation of the programme.

**e) Consultation processes:**

The programme is based on an ongoing consultation process. The National SSAN Commission, as the interinstitutional space and strategic coordination platform for this Plan, which includes government, academic, and civil-society actors, serves as the main dialogue platform. Validation workshops will be held at the municipal and national levels throughout the project cycle, ensuring the participation of beneficiaries and local actors in the design and adjustment of policies. Periodic accountability reporting will be conducted, sharing the main results and lessons learned from each stage.

## 3.2 Institutional Arrangements

**a) Leading implementing Ministry/Agency(ies):**

The National SSAN Commission, chaired by the Prime Minister of the Republic of Cuba, as the interinstitutional space for addressing food security, is responsible for the overall stewardship of this programme. The MTSS (Ministry of Labour and Social Security), as part of this interinstitutional space, coordinates this initiative, as it represents the natural counterpart for negotiating, receiving, and reporting on funds allocated to social protection, under the stewardship and authorization of MINCEX, the Ministry of Economy and Planning (MEP), the Ministry of Finance and Prices (MFP), and the Central Bank of Cuba (BCC), for financial mechanisms. This group forms part of the initiative's strategic coordination level.

**b) Lead financing/budget decision maker:**

The management of external funds in Cuba is an articulated process. For the Global Alliance Against Hunger and Poverty Plan, the roles of the key ministries would be integrated as follows:

- MINCEX (Ministry of Foreign Trade and Foreign Investment) – Stewardship and Approval: acts as the governing body for international cooperation policy. It is responsible for signing the framework agreement with the Alliance and with donors, and for chairing the commission that formally approves cooperation programmes and projects. This approval is the first “filter” to ensure that every initiative is aligned with the National Development Plan.
- MEP (Ministry of Economy and Planning) – Strategic Planning: leads economic planning and ensures the technical alignment of resources with national priorities. It defines, for donor sources, how the Alliance's funds and projects are integrated into central planning instruments (the Economic Plan). Its role is to give technical substance to what has been approved by MINCEX, ensuring its viability and strategic coherence.
- MFP (Ministry of Finance and Prices) – Financial and Budgetary Control: exercises stewardship over financial and budgetary policy. Its role is vital to ensuring transparency, establishing the accounting and fiscal treatment of resources, and integrating them into the State Budget. This ensures the traceability of funds from entry through execution.
- BCC (Central Bank of Cuba) – Foreign Exchange and Flow Management: acts as the administrator of the currencies in circulation within the national territory. It operates under the new foreign-exchange management and control system established by Decree-Law 113/2025. It regulates foreign-currency bank accounts and the mechanisms for allocating foreign exchange to economic actors,

channeling external resources into the national financial system in an orderly manner. It also regulates national-currency accounts.

This co-management model allows for orderly, traceable implementation, avoiding duplication and ensuring that the Alliance operates under a single set of rules.

**c) Other stakeholders in the country:**

Ministry of Domestic Trade (MINCIN); Ministry of Economy and Planning (MEP); Ministry of Finance and Prices (MFP); Central Bank of Cuba (BCC); Ministry of Science, Technology, and Environment (CITMA); Ministry of Education (MINED); Ministry of Public Health (MINSAP); local governments; universities.

A RACI matrix is proposed below to detail the specific roles.

Legend: (R) Responsible, (A) Accountable, (C) Consulted, (I) Informed

| MINCIN                                                            | MEP | MFP | BCC | CITMA | MINED | MINSAP | Local Gov. | Universities |
|-------------------------------------------------------------------|-----|-----|-----|-------|-------|--------|------------|--------------|
| <b>Pillar 1. Governance and information systems</b>               |     |     |     |       |       |        |            |              |
| R                                                                 | A   | C   | C   | C     | I     | I      | R          | C            |
| <b>Pillar 2. Assistance modalities to guarantee food access</b>   |     |     |     |       |       |        |            |              |
| R/A                                                               | C   | C   | I   | C     | I     | R      | R          | C            |
| <b>Pillar 3. Economic and social inclusion</b>                    |     |     |     |       |       |        |            |              |
| R                                                                 | C   | C   | I   | R     | R     | C      | R/A        | R            |
| <b>Pillar 4. Strengthening of social protection institutions</b>  |     |     |     |       |       |        |            |              |
| C                                                                 | R/A | R   | R   | C     | C     | C      | R          | C            |
| <b>Cross-cutting pillar: Communication and Monitoring actions</b> |     |     |     |       |       |        |            |              |
| R                                                                 | C   | C   | I   | C     | R     | R      | R/A        | R            |

### 3.3 Existing environment, resources, capacities

**a) Operating environment:**

At present, while the country makes considerable efforts to leave no one behind, the difficult economic situation poses a challenge to this purpose. The State-Regulated Family Food Basket, although it remains a universal programme, faces disruptions in meeting distribution cycles and a reduction in the number of products it offers, owing mainly to financial constraints and operational problems that have caused delays in the arrival of imports, in production, and in the transportation of products. The energy crisis and fuel shortages are paralyzing food production and distribution. The obsolescence of the electrical grid means that power outages are a daily obstacle for the cold chain and for agricultural activity. As for conditional and exceptional cash transfers, although the number of people benefiting from these payments has increased, the amounts provided are insufficient to cover the cost of the basic food basket, owing to rising market prices, a situation made worse by the instability of food availability. The School Feeding Programme also faces numerous challenges related to the availability of fresh and varied food and dependence on imported food, which make it difficult to offer a diverse and nutritious menu. Social

protection network institutions face similar challenges. The situation described points to the urgency and need for a food-focused social protection plan.

**b) Key available resources and capacity:**

The country has demonstrated considerable resilience and has laid solid foundations for an effective response:

- **Local productive potential:** the Urban, Suburban, and Family Agriculture Programme (AUSUF), based on agroecological principles, represents a decentralized and resilient productive network with enormous potential to increase the local supply and availability of healthy food and shorten marketing circuits.
- **Information systems under development:** progress is being made in refining tools such as the characterization of families in the PROSOCIAL database and the Multidimensional Vulnerability Index, with support from the United Nations system, which will allow for more precise identification of the population in a situation of vulnerability, for effective targeting of assistance. The Agricultural Information and Planning System (SIPA) tool is also being incorporated, contributing to improved management and planning of agricultural production and strengthening decision-making under the SSAN Law.
- **Human and social capital:** there is a broad network of social workers and local actors, as well as a solid network of academic and research institutions with technical capacity to support policy formulation. These are complemented by civil society organizations and a local government structure committed to territorial development.
- **Collaborative governance structure:** the capacity to establish and coordinate a multidisciplinary team at the national level, involving multiple ministries and key actors, for coherent implementation.
- **Supply chain coordination:** the ability to coordinate the food supply chain from the local producer through to social protection networks, including schools, hospitals, and maternity homes.

### 3.4 Estimated costs and financing strategy

**a) Projected program implementation costs and domestic financial resources:**

The initiative is carried out in three consecutive and overlapping phases:

- **Phase 1 (Years 1–2):** The foundations of the programme are established through staff preparation, the purchase of technical equipment, the start of household registration, the development of interoperability, and the first food assistance and institutional strengthening actions. **Budget:** ~USD 140 million, of which the country plans to finance **USD 20 million**.
- **Phase 2 (Years 3–4):** Interoperability and targeting are deepened, cash transfers and productive economic inclusion actions begin, and the actions from the previous phase continue. **Estimated budget:** ~USD 100 million, of which the country plans to finance **USD 30 million**.
- **Phase 3 (Year 5):** The proposal is scaled up, assistance modalities are expanded, and the information system and institutional sustainability are

consolidated. **Estimated budget:** ~USD 50 million, of which the country plans to finance **USD 40 million**.

**Secured sources of financing:** national resources allocated to existing programmes (the State-Regulated Family Food Basket and social protection programmes). Resources from international cooperation agencies, such as the World Food Programme's own funds.

**b) Additional domestic financial resource mobilization possibilities:**

- **Fiscal reforms to broaden the tax base:** in recent years, several reforms have been implemented to strengthen revenue-collection capacity, which could be expanded or adjusted to generate resources for the preplan.
- **External debt restructuring:** Cuba has expressed its interest in timely restructuring, with the participation of all creditors. Debt with the Paris Club stood at USD 4,624 million as of the end of 2024, and its renegotiation could ease pressure on public finances. A successful agreement would free up resources that could be redirected toward social and food security programmes.
- **Public-private partnerships (PPPs) in strategic sectors:** the government is moving forward with a regulatory framework for PPPs. Official Gazette No. 24 of March 2026 regulates, for the first time, how enterprises may form partnerships. In the food sector, the need for "public-private partnerships" has already been raised, opening the door to domestic and foreign private investment to rehabilitate key infrastructure.
- **Financing through bank credit:** the Central Bank of Cuba has formalized the granting of credit in CUP to individuals, which could be extended to support productive activities linked to food. In addition, the Bank of Credit and Commerce (Bandec), which already operates in the sector, could play a more active role in financing agriculture and agro-industrial projects.
- **Attracting foreign direct investment (FDI) in food:** the Government's 2026 Economic and Social Programme prioritizes attracting foreign investment, especially for food production. To this end, Cuba has eased its regulatory framework and is actively seeking investors for agro-industrial enterprises. Attracting foreign capital to this sector could accelerate import substitution and generate employment.

**c) Other secured or potentially available financing sources:**

- The Chile Fund against Hunger and Poverty, which provides a continuous flow of USD 5 million per year, managed by AGCID and channelled through UN agencies such as UNICEF;
- The Spain-Cuba debt conversion, reactivated in June 2025 for an amount of EUR 375 million (with a first tranche of EUR 500,000 approved as a humanitarian exception in February 2026), pending approval of new projects;
- Cuba's first debt-for-nature swap, currently under development following its presentation in February 2026 and key meetings held in Havana in 2026, aimed at creating a Conservation Trust Fund;
- The IRES Project of the Green Climate Fund (GCF), with USD 38.2 million under implementation through 2027, led by MINAG and FAO in seven municipalities;

- The Mi Costa Project of the GCF, approved in April 2026 for USD 23.9 million for coastal resilience along the southern coast;
- The Cuba-Panama bi-national Adaptation Fund, with USD 14 million under implementation to strengthen climate resilience and local food security.
- **Others:** requested international co-financing (grants); the European Union; international cooperation agencies (KOICA, Italy, Spain); resource mobilization (the Church); monetary and in-kind donations.

### 3.5 Assumptions, risks and opportunities

The plan is based on a scenario in which the energy crisis and the intensification of the United States economic embargo continue to affect the availability of fuel and the performance of the economy. GDP contraction persists, alongside official inflation of 14%, although the cost of the basic food basket may have risen by as much as 70%. Nonetheless, fiscal space remains to redirect resources, thanks to the reduction in the state deficit recorded in 2025.

#### a) Key assumptions:

- **Political will and administrative continuity:** government authorities will maintain support for the programme, given the priority placed on the population's food security, and particularly on assistance to the most vulnerable groups.
- **Alignment with Global Alliance partners:** Cuba's status as an implementing country implies scheduled access to specific windows of the Alliance and other international cooperation organizations and agencies for anti-hunger initiatives, although this depends on each partner's approval cycles.
- **Country counterpart commitment:** Cuba maintains its USD 90 million in-kind and human-resource contribution, and mobilizes territorial allocations and funds from the Territorial Contribution for Local Development.
- **Availability of qualified staff:** staff with capacities in social registries, interoperability, and cash-transfer management already exist or can be rapidly trained.
- **Banking access or alternatives:** a sufficient financial or mobile-payment network exists to channel cash transfers without mass exclusion.
- **Community acceptance:** families actively participate in registration and in productive economic inclusion activities.

#### b) Key risks:

| Risks                                                                                                                                                                     | Mitigation Measures                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Budget shortfall:</b> the amount allocated by the State or cooperation partners is lower than required, leading to operational cuts or the exclusion of beneficiaries. | Prioritize core investments. Design an automatic adjustment system.                                                                                                    |
| <b>Targeting quality:</b> errors of inclusion or exclusion of vulnerable households.                                                                                      | Use cross-verification with administrative registries. Incorporate accessible complaint and grievance mechanisms. Monitor the inclusion/exclusion rate every 6 months. |



|                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Delays in disbursements from cooperation partners:</b> international or bilateral agencies approve funds but transfer them with delays.                                                                                                                                                      | Design short contractual milestones (max. 3 months) and acceleration clauses if the partner exceeds 45 days of delay. Create a national revolving fund covering up to 2 months of operation during delays, reimbursable upon receipt of the disbursement.     |
| <b>Fluctuations in international food prices affecting the real value of transfers:</b> a sudden increase in food prices (owing to climate crises, conflicts, or speculation) reduces the purchasing power of fixed cash transfers, leaving households unable to cover their basic food basket. | Define the transfer as a reference basket (not a nominal amount). Incorporate clauses in supplier contracts for a semi-annual review based on food inflation. Establish agreements with local suppliers to supply food for the bimonthly module if necessary. |
| <b>Restrictions on the import of technical equipment owing to sanctions or the embargo:</b> the country faces economic sanctions, a trade embargo, or customs barriers that paralyze technological modernization.                                                                               | Inventory of internally available equipment (reuse of devices from other social programmes, donations). Partnerships with non-sanctioned neighbouring countries for procurement and re-export (logistical triangulation with origin verification).            |

### ***c) Sustainability strategy:***

- **Institutional:** an integrated, multisectoral approach to addressing vulnerability and food insecurity, with the different sectors involved — health, education, food, and food production, among others. Inclusive, territorial governance that promotes decentralized decision-making and community participation. Institutionalization of successful mechanisms, promoting replication and the transfer of lessons learned.
- **Financial:** development of various alternatives to secure stable public financial resources, based on: better allocation of the budget for social spending; the elimination of generalized subsidies on products and services; the identification of new national and local sources; and the implementation of permanent strategies to mobilize international cooperation resources. The elimination of generalized subsidies on products and services is a medium-term policy, and the programme therefore does not depend on it for its initial phase.
- **Technical:** capacity-building at the local level ensures operational continuity. National universities and research centres will be key partners in generating and adapting knowledge.
- **Expected timeline:** a transition toward predominantly national financing and operation is expected from Year 4 onward, depending on the mobilization of international resources and the country's economic performance: Years 1–2: predominantly external financing (70%); Years 3–4: financial balance (50%/50%); and Year 5: predominantly domestic financing (70%).

## Section 4: Specific Gaps and Partnership Requests

### 4.1 Identified gaps

The most critical and far-reaching gaps are:

- **Financial:** insufficient national financing for agricultural production, food imports, and the maintenance of social programmes, and a lack of funds for technological infrastructure (connectivity, devices, networks).
- **Technical:** insufficient connectivity and devices in the eastern provinces for real-time data collection, outdated registries, and weakened distribution logistics. Deteriorated technical infrastructure within the social protection network.
- **Knowledge:** limited local staff competencies in digital data management, multidimensional analysis, and case management. Absence of standardized protocols for identifying individual needs and designing personalized responses.
- **Coordination and governance:** reflected in the still-emerging coordination among municipal SSAN Commissions, Public Procurement Committees, and social protection programmes, together with limited local government capacity to manage public procurement and territorial funds.
- **Monitoring and evaluation:** absence of a real-time M&E system.

### 4.2 Summary of support needs

#### a) *Financial support needs:*

**Estimated scale:** approximately **USD 200 million** in total external financial support.

**Preferred modalities:** Grants are preferred for technical assistance, capacity development, and information systems. In addition to the requested financing, cash or in-kind contributions are also required.

A summary budget is presented below. **See Annex 3 for the detailed budget (including national contribution).**

| Pillar                                                           | Activity                                                                                                                                                         | External funding requested (USD) |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Pillar 1. Governance and information systems</b>              | Strengthening of technical capacities for social workers and officials                                                                                           | ~USD 0.2 million                 |
|                                                                  | Access to ICT to support the digitalization of social registries and system interoperability                                                                     | ~USD 0.7 million                 |
| <b>Pillar 2. Food assistance modalities</b>                      | Financing for the international procurement of food for prioritized groups                                                                                       | ~USD 146 million                 |
|                                                                  | Cash-based transfers to individuals                                                                                                                              | ~USD 23 million                  |
| <b>Pillar 3. Economic and social inclusion</b>                   | Economic and productive inclusion actions                                                                                                                        | ~USD 1 million                   |
| <b>Pillar 4. Strengthening of social protection institutions</b> | Infrastructure support for social protection institutions for cooking, food preservation and preparation, and electrical backup through renewable energy sources | ~USD 28 million                  |

| Pillar                                                    | Activity                             | External funding requested (USD) |
|-----------------------------------------------------------|--------------------------------------|----------------------------------|
| <b>Cross-cutting pillar. Communication and monitoring</b> | Communication and monitoring actions | ~USD 0.03 million                |
|                                                           | <b>Total</b>                         | <b>~USD 200 million</b>          |

**b) Technical assistance needs:**

Technical assistance includes specialized expertise, advisory support or capacity-building to strengthen the design, implementation or monitoring of the pre-plan or specific components. This may be delivered directly by Alliance members with relevant expertise, including through bilateral, South-South or triangular cooperation arrangements, and in collaboration with other partners or local institutions as appropriate.

Cuba's technical assistance needs include the following:

- data interoperability;
  - design of the digital social protection system;
  - sustainable infrastructure for food preservation;
  - the design and targeting of nutrition-sensitive social protection programmes;
  - support to institutions to incorporate nutritional criteria and local supply into menus;
  - design of socioeconomic inclusion pathways and capacity-building on employment programmes;
  - beneficiary feedback mechanisms; and
- monitoring and evaluation.

The training or institutional strengthening required for government officials and implementing partners is set out below:

- **For government officials and technical teams:** strategic planning – the capacity to articulate a long-term vision for the social protection system, suited to the specific conditions of each moment.
  - **For policymakers:** targeting methodologies (single social registries, scoring methods), the design of evidence-based interventions, and knowledge of specific instruments (cash transfers, pensions, employment programmes, care services).
  - **For frontline staff (social workers, specialists):** skills for data collection and mediation among actors with diverse interests, empathy to understand diverse social realities, data analysis, and the identification of assistance modalities. Knowledge of specific instruments (cash transfers, pensions, employment programmes, care services).
- For implementing partners (associations, local governments):** operational planning, risk management, and resource administration; the design of local development projects; and policy advocacy.

**c) Knowledge exchange needs:**

Knowledge exchange may be provided through study visits, peer-learning missions, webinars, practitioner exchanges, documentation of country experiences or other agreed formats, and may be self-financed or supported through financial contributions from other Alliance members where needed.

Cuba is interested in fostering exchanges to learn from good practices in the following countries, and is also open to learning about other relevant experiences from Alliance members:

- **BRAZIL:** targeting, social registries, and interoperability, drawing on the experience of the Cadastro Único; conditional cash transfers such as Bolsa Família; advisory support on the linkage between social protection and food and nutrition security; and support to the School Feeding Programme.
- **MEXICO:** the territorial design of support and community participation.
- **COLOMBIA:** good practices in digital interoperability and targeting, based on its social registry systems (Registro Social de Hogares and SISBEN).
- **DOMINICAN REPUBLIC:** experiences with School Feeding Programmes.

### 4.3 Detailed partnership requests by pillar

The partnership requests are organized around the plan's four pillars: (1) governance and information systems, (2) food assistance modalities, (3) economic and social inclusion, and (4) strengthening of social protection institutions, in addition to a cross-cutting area on communication, monitoring and evaluation.

The requests include opportunities **for (1) financial support, (2) technical assistance and (3) knowledge exchange**, allowing partners to indicate where they can contribute most directly.

**Knowledge exchange:** Requests to facilitate the sharing of expertise, experiences and good practices among Alliance members. This may be provided through study visits, peer-learning missions, webinars, practitioner exchanges, documentation of country experiences or other agreed formats, and may be self-financed or supported through financial contributions from other Alliance members where needed.

**Technical assistance:** Requests for specialized expertise, advisory support or capacity-building to strengthen the design, implementation or monitoring of the pre-plan or specific components. This may be delivered directly by Alliance members with relevant expertise, including through bilateral, South-South or triangular cooperation arrangements, and in collaboration with other partners or local institutions as appropriate.

**Financial assistance:** Requests for financial resources to support the pre-plan or specific components. Contributions may take the form of grant financing, partner-led procurement, in-kind contributions or financing managed by agreed implementing partners, such as UN agencies, international organizations, development agencies or other eligible partners.

### Requests under Pillar 1: Governance and information systems

*This pillar focuses on strengthening PROSOCIAL (a social protection database/household characterization system), the Multidimensional Vulnerability Index, interoperability with other social protection and administrative databases, and the information systems needed for better targeting, planning and monitoring of social protection programmes.*

#### Request 1: Financing digitalization, interoperability and social protection information systems

- **Type of request:** Financial support
- **Indicative amount:** Approximately USD 0.9 million
- **Reference** : Annex – Detailed Budget, Pillar 1, Activities 1–2; see also Section 3.1, Pillar 1.

#### What is being asked

Support is needed to strengthen the information systems that underpin targeted social protection. **This includes financing capacity development for social workers and public officials, annual household characterization, ICT equipment for registration processes, maintenance and updating of digital tools, interoperability protocols, data security measures, South-South cooperation exchanges, and links between PROSOCIAL, the Multidimensional Vulnerability Index, OREGI (Registry of Consumers), SIPA (Agricultural Information and Planning System), and other relevant social protection or administrative databases.**

#### Request 2: Technical assistance for social protection information systems, interoperability and nutrition-sensitive targeting

- **Type of request:** Technical assistance
- **Reference** : Section 4.2 b); see also Section 3.1, Pillar 1.

#### What is being asked

Cuba is seeking technical assistance to strengthen the design and use of social protection information systems for more effective targeting, monitoring and decision-making. **This may include support on data interoperability, design of the digital social protection system, eligibility criteria, nutrition-sensitive targeting, digital tools for household characterization, and use of the Multidimensional Vulnerability Index.**

#### Request 3: Knowledge exchange on social registries, targeting and interoperability

- **Type of request:** Knowledge sharing
- **Reference** : Section 4.2 c)

#### What is being asked

Cuba is seeking structured knowledge exchange with Alliance members on social registries, targeting and interoperability. **Priority areas include digital social protection systems, data interoperability, integrated social registries, beneficiary identification, eligibility processes, and the use of information systems to support more nutrition-sensitive social protection. Support may include study visits, peer-learning missions, technical webinars or practitioner exchanges.**

### **Requests under Pillar 2: Assistance to guarantee access to food**

*This pillar focuses on strengthening and diversifying food and nutrition support for vulnerable groups through in-kind support, including nutritional supplements, and cash transfers.*

#### **Request 4: Financing food procurement and nutritional support for prioritized groups**

- **Type of request:** Financial support
- **Indicative amount:** Approximately USD 146 million
- **Reference:** Annex – Detailed Budget, Pillar 2, Activity 3; see also Section 3.1, Pillar 2.

#### **What is being asked**

Cuba is requesting financing and/or in-kind contributions for international procurement of food and nutritional products for prioritized groups. **This may include food products to complement existing social protection programmes, and special nutritious foods for young children.**

#### **Request 5: Financing cash-based transfer modalities for vulnerable people and households**

- **Type of request:** Financial support
- **Indicative amount:** Approximately USD 23 million
- **Reference:** Annex – Detailed Budget, Pillar 2, Activity 4; see also Section 3.1, Pillar 2.

#### **What is being asked**

Cuba is seeking financing to support cash-based transfer modalities for people and households receiving social assistance, based on strengthened information systems and improved targeting. **This includes direct financing for cash-based transfers to eligible people and households.**

#### **Request 6: Technical assistance on nutrition-sensitive food assistance and transfer modalities**

- **Type of request:** Technical assistance
- **Reference:** Section 4.2b); see also Section 3.1, Pillar 2

#### **What is being asked**

Cuba is seeking technical assistance to strengthen nutrition-sensitive social protection and food assistance modalities. **This may include support on the nutritional composition of in-kind food assistance and the design of nutrition-sensitive cash transfer modalities.**

#### **Request 7: Knowledge exchange on food assistance, cash transfers and food security articulation**

- **Type of request:** Knowledge sharing
- **Reference:** Section 4.2c)

#### **What is being asked**

Cuba is interested in learning from experiences on food assistance and cash transfers. **Priority areas include the articulation between social protection and food and nutrition security.** Support may include study visits, peer-learning missions, technical webinars or practitioner exchanges.



### Requests under Pillar 3: Economic and social inclusion

*This pillar focuses on complementing food and social assistance with pathways for economic and social inclusion, including training, employment support, assets and accompaniment.*

#### Request 8: Financing economic and social inclusion actions for vulnerable people and households

- **Type of request:** Financial support
- **Indicative amount:** Approximately USD 1 million
- **Reference:** Annex – Detailed Budget, Pillar 3, Activity 5; see also Section 3.1, Pillar 3.

#### What is being asked

Cuba is requesting financing to support economic and social inclusion actions for people and households in situations of vulnerability. **This may include financing for vocational training and business plan development, delivery of productive assets, and labour insertion support — including informational, motivational, educational, legal, and psychological guidance, and assistance with administrative procedures.**

#### Request 9: Technical assistance to design integrated economic inclusion pathways

- **Type of request:** Technical assistance
- **Reference:** Section 4.2b); see also Section 3.1, Pillar 3

#### What is being asked

Cuba is seeking technical assistance to design and operationalize economic and social inclusion pathways linked to social protection. **This may include technical support for the design of vocational training, productive asset targeting, and labour insertion services, as well as capacity-building for policymakers and frontline staff on evidence-based design and employment programmes, and monitoring of results.**

### Requests under Pillar 4: Strengthening social protection institutions

*This pillar focuses on improving the infrastructure, equipment and capacities of social protection institutions that receive, conserve, prepare and distribute food, including through sustainable energy solutions and nutrition-sensitive menus.*

#### Request 10: Financing infrastructure and equipment for social protection institutions

- **Type of request:** Financial support
- **Indicative amount:** Approximately USD 28 million
- **Reference:** Annex – Detailed Budget, Pillar 4, Activity 6; see also Section 3.1, Pillar 4.

#### What is being asked

Cuba is requesting financing and/or in-kind contributions to strengthen social protection institutions with equipment and infrastructure for receiving, storing, conserving, preparing and distributing food. **This may include cooking, conservation, refrigeration, storage and preparation equipment, as well as renewable energy solutions to support food service operations in institutions such as school feeding facilities, Family Care Systems, homes for older persons,**

centres for persons with disabilities, maternal homes and other social protection institutions.

#### **Request 11: Technical assistance on sustainable infrastructure and nutrition-sensitive menus**

- **Type of request:** Technical assistance
- **Reference:** Section 4.2b); see also Section 3.1, Pillar 4

##### **What is being asked**

Cuba is seeking technical assistance to strengthen the capacity of social protection institutions to provide adequate food and nutrition support. **This may include advice on sustainable infrastructure for food conservation and preparation, renewable energy solutions where relevant, and support to institutions to incorporate nutritional criteria and local supply into menus.**

#### **Request 12: Knowledge exchange on school feeding and institutional food service**

- **Type of request:** Knowledge sharing
- **Reference:** Section 4.2c)

##### **What is being asked**

Cuba is seeking knowledge exchange on institutional food service, school feeding and nutrition-sensitive support within social protection institutions. **Priority areas include school feeding models, links with local food systems and menu planning based on nutritional criteria and local supply. Support may include study visits, peer-learning missions, technical webinars or practitioner exchanges.**

#### **Request Area 5 - Cross-cutting: Communication, feedback, monitoring and evaluation**

*This cross-cutting area focuses on communication, beneficiary feedback, monitoring and evaluation, and learning functions needed to track implementation, adjust the programme and strengthen accountability.*

#### **Request 13: Financing communication, feedback, monitoring and evaluation activities**

- **Type of request:** Financial support
- **Indicative amount:** Approximately USD 30.000
- **Reference:** Annex – Detailed Budget, Transversal Pillar, Activity 7.

##### **What is being asked**

Cuba is requesting financing to support cross-cutting communication, beneficiary feedback, monitoring and evaluation activities. **This may include communication campaigns, data collection tools, monitoring systems, evaluations, learning products, workshops, technical studies and coordination costs linked to results measurement and adaptive implementation.**

#### **Request 14: Technical assistance on beneficiary feedback, communication and M&E**

- **Type of request:** Technical assistance
- **Reference:** Section 4.2b); see also Section 3.1 on monitoring and evaluation

##### **What is being asked**

Cuba is seeking technical assistance to strengthen beneficiary feedback, communication, monitoring and evaluation. **This may include support to design**

feedback mechanisms, monitoring frameworks, indicators, baselines, data collection tools, mid-term and final evaluations, learning products, communication strategies and mechanisms to use evidence for programme adjustment.

#### **Request 15: Open financing request for technical assistance, knowledge exchange or other unfunded support needs**

- **Type of request:** Financial support
- **Indicative amount:** To be determined
- **Reference:** Sections 4.2 b) and c)

#### **What is being asked**

Cuba welcomes flexible financing offers for technical assistance, knowledge exchange, capacity development or other support needs identified in the pre-plan that are not fully covered by the specific financial requests above, or that are flexible across multiple pillars or requests. **This may include financing for expert support, training, workshops, study visits, peer-learning exchanges, technical studies, facilitation, translation and interpretation, or other activities directly linked to the pre-plan. Contributions under this request will be assigned to a specific pillar in consultation with the Government of Cuba and the Global Alliance Support Mechanism.**

## **4.4 Proposed Role for Alliance Partners**

### **a) External actors already involved in similar areas in the country:**

World Food Programme (WFP); Food and Agriculture Organization of the United Nations (FAO); United Nations Children's Fund (UNICEF); United Nations Development Programme (UNDP). These agencies provide technical and financial assistance for implementing social protection programmes by strengthening targeting mechanisms, assessing food insecurity, and designing territorial responses, including participatory monitoring tools; supporting the design of life-cycle-sensitive transfers, child protection, and community nutrition; and institutional strengthening and intersectoral governance.

### **b) Potential partnerships sought:**

**Member governments** (Brazil, Mexico, Colombia, the Dominican Republic, and others): South-South knowledge exchange and technical assistance on social protection targeting, social protection modalities, and school feeding.

#### **Multilateral development banks:**

CABEI, IDB, CAF, and other multilateral development banks: exploring opportunities for financial, technical, or methodological support to upgrade information systems, interoperability among registries, evaluation and monitoring modules, digital infrastructure, and distribution logistics, in line with the mandates, eligibility criteria, and modalities applicable to Cuba's context.

#### **United Nations agencies:**

- **WFP:** targeting mechanisms, food insecurity assessment, and the design of territorial responses, including cash-based transfers and participatory monitoring tools.
- **UNICEF:** support for the design of life-cycle-sensitive transfers, child protection, and community nutrition.
- **UNDP:** institutional strengthening and intersectoral governance, including capacity-building for technical teams and alignment with the PNDES 2030.
- **ILO:** structuring of social protection systems.
- **ECLAC:** support in multidimensional poverty analysis and alignment with the SDGs, including comparable regional indicators.
- **FAO:** technical assistance to link family farming with school and community feeding, and information systems linked to local food systems and the SSAN Law.

**Bilateral funders** (such as cooperation agencies based in Cuba — AECID, AICS, AFD — and regional cooperation agencies such as the Brazilian Cooperation Agency (ABC) and the Mexican Agency for International Development Cooperation (AMEXCID)): this type of bilateral cooperation can provide medium-term financial resources, technical knowledge transfer, and international legitimacy.

**Research and knowledge institutions.** Latin American universities: academic exchange and methodological validation, particularly in household characterization and food and nutrition security. Impact evaluation and evidence generation.

**Philanthropic support:** can finance pilot projects on targeting, digitalization, and community monitoring. Can provide agile resources to cover operational or emerging gaps (child nutrition, pregnant women, rural communities). Can also generate partnerships with civil society and academia, strengthening community participation and transparency.

### ***c) Desired partnership model:***

The desired partnership model will combine four levels of coordination:

- Strategic (governance and coordination)
- Technical-operational
- Territorial
- Knowledge and good practices

**At the strategic level (governance and coordination),** the SSAN Commission — chaired by the Prime Minister and composed of all key ministries and institutions — is the highest-level forum for strategic, intersectoral decision-making. Given the particular nature of this Plan, the SSAN Commission will serve as the partner coordination platform, with MTSS and WFP as its main leads, bringing together donors and agencies with the ministries involved in implementation (MTSS, MINCIN, MINAG, MEP, MFP, BCC), to avoid duplication and ensure complementarity of financial and technical support. Its work will be coordinated with the Social Policy Commission, which has equivalent structures at the provincial, municipal, and People's Council levels to ensure territorial implementation.

A National Technical Working Group, led by MINCEX's National Focal Point, will serve as the liaison with the Global Alliance Support Mechanism and international partners.

**At the technical-operational level (implementation and assistance),** MTSS leads, with the support of WFP and other interested partners, on the design and implementation of food assistance and cash-transfer modalities, and socio-economic inclusion.

**At the territorial level in the eastern provinces,** an implementation team will operate, made up of local governments and representatives of the SSAN Commission and the Provincial, Municipal, and People's Council Commissions for social policy. This team will be responsible for implementing the Plan, as well as for monitoring process, outcome, and financial indicators, with semi-annual reviews.

**At the level of knowledge capitalization and innovation,** evidence is gathered from the process and its results, as well as good practices that can be replicated. In particular, national and international universities and research centres generate evidence, validate methodologies, and evaluate impact. The governments of Brazil, Mexico, Colombia, the Dominican Republic, and other interested parties support South-South exchanges of experience on targeting, transfers, and school feeding.

This partnership model rests on clear and differentiated roles, the complementarity of partner contributions, and strategic, operational, territorial, and knowledge-capitalization coordination.

The implementation roadmap that will guide the partnership begins with the signing of a framework agreement specifying each partner's commitments in terms of duration, amount, modality, and disbursement conditions, as well as accountability and risk-management mechanisms. This agreement will serve as the basis for establishing specific agreements between donors and the Plan's governance team, as well as between this team and the technical, territorial, and knowledge-capitalization levels of the project.

***The Global Alliance has the opportunity to demonstrate, in Cuba, that a virtuous link among social protection, resilient local food systems, and climate finance is possible. We invite its members — governments, multilateral banks, UN agencies, climate funds, and civil society organizations — to join this innovative partnership, contributing according to their mandate and comparative advantage. The country has the political will, the legal framework, and the installed capacity; it only requires coordinated support to scale up what are today pilot solutions into nationally scaled public policies with a demonstrable impact on reducing hunger and poverty.***

## Annex

### Annex 1. Proposed Basic Basket for Direct Food Assistance

#### a) *Definition*

A **basic basket** is one that achieves nutritional adequacy for a person's daily intake, meaning it meets the minimum caloric requirements per person per day, which, according to WHO recommendations, amount to 2,100 kcal.

The basket proposed for this Plan complements the one provided by the Government through its various programmes and, by virtue of its composition, provides 33% of recommended kilocalories, equivalent to 699 kcal per person per day.

**Access to this basket**, in the context of the proposed Plan, means that people are given the capacity, through social protection programmes, to regularly obtain adequate and nutritious food, equivalent to 33% of recommended daily kilocalories.

#### b) *Basket composition and caloric contribution*

| Product           | Frequency       | Caloric Contribution | Protein Contribution | Fat Contribution |
|-------------------|-----------------|----------------------|----------------------|------------------|
| Rice (20% broken) | 60 g/person/day | 216 kcal             | 397                  | 0.35             |
| Canned sardines   | 50 g/person/day | 106.08 kcal          | 12.56                | 5.84             |
| Split peas        | 30 g/person/day | 102.30 kcal          | 7.37                 | 0.35             |
| Vegetable oil     | 30 g/person/day | 275.02 kcal          | 0                    | 30.57            |

#### c) *Nutritional adequacy and distribution channel*

The proposed basket is adequate as a complement to the Government's basket and provides 699 kcal per person per day.

The complementary basic basket will be distributed alongside the Government's basket through MINCIN channels, on a bimonthly basis



## Annex 2. Proposed Coverage

Approximately 590,000 people (589,306 people), representing 19% of the population of the five eastern provinces, and 1,130 institutions in the eastern provinces, broken down into three groups:

**a) *People in a situation of multidimensional vulnerability, with an emphasis on food vulnerability:***

|                                                       | Eastern Provinces |
|-------------------------------------------------------|-------------------|
| Households of people aged 65 and older living alone   | 131,988           |
| Children under two years of age                       | 78,986            |
| Children with low weight and height for age           | 13,259            |
| Children/adolescents with chronic childhood illnesses | 3,874             |
| Pregnant women                                        | 14,460            |
| Breastfeeding women                                   | 75,535            |
| People in a situation of economic vulnerability       | 144,218           |
| <b>Total</b>                                          | <b>462,320</b>    |

***b) People in a situation of multidimensional vulnerability, with an emphasis on food vulnerability, who attend social protection institutions:***

|              | Homes for Older Persons | Maternity Homes | Psycho-pedagogical Centres | Child Development Centres | Childcare Homes | Primary Schools | Homes for Children w/o Parental Care | Special Education Schools | SAF      | Total   |
|--------------|-------------------------|-----------------|----------------------------|---------------------------|-----------------|-----------------|--------------------------------------|---------------------------|----------|---------|
| People       | 3,078                   | 845.5           | 561                        | 41,695                    | 4,555           | 47,250          | 169                                  | 12,239                    | 10,993.5 | 121,386 |
| Institutions | 44                      | 26              | 7                          | 261                       | 137             | 213             | 18                                   | 132                       | 293      | 1,130   |

***c) Staff: 5,600 people***

## Annex 3. Detailed Budget

The following is the total estimated budget, including the national contribution.

| Activity                                                                                                                                                              | Unit Cost (USD) | Notes                                                                                                                                                                      | Total Cost |        |        |        |        | Total   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|--------|--------|--------|---------|
|                                                                                                                                                                       |                 |                                                                                                                                                                            | Year 1     | Year 2 | Year 3 | Year 4 | Year 5 |         |
| PILIAR 1                                                                                                                                                              |                 |                                                                                                                                                                            |            |        |        |        |        |         |
| 1. Strengthening of technical capacities for social workers and officials (~USD 0.9 million)                                                                          |                 |                                                                                                                                                                            |            |        |        |        |        |         |
| Workshop per province, for training of trainers.                                                                                                                      | 30,000          | A workshop is held per province, for training of trainers. Estimated cost of 30,000 per workshop. From the second year onward, the workshop will be held in two provinces. | 150,000    | 60,000 | 60,000 | 60,000 | 60,000 | 390,000 |
| Household Social Characterization survey / annual frequency                                                                                                           | 1,000           | 54 municipalities                                                                                                                                                          | 54,000     | 54,000 | 54,000 | 54,000 | 54,000 | 270,000 |
| Mapping of social protection administrative registries (MINSAP, MINED, MEP, MINCIN) and design of mechanisms for their interoperability with other existing databases | 1,000           | Refers to the cost of consultancy services                                                                                                                                 | 2,000      | 2,000  | 1,000  | 0      | 0      | 5,000   |
| Annual Provincial Workshop for staff serving social protection                                                                                                        | 6,000           | One per province                                                                                                                                                           | 30,000     | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 |
| South-South cooperation experience exchange                                                                                                                           |                 | Two missions are expected                                                                                                                                                  | 68,000     | 0      | 50,000 | 0      | 0      | 118,000 |

| Activity                                                                                                                          | Unit Cost (USD) | Notes                                                                                 | Total Cost     |              |              |                |              | Total          |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------------------------------------------------------------------|----------------|--------------|--------------|----------------|--------------|----------------|
|                                                                                                                                   |                 |                                                                                       | Year 1         | Year 2       | Year 3       | Year 4         | Year 5       |                |
| <b>Subtotal 1</b>                                                                                                                 |                 |                                                                                       | 304,000        | 146,000      | 195,000      | 144,000        | 144,000      | <b>933,000</b> |
| <b>2. Access to ICT to support the digitalization of social registries and system interoperability (~USD 0.9 million)</b>         |                 |                                                                                       |                |              |              |                |              |                |
| Procurement of technology for family characterization (tablets and PCs)                                                           |                 | 150 × tablets, 900 × PCs, 200 × printers, 1,200 × renewable energy source (RES) units | 598,650        | 0            | 0            | 226,283        | 0            | 824,933        |
| Maintenance/update of the app                                                                                                     | 1,000           | Once a year                                                                           | 1,000          | 1,000        | 1,000        | 1,000          | 1,000        | 5,000          |
| Workshops to design the interoperability protocol                                                                                 | 2,500           | 2                                                                                     | 2,500          | 2,500        | 0            | 0              | 0            | 5,000          |
| Payment for interoperability services                                                                                             | 1,000           | Per year                                                                              | 1,000          | 1,000        | 1,000        | 1,000          | 1,000        | 5,000          |
| Actions to ensure data integrity and security                                                                                     | 200             | Per year                                                                              | 200            | 200          | 200          | 200            | 200          | 1,000          |
| Maintenance of IVM reports according to set criteria                                                                              | 1,000           | Per year                                                                              | 1,000          | 1,000        | 1,000        | 1,000          | 1,000        | 5,000          |
| Updating and design of the Protocol for Social Protection Programmes                                                              |                 |                                                                                       | 2,000          | 2,000        | 1,500        | 0              | 0            | 5,500          |
| <b>Subtotal 2</b>                                                                                                                 |                 |                                                                                       | <b>606,350</b> | <b>7,700</b> | <b>4,700</b> | <b>229,483</b> | <b>3,200</b> | <b>851,433</b> |
| <b>PILLAR 2</b>                                                                                                                   |                 |                                                                                       |                |              |              |                |              |                |
| <b>3. Financing for the international procurement of food for prioritized groups (~USD 197 million)</b>                           |                 |                                                                                       |                |              |              |                |              |                |
| Procurement and delivery of direct food assistance as a complement to the basket provided by the Government, based on 2,100 kcal. | 11.05           | A cost of USD 11.05 is assumed for a monthly basket                                   | 61,303,632     | 61,303,632   | 24,678,716   | 24,678,716     | 24,678,716   | 196,643,412    |

| Activity                                                        | Unit Cost (USD) | Notes                                                                                                                                                | Total Cost        |                   |                   |                   |                   | Total              |
|-----------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|                                                                 |                 |                                                                                                                                                      | Year 1            | Year 2            | Year 3            | Year 4            | Year 5            |                    |
|                                                                 |                 | composed of: rice (20% broken), 60 g/person/day; canned sardines, 50 g/person/day; split peas, 30 g/person/day; vegetable oil, 30 g/person/day       |                   |                   |                   |                   |                   |                    |
| Special nutritious food for children under 2 years of age       | 12,000          | It is assumed that powdered micronutrients will reach 100% of children aged 6 to 24 months in the eastern provinces each year (approximately 80,000) | 103,200           | 103,200           | 103,200           | 103,200           | 103,200           | 516,000            |
| <b>Subtotal 3</b>                                               |                 |                                                                                                                                                      | <b>61,406,832</b> | <b>61,406,832</b> | <b>24,781,916</b> | <b>24,781,916</b> | <b>24,781,916</b> | <b>197,159,412</b> |
| <b>4. Cash-based transfers to individuals (~USD 44 million)</b> |                 |                                                                                                                                                      |                   |                   |                   |                   |                   |                    |
| Cash transfers in different modalities                          | 11.05           | The same unit cost of USD 11.05 per person per month is used as a reference for                                                                      | 0                 | 0                 | 14,718,600        | 14,718,600        | 14,718,600        | 44,155,800         |

| Activity                                                                                                                              | Unit Cost (USD) | Notes                                                                                                                                                                                                                                  | Total Cost |        |            |            |            | Total      |
|---------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|------------|------------|------------|------------|
|                                                                                                                                       |                 |                                                                                                                                                                                                                                        | Year 1     | Year 2 | Year 3     | Year 4     | Year 5     |            |
|                                                                                                                                       |                 | acquiring food to complement the Government's monthly basket.                                                                                                                                                                          |            |        |            |            |            |            |
| <b>Subtotal 4</b>                                                                                                                     |                 |                                                                                                                                                                                                                                        | 0          | 0      | 14,718,600 | 14,718,600 | 14,718,600 | 44,155,800 |
| <b>PILLAR 3</b>                                                                                                                       |                 |                                                                                                                                                                                                                                        |            |        |            |            |            |            |
| <b>5. Economic and productive inclusion actions (~USD 5 million)</b>                                                                  |                 |                                                                                                                                                                                                                                        |            |        |            |            |            |            |
| Accompaniment, consulting, and advisory services to support the labour market and social inclusion of people in vulnerable situations |                 |                                                                                                                                                                                                                                        | 5,000      | 5,000  | 12,500     | 12,500     | 12,500     | 47,500     |
| Skills-training courses in various trades, by province                                                                                | 6,000           | Per province                                                                                                                                                                                                                           | 0          | 30,000 | 30,000     | 30,000     | 30,000     | 120,000    |
| Provision of assets based on the trades strengthened in the territories.                                                              | 2,500           | Financing of USD 2,500 per person is planned from Year 3 onward, for the purchase of assets based on the trades strengthened in each province. It is assumed that approximately 5% of the people who exit a situation of vulnerability | 0          | 0      | 1,802,500  | 1,625,000  | 1,460,000  | 4,887,500  |



| Activity                                                                                                                                                                                                     | Unit Cost (USD) | Notes                                                                                  | Total Cost |           |           |           |           | Total      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------------------------|------------|-----------|-----------|-----------|-----------|------------|
|                                                                                                                                                                                                              |                 |                                                                                        | Year 1     | Year 2    | Year 3    | Year 4    | Year 5    |            |
|                                                                                                                                                                                                              |                 | each year, from the third year onward, will be supported.                              |            |           |           |           |           |            |
| Business plan design courses                                                                                                                                                                                 | 1,000           | Per province                                                                           | 0          | 0         | 5,000     | 5,000     | 5,000     | 15,000     |
| <b>Subtotal 5</b>                                                                                                                                                                                            |                 |                                                                                        | 5,000      | 35,000    | 1,850,000 | 1,672,500 | 1,507,500 | 5,070,000  |
| <b>PILLAR 4</b>                                                                                                                                                                                              |                 |                                                                                        |            |           |           |           |           |            |
| <b>6. Strengthening of infrastructure for social protection institutions to support cooking, food preservation and preparation, and electrical backup through renewable energy sources (~USD 39 million)</b> |                 |                                                                                        |            |           |           |           |           |            |
| Actions to strengthen food-preparation infrastructure in schools offering semi-boarding (lunch) services                                                                                                     | 40,000          | 213 primary schools will benefit, at this approximate unit cost per institution        | 2,080,000  | 2,080,000 | 2,080,000 | 2,080,000 | 2,080,000 | 10,400,000 |
| Actions to strengthen kitchen and dining conditions in maternity homes                                                                                                                                       | 40,000          | 26 maternity homes will benefit, at this approximate unit cost per institution         | 200,000    | 200,000   | 200,000   | 200,000   | 200,000   | 1,000,000  |
| Strengthening of food-preparation infrastructure in homes for older persons                                                                                                                                  | 40,000          | 44 homes for older persons will benefit, at this approximate unit cost per institution | 360,000    | 360,000   | 360,000   | 360,000   | 320,000   | 1,760,000  |

| Activity                                                                                      | Unit Cost (USD) | Notes                                                                                                   | Total Cost |           |           |           |           | Total      |
|-----------------------------------------------------------------------------------------------|-----------------|---------------------------------------------------------------------------------------------------------|------------|-----------|-----------|-----------|-----------|------------|
|                                                                                               |                 |                                                                                                         | Year 1     | Year 2    | Year 3    | Year 4    | Year 5    |            |
| Strengthening of food-preparation infrastructure in psycho-pedagogical centres                | 50,000          | 7 psycho-pedagogical centres will benefit, at this approximate unit cost per institution                | 100,000    | 200,000   | 150,000   | 0         | 0         | 450,000    |
| Strengthening of cooking conditions in child development centres                              | 20,000          | 261 child development centres will benefit, at this approximate unit cost per institution               | 1,040,000  | 1,040,000 | 1,040,000 | 1,040,000 | 1,040,000 | 5,200,000  |
| Strengthening of cooking conditions in childcare homes                                        | 20,000          | 137 childcare homes will benefit, at this approximate unit cost per institution                         | 540,000    | 540,000   | 540,000   | 560,000   | 520,000   | 2,700,000  |
| Strengthening of food-preparation infrastructure in homes for children without parental care. | 25,000          | 18 homes for children without parental care will benefit, at this approximate unit cost per institution | 75,000     | 125,000   | 100,000   | 100,000   | 0         | 400,000    |
| Strengthening of food-preparation conditions in Family Care Services (SAF)                    | 40,000          | 293 SAF units will benefit, at this approximate unit cost per institution                               | 2,360,000  | 2,360,000 | 2,360,000 | 2,320,000 | 2,320,000 | 11,720,000 |

| Activity                                                                  | Unit Cost (USD) | Notes                                                                                     | Total Cost        |                   |                   |                   |                   | Total              |
|---------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|                                                                           |                 |                                                                                           | Year 1            | Year 2            | Year 3            | Year 4            | Year 5            |                    |
| Strengthening of cooking conditions in special education schools          | 42,000          | 132 special education schools will benefit, at this approximate unit cost per institution | 1,092,000         | 1,092,000         | 1,092,000         | 1,092,000         | 1,092,000         | 5,460,000          |
| <b>Subtotal 6</b>                                                         |                 |                                                                                           | <b>7,847,000</b>  | <b>7,997,000</b>  | <b>7,922,000</b>  | <b>7,752,000</b>  | <b>7,572,000</b>  | <b>39,090,000</b>  |
| <b>CROSS-CUTTING PILLAR</b>                                               |                 |                                                                                           |                   |                   |                   |                   |                   |                    |
| <b>7. Communication and Monitoring actions (~USD 0.09 million)</b>        |                 |                                                                                           |                   |                   |                   |                   |                   |                    |
| Consultancy for the design of the communication campaign                  | 5,400           |                                                                                           | 5,400             | 0                 | 0                 | 0                 | 0                 | 5,400              |
| Implementation of the Campaign                                            | 30,000          | Per year                                                                                  | 30,000            | 30,000            | 0                 | 0                 | 0                 | 60,000             |
| Campaign monitoring                                                       |                 | Per year                                                                                  | 3,000             | 3,000             | 1,000             | 1,000             | 1,000             | 9,000              |
| Consultation process with different stakeholder groups on the initiative. | 1,500           | Five provinces                                                                            | 7,500             | 0                 | 0                 | 0                 | 0                 | 7,500              |
| Monitoring visit on the initiative                                        | 1,000           | Two visits per year                                                                       | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             | 10,000             |
| <b>Subtotal 7</b>                                                         |                 |                                                                                           | <b>47,900</b>     | <b>35,000</b>     | <b>3,000</b>      | <b>3,000</b>      | <b>3,000</b>      | <b>91,900</b>      |
| <b>Total</b>                                                              |                 |                                                                                           | <b>70,136,082</b> | <b>69,627,532</b> | <b>49,475,216</b> | <b>49,301,499</b> | <b>48,730,216</b> | <b>287,351,545</b> |