Cuba
Pre-plan No. 1

Sustainable and Resilient Local Food Systems for Social Protection and Food Security

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

Country:	Cuba
Programme title:	Sustainable and Resilient Local Food Systems for Social Protection and Food Security
Date of last update:	8 June 2026
Main national focal point for the Alliance:	Carlos Fidel Martín Rodríguez, Director, Directorate of International Economic Organizations, Ministry of Foreign Trade and Foreign Investment of Cuba; (+53) 52865373; carlosfidel@mincex.gob.cu
Country manager, Global Alliance Support Mechanism:	Charlotte Bilo, Knowledge Lead and Regional Liaison for Latin America and the Caribbean; (+55) 61 9812 4985; charlotte.bilo@endhungerandpoverty.org
Alternate manager, Global Alliance Support Mechanism:	Nurth Palomo, Policy Officer; nurth.palomo@endhungerandpoverty.org
Advisor, Global Alliance Support Mechanism:	Federico Spano, Country Programme Lead; federico.spano@endhungerandpoverty.org

Table of Content

Executive Summary

a) ***Country:*** Cuba

b) ***Programme name:*** Sustainable and Resilient Local Food Systems for Social Protection and Food Security.

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

- Institutional markets, including public procurement and pro-poor food pricing
- Pro-poor access to agricultural inputs, and climate resilient technologies
- Inclusive credit, insurance and financial services
- Promoting short value chains
- Multilevel governance

d) ***Core challenge:***

Cuba's economy is currently under severe constraints, directly impacting the availability of food and essential supplies. Supply issues have worsened due to a drop in domestic production, compounded by a persistent decline in centrally financed imports. This decline is a result of foreign exchange shortages and increasing international prices.

e) ***Main objective/vision:***

Objective: Increase local food production in a sustainable and resilient way, aimed at import substitution and stable supply of the social safety net, through direct financing to producers, the provision of critical inputs, technological and energy innovation, and the strengthening of local governance.

Goal: to increase local production of food for the social safety net by 20% and replace 10% of current imports of selected food by 2030 compared to 2025, in the five provinces of the country's eastern region.

f) ***Programme Description:***

The initiative rests on four interconnected pillars:

1. Improve access to food for the social safety net through more efficient local public procurement.
2. Strengthen local food systems with agroecological inputs, equipment, and practices.
3. Establish incentives and financial mechanisms for producers who supply the social safety net.
4. Strengthen the governance of Local Food Systems (SAL) and the articulation between local actors.

A distinctive feature of this initiative is its ability to connect resilient local food systems with strengthened social protection mechanism.

g) ***Programme status:***

The initiative builds upon a strong foundation of existing programmes, institutions, and regulations. Key components include an established programme for urban, suburban, and family agriculture, prior collaborative experiences with United Nations agencies, the enforcement of the 2022 Law on Food Sovereignty and Food and Nutritional

Security (SSAN Law) and its associated governance structure, and emerging practices in local public procurement.

h) Programme policy alignment:

This programme operationalizes and implements the SSAN Law 2022 and its governance framework, as well as the Food Sovereignty and Nutrition Education Plan (SAN Plan). It is also aligned with the National Economic and Social Development Plan (PNDES) 2030, in particular with the macro-programs "government, institutionality and macroeconomics", "productive transformation and international insertion" and "human development, equity and social justice".

i) Target population:

1,385,701 people from the five eastern provinces in Cuba. Of these, 1,079,050 are producers of urban, suburban and family agriculture, cooperatives and micro, small and medium-sized enterprises (MSMEs) in the agri-food sector, and 306,651 are beneficiaries of the social protection network.

j) Total programme cost and external financial support needs:

The total estimated budget of the plan is **USD 170 million**, of which **USD 50 million** corresponds to the national contribution and **USD 120 million** to the external financial support required. The national counterpart would primarily finance costs associated with existing institutional capacities, human resources, programme operations, and national contributions linked to territorial implementation. The external support requested would be directed at closing the investment gaps needed to strengthen local food systems linked to social protection, particularly in infrastructure, equipment, inputs, technical capacities, and governance mechanisms. See the annex for further details.

The financial support required is **USD 120 million** for:

- **Pillar 1. Direct Access to Food and Nutrients through more efficient and sustainable local public procurement processes (USD 1.50 million):** strengthening of local government capacities to improve local public food procurement, including procedures, management tools, and support for tendering processes.
- **Pillar 2. Productive Strengthening of Local Food Systems (USD 113.25 million):** provision of inputs, equipment, infrastructure, and energy solutions to increase food production, processing, storage, and preservation, along with advice for business plans and value-added projects.
- **Pillar 3. Incentives for Social Supply (USD 1.50 million):** design, validation and implementation of innovative financial and non-financial mechanisms to incentivize producers to supply the social safety net.
- **Pillar 4. Governance of Local Food Systems (SAL) (USD 3.75 million):** strengthening of municipal capacities and of the SSAN Commissions, improvement of information platforms for decision-making and systematization of good practices for advocacy on public policies.

k) Implementation timeline:

Programme implementation will proceed progressively, in line with the following phases and contributions. See section 3.1c) for further details.

- **Phase 1 (Years 1-2)** Piloting in selected municipalities of the eastern provinces: USD 55.76 million (of which national budget commitment: USD 18 million).
- **Phase 2 (Years 3-4)** Scaling up to all municipalities of the eastern provinces: USD 102.95 million (of which national budget commitment: USD 25 million).
- **Phase 3 (Year 5)** Sustainability and consolidation of the model: USD 11.29 million (of which national budget commitment: USD 7 million).

l) Key technical support needs:

Technical assistance is requested for:

- **Design and management of innovative financial mechanisms** within the framework of decentralization and the strengthening of municipal autonomy.
- **Design of integrated public policies** to articulate the local productive supply with social protection and territorial development.
- **Monitoring and evaluation with an equity approach** to measure the impact on hunger and poverty reduction.
- **Climate adaptation and resilience** in food systems, including the formulation of projects to access environmental funds.

m) Key knowledge support needs:

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

- **BRAZIL:** programmes on food purchases from family farming, school feeding, national food security governance, the urban food agenda, and Solidarity Kitchens.
- **MEXICO:** experience with rural financing and territorial funds.
- **ECUADOR:** local food governance systems and short marketing circuits.
- **DOMINICAN REPUBLIC:** school feeding programmes with local purchases.

n) Partners already involved in the initiative:

- Food and Agriculture Organization of the United Nations (FAO);
- United Nations Development Programme (UNDP);
- World Food Programme (WFP).

o) Strategic importance:

This proposal is a national priority, as it addresses food security and social protection in an integrated manner in a context of persistent economic crisis, and is key to strengthening a robust social protection system that effectively reaches the poorest and most vulnerable populations. For members of the Global Alliance, it offers the opportunity to support an innovative model that articulates social protection, targeting and resilient local food systems, generating valuable lessons for other countries.

Section 1: “The destination” - Plan Intent

1.1 Programme objectives and results

a) Vision and objective:

Main Objective: Increase local food production sustainably and resiliently, geared toward import substitution and the stable supply of the social safety net, through direct financing for producers, the provision of critical inputs, technological and energy innovation, and the strengthening of local governance.

Main Outcome: Increase local food production for the social safety net by 20% and replace 10% of current imports of selected foods by 2030, relative to 2025, in the five provinces of the country's eastern region.

b) Intended outcomes:

(1) Expand the availability of and access to adequate, healthy, and nutritious food, linking local production to social consumption;

- **Outcome 1.1:** Increase local food production (metric tons) for the social protection network by 20% in the five eastern provinces by 2030, using 2025 as the baseline, measured through the Agricultural Information and Planning System (SIPA) and MINAG procurement records.
- **Outcome 1.2:** Reduce the caloric and nutritional deficit of the 306,651 beneficiaries of the social protection system (education, health, domestic trade) in the eastern provinces by at least 15% by 2030, relative to the 2025 baseline, measured through the Food and Nutrition Surveillance System (SISVAN) and the SAEN+C Observatory.

(2) Strengthen, expand, and operationalize sustainable mechanisms for local public food procurement;

- **Outcome 2.1:** Establish and operate local Public Procurement Committees in 100% of the municipalities of the five eastern provinces (54 municipalities) by 2028, with standardized procedural manuals and at least one local public tendering process carried out per committee each year, measured through founding records and SAEN+C Observatory reports.
- **Outcome 2.2:** Increase the volume of local public food procurement for the social protection network from USD 0 in 2025 to at least USD 5 million per year in 2030 in the eastern provinces, recorded through municipal budgets and the Public Procurement Committees' monitoring system.
- **Outcome 2.3**: Reduce by 30% the average time between institutional demand planning and the award of local procurement for social protection by 2028 in pilot municipalities, measured through Procurement Committee management indicators and the SAEN+C Observatory.
- **Outcome 2.4:** Ensure that at least 30% of the food distributed through the State-Regulated Family Food Basket (CFN) and institutional feeding programmes in the eastern provinces comes from local public procurement by 2030, starting from a current “incipient” baseline (estimated at <5%), recorded through the Consumer Registry (OREGI) and public procurement traceability systems.

(3) Design and implement incentives for food producers supplying the Social Protection Network at fair prices;

- **Outcome 3.1:** Design and put into operation at least 3 innovative financial mechanisms (e.g., revolving funds, microcredit at preferential rates, results-based payments) for local producers supplying the social protection network in the eastern provinces by 2027, validated by the Central Bank of Cuba and the Ministry of Finance and Prices, measured through legal instruments and inter-institutional agreements.
- **Outcome 3.2:** Ensure that at least 1,000 producers (urban, suburban, and family farmers, cooperatives, MSMEs) in the eastern provinces have access to a financial or non-financial incentive mechanism to supply the social protection network by 2029, starting from a baseline of 0 formally linked producers, measured through SIPA and Procurement Committee records.
- **Outcome 3.3:** Increase the net income of producers participating in incentive schemes by 25% by 2030, relative to their 2025 baseline income, measured through targeted surveys and analysis of production accounts (disaggregated by sex and producer type).
- **Outcome 3.4:** Establish a foreign-exchange revolving fund for local public procurement in at least 3 pilot eastern provinces by 2028, with a minimum initial capital of USD 1 million and clear operating rules, measured through governance agreements and audited financial statements.

(4) Strengthen productive, technological, energy, and management capacities for the sustainability and resilience of local food systems.

- **Outcome 4.1:** Increase yields per hectare for at least 5 strategic crops (priority for import substitution and short-cycle production) in the eastern provinces by 30% by 2030, relative to 2025 yields, measured through SIPA and AUSUF Programme records.
- **Outcome 4.2:** Equip 3,500 hectares in the eastern provinces with drip/sprinkler irrigation systems by 2029 and equip 300 productive systems with solar pumping equipment by 2030, measured through equipment delivery records and MINAG technical reports.
- **Outcome 4.3:** Reduce post-harvest losses in selected products (fruits, vegetables, grains) in the eastern provinces by 20% by 2030, relative to the 2025 baseline, through the installation of 40 primary-processing mini-industries, 60 cold storage chambers, and 100 dry warehouses or silos, measured through production balances and SAEN+C Observatory reports.
- **Outcome 4.4:** Train at least 5,000 producers and extension workers in agroecological practices, sustainable water management, solar energy, and business planning by 2028, with at least 40% women participants, measured through attendance records, knowledge assessments, and AUSUF Programme and ANAP registers.
- **Outcome 4.5:** Replace 10% of current imports of selected foods (e.g., corn, beans, powdered milk) by 2030, relative to the volume imported in 2025, measured through MINCEX foreign trade statistics and national food balances.

c) Link to national strategies and frameworks:

This programme operationalizes and implements the Law on Food Sovereignty and Food and Nutritional Security (SSAN), 2022, and its governance framework, as well as the Food Sovereignty and Nutrition Education Plan (SAN Plan). It is also aligned with the National Economic and Social Development Plan (PNDES) 2030, in particular with the macro-programmes "government, institutionality and macroeconomics," "productive transformation and international integration", "human development, equity and social justice" and "programme interventions and approach".

1.2 Programme interventions and approach

a) Interventions/outputs of the programme

The initiative is designed to operate on the basis of four interconnected pillars:

1. Direct access to food and nutrients for the social protection network through more efficient local public procurement processes.
2. Productive strengthening of local food systems, including seeds, fertilizers, inputs, equipment, agroecological practices, sustainable water management, and solar energy solutions;
3. Incentives for social supply, through innovative financial and non-financial mechanisms for producers supplying the social protection network; and
4. Governance of Local Food Systems (SAL), strengthening the SSAN Commissions, multi-stakeholder coordination, and local production planning.

b) Target population selection criteria:

The programme covers the country's five eastern provinces progressively, ultimately benefiting a **total of 1,385,701 people.**

These provinces are among the country's most socioeconomically and food-insecure, compounded by a high degree of population ageing and greater exposure to extreme weather events.

Estimated initial direct coverage: 1,079,050 producers in urban, suburban, and family agriculture, cooperatives, and micro, small, and medium-sized agri-food enterprises (MSMEs) registered in the Agricultural Planning Information System.

The prioritization approach combines the following criteria:

- **Productive criteria:** experience, type of crops/production (prioritising short-cycle crops and those that substitute imports), commitment to agroecological practices, and the active role of women.
- **Territorial criteria:** location in areas with high food insecurity or underused productive potential in the provinces of the country's eastern region.
- **Commitment:** willingness to allocate part of production to the Social Protection Network.

An estimated 306,651 people will benefit indirectly through the education, health and social protection systems—particularly those administered by the Ministry of Domestic Trade—which receive food through these institutional channels.

c) Information systems:

Official sources will be used and strengthened:

- Official statistics provided by the National Statistics and Information Office.

- Consumer Registry (OREGI): for distribution of the State-Regulated Family Food Basket (CFN).
- Characterization of families in the PROSOCIAL database and Multidimensional Vulnerability Index (IVM): for social targeting.
- Food and Nutrition Surveillance System (SISVAN): for health and nutrition data.
- Food Security and Nutrition Education + Science Observatory (SAEN+C): for agri-food and food and nutrition security data.
- Agricultural Information and Planning System (SIPA) and other administrative records of productive programmes (MINAG).

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:

The initiative contributes directly and measurably to the Sustainable Development Goals (SDGs), particularly SDG 2 (Zero Hunger), SDG 1 (No Poverty), SDG 10 (Reduced Inequalities), and SDG 17 (Partnerships for the Goals), while also strengthening resilience to climate change (SDG 13).

For the Global Alliance Against Hunger and Poverty, the initiative demonstrates an innovative and integrated approach that can serve as a reference for other countries, operationally connecting nutrition-sensitive social protection with the transformation of local food systems.

b) Policy Instruments:

- Institutional markets, including public procurement and pro-poor food pricing: the initiative is directly linked to the proposal to strengthen the supply of the social protection network through more efficient and sustainable local public procurement.
- Pro-poor access to agricultural inputs, and climate resilient technologies: reflected in the planned support to local producers through seeds, fertilizers, equipment, inputs, and agroecological, climate-resilient practices.
- Inclusive credit, insurance and financial services: related to the creation of innovative financial and non-financial mechanisms to incentivize and sustain local production for social supply.
- Promoting short value chains: aligned with the goal of more stably connecting the supply of local producers with institutional demand in the territories.
- Multilevel governance: expressed through the strengthening of the SSAN Commissions, the Public Procurement Committees, and coordination among local, municipal, and national actors.

c) Critical synergies, impacts and interlinkages:

In Cuba's current context, an initiative that integrates the strengthening of local food systems (SAL) with the social protection system is essential. For this reason, Cuba is proposing two complementary plans under the Global Alliance Against Hunger and Poverty. **Plan 1** seeks to establish the systemic conditions to increase the sustainable and resilient local production of highly nutritious food, and to ensure that such production can supply both social protection programmes and local markets. Building on this foundation, **Plan 2** enables these productive gains to translate into more effective protection for the most vulnerable groups, thereby safeguarding their food and nutrition security.

The programme generates strategic synergies with multiple SDGs and sectoral commitments beyond Zero Hunger and poverty reduction. In terms of gender equality (SDG 5), prioritising women producers' access to inputs, equipment and financial mechanisms (such as microcredit and revolving funds) helps to reduce gaps in resource ownership and decision-making, in line with Cuba's Gender Equality Plan for the agri-food sector. Regarding climate action (SDG 13), the integration of renewable energy (including solar photovoltaic pumping), efficient irrigation, agroecological practices and post-harvest loss reduction strengthens the resilience of local food systems while reducing the carbon footprint of production and distribution, thereby opening opportunities for climate finance.

In relation to health and nutrition (SDG 3), linking the local production of highly nutritious foods with school feeding programmes, maternity homes and care homes for older persons enhances the adequacy and diversity of diets among vulnerable populations, with monitoring through SISVAN. The promotion of short supply chains and sustainable public procurement contributes to responsible consumption and production (SDG 12) by reducing losses, unnecessary packaging and waste. Finally, strengthening multi-level governance and territorial information systems supports SDG 16 (strong institutions and participatory decision-making), laying the foundation for evidence-based public policies and enhanced accountability.

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, driven by 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:** essential services such as the School Feeding Programme, the Family Care Service, and feeding in maternity and elderly homes 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:

Cuba’s economy is currently facing a complex scenario, shaped by the intensification of the embargo, the lingering effects of the COVID-19 pandemic and the global economic crisis, with direct implications for the availability of food and essential inputs. Until 2020, the country allocated an average of USD 2 billion annually to imports of fertilisers, pesticides, raw materials and finished food products, which, together with domestic production, met most of the demand for essential goods. However, over the past five years, domestic food production has deteriorated significantly due to shortages of inputs. Although some production lines stabilised in 2024 and 2025, they have yet to recover to pre-2020 levels.

At the same time, centrally financed imports have continued to decline as a result of foreign exchange constraints and rising international prices. Current financing available for these imports is estimated to be approximately USD 1.4 billion below the pre-2020 average, further exacerbating production constraints and weakening the linkages between local production and the social protection system.

c) National experience on this issue:

In the face of these challenges, Cuba is not starting from a blank slate. The country has demonstrated significant resilience and has established solid institutional, technical and operational foundations for an effective response:

- **A strong legal and institutional framework:** The recent adoption of the Law on Food Sovereignty and Food and Nutritional Security (SSAN Law), the establishment of SSAN Commissions at all levels, and the Decree regulating the marketing of agricultural products collectively provide a robust, intersectoral and multi-stakeholder governance framework for the coordination of public policy in this area.

- **Significant local productive potential:** The Urban, Suburban and Family Agriculture Programme (AUSUF), grounded in agroecological principles, constitutes a decentralised and resilient productive network with considerable potential to increase the local supply and availability of nutritious food and to shorten supply chains.
- **Information systems under development:** Progress is underway in strengthening tools such as the PROSOCIAL database, the Multidimensional Vulnerability Index and the Agricultural Information and Planning System (SIPA), with support from the United Nations system, to enhance targeting of social protection interventions and improve agricultural planning under the SSAN Law.
- **Strong human and social capital:** Cuba benefits from an extensive network of social workers and local actors, including the "dynamising agents" established under the SSAN Law, as well as a solid base of academic and research institutions. These are complemented by civil society organisations and a local government structure committed to territorial development.

2.2 Current implementation status

a) Existing programme(s) and current status:

The SSAN Law and its implementation have become a national priority. However, productive potential remains constrained by acute shortages of inputs, equipment and financing. The absence of effective incentives continues to hinder the establishment of stable linkages between local production and the social protection system. Governance of local agri-food systems (SAL), through the SSAN Commissions, is still in the process of consolidation and requires further strengthening.

The SSAN Law has led to the establishment of SSAN Commissions in all 168 municipalities, although their operational performance remains uneven. The Decree regulating the marketing of agricultural products has been updated with support from FAO; however, challenges persist in relation to municipal budget capacity and intersectoral coordination. The AUSUF Programme has more than 1,079,050 producers registered in SIPA, yet it faces significant constraints related to shortages of inputs, irrigation equipment, renewable energy and fuel. These limitations prevent the programme from realising its estimated productive potential—at least 30 per cent above current levels—and from establishing systematic linkages with the social protection system.

The proposed programme seeks to address these bottlenecks through a systemic approach, while scaling up and articulating existing pilot experiences at the national level. It will also redesign and strengthen existing programmes in order to achieve greater and more efficient impact.

b) Current coverage:

The AUSUF Programme currently covers the entire national territory (15 provinces and the special municipality of Isla de la Juventud), reaching more than 1,079,000 producers (urban, suburban and family agriculture, cooperatives and MSMEs) and approximately 1.26 million household plots and family gardens. It encompasses a cultivated area of 20,350 hectares dedicated to vegetables and fresh condiments, equivalent to 20.35 m^2 per capita.

c) *Current performance:*

In 2024, 1,387,634 tonnes of fresh vegetables and condiments were produced (102% of the plan), but the national average yield fell to 7 kg/m^2/year (against a target of 10 kg/m^2) due to insufficient organic fertilizers, quality seeds, and deteriorated irrigation systems, compounded by hurricanes (Oscar and Rafael) and the energy crisis. Despite this, the programme demonstrated high resilience, with yards and plots recovering within 7 to 19 days after the storms. Progress was made in the local production of bio-products (5 million litres of liquid humus) and in AUSUF representation in 58.4% of People's Councils. Weaknesses persist in the autonomy of Urban Farms, in seed production (only 40 tons in 2024, below 2023), and in substrate quality.

d) *Key activities implemented:*

Between 2023 and 2024, 618 new organopónicos (raised-bed urban gardens) were built (exceeding the plan of 300), 68,389 new family yards and plots were added (bringing the total to 1,263,594), and 1,552 new workplace self-supply gardens were established (totaling 2,649 units on 77,734 ha). Municipal seed farms and organic fertilizer centers were strengthened, 5,796 people were trained in three technical courses (small-livestock raising, entomophage production, seeds for home gardens), and national assessment tours covering 23 indicators were carried out. The 156 suburban agriculture projects were updated, achieving 147,192 farms in production (99.6% of the target). 513 juice-processing units and 39 fruit gardens were also promoted.

e) *Current or past investment:*

As of end-2024, 15 international cooperation projects were under way, totaling USD 45.7 million, of which USD 30.1 million had been disbursed (sources: European Union, FAO, UNDP, WFP, AICS, KOICA, AECID, among others). Notable among these are the Sustainable and Healthy Local Food Self-Sufficiency project (ALASS) (USD 13 million) and the Havana: Food Self-Sufficiency and Development of Sustainable Economic Initiatives project (Hab.Ama) (USD 6 million). National investment comes from the state budget for salaries and basic operations of the Ministry of Agriculture. These investments remain active for the duration of the projects (some through 2025–2026) but do not include resources from the new Global Alliance Plan (USD 170 million), which are accounted for separately in section 3.4 of the preplan.

f) *Current Partnerships:*

- **FAO** has led United Nations technical assistance for the development and implementation of Cuba's SSAN Law and complementary legislation, including organizing the marketing of agricultural products to supply social consumption institutions and networks, and supporting the strengthening of the **National Urban, Suburban, and Family Agriculture Program, with resources from Brazil's Ministry of Development and Social Assistance, Family, and Fight Against Hunger, the Brazilian Cooperation Agency, and the European Union.**
- **WFP** drives strategic initiatives that strengthen local food systems and school feeding, with a focus on nutrition, sustainability, and resilience.
- **UNDP** has several projects aimed at institutional strengthening and governance, as well as support for non-state economic actors.

- At the national level, collaboration is led by **the National SSAN Commission**, which brings together all key ministries and institutions. **ANAP** (the farmers' organization), the **FMC** (Federation of Cuban Women), and **ACTAF** (Association of Agricultural Technicians) participate actively in governance, the promotion of family gardens, and technical accompaniment.

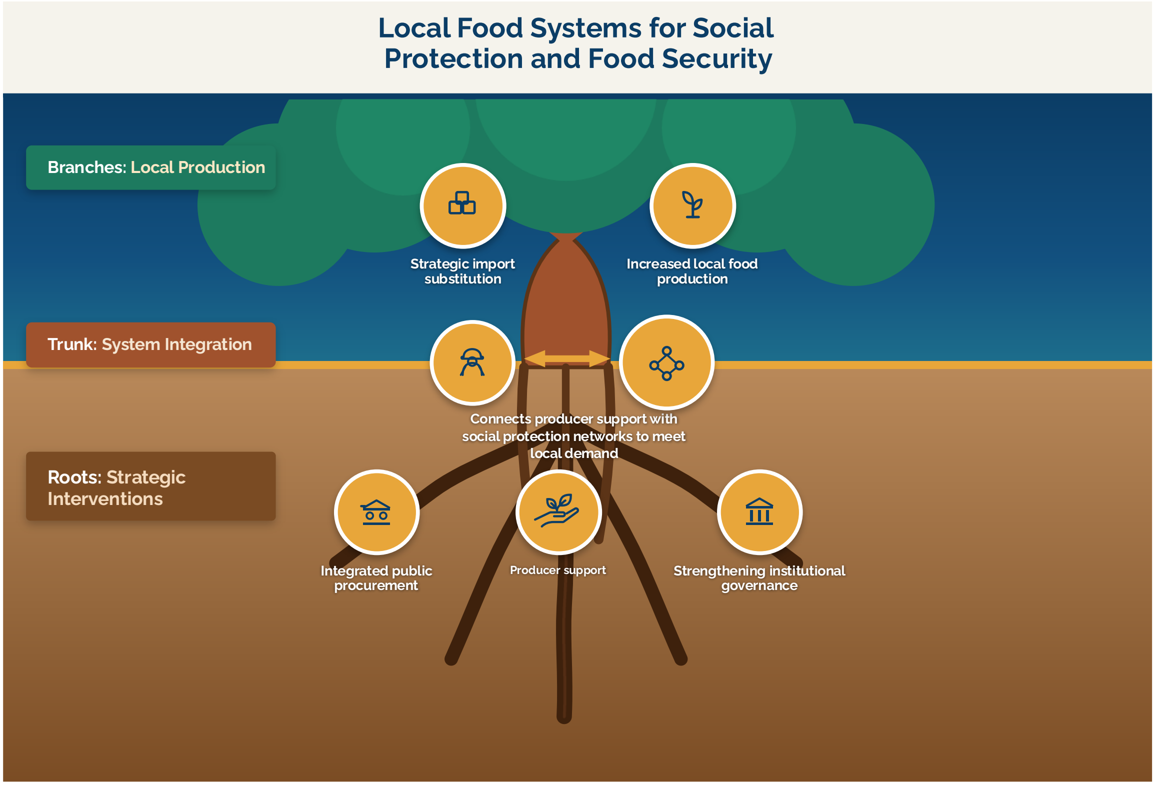
Section 3: "The path" – Arrangements, capacities, activities and financing to reach the programme's goals

3.1 Planned implementation activities

a) Simplified theory of change:

- **If** local public procurement, support for producers, and the governance of local food systems are strengthened in an integrated way, **then** local food production for the social protection network will increase sustainably and resiliently.
- **This** will improve access to adequate, healthy, and nutritious food, while substituting selected imports and strengthening more sustainable local food systems.

See the visual illustration below.



b) Core activities:

The proposed initiative is designed to operate on the basis of four interconnected pillars:

Pillar 1. Direct Access to Food and Nutrients through more efficient and sustainable local public procurement processes

- This includes assessments of municipal capacities, the development and dissemination of manuals for Public Procurement Committees, and the development of information-technology and communication tools to support tendering processes, as well as study visits and webinars for experience-sharing.
- To this end, the tangible and intangible capacities of the Public Procurement Committees will be activated and strengthened, as the legal and operational structure specifically designed to organize and manage this process, including procurement to supply social protection institutions; an effort supported by FAO in updating the Decree on the Marketing of Agricultural and Forestry Products.
- Efforts will be made to speed up decision-making and procurement through operational decentralization, simplified procedures, delegated authority to the SSAN Commissions, and the use of the SAEN+C Observatory as a technical and monitoring support tool.

Pillar 2. Productive Strengthening of Local Food Systems

- Supports the National Urban, Suburban, and Family Agriculture Program (AUSUF) and other economic actors (MSMEs, cooperatives) with seeds, fertilizers, agricultural inputs and equipment, and training, including advisory services for business plan design.
- Priority is given to agroecological practices and sustainable water management - including efficient use, harvesting, resilient irrigation, and water-saving technologies - as well as solar energy solutions, particularly solar panels to support water pumping, with the aim of increasing production through sustainable technological upgrading.
- Low-cost, low-energy solutions will be promoted, reducing dependence on imports, heavy machinery, and fossil fuels.

Pillar 3. Incentives for Social Supply:

- This pillar designs and implements an innovative system of financial incentives (fiscal and non-fiscal, access to microcredit) and non-financial incentives (commercial and market-based, preferential access to inputs and fuel, technical assistance) that is more flexible, decentralized, competitive, and results-oriented, for producers who allocate a share of their output to the social protection network at fair prices.
- Foreign-exchange funds are planned for local public procurement. This fosters a more direct and efficient relationship between local production and the territory's social needs, promoting short marketing circuits and recognizing producers' strategic role in the country's food sovereignty.
- This pillar includes diagnostic studies, participatory validation, training of implementers, the development of a basic digital platform, and outreach actions to ensure sustainability.

Pillar 4. Governance of Local Food Systems (SAL)

- Aims to strengthen the SSAN Commissions and multi-stakeholder coordination mechanisms as coordination bodies for local production planning, matching supply and demand, improving the collection and use of strategic information, and managing funds and incentives, using platforms such as the SAEN+C Observatory for informed decision-making.
- This pillar also includes the development of local governance plans, technical strengthening of the SSAN Commissions and the SAEN+C Observatory, and systematization, advocacy, and monitoring actions.
- It is expected to identify caloric and nutritional deficits based on food supply and consumption; increase the country's productive potential for local food systems; substitute food imports; promote employment and productive inclusion opportunities; and foster public-private partnerships.

c) Implementation timeline:

The implementation strategy is designed as a progressive, adaptive, and participatory process, structured in three phases combining piloting, scale-up, and consolidation. This design recognizes the need to generate local evidence, strengthen institutional capacities, and ensure financial and technical sustainability beyond the project's horizon.

<u>Phase 1: Piloting and learning (Years 1–2) – high priority</u>

The first phase will focus on piloting in selected municipalities of the five eastern provinces — at least two per province, prioritizing those with greater food insecurity and proven productive potential, including municipalities linked to active cooperation projects such as KOICA-WFP. In this phase, all four pillars of the programme will be launched and adjusted, with emphasis on:

- Initial provision of inputs (improved seeds, bio-products, small drip-irrigation equipment, and solar photovoltaic energy) and technical assistance for business plan design, as this is the pillar requiring the largest investment and with the most direct effect on increasing production.
- Assessment and strengthening of local Public Procurement Committees, including simplifying procedures and training in tender management.
- Design and participatory validation of innovative financial mechanisms (microcredit, revolving funds, results-based payments), with support from the Central Bank of Cuba and the MFP.
- Strengthening of municipal SSAN Commissions and the SAEN+C Observatory as an information platform for decision-making.

Priority activities in this phase: (i) establishing efficient irrigation systems and renewable energy in at least 1,000 hectares of organopónicos and technified plots; (ii) creating a pilot revolving fund for local public procurement in at least 5 municipalities; (iii) activating a one-stop coordination window among MINAG, MINCEX, MEP, BCC, and municipal governments to speed up execution.

<u>Phase 2: Territorial scale-up (Years 3–4) – medium-high priority</u>

Based on the lessons and success indicators of the pilot phase (e.g., yields ≥ 10 kg/m², at least 30% of social protection demand covered by local procurement, at least one functioning financial mechanism per municipality), the model is expanded to the remaining municipalities of the five eastern provinces (54 municipalities in total). This phase combines:

- Large-scale investment in inputs, equipment, and infrastructure (procurement of tractors, cold storage chambers, mini-industries, solar pumping equipment).
- Continuous technical assistance and capacity-building through MINAG's Branch School (ERMA) and the network of municipal extension workers.
- Expansion of validated financial mechanisms, including credit lines with the Cuban banking system.

Priority: consolidate the link between local productive supply and the demand of the social protection network (health, education, domestic trade), ensuring that at least 30% of the food procured for these purposes comes from local public procurement by 2030.

Phase 3: Consolidation and sustainability (Year 5 – with transition through Year 8) – strategic priority

This phase focuses on systematization, the production of manuals and information-technology tools, and preparation for nationwide scale-up (to the rest of the country's provinces). Activities include:

- Design and dissemination of the procedural manual for local public procurement and the nationwide rollout of digital platforms.
- Systematization of good practices and lessons learned to inform national public policy.

Exit and sustainability strategy: the gradual transfer of operations and financing to municipal and national budgets, complemented by the mobilization of climate finance (Green Climate Fund, GEF, Adaptation Fund) for renewable energy, water management, and agroecological resilience components, as these elements are aligned with Cuba's Nationally Determined Contributions (NDCs) and with the recently approved Agroecology Policy.

This phased approach ensures the programme is realistic, measurable, and sustainable, building on the institutional strengths of the AUSUF Program and the SSAN Law while introducing key innovations (public procurement, financial incentives) and opening new sources of climate finance.

d) Monitoring and evaluation:

The initiative will include a robust Monitoring and Evaluation (M&E) component based on the project's Logical Framework, which will include, among other elements:

- **Baseline survey:** to be established at the outset for all key indicators, including data disaggregated by farmers' sex for gender-responsive results analysis.
- **Continuous monitoring:** periodic collection of data on process and outcome indicators to verify whether the programme is being implemented as planned. These indicators will be tracked by the Municipal, Provincial, and National SSAN Commissions, ONEI, MTSS, and MINAG.
- **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.

e) Consultation processes

The programme is based on an ongoing consultation process. The National SSAN Commission and its Advisory Group, which includes government, academic, and civil-society actors, serve 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 policy design and adjustment.

3.2 Institutional arrangements

a) Leading implementing Ministry/Agency(ies):

The National SSAN Commission, chaired by the Prime Minister of the Republic of Cuba, is responsible for overseeing this programme. The Ministry of Agriculture (MINAG) is the main counterpart. The Ministry of Economy and Planning (MEP), the Ministry of Finance and Prices (MFP), the Ministry of Education, the Ministry of Labor and Social Security, and the Central Bank of Cuba (BCC) are involved for financial mechanisms. Local governments are responsible for implementation.

b) Lead financing/budget decision maker:

The national budget approval process and the final decision on the program's financial viability rest with the Ministry of Economy and Planning (MEP), the entity that proposes the National Economic Plan and coordinates resources for development. Specifically, the Ministry of Finance and Prices (MFP) is responsible for the direct allocation and control of national budget lines that may be assigned to the programme. Likewise, the Ministry of Foreign Trade and Foreign Investment (MINCEX), as the Alliance's national focal point, serves as the lead entity for contracting development financing loans, grants, and other forms of international financial assistance, in coordination with the MEP and the Central Bank of Cuba (BCC), which handles the foreign-exchange and financial aspects of cooperation mechanisms.

c) Other stakeholders in the country:

Other relevant national stakeholders include: the Ministry of Domestic Trade (MINCIN); the Ministry of Public Health (MINSAP); the Ministry of the Food Industry (MINAL); the Ministry of Education (MINED); the Ministry of Science, Technology and Environment (CITMA); the Ministry of Higher Education (MES); the National Office of Statistics and Information (ONEI); ACOPIO; local governments; universities and science, technology and innovation entities linked to the agri-food sector; the National Association of Small Farmers (ANAP); the Cuban Association of Agricultural and Forestry Technicians (ACTAF); and the Federation of Cuban Women (FMC).

3.3 Existing environment, resources, capacities

a) Operating environment:

The implementation of this programme is underpinned by a robust institutional and policy framework, centred on the Law on Food Sovereignty and Food and Nutritional Security (SSAN Law, 2022), complemented by Decree 122/2025, which strengthens the mandate of the SSAN Commissions in rural development, and by the 2026 production priorities. These include targets such as consolidating 20 m^2 of vegetables per capita and strengthening the organisational infrastructure of the Urban, Suburban and Family Agriculture Programme (AUSUF). This framework provides the plan with a strong technical and institutional foundation. At the same time, the urgency of implementation is heightened by the complex macroeconomic context. Cuba's Gross Domestic Product (GDP) contracted for a third consecutive year in 2025, amid a severe energy crisis and the intensification of the United States economic embargo, which continues to constrain access to foreign exchange for the importation of food and essential inputs. Key risks include the persistent shortage of fertilisers and fuel, the high vulnerability of agricultural production to hurricanes and droughts, and gaps in coordination at the municipal level in the management of local food systems. Nevertheless, these risks are partially mitigated by the mobilisation of USD 45.7 million across 15 active international cooperation projects, as well as by a significant portfolio with agencies such as FAO (USD 80 million between 2019 and 2025). These resources contribute to enhancing the programme's overall sustainability.

b) Key available resources and capacity:

- **Local productive potential:** the Urban, Suburban, and Family Agriculture Program (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 more precise identification of vulnerable populations for effective targeting of assistance. The Agricultural Information and Planning System (SIPA) is also being incorporated, helping to improve the 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, including SSAN Law "Dynamizing Agents," as well as a solid network of academic and research institutions. These are complemented by civil society organizations and a local government structure committed to territorial development.

3.4 Estimated costs and financing strategy

a) Projected programme implementation costs and domestic financial resources:

A **total budget of USD 170 million** is estimated, of which **the country plans to finance USD 50 million**.

In each phase, the national contribution is aimed at financing fixed costs associated with existing productive and institutional infrastructure, administrative staff, specialized human capital in universities and scientific research centers, operational information systems, and inter-institutional coordination mechanisms and the regulatory framework.

For the detailed external-support activity budget by phase and year, see the Annex 'Detailed Budget'.

- **Phase 1 (Years 1–2):** Piloting in selected municipalities of the eastern provinces. Total budget: USD 55.76 million (external support: USD 37.76 million; national financing: USD 18.00 million).

- **Phase 2 (Years 3–4):** Scaling up to all municipalities of the eastern provinces. Total budget: USD 102.95 million (external support: USD 77.95 million; national financing: USD 25 million).

- **Phase 3 (Year 5):** Sustainability and consolidation of the model. Total budget: USD 11.29 million (external support: USD 4.29 million; national financing: USD 7 million).

Secured sources of financing: national and territorial resources allocated to AUSUF and the agri-food programmes associated with the SSAN Law under territorial development strategies.

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

- **Fiscal and tax policy reforms:** the ongoing update of the Cuban tax system which includes changes to taxes, fees, and contributions seeks to broaden the taxpayer base and improve revenue collection. The tax on idle agricultural and forestry land, set out in Resolution 350/2025 of the Ministry of Finance and Prices (MFP), contributes to reducing the fiscal deficit and mobilizing resources for the agricultural sector. Likewise, the 10% retail sales tax on agricultural products and the additional personal income tax settlement for agricultural usufruct holders and landowners generate revenue that can be directed toward developing local food systems.

- **Municipal and territorial financing mechanisms:** the Territorial Contribution for Local Development (CTDL), levied at 1%, raised around 108 million pesos in 2025 for municipal development projects. In addition, Municipal Agro-Industrial Enterprises (EAM) are being progressively established across the provinces as part of the decentralization policy toward Municipal Administration Councils. The EAM operates revolving funds that can be channelled toward producing highly nutritious food.

- **Innovative climate finance instruments:** Resolution 28/2024 approved, for the first time in Cuba, payment for the environmental service of forest carbon sequestration — an economic incentive mechanism that could be extended to agroecological practices in local food systems. This builds on the recently created National Climate Change Fund and the National Forestry Development Fund, which together provide average annual financial support exceeding 250 million pesos and could co-finance the plan's climate adaptation components, such as investments in water resilience, agroecological practices, soil restoration, productive diversification, and climate-adapted infrastructure for local food systems.

- **Results-based financing and banking resources:** the Central Bank of Cuba (BCC) has allocated 1.8 billion pesos in low-interest, long-term credit for agricultural producers, funds that could be linked to the financial mechanisms under Pillar 3 of this initiative. The issuance of Sovereign Bonds of the Republic of Cuba to finance public debt, approved under MFP Resolution 354/2025, is a potential instrument for attracting domestic investment in the agri-food sector, with returns secured through the program's expected productive impact.

- **Conditionalities:** the effective mobilization of these additional sources is contingent on the full implementation of the ongoing tax reform, the maturation of the sovereign bond market to attract domestic investment, and the strengthening of municipal governments' technical and financial capacities to manage decentralized funds and certify environmental services.

c) Other secured or potentially available sources of financing:

- **Climate funds**: a specific proposal will be developed for the Green Climate Fund (GCF) and the Global Environment Facility (GEF) starting in Year 2, drawing on mitigation evidence (carbon-footprint reduction through renewable energy and local procurement) and adaptation evidence (water and agroecological resilience). At least USD 30–40 million is expected to be requested for Phases 2 and 3.
- **Others:** requested international co-financing (grants); the European Union; multilateral banks; 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, agricultural inputs, and equipment. 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:

- **Institutional and technical continuity:** the Government of Cuba and the National SSAN Commission maintain their political priority of implementing the SSAN Law and the SAN Plan with technical support from FAO, WFP, and UNDP, as well as the supervisory cycles of the AUSUF National Group of Experts.
- **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.
- **Minimum operational stability:** basic levels of fuel and energy are guaranteed in priority areas, as these inputs are indispensable for irrigation, organic fertilizer production, and the cold chain.

Country counterpart commitment: Cuba maintains its USD 50 million in-kind and human-resource contribution and mobilizes territorial allocations and Territorial Contribution for Local Development funds.

b) Key risks:

Category	Risk	Impact on the Plan	Level / Mitigation
Political-economic	Intensification of the embargo limiting access to financing, fuel, spare parts, and certified seeds.	Affects all pillars, especially the procurement of critical inputs (irrigation systems, tractors, processing plants) and adherence to the timeline.	High: Mitigated through supplier diversification, promotion of local seed production (Municipal Seed Farms), and use of renewable energy (solar pumping).

Structural / reform-related	Slow progress in municipal fiscal decentralization and in new management models (EAM, agri-food MSMEs).	Hinders the agile execution of revolving funds and the contracting of local public procurement (Pillars 1 and 3).	Medium: Pilot municipalities with greater organizational capacity are prioritized, supported by technical assistance from the BCC.
Climate-related	Damage from hurricanes (Melissa 2025 damaged 2,465 ha in the east) and prolonged droughts. FAO/GCF's proactive IRES project has already demonstrated recovery capacity.	Damage to irrigation infrastructure and crop losses, affecting the production timeline and yield increases.	High: The plan incorporates nature-based solutions (agroecology, efficient irrigation, photovoltaic systems); climate trust funds will be requested, drawing on IRES lessons.
Operational	Fuel shortages and power outages affecting cold storage chambers, irrigation pumps, and transport.	Limits the cold chain and distribution, increasing post-harvest losses.	Medium-High: Investment in solar panels and biodigesters is included; short marketing circuits are promoted.
Financial	Disbursements from financial partners mobilized through the Alliance or climate funds may be delayed beyond expected timeframes (e.g., the GCF typically takes 12–18 months).	Mismatch between project phases and the availability of funds for inputs and equipment.	Medium: Modular design with piloting phases allows progress with national resources while new windows are negotiated.

c) *Strategic opportunities:*

Building on Cuba's recent accession to the Global Alliance, critical time-bound opportunities have been identified:

- **2026–2027**: Application to the Green Climate Fund (GCF) building on the success of the IRES project (USD 38 million), already operating in seven municipalities. The accumulated experience in renewable energy and water resilience in agricultural systems provides a concrete track record for securing between USD 30 and 40 million for Phases 2 and 3.
- **2026–2027:** Exploring potential cooperation opportunities with the IDB under the Global Alliance framework.

- **2026–2027**: Application to the Adaptation Fund (AF) and GEF-9 to restore agri-food systems in priority watersheds of the eastern region and to monitor biodiversity associated with agroecological practices.
- **2026–2028:** Exploring a debt-for-nature swap in collaboration with The Nature Conservancy (TNC) or other entities, as an instrument to free up fiscal resources for soil conservation and the agroecological transition, in line with Cuba's positions at COP30 on favorable financing for small island states.
- **2027–2028:** Active engagement with the "Food Systems Transformation" platform of the REDLAC coalition (Latin America and the Caribbean), gaining access to South-South technical assistance (Brazil, Mexico, Ecuador) and possible cooperation opportunities with the CDB, an Alliance member.
- **2027–2029:** Leveraging Cuba's enabling regulatory framework for participation in carbon markets. Cuba has strategic sectors with high potential for generating carbon credits directly linked to the plan's four pillars: agricultural soil and agroecology (carbon sequestration through agroforestry systems, crop rotation, and organic fertilizer use across the 20,350 ha of organopónicos and technified plots), renewable energy (expansion of solar pumping systems for irrigation, displacement of fossil fuels), waste management (composting, biodigesters, and methane reduction at organic fertilizer centers), and blue carbon (restoration of mangroves and seagrass beds associated with coastal agri-food systems). Starting in Year 2 of the project, at least two certifiable baseline methodologies are expected to be developed and submitted to Cuba's Technical Unit for the Carbon Market (UMECC) to generate carbon credits. These credits could be traded on the voluntary carbon market, generating a complementary source of income for the plan's financial sustainability beyond the 2026–2030 horizon, in line with Global Alliance objectives and the priorities of Tarea Vida (Cuba's State Plan to Combat Climate Change).

d) Sustainability strategy:

- **Institutional:** the SSAN governance structures (National, Provincial, and Municipal Commissions) are permanent by law. The project strengthens them so that they can progressively assume full ownership.
- **Financial:** the progressive inclusion of specific budget lines for targeted components in the national budget will be promoted. Innovative mechanisms such as resilience funds and climate finance will be explored.
- **Technical:** capacity-building at the local level ensures operational continuity. National universities and research centers will be key partners in generating and adapting knowledge.
- **Expected timeline:** a transition toward predominantly national financing and operation is expected from Year 6–8 onward, depending on the mobilization of international resources and the country's economic performance.

Section 4: Specific Gaps and Partnership Requests

4.1 Identified gaps

a) Main obstacles and gaps:

The transition from the current situation to a model of resilient local food systems linked to social protection faces four major, interrelated obstacles: (i) insufficient national financing, stemming from the acute foreign-exchange shortage that limits the import of critical inputs (seeds, fertilizers, irrigation equipment, and renewable energy) and the operation of the cold chain; (ii) technical and infrastructure gaps, such as deteriorated irrigation systems, low coverage of alternative energy, post-harvest losses from inadequate storage, and limited mechanization; (iii) knowledge and design limitations, particularly in creating innovative financial mechanisms (microcredit, revolving funds, results-based payments) adapted to the context of municipal decentralization, as well as in monitoring and evaluation systems with an equity and climate-resilience lens; and (iv) coordination and governance weaknesses, reflected in the still-emerging coordination among municipal SSAN Commissions, Public Procurement Committees, and social protection programs, together with limited local government capacity to manage public procurement and territorial funds. These gaps shape the specific financial, technical, and knowledge support needs detailed below.

4.2 Summary of support needs

a) Financial support needs:

Estimated scale: USD 120 million in total external financial support.

Preferred modalities: grants are preferred (for technical assistance, capacity-building, information systems, public procurement, seeds, fertilizers, agricultural inputs, renewable energy). In addition to the financing requested, monetary or in-kind donations are needed.

A summary budget is presented below. **See Annex 1 for the detailed budget**.

Pillar	Activity	Total (USD)
PILLAR 1	Direct access to food and nutrients through more efficient local public procurement processes	**1,500,000**
PILLAR 2	Productive strengthening of local food systems	**113,250,000**
PILLAR 3	Incentives for social supply	**1,500,000**
PILLAR 4	Governance of Local Food Systems (SAL)	**3,750,000**
	Total	**120,000,000**

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.
The main technical support needs are set out below:

- **Design and management of innovative financial mechanisms within the framework of territorial decentralization and the strengthening of municipal autonomy**. This may include: blended financial mechanisms combining state funds, private funds, international financing, technical cooperation, and blended finance; microcredit; preferential-rate credit lines; community revolving funds; partial credit guarantees; subsidies conditioned on social supply targets; tax incentives or exemptions; preferential pricing for social commitment; results-based payments; climate finance for resilient agriculture; and agricultural social or green bonds.
- **Design of integrated public policies for public procurement**: specialized support to align the local productive system's supply with social protection demand and connect it with territorial development strategies.
- **Equity-focused monitoring and evaluation frameworks**: methodologies for assessing impact on hunger and poverty reduction.
- **Integration of climate adaptation and resilience**: climate-smart agriculture approaches and disaster risk reduction in food systems, as well as the formulation of projects to access environmental funds.

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

- **For government officials and technical teams:** training in intersectoral strategic planning, public financial management, M&E, and project management.
- **For policymakers:** training in evidence-based, gender- and climate-responsive policy design.
- **For frontline staff (social workers, extension workers):** strengthening in social-characterization tools, nutrition education, and agroecology.
- **For implementing partners (associations, local governments):** training in administrative and financial management, local development project design, 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:

- **BRAZIL:** programmes on <u>food purchases from family farming</u>, <u>school feeding</u>, <u>national food security governance</u>, the urban food agenda, and <u>Solidarity Kitchens</u>.
- **MEXICO:** on rural financing experience and territorial funds.

- **ECUADOR:** on local food governance systems and short marketing circuits.
- **DOMINICAN REPUBLIC:** on school feeding programmes with local purchases.

4.3 Detailed partnership requests by pillar

The partnership requests are organized around the plan's four pillars: (1) **local public procurement**, (2) **productive strengthening of local food systems**, (3) **producer incentives**, and (4) **governance, planning and information systems**.

The requests include opportunities for **financial support, technical assistance and 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: Local public procurement and access to food for the social protection network

This pillar focuses on the operational mechanisms through which municipalities and social protection institutions can purchase food locally from producers.

Request 1: Financing municipal public procurement systems for local food purchases

- **Type of request:** Financial support
- **Indicative amount:** USD 1.5 million
- **Reference:** Annex – Detailed Budget, Pillar 1, Activities 1–4; see also Section 3.1, Pillar 1.

What is being asked:
Support is needed to strengthen local public procurement systems that connect local producers with the social protection network. **This includes financing diagnostics, procurement procedures and manuals, training, equipment, digital**

tools, communication products, support to local public procurement committees, and seminars or study visits linked to local public procurement.

Request 2: Technical assistance to design local public procurement procedures and institutional market linkages

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

What is being asked

Support is needed to strengthen local public procurement systems that connect local producers with the social protection network. **This request seeks technical assistance to conduct diagnostics, design or improve procurement procedures and manuals, simplify processes, strengthen institutional market linkages, support local supplier registries, and align institutional food demand with local production capacity.** Expected support may include expert advice, practical tools, training materials, process design, and hands-on support to public procurement committees and relevant local institutions.

Request 3: Knowledge exchange on institutional food procurement, school feeding and food security governance

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

What is being asked

Cuba is seeking structured knowledge exchange with Alliance members on institutional food procurement and food security governance. Priority areas include food acquisition from family farmers and local producers, school feeding linked to local purchases, national and territorial food security governance, urban food agendas and community-based food provision models. **Support may include study visits, peer-learning missions, technical webinars or practitioner exchanges.**

Requests under Pillar 2: Productive strengthening of local food systems

This pillar focuses on the supply side: inputs, equipment, infrastructure, advisory services and local value addition needed to produce, process, store and deliver food for the social protection network.

Request 4: Financing agricultural inputs, local input-production systems and advisory services

- **Type of request:** Financial support
- **Indicative amount:** USD 29 million
- **Reference:** Annex – Detailed Budget, Pillar 2, Activities 1.1–1.2, 5.1–5.2, and 10.1; see also Section 3.1, Pillar 2.

What is being asked

Cuba is requesting financing and/or in-kind contributions to improve access to critical agricultural inputs and strengthen local input-production systems. **This includes seeds, fertilizers, bioproducts, fuel for productive and logistics operations, as well as support to establish or strengthen municipal seed farms and organic fertilizer production centres**. The request also includes financing advisory services to prepare business plans, plans linked to territorial public procurement, and feasibility studies for local development projects that strengthen local value addition and support import substitution.

Request 5: Financing productive infrastructure, irrigation, energy and mechanization

- **Type of request:** Financial support
- **Indicative amount:** USD 59.25 million
- **Reference:** Annex – Detailed Budget, Pillar 2, Activities 2.1–2.3, 3.1, 4.1–4.2 ; see also Section 3.1, Pillar 2
-

What is being asked

Cuba is seeking financing and/or in-kind contributions for productive infrastructure and equipment needed to expand and stabilize local food production. **This includes drip and sprinkler irrigation systems, solar pumping equipment, tanks and water storage structures, productive electrification equipment, tractors, agricultural machinery, implements, manual and mechanical tools, and other productive equipment.**

Request 6: Financing post-harvest, processing, storage, cold chain and quality-control infrastructure

- **Type of request:** Financial support
- **Indicative amount:** USD 25 million
- **Reference:** Annex – Detailed Budget, Pillar 2, Activities 6.1, 7.1–7.2, 8.1 and 9.1; see also Section 3.1, Pillar 2.

What is being asked

Cuba is requesting financing and/or in-kind contributions for post-harvest infrastructure and equipment to improve food processing, storage, distribution, safety and quality control. **This includes mini-processing facilities, cold rooms, dry storage, silos, equipment for safe washing, vacuum packaging and solar drying, as well as basic laboratory equipment for soil, water and nutrient analysis.**

Request 7: Technical assistance and advisory services for climate-resilient, value-added local food systems

- **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 and advisory support to strengthen climate-resilient, value-added local food systems. **This may include support to prepare business plans, plans linked to territorial public procurement and feasibility studies for local development projects that strengthen local value addition and contribute to import substitution, as well as technical assistance on resilient irrigation, solar pumping, agroecology, water management, climate-risk analysis and post-harvest loss reduction**.

Requests under Pillar 3: Producer incentives and financing mechanisms for social supply

This pillar focuses on the incentive and financing mechanisms needed to make it feasible and attractive for producers to supply the social protection network at fair prices and on a sustained basis.

Request 8: Financing the design, validation and pilot implementation of producer incentive mechanisms

- **Type of request:** Financial support
- **Indicative amount:** USD 1.5 million

- **Reference:** Annex – Detailed Budget, Pillar 3, Activities 1.1–4.5; see also Section 3.1, Pillar 3.

What is being asked
Cuba is seeking financing to cover the operational costs of designing, validating and piloting producer incentive mechanisms that encourage producers to supply part of their production to the social protection network at fair prices. **This includes financing for diagnostics, co-creation and validation workshops, technical seminars, manuals, training, a basic digital support platform, communication activities and dissemination of the pilot experience.**

Request 9: Technical assistance to design and operationalize producer incentive and rural finance mechanisms

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

What is being asked
Cuba is requesting specialized technical assistance to define which producer incentive and rural finance mechanisms are most viable in the Cuban context and how they should be operationalized. **This may include advice on microcredit, revolving funds, partial credit guarantees, preferential credit lines, fiscal or non-fiscal incentives, payments by results, access to inputs, pricing arrangements, or other mechanisms to make it feasible and attractive for producers to supply the social protection network.**

Request 10: Knowledge exchange on rural finance and locally managed territorial development funds

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

What is being asked
Cuba is interested in learning from other countries' experiences **on rural finance and locally managed territorial development funds.** This exchange would help Cuban institutions refine practical models for producer incentives, municipal financing mechanisms and local investment funds linked to food systems and social protection.

Requests under Pillar 4: Governance of local food systems

This area focuses on the governance, planning, information systems, monitoring, evaluation and learning functions needed to coordinate local food systems and connect them effectively with social protection objectives.

Request 11: Financing municipal SSAN governance, planning and food-system information systems

- **Type of request:** Financial support
- **Indicative amount:** USD 3.75 million
- **Reference:** Annex – Detailed Budget, Pillar 4, all activities, see also Section 3.1, Pillar 4.

What is being asked
Cuba is requesting financing to strengthen municipal SSAN Commissions, local food-system governance, the SAEN+C Observatory and related information systems for planning and decision-making. **This includes financing municipal diagnostics, local**

governance plans, training, equipment, data collection tools, knowledge products, policy dialogue and monitoring activities.

Request 12: Technical assistance for integrated territorial food-system governance, implementation and results measurement

- **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 integrated territorial food-system governance, implementation arrangements and results measurement. **This may include advice on institutional coordination, municipal implementation models, alignment between local food supply and social protection demand, and the roles of local governments, producer organizations and social protection institutions.** It may also include support to develop **M&E frameworks, indicators, baselines, follow-up measurement and equity-focused tools** to assess results on food availability, nutrition, poverty reduction, resilience and local economic development.

Request 13: Knowledge exchange on local food governance and short value chains

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

What is being asked
Cuba is interested in **learning from experiences on local food governance and short food value chains**. This request is intended to help Cuban institutions refine models for local market linkages, territorial food governance and municipal coordination of food systems.

Request Area 5 - Cross-cutting: Complementary support for implementation readiness, climate finance and resource mobilization

This cross-cutting area focuses on targeted support needed to prepare and mobilize additional resources for implementation, especially climate and environmental finance.

Request 14: Technical assistance to prepare bankable climate and environmental finance proposals

- **Type of request:** Technical assistance
- **Reference:** Section 3.4c)

What is being asked
Cuba is seeking technical assistance to prepare bankable proposals for climate and environmental financing. **This may include support on climate rationale, feasibility studies, safeguards, theory of change, results frameworks, economic and financial analysis, proposal writing and engagement with accredited entities or financing institutions for the Green Climate Fund, GEF, Adaptation Fund or other relevant mechanisms.**

Request 15: Catalytic financing for climate and environmental finance proposal preparation

- **Type of request:** Financial support
- **Indicative amount:** To be determined
- **Reference:** Section 3.4c)

What is being asked
Cuba is seeking catalytic financing to cover the costs of preparing bankable climate and environmental finance proposals where partners are not able to provide this technical support directly. **This may include financing for consultants, expert missions, feasibility studies, climate rationale development, safeguards assessments, economic and financial analysis, proposal writing, and coordination with accredited entities or financing institutions.** This request is additional to the core external financing package identified in the pre-plan.

Request 16: Open financing request for technical assistance, knowledge exchange or other unfunded support needs

- **Type of request:** Financial support
- **Indicative amount:** To be determined
- **Reference:** Section 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:

Food and Agriculture Organization of the United Nations (FAO, lead agency); World Food Programme (WFP); United Nations Children's Fund (UNICEF); United Nations Development Programme (UNDP). These agencies provide technical and financial assistance for implementing the SSAN Law, social protection, and territorial development.

b) Potential partnerships sought:

- **Member governments (Brazil, Mexico, Colombia, Ecuador, the Dominican Republic, and others):** South-South knowledge exchange and technical assistance on public procurement, school feeding, rural financing, and the management of local agri-food systems.
- **Multilateral development banks:** financing for upgrading information systems, infrastructure, and territorial investment programmes for local food systems. Concessional loans for infrastructure components.
- ***UN agencies:***
  - **FAO:** technical assistance to link family farming with school and community feeding, strengthening local food systems.
  - **UNICEF**: support for the design of life-cycle-sensitive transfers, child protection, and community nutrition.

- **UNDP:** institutional strengthening and intersectoral governance, local development, and alignment with the PNDES.
- **WFP:** strengthening social protection programmes, technical assistance to structure food demand, targeting tools, and transfer modalities.

- **Research institutions:** methodological validation, impact evaluation, and applied research, as well as measurement and analysis of key indicators.
- **Private sector and philanthropy, climate funds, and other member governments:** co-financing for specific projects, technological innovation on food loss and waste, and value chains.

c) Desired partnership model:

Strategic coordination of this plan rests with the National Commission on Food Sovereignty and Food and Nutritional Security (SSAN), chaired by the Prime Minister of the Republic and composed of all key ministries and institutions, acting as the highest-level forum for intersectoral decision-making. This Commission has a National Advisory Group, which serves as the main dialogue platform with government, academic, and civil-society actors, as well as with the municipalities and provinces where the programme is implemented.

For matters specific to the Global Alliance, operational coordination is organised through the Alliance's National Technical Working Group, led by the National Focal Point at MINCEX, which serves as the primary liaison with the Support Mechanism and international partners. In addition, a Partner Coordination Platform is envisaged, bringing together donors and partner agencies with the lead ministries (MINAG, MEP, MFP, BCC) in order to avoid duplication and ensure the complementarity of financial and technical support.

Cuba proposes an integrated, flexible, demand-led partnership model, structured around an Alliance Partners' Table convened and chaired by the National SSAN Commission, with MINCEX serving as technical secretariat and focal point. This model is based on four principles:

- **Clear, differentiated roles**: financial partners (multilateral banks, climate funds, member governments) will channel resources through the relevant national fiduciary mechanisms, in coordination with the MEP and the MFP, according to the modalities applicable to each financing source, while technical partners (FAO, WFP, UNDP, bilateral agencies and others) will support capacity-building, policy design, and the implementation of Pillars 1, 3, and 4. Knowledge partners (such as Brazil, Mexico, Ecuador, the Dominican Republic, research institutions, and other) will lead South-South exchanges and the systematization of good practices.

- **Complementarity of contributions**: duplication will be avoided through a joint annual workplan that aligns support with identified gaps (financial, technical, knowledge). For example, while Brazilian cooperation (ABC/FAO) focuses on public procurement and governance, European cooperation (EU/AICS) will support agroecology and renewable energy; climate funds (GCF, GEF) will be mobilized specifically for climate resilience and adaptation components.

- **Coordination at three levels**: (i) strategic (National SSAN Commission and main partners), (ii) technical (National Advisory Group and operational agencies), and (iii) territorial (local governments and partner representatives in the eastern provinces). A joint monitoring system for results and financial indicators will be established, with semi-annual reviews.

- **Partnership roadmap:** prior to the start of implementation, 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.

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 pilot solutions today into nationally scaled public policies with a demonstrable impact on reducing hunger and poverty.

Annex

Detailed Budget

Pillar 1. Direct Access to Food and Nutrients through more efficient and sustainable local public procurement processes

Activities	Quantity	Unit Cost (USD)	Total Cost (USD)	Year 1	Year 2	Year 3	Year 4	Year 5
1. Improving the local public food procurement process by strengthening the tangible and intangible capacities of local governments								
1.1. Assessment of municipal productive capacities in the eastern provinces	5 Studies	10,000.0	50,000.0	50,000.0	0.0	0.0	0.0	0.0
1.2. Design and implementation of a capacity-strengthening plan	10 Workshops	25,000.0	250,000.0	50,000.0	50,000.0	130,000.0	20,000.0	0.0
1.3. Provision of equipment and tangible resources	60 Kits	4,000.0	240,000.0	100,000.0	0.0	140,000.0	0.0	0.0
1.4. Continuous technical assistance and follow-up	5 years × 2 staff	14,000.0	140,000.0	28,000.0	28,000.0	28,000.0	28,000.0	28,000.0
Subtotal Activity 1			**680,000.0**	**228,000.0**	**78,000.0**	**298,000.0**	**48,000.0**	**28,000.0**
2. Development and dissemination of procedures for the operation of Public Procurement Committees								
2.1. Development of manuals and procedures	3 Documents	10,000.0	30,000.0	30,000.0	0.0	0.0	0.0	0.0
2.2. Dissemination of procedures	15 Workshops	15,000.0	225,000.0	75,000.0	0.0	150,000.0	0.0	0.0
Subtotal Activity 2			**255,000.0**	**105,000.0**	**0.0**	**150,000.0**	**0.0**	**0.0**
3. Design and deployment of information technology and communication tools to support tendering processes								
3.1. Development of an information platform	1 System	30,000.0	30,000.0	30,000.0	0.0	0.0	0.0	0.0
3.2. Procurement and installation of equipment	60 Kits	3,000.0	180,000.0	60,000.0	0.0	120,000.0	0.0	0.0
3.3. Training in platform use	60 Sessions	1,000.0	60,000.0	20,000.0	0.0	40,000.0	0.0	0.0
3.4. Communication products	10 Products	5,000.0	50,000.0	10,000.0	5,000.0	10,000.0	5,000.0	20,000.0
Subtotal Activity 3			**320,000.0**	**120,000.0**	**5,000.0**	**170,000.0**	**5,000.0**	**20,000.0**

5. Exchange of national and international experiences								
4.1. Organization of national seminars	5 Seminars	25,000.0	125,000.0	25,000.0	25,000.0	25,000.0	25,000.0	25,000.0
4.2. Organization of international study visits	5 Visits	24,000.0	120,000.0	24,000.0	24,000.0	24,000.0	24,000.0	24,000.0
Subtotal Activity 4			**245,000.0**	**49,000.0**	**49,000.0**	**49,000.0**	**49,000.0**	**49,000.0**
GRAND TOTAL			**1,500,000**	**502,000.0**	**132,000.0**	**667,000.0**	**102,000.0**	**97,000.0**

Pillar 2. Productive Strengthening of Local Food Systems

Activities	Unit	Quantity	Unit Cost (USD)	Total Cost (USD)	Year 1	Year 2	Year 3	Year 4	Year 5
1. Procurement of basic inputs									
1.1. Packages of improved seeds, fertilizers and bio-products	Hectare Equivalent	6000	1,000.0	6,000,000.0	800,000.0	700,000.0	2,000,000.0	2,000,000.0	500,000.0
1.2. Fuel for logistical and productive operations	Liter	2,772,727	1.1	3,050,000.0	406,666.7	355,833.3	1,016,666.7	1,016,666.7	254,166.7
Subtotal Activity 1				**9,050,000.0**	**1,206,666.7**	**1,055,833.3**	**3,016,666.7**	**3,016,666.7**	**754,166.7**
2. Irrigation and water infrastructure									
2.1. Drip/sprinkler irrigation systems (incl. installation)	Hectare	3500	6,000.0	21,000,000.0	3,000,000.0	3,000,000.0	8,000,000.0	4,000,000.0	3,000,000.0
2.2. Solar pumping equipment (panels, pumps, structures)	System	300	25,000.0	7,500,000.0	1,250,000.0	1,250,000.0	3,750,000.0	1,250,000.0	0.0
2.3. Water storage tanks/structures	Unit	1500	500.0	750,000.0	125,000.0	125,000.0	500,000.0	0.0	0.0
Subtotal Activity 2				**29,250,000.0**	**4,375,000.0**	**4,375,000.0**	**12,250,000.0**	**5,250,000.0**	**3,000,000.0**
3. Productive energy infrastructure									
3.1. Transformers and equipment for area electrification	Kit per Community	1000	2,500.0	2,500,000.0	750,000.0	0.0	1,750,000.0	0.0	0.0
Subtotal Activity 3				**2,500,000.0**	**750,000.0**	**0.0**	**1,750,000.0**	**0.0**	**0.0**
4. Agricultural mechanization									

Activities	Unit	Quantity	Unit Cost (USD)	Total Cost (USD)	Year 1	Year 2	Year 3	Year 4	Year 5
4.1. Tractors and primary machinery (ploughing, harvesting)	Unit	300	50,000.0	15,000,000.0	5,000,000.0	0.0	10,000,000.0	0.0	0.0
4.2. Manual/mechanical implements and tools	Kit per Producer	5000	2,500.0	12,500,000.0	2,500,000.0	1,250,000.0	7,500,000.0	1,250,000.0	0.0
Subtotal Activity 4				**27,500,000.0**	**7,500,000.0**	**1,250,000.0**	**17,500,000.0**	**1,250,000.0**	**0.0**
5. Input-production modules									
5.1. Seed farm modules (tractor with implement, agricultural tools, irrigation system, seed-processing equipment)	Module	60	150,000.0	9,000,000.0	2,250,000.0	750,000.0	5,250,000.0	750,000.0	0.0
5.2. Organic fertilizer center modules (tractor with front loader and tipping trailer, truck, hoses, agricultural tools)	Module	60	170,000.0	10,200,000.0	2,550,000.0	850,000.0	5,950,000.0	850,000.0	0.0
Subtotal Activity 5				**19,200,000.0**	**4,800,000.0**	**1,600,000.0**	**11,200,000.0**	**1,600,000.0**	**0.0**
6. Processing infrastructure									
6.1. Primary processing plants (mini-industries)	Plant	40	200,000.0	8,000,000.0	3,000,000.0	0.0	5,000,000.0	0.0	0.0
Subtotal Activity 6				**8,000,000.0**	**3,000,000.0**	**0.0**	**5,000,000.0**	**0.0**	**0.0**
7. Storage and distribution infrastructure									
7.1. Refrigeration/freezing chambers for food and seeds	Unit	60	100,000.0	6,000,000.0	1,500,000.0	0.0	4,500,000.0	0.0	0.0
7.2. Dry warehouses and metal silos	Unit	100	30,000.0	3,000,000.0	900,000.0	0.0	2,100,000.0	0.0	0.0
Subtotal Activity 7				**9,000,000.0**	**2,400,000.0**	**0.0**	**6,600,000.0**	**0.0**	**0.0**
8. Food safety and loss-reduction equipment									

Activities	Unit	Quantity	Unit Cost (USD)	Total Cost (USD)	Year 1	Year 2	Year 3	Year 4	Year 5
8.1. Equipment for safe washing, vacuum packing and solar drying	Kit per Mini-Industry	100	50,000.0	5,000,000.0	1,500,000.0	0.0	3,500,000.0	0.0	0.0
Subtotal Activity 8				**5,000,000.0**	**1,500,000.0**	**0.0**	**3,500,000.0**	**0.0**	**0.0**
9. Quality-control laboratories									
9.1. Basic laboratory equipment (soil analysis, water quality, nutrients)	Laboratory	15	200,000.0	3,000,000.0	1,000,000.0	0.0	2,000,000.0	0.0	0.0
Subtotal Activity 9				**3,000,000.0**	**1,000,000.0**	**0.0**	**2,000,000.0**	**0.0**	**0.0**
10. Advisory services and studies									
10.1. Design of business plans and feasibility studies	Study/Plan	150	5,000.0	750,000.0	150,000.0	150,000.0	350,000.0	100,000.0	0.0
Subtotal Activity 10				**750,000.0**	**150,000.0**	**150,000.0**	**350,000.0**	**100,000.0**	**0.0**
GRAND TOTAL				**113,250,000.0**	**26,681,666.7**	**8,430,833.3**	**63,166,666.7**	**11,216,666.7**	**3,754,166.7**

Pillar 3. Incentives for Social Supply

Activities	Quantity	Unit Cost (USD)	Total Cost (USD)	Year 1	Year 2	Year 3	Year 4	Year 5
1. Design and Diagnostic Phase								
1.1. Diagnostic study and mapping of key stakeholders (national consultancy)	5 studies	8,000.0	40,000.0	40,000.0	0.0	0.0	0.0	0.0

1.2. Initial co-creation workshops with public decision-makers	5 Workshops	25,000.0	125,000.0	50,000.0	0.0	75,000.0	0.0	0.0
1.3. Technical seminar with experts/academics to define mechanisms (1 seminar)	3 Seminars	15,000.0	45,000.0	45,000.0	0.0	0.0	0.0	0.0
1.4. Consultancy for the technical design of financial/non-financial instruments	15 Products	8,000.0	120,000.0	40,000.0	0.0	80,000.0	0.0	0.0
Subtotal Activity 1			**330,000.0**	**175,000.0**	**0.0**	**155,000.0**	**0.0**	**0.0**
2. Validation and Adjustment Phase								
2.1. Validation workshops with economic actors (producers, distributors)	15 Workshops	14,000.0	210,000.0	98,000.0	112,000.0	0.0	0.0	0.0
2.2. Working groups with social protection actors (center managers)	15 Working Groups	5,000.0	75,000.0	25,000.0	25,000.0	25,000.0	0.0	0.0
2.3. Impact simulation and model adjustment (software and consultant)	Package	20,000.0	20,000.0	20,000.0	0.0	0.0	0.0	0.0
2.4. Drafting of final policy documents and protocols	Set	10,000.0	10,000.0	0.0	0.0	0.0	0.0	10,000.0
Subtotal Activity 2			**315,000.0**	**143,000.0**	**137,000.0**	**25,000.0**	**0.0**	**10,000.0**
3. Pilot Implementation and Training Phase								

3.1. Design and printing of manuals, guides and implementation kits	Batch	75,000.0	75,000.0	75,000.0	0.0	0.0	0.0	0.0
3.2. Training workshops	15 Workshops	20,000.0	300,000.0	100,000.0	0.0	200,000.0	0.0	0.0
3.3. Development of a basic digital information/support platform module	Module	20,000.0	20,000.0	20,000.0	0.0	0.0	0.0	0.0
Subtotal Activity 3			**395,000.0**	**195,000.0**	**0.0**	**200,000.0**	**0.0**	**0.0**
4. Outreach, Dissemination and Sustainability Phase								
4.1. National launch seminar and signing of agreements	Event	30,000.0	30,000.0	30,000.0	0.0	0.0	0.0	0.0
4.2. Communication campaign (audiovisual, radio, web and app materials)	Campaign	120,000.0	120,000.0	120,000.0	0.0	0.0	0.0	0.0
4.3. Publication of case studies and systematization of experience	Publication	50,000.0	50,000.0	0.0	0.0	0.0	0.0	50,000.0
4.4. Participation in national and international outreach events	10 events	20,000.0	200,000.0	20,000.0	20,000.0	60,000.0	60,000.0	40,000.0
4.5. Closing meeting and sustainability plan with donors and government	1 Meeting	60,000.0	60,000.0	0.0	0.0	0.0	0.0	60,000.0
Subtotal Activity 4			**460,000.0**	**170,000.0**	**20,000.0**	**60,000.0**	**60,000.0**	**150,000.0**

GRAND TOTAL	1,500,000.0	683,000.0	157,000.0	440,000.0	60,000.0	160,000.0

Pillar 4. Governance of Local Food Systems (SAL)

Activities	Quantity	Unit Cost (USD)	Total Cost (USD)	Year 1	Year 2	Year 3	Year 4	Year 5
1. Capacity strengthening of municipalities and SSAN Commissions								
1.1. Participatory assessment of institutional capacities	30 municipal assessments	10,000.0	300,000.0	100,000.0	0.0	200,000.0	0.0	0.0
1.2. Development of Local SAL Governance Plans	54 Plans	10,000.0	540,000.0	100,000.0	0.0	440,000.0	0.0	0.0
1.3. Training workshops for officials in SAL and SSAN management	90 Workshops	8,000.0	720,000.0	160,000.0	80,000.0	400,000.0	80,000.0	0.0
1.4. Basic technical equipment for SSAN Commissions (computer and videoconferencing kits)	60 Kits	5,000.0	300,000.0	75,000.0	0.0	225,000.0	0.0	0.0
1.5. Internship and good-practice exchange programme between territories	15 Exchanges	10,000.0	150,000.0	20,000.0	10,000.0	40,000.0	30,000.0	50,000.0
Subtotal Activity 1			**2,010,000.0**	**455,000.0**	**90,000.0**	**1,305,000.0**	**110,000.0**	**50,000.0**

2. Development, deployment and training on information platforms (SAEN+C Observatory)								
2.1. Enhancement and customization of the SAEN+C platform	1 development package	100,000.0	100,000.0	20,000.0	20,000.0	20,000.0	20,000.0	20,000.0
2.2. Technical training for municipal teams on platform use	60 training sessions	2,500.0	150,000.0	50,000.0	0.0	100,000.0	0.0	0.0
2.3. Content generation and initial data update (specialized consultancy)	Consultancy package	20,000.0	20,000.0	20,000.0	0.0	0.0	0.0	0.0
2.4. Platform maintenance, hosting and technical support	60 Months	500.0	30,000.0	6,000.0	6,000.0	6,000.0	6,000.0	6,000.0
2.5. Outreach and awareness campaign on Observatory use	1 Campaign	20,000.0	20,000.0	20,000.0	0.0	0.0	0.0	0.0
2.6. Computers and tablets for field data collection	180 Units	1,500.0	270,000.0	75,000.0	0.0	195,000.0	0.0	0.0
Subtotal Activity 2			**590,000.0**	**191,000.0**	**26,000.0**	**321,000.0**	**26,000.0**	**26,000.0**
3. Systematization, knowledge and policy advocacy								
3.1. Systematization of good practices and lessons learned from the project	5 Studies	8,000.0	40,000.0	0.0	0.0	0.0	0.0	40,000.0

3.2. Design and implementation of a communication strategy for advocacy	5 Strategies	8,000.0	40,000.0	40,000.0	0.0	0.0	0.0	0.0
3.3. Preparation of local public policies and position papers	54 municipalities	5,000.0	270,000.0	50,000.0	0.0	220,000.0	0.0	0.0
3.4. Organization of policy dialogue forums and high-level seminars	10 Events	40,000.0	400,000.0	80,000.0	80,000.0	80,000.0	80,000.0	80,000.0
3.5. Publication and dissemination of knowledge materials (1 publication series)	10 publication series	10,000.0	100,000.0	20,000.0	20,000.0	20,000.0	20,000.0	20,000.0
3.6. Participation in international technical exchanges	15 exchanges	14,000.0	210,000.0	42,000.0	42,000.0	42,000.0	42,000.0	42,000.0
3.7. Monitoring and evaluation actions	5 actions	18,000.0	90,000.0	18,000.0	18,000.0	18,000.0	18,000.0	18,000.0
Subtotal Activity 3			**1,150,000.0**	**250,000.0**	**160,000.0**	**380,000.0**	**160,000.0**	**200,000.0**
GRAND TOTAL			**3,750,000.0**	**896,000.0**	**276,000.0**	**2,006,000.0**	**296,000.0**	**276,000.0**