



## **NICARAGUA INTERIM COUNTRY STRATEGIC PLAN (2018)**

<b>Duration</b> (starting date – end date)	<b>Jan 2018 – Dec 2018</b>
<b>Total cost to WFP</b>	<b>USD 10,218,667</b>
<b>Gender and Age Marker Code *</b>	<b>2A</b>

## EXECUTIVE SUMMARY

In the last decade, Nicaragua has achieved sustained economic growth and social development, with nutrition, education, and health indicators improving, compared to previous years. Yet, recurrent natural disasters and weather extremes, poverty, inefficiencies in the agricultural sector, and inadequate access to services still threaten the food security of the most vulnerable, particularly in the most remote areas of the country.

To foster widespread wellbeing, the Government of Nicaragua has established a strong policy environment and various social protection programmes, articulated in the National Human Development Plan (NHDP) (2012-2016)<sup>1</sup>. Achieving food security and sovereignty is one of its key pillars, with the Government aiming at guaranteeing people's access to sufficient and nutritious food through strategies that are aligned with their traditions, cultures, and contexts. Fostering smallholder farmers' productivity and adopting solutions at the family level are the centre of this model.

Therefore, in line with this enabling environment and the government's enhanced capacity, the Transitional Interim Country Strategic Plan (ICSP) will support national efforts to achieve zero hunger by extending the reach of national programmes and enhancing their quality and sustainability. WFP's added value lies in its capacity to reach the most remote and vulnerable areas, including indigenous communities, with direct food assistance, filling in implementation gaps of national programmes, and at the same time provide technical assistance to government institutions. The overarching goal is to contribute towards long-term approaches to break the intergenerational cycle of hunger and poverty, whilst ensuring that no one is left behind, through five Strategic Outcomes:

- Strategic Outcome 1: Pre and primary schoolchildren and persons living with HIV have access to adequate food and nutrition during 2018
- Strategic Outcome 2: Nutritionally vulnerable groups in the targeted areas meet their nutritional needs during 2018
- Strategic Outcome 3: Smallholder farmers in targeted departments increase their food security and access to markets all year round
- Strategic Outcome 4: Shock affected populations have access to adequate and nutritious food after an emergency
- Strategic Outcome 5: National institutions and programmes are strengthened to prevent and respond to shocks during 2018

The transitional ICSP is aligned with national priorities and Strategic Results 1, 2, 3, and 5 of WFP's Strategic Plan (2017-2021). It supports Nicaragua in the attainment of SDG 2 and 17, whilst contributing to SDGs 3, 4, and 5; and is coherent with the United Nations Partnership for Development Framework (UNDAF) (2013-2017)<sup>2</sup>.

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<sup>1</sup> The NHDP 2012-2016 is in line with current government development priorities and will remain active during the current political cycle (2017-2021).

<sup>2</sup> The UNDAF is likely to be extended until 2018.

# 1. COUNTRY ANALYSIS

## 1.1. COUNTRY CONTEXT

1. Nicaragua is classified as a low-income food-deficit country<sup>3</sup>, with an estimated one million undernourished people.<sup>4</sup> Over the past decade, economic growth steadily increased and poverty fell from 42 percent in 2009 to 30 percent in 2014. Extreme poverty decreased by 6 percentage points, standing at 8 percent. Yet, Nicaragua remains amongst the poorest countries in the region. Poverty affects 50 percent of people living in rural areas, compared to 15 percent in urban centres. Over 70 percent of the poor live in the central area and the Northern and Southern Autonomous Atlantic Caribbean Regions (RACCN and RACCS).<sup>5</sup> Indigenous groups account for 5 percent of the population and have historically suffered from lower levels of development.
2. Nicaragua ranks as the fourth most affected country worldwide by natural events in the last 20 years, according to the Global Climate Risk Index 2017;<sup>6</sup> and as the 14<sup>th</sup> country at highest risk, according to the 2016 World Risk Index.<sup>7</sup> Crop plagues and human diseases, together with recurrent earthquakes, hurricanes, floods, droughts, and landslides threaten particularly the livelihoods of the most vulnerable, who lack the capacity to withstand shocks. In the last 45 years, 14,500 human lives and about USD 4.5 billion have been lost to natural disasters; and over a third of Nicaragua's population is at risk of being affected by seismic and volcanic movements.<sup>8</sup>
3. Climatic and weather impacts, such as dry spells, are becoming more frequent and prolonged and projections are that this trend will continue as a result of climate change.<sup>9</sup> During the past three years, recurrent droughts have impacted the dry corridor, resulting in livestock and agricultural losses; increases to market prices, especially for basic grains; and the drying-up of water sources. This hampers efforts to address poverty, environmental degradation, and food insecurity.
4. According to the World Economic Forum's Gender Gap Report, Nicaragua performs well on health, education, and political participation, being ahead of all other Latin American countries. Yet, it still ranks 103<sup>th</sup> in the 2015 gender inequality index<sup>10</sup> and continues to face great challenges in the areas of reproductive health rights, land ownership, and economic opportunities.

## 1.2. PROGRESS TOWARDS SDG 2

### *Progress on SDG 2 targets*

5. *Access to food.* In the last 20 years food supply has improved, as the daily calorie intake per person increased from 1,774 kcal in 1990-1992 to 2,649 kcal in 2014-2016.<sup>11</sup> Yet, people's lack of access to nutritious food continues to be a main driver of food insecurity. This is related to socio-economic factors, including poverty, low income, limited education, and lack of employment. The minimum salary can only meet 18-20 percent of the cost of the food basket.<sup>12</sup> As a food importer, Nicaragua is vulnerable to fluctuations in market prices. Between 2007 and 2009, the price of the food basket doubled and has continued to increase thereafter. Additionally, the internal distribution of food is irregular, with most markets located in urban centres, out of reach of rural populations.<sup>13</sup> During times of hardship, low-income households' access to food is further strained by agricultural losses and economic pressures, leading them to adopt negative coping mechanisms, including selling their assets and reducing the frequency, quantity and quality of food consumed.<sup>14</sup>
6. *End malnutrition:* As a result of the Government's firm commitment to end hunger, Nicaragua achieved Millennium Development Goal 1, target 1C, as undernourishment halved, from 2.3 million affected people in 1990-92 to 1 million in 2014-2016, placing it amongst the countries that reduced hunger the most over the last 25 years in the region.<sup>15</sup> Additionally, thanks to the fortification of foods, Vitamin A deficiencies in children

<sup>3</sup> FAO (2017) Low-Income Food-Deficit Countries - List for 2016

<sup>4</sup> FAO (2017) The FAO Hunger Map 2015

<sup>5</sup> INIDE (2014) Encuesta de Medición de Nivel de Vida 2014

<sup>6</sup> Germanwatch (2016) Global Climate Risk Index 2017

<sup>7</sup> United Nations University (2016) World Risk Report 2016

<sup>8</sup> SINAPRED (2015) Política Nacional de Gestión Integral de Reducción del Riesgo ante Desastres 2015-2016

<sup>9</sup> UNDP (2013) Climate Risk Management for the Health Sector in Nicaragua

<sup>10</sup> *Ibid*

<sup>11</sup> FAO (2015) Regional Overview of Food Security: Latin America and the Caribbean

<sup>12</sup> Solorzano *et al.* (2016) Perspectivas sobre la seguridad alimentaria en Nicaragua en el contexto del cambio climático

<sup>13</sup> Dirección General de Políticas del Sector Agropecuario y Forestal (2009) Política de Seguridad y Soberanía Alimentaria y Nutricional desde el Sector Público Agropecuario y Rural

<sup>14</sup> WFP (2011) Emergency food security assessment in Nicaragua.

<sup>15</sup> FAO (2015) Regional Overview of Food Security: Latin America and the Caribbean

aged 6-59 months stopped being a health issue in the 2000s. However, according to the 2011/2012 national health survey, stunting affects 17 percent of children under five (18 percent boys and 16 percent girls), prevailing particularly in rural areas and in the departments of Madriz (30 percent), Jinotega, and Nueva Segovia (28 percent).<sup>16</sup> For school children, the prevalence is 22 percent, affecting specially Madriz, Jinotega and RACCN, according to latest data available.<sup>17</sup> In 2011/2012, the prevalence of acute malnutrition was 2 percent, with no differences between boys and girls. Furthermore, 9 percent of children are born underweight and only 32 percent of mothers exclusively breastfeed for the first six months of life. Anaemia affects 10.5 percent of children under five and 1.5 percent of women and girls aged 15–49.<sup>18</sup> Other issues affecting food utilisation are poor sanitary conditions: 15 percent of the population has no water supply and 52 percent lack access to sanitation facilities.<sup>19</sup>

7. *Smallholder productivity and incomes.* Agriculture is the primary economic activity and main source of livelihood for 80 percent of the population, contributing to 17 percent of the GDP. The sector consists predominantly of smallholder farmers, representing 89 percent of the total output value.<sup>20</sup> Thanks to the 2007–2011 Productive Strategy, smallholder farmers made some progress during this period, reducing rural poverty and inequality. Yet, they continue to be affected by productive inefficiencies, lack of access to credit, climate vulnerability, and environmental degradation. The level of production therefore fluctuates from one year to the next and is impacted by external factors, such as drought. Since 2013, the production of maize and beans has been decreasing. Subsistence smallholder farmers account for 40 percent and they lack access to weather resistant solutions, such as irrigation, and are particularly vulnerable to weather conditions.<sup>21</sup> Low-yielding traditional methods, lack of technical capacity, and financial resources lead to high post-harvest losses.<sup>22</sup> Women farmers are particularly disadvantaged due to long-standing cultural practices, lack of access to land, and the predominance of traditional roles.
8. *Sustainable food systems.* The sustainability of Nicaraguan food systems is negatively impacted by volatile market prices, productive inefficiencies, and intensified climate change and weather shocks. Since 1961, Nicaragua has had 13 years of moderate or severe El Niño events;<sup>23</sup> and an estimated 45 percent of the population is annually affected by droughts, causing losses in agricultural production, especially for basic grains.<sup>24</sup> By producing a limited number of crops (sorghum, maize, beans, and some vegetables), Nicaraguan food systems depend on imports to complement the basic food basket; and diets lack diversity for those who rely on subsistence farming.

➤ **Macro-economic environment**

9. With sustained economic growth since the early 2000s, Nicaragua became a Lower Middle Income Country in 2008.<sup>25</sup> While it was adversely impacted by the 2008–2009 economic crisis, it quickly recovered, thanks to its sound macroeconomic policies, direct foreign investment and rising exports.<sup>26</sup> During 2011–2016, growth averaged five percent and it is expected to remain at four percent in the coming years.<sup>27</sup> The GNI per capita is USD 1,940 and has been increasing since the mid-90s.<sup>28</sup> However, economic development have been unevenly felt by rural and indigenous populations. The Gini value in 2014 was 47.5, 7 points more unequal than in 2013.<sup>29</sup>
10. Political and macroeconomic stability allowed Nicaragua to boost its poverty reduction efforts and implement social policies and programmes oriented towards long-term development, rather than crisis control. Therefore, there has been a shift in the development model, which promotes economic and social welfare. Public spending increased, particularly in education, health, and housing.<sup>30</sup>

<sup>16</sup> INIDE & MINSa (2014) Encuesta Nicaragüense de Demografía y Salud 2011/12

<sup>17</sup> MINSa & MINED (2012) Tercer Censo Nacional de Talla en Escolares de Primer Grado de Educación Primaria de la República de Nicaragua 24-28 agosto 2009

<sup>18</sup> MINSa (2011) Sistema Integrado de Vigilancia de las Intervenciones Nutricionales: Avance de Resultados 2010.

<sup>19</sup> FAO (2015) Regional Overview of Food Security: Latin America and the Caribbean

<sup>20</sup> World Bank (2015) Agriculture in Nicaragua: Performance, Challenges and Options.

<sup>21</sup> Solorzano *et al.* (2016) Perspectivas sobre la seguridad alimentaria en Nicaragua en el contexto de cambio climático

<sup>22</sup> Dirección General de Políticas del Sector Agropecuario y Forestal (2009) Política de Seguridad y Soberanía Alimentaria y Nutricional desde el Sector Público Agropecuario y Rural

<sup>23</sup> Solorzano *et al.* (2016) Perspectivas sobre la seguridad alimentaria en Nicaragua en el contexto de cambio climático

<sup>24</sup> The Economic Commission for Latin America and the Caribbean. 2008 and 2010. *Nicaragua: Climate Change Effects on Agriculture*

<sup>25</sup> OECD (2016) History of DAC Lists of aid recipient countries.

<sup>26</sup> World Bank (2016) Nicaragua: Overview.

<sup>27</sup> World Bank (2017) Global Economic Prospects: Weak Investment in Uncertain Times

<sup>28</sup> World Bank (2016) Nicaragua: GNI per capita, Atlas method

<sup>29</sup> World Bank (2014) Gini Index

<sup>30</sup> FAO (2015) 2015 Regional Overview of Food Insecurity Latin America and the Caribbean

➤ **Key cross-sectorial linkages**

11. Nicaragua's Human Development Index (HDI) rose by 30 percent between 1990 and 2015, ranking 124<sup>th</sup> out of 188 countries in 2016, placing it in the medium human development category. Improvements are observed in life expectancy at birth; mean years of schooling; and expected years of schooling. No significant differences for males and females are noted in these indicators, according to 2015 values. However, the HDI score continues to be below the 0.751 score average in Latin America and the Caribbean.<sup>31</sup>
12. Nicaragua has made progress on gender equality, particularly on women's participation in political and decision-making posts and access to secondary education. Nevertheless, gender-based violence persists and gaps remain in control over resources and assets, especially in the agricultural and rural sectors, where women lack access to credit, land, and services; and receive lower incomes for their labour.<sup>32</sup> Women participation in labour markets is 49 percent, compared to 80 percent for men.<sup>33</sup>
13. Low education attainment and food insecurity are interrelated, with stunting affecting 31 percent of children under five when parents lack education, compared to 6 percent amongst parents with higher education.<sup>34</sup> While the national primary enrolment rate stands at 94 percent, such progress has not reached equally the indigenous and most remote areas of the country, such as RACCN and Jinotega, where enrolment and school attendance tend to be lower. The ratio between boys and girls is close to one to one. Additionally, average schooling in RACCN is only three years; and dropout rates reach 13 percent in Jinotega and 15 percent in RACCN.<sup>35</sup> Within WFP assisted areas, the main reasons for school absenteeism are lack of interest, low incomes, and need to migrate for seasonal work.<sup>36</sup> Schools often lack proper storage and kitchens and the food is kept and prepared in parents' and teachers' houses, where it is exposed to risks.
14. Officially, Nicaragua has one of the lowest HIV prevalence rates in Central America. Yet, since 2014, there has been an increase in the number of cases registered, thanks to new diagnosis and the Ministry of Health's efforts to generate awareness. Currently, 8,860 people are registered as living with HIV, affecting mostly those aged 15-49;<sup>37</sup> and the real number could be higher. The prevalence is higher among men, with about 60 percent of the HIV patients being men and 40 percent women.<sup>38</sup> Rates in Chinandega (174/100,000) and Managua (167/100,000) are far higher than national levels, which increased from 7.6/100,000 inhabitants in 2006 to 13.3/100,000 in 2008. Anti-retroviral therapy coverage is 38 percent.<sup>39</sup>

### **1.3. HUNGER GAPS AND CHALLENGES**

15. At the policy level, Nicaragua has comprehensive programmes, which cover the entire life cycle – focusing particularly on women - and seek to safeguard nutrition and food access. Yet, implementation is hampered by funding constraints and logistical challenges, resulting in people's inadequate access to social services. Therefore, despite its growing capacity, the Government continues to rely on external support to implement social protection programmes. Similarly, while there is a solid food security legal framework and policy landscape benefiting both female and male, including for the fortification of food, implementation remains challenging due to limited access to technologies and resources.
16. The nature of international cooperation has changed, with Official Development Assistance (ODA) decreasing and non-traditional donor support becoming an important source of revenue for social programmes, followed by conditional loans from international financial institutions.<sup>40</sup> The former has been suspended, which may impact the economic capacity of national safety nets.
17. National programme monitoring and evaluation mechanisms focus on administrative reporting, rather than on improving programme implementation. Oversight could be strengthened by providing more evidence of impact to inform decision-making and public policy formulation. Further constraints include limited availability of human resources and organisational capacity. The team that administrates and implements the National School Meals Programme is comprised of 65 people to reach 1.2 million schoolchildren.

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<sup>31</sup> UNDP (2016) Human Development For Everyone: Nicaragua

<sup>32</sup> WFP (2014) Study on Gender Empowerment and Gender Based Violence in the Context of WFP's P4P Program in Nicaragua

<sup>33</sup> UNDP (2015) Human Development Report 2015: Nicaragua

<sup>34</sup> INIDE & MINSA (2014) Encuesta Nicaragüense de Demografía y Salud 2011/12

<sup>35</sup> Eduquemos & UNICEF (2011) Situación y Perspectivas en Nicaragua para Universalizar una Educación Primaria de Calidad

<sup>36</sup> WFP (2016) Midterm Evaluation of WFP's Operations in Nicaragua

<sup>37</sup> MINSA's statistics

<sup>38</sup> Figures based on estimates of the Ministry of Health for 2008-2013

<sup>39</sup> MINSA (2011) First Semester Report of the HIV/AIDS and Sexually Transmitted Diseases (STD) National Programme.

<sup>40</sup> OECD (2015) Nicaragua – ODA by donor and sector

18. Even though Nicaragua has achieved progress in the reduction of stunting, it faces the double burden of obesity/overweight, and undernutrition; 50 percent of women in their fertile years are overweight, out of which 20 percent are obese; and 6 percent of children under five are overweight.<sup>41</sup> This is due to limited access to nutritious food and to poor decision-making, as diets are high in carbohydrates and low in proteins, vitamins, and minerals. Social programmes focus on undernutrition, with overweight needing more attention.

#### **1.4. KEY COUNTRY PRIORITIES**

##### **➤ *Government priorities***

19. The NHDP 2012-2016 lays out Nicaragua's development priorities.<sup>42</sup> The plan continues to be active and its priorities will remain unchanged in the coming years. Its goal is to reduce poverty and improve welfare, especially of the most vulnerable, placing the human being at the centre of its model. Food security and sovereignty of Nicaraguan families is one of NHDP's main pillars and a top priority of the Government, as it is seen as a necessary condition to achieve development objectives. It is also a constitutional obligation of the Nicaraguan state, according to article 63 of the 1987 Constitution.
20. To ensure food security, the NHDP calls for inter-institutional interventions, focusing on: food production at the community and family level; climate resilience; national agricultural productivity; and access to sufficient, safe and nutritious food. The 2009 Food Security and Nutrition Law and the Food Security and Sovereignty Policy also highlight the importance of fighting hunger through a comprehensive approach, incorporating crosscutting issues, such as gender equality.
21. Accordingly, the Ministry of Health (MINSa) and the Ministry of the Family support pregnant and lactating women and girls (PLW/G) and children under six through the National Programme towards the Eradication of Child Chronic Undernutrition and the "Love for the Youngest" programme. These provide micronutrients and fortified foods, health services, nutritional counselling, deworming tablets, vaccinations, and pre-and-post natal care; and promote exclusive breast-feeding.
22. As the largest national safety net, the National School Meals Programme (NSMP) distributes daily meals at public schools. It is a key instrument of the Government to ensure children's access to nutritious food, promote school enrolment, and provide support in remote regions. It is also a shock-responsive programme, as it has been rapidly scaled-up through the inclusion of a second ration in affected areas during times of hardship, thus alleviating the economic burden at home and responding to the food needs of the most vulnerable. It is led by the Integral Programme for School Nutrition of the Ministry of Education (PINE/MINED). According to the World Bank, the programme has contributed to reducing poverty by two percentage points.<sup>43</sup>
23. Enhancing agricultural productivity is also instrumental to achieve food security. The Zero Hunger Programme, the Zero Usury Programme, and the Solidarity Programme (CRISSOL) support rural families, and smallholder farmers - particularly women -, through technical assistance, access to credit, and the distribution of agricultural inputs. These focus on fostering the family economy, so that rural families can provide for themselves, diversify their production, and improve their productivity to supply markets, especially in the context of climate change.
24. Finally, recognising the impact of natural disasters, the NHDP also prioritises the adoption of risk reduction measures, including at the national, regional, and local level, through the National Integrated Risk Reduction Policy.

##### **➤ *United Nations and other partners***

25. In 2016, the United Nations Coordination Team (UNCT) adjusted its UNDAF. Currently, it aims to: i) reduce social inequalities, poverty, hunger and undernutrition; ii) guarantee the right to food security, nutrition, education, and wellbeing of the Nicaraguan people; iii) promote environmental protection and risk management to achieve sustainable human development; and iv) strengthen the institutional capacities for technology innovation and industrialisation. These priority areas are in line with Nicaraguan policies and main areas of cooperation.

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<sup>41</sup> FAO and WHO (2017) Panorama de la Seguridad Alimentaria y Nutricional en América Latina y el Caribe

<sup>42</sup> Gobierno de Reconciliación y Unidad Nacional (2012) Plan Nacional de Desarrollo Humano 2012-2016

<sup>43</sup> World Bank specialist Dr. Sobrado (2015) cited in: El Nuevo Diario (2015) La Merienda Escolar en la Lucha contra la Pobreza

## 2. STRATEGIC IMPLICATIONS FOR WFP

### 2.1. WFP'S EXPERIENCE AND LESSONS LEARNED

26. WFP has been working in Nicaragua since 1971, in the areas of school meals, nutrition, relief, and support to displaced people, disaster risk reduction, and emergency response. Over the past 45 years, WFP has positioned itself as the Government's partner of choice for the implementation of the NSMP. The collaboration has evolved, in line with Nicaragua's growing capacity, shifting from direct implementation to technical assistance. WFP now supports government programmes and accompanies national institutions in the design of policies.
27. In 2013, WFP started implementing its Country Programme (CP) 200434, valid through March 2018. The CP has five components: i) Provide Nutritional Support to Vulnerable Groups; ii) Support Access to Education through School Meals; iii) Enhance Community and Household Resilience; iv) Mitigate Impact of HIV; and v) Support Smallholder Farmers and Linkages to Markets. Additionally, the regional Protracted Relief and Recovery (PRRO) 200490 supports emergency preparedness capacity with a view to save lives and protect people's livelihoods.
28. In 2016, a mid-term evaluation of the CP characterised the programme as pertinent, effective, and efficient. To improve implementation, this transitional ICSP will incorporate its recommendations, including: i) redefine nutrition activities in line with the 1,000 Days window to prevent stunting, as the CP only provided assistance over a period of 180 days; ii) revise the resilience component, which has not been implemented as planned iii) strengthen collaboration with stakeholders in targeted areas; iv) update the collaboration with the Government for the NSMP, given its growing capacity to cover food requirements; v) and reinforce the synergies between WFP's operations.<sup>44</sup>
29. In 2017, WFP Nicaragua started integrating a gender transformative approach to achieving food security and nutrition, including within its office and staff. This has allowed it to develop an action plan based on progress and challenges that will underpin future programming and interventions, ensuring that there is a strong gender lens.
30. Other lessons learned identified the importance of involving policy-makers in the design of programmes at the national level; and community organisations at the local level. This contributes towards greater engagement, whilst guaranteeing sustainability and effectiveness of the activities.

### 2.2. OPPORTUNITIES FOR WFP

31. A revision of the CP and consultations with the Government in preparation for the CSP highlighted the areas where WFP can support Nicaragua during this transition year to achieve SDGs 2 and 17. These include:
  - Help government institutions improve the efficiency, effectiveness, and reach of their social protection programmes and safety nets;
  - Strengthen national capacities in emergency preparedness and response to ensure that the Government can assist vulnerable populations affected by shocks;
  - Foster the government's logistics capacities, in order to allow national institutions to expand their reach to areas of difficult access;
  - Transfer methodologies and food security tools to the Government to inform the design of social programmes and interventions.

### 2.3. STRATEGIC CHANGES

32. This transitional ICSP will serve as a continuation of CP 200434, incorporating the evaluation's recommendations and aligning programmes with current government priorities. Changes include the discontinuation of the third component, which included food assistance for assets to foster resilience to climate change, in line with a shift in national approaches and funding constraints. Instead, WFP will continue to mainstream resilience in all other activities.

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<sup>44</sup> WFP Office of Evaluation (2016) Evaluación de Mitad de Período de la Operación del Programa de país en Nicaragua – PP 200434 (2013-2018)

33. With regards to nutrition, WFP will extend its assistance from 180 to 360 days, leaving no gap in the 1,000-day window of opportunity. Since this activity has been constantly underfunded, WFP will reduce the number of beneficiaries, from 8,200 to 2,500 to prevent a budget increase due to the extension in assistance days. Thus, WFP will focus exclusively on three municipalities in Madriz, where stunting is the highest. This reduction in targeting is necessary to align programme size with realistic funding opportunities. By prioritising the increase in days of assistance, WFP aims at improving the effectiveness of the intervention. At the government request, WFP will also modify the targeting of its HIV activity, providing individual rations to patients instead of assistance to the entire family.
34. With PRRO 200490 ending in December 2017, the preparedness and response activities will be incorporated into the Transitional ICSP as Strategic Outcomes 4 and 5. Additionally, WFP will increase support to the National System for Disaster Prevention, Mitigation, and Attention (SINAPRED), as per Government request.
35. To implement these changes and extend the duration of the programme from March to December 2018, the country programme will undergo a budget revision in June 2017 to increase the budget from USD 2.7 million to USD 10.2 million.

### **3. WFP STRATEGIC ORIENTATION**

#### **3.1. DIRECTION, FOCUS AND INTENDED IMPACTS.**

36. WFP will continue to support national efforts to achieve zero hunger by strengthening national capacities; and will provide direct assistance to highly vulnerable populations, located in the most remote areas, to support the implementation of government initiatives. The focus is on enhancing government services and extending the reach of national programmes. Moreover, WFP is committed to advancing gender equality and empowering women, incorporating a gender-transformative approach and a gender lens in capacity strengthening and technical assistance. To achieve these goals, the transitional ICSP has five Strategic Outcomes, which will:
  - i) Promote access to food by low-income schoolchildren in food insecure areas and HIV patients;
  - ii) Provide nutritional support to vulnerable groups to prevent stunting;
  - iii) Foster food security and access to markets of smallholder farmers – particularly women;
  - iv) Support emergency response through direct food assistance;
  - v) Enhance emergency preparedness through capacity strengthening;
37. All outcomes are in line with the NHDP 2012-2016 and Nicaragua's policies, including: the 2009 Food Security and Nutritional Law and the Food Security and Sovereignty Policy; the National Programme towards the Eradication of Child Chronic Undernutrition; the Love for the Youngest Programme; Zero Hunger Programme, the Zero Usury Programme, and CRISSOL. They are also aligned with UNDAF, as WFP coordinates its response with all UN agencies, adopting a harmonised approach.
38. Expected results include improvements in the nutritional, educational, and economic status of the targeted populations, as well as enhanced government capacity. Over the 2013-2018 cycle, WFP intends to generate long-term impact and behavioural change, including in the life of smallholder farmers and their families; and improve the climate resilience of food systems and communities in targeted areas.

#### **3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES**

##### **3.2.1. STRATEGIC OUTCOME 1: PRE AND PRIMARY SCHOOLCHILDREN AND PERSONS LIVING WITH HIV HAVE ACCESS TO ADEQUATE FOOD AND NUTRITION DURING 2018**

###### **➤ Outcome description**

39. Strategic Outcome 1 aims at guaranteeing access to food and incentivising access to public services. Through activity 1, it supports the implementation of the NSMP, which seeks to improve educational indicators, children's access to nutritious food, and poverty reduction. Activity 2 seeks to protect the nutritional status of PLHIV, while encouraging adherence to anti-retroviral treatment.
40. The NSMP currently reaches 1.2 million pre, primary, and secondary school children in public schools and consists of four pillars: i) school meals; ii) school gardens; iii) zero junk food policy; and iv) nutrition in the school curriculum. Additionally, the government provides backpacks with school utensils, uniforms, and shoes. WFP will support the first three pillars of NSMP to ensure full coverage of the programme, filling in

operational gaps. It will directly assist 163,000 pre and primary school boys and girls in poor and indigenous communities in Jinotega and RACCN, characterised by lack of infrastructure, and poor roads, thus making access particularly cumbersome and expensive. Therefore, WFP will leverage its efficiency in logistics to help ensure that food gets to the most vulnerable children in a timely manner. Additionally, WFP will provide technical assistance to PINE/MINED, with a view to further improve the programme's quality and sustainability, which are the government's new priorities for the next Strategic Education Plan (2017-2021).

41. Under activity 2, WFP will target 1,600 PLHIV in the departments of Chinandega and Managua, which have high rates of HIV prevalence. This complements the intervention of MINSA and is in line with the National HIV Plan.
42. This outcome is linked to Strategic Outcome 3, as all the maize and beans are sourced from WFP-assisted smallholder farmers, thus connecting local producers to this national safety net, creating employment opportunities, and benefiting the rural economy.

➤ **Focus Areas**

43. Strategic Outcome 1 falls under root causes, as it seeks to break the vicious circle of underdevelopment by generating access to food, education, and antiretroviral treatment.

➤ **Expected outputs**

44. This outcome will be achieved through the following outputs:
  - Pre and primary schoolchildren in highly vulnerable areas receive school meals to guarantee access to food (SR1) and incentivise school enrolment (SDG 4) (tier 1).
  - Pre and primary schoolchildren in targeted public schools benefit from improved storage and preparation facilities to ensure access to food (SR 1) (tier 1).
  - Pre and primary schoolchildren in targeted public schools benefit from school gardens to complement nutrition education and promote sustainable farming (SR1) (tier 1).
  - Pre and primary schoolchildren in targeted public schools benefit from enhanced school organisational structures for the provision of school meals (SR1) (tier 2).
  - Pre and primary schoolchildren in public schools benefit from strengthened public institutions to ensure their access to food (SR1) (tier 3).
  - PLHIV benefit from commodities and non-food items to improve their nutritional status (SR2) and facilitate adherence to anti-retroviral treatment (SDG 3) (tier 1).

➤ **Key activities**

45. *Activity 1: Provide school meals to pre and primary school children in targeted municipalities to incentivise access to the NSMP and increase access to food (category 4, FT and CS).* WFP will provide daily rations to pre and primary schoolchildren during 180 school days. These include: beans, rice, maize (Jinotega) or wheat flour (RACCN), Super Cereal, dates, milk, and vegetable oil. To ensure the effective preparation and distribution of meals, WFP and PINE/MINED will train School Meals Committees – integrated by school parents, including women and men - on food handling and preparation, storage, and nutrition. This helps generate parent engagement in their children's nutrition, whilst fostering social capital and strengthening school organisational structures. WFP will also implement infrastructure projects, including kitchens, storage rooms, and dining facilities in targeted areas, to ensure that food is prepared in safe environments. Furthermore, WFP will support the implementation of school gardens and provide trainings to PINE/MINED technicians and school garden committees on food security and climate resilient agricultural techniques that can be replicated at schools. In order to improve the quality of the food intake, WFP will also promote communication strategies for the adoption of healthy, nutritious and diverse diets; it will seek to generate awareness amongst parents and members of the education community on the importance of fresh local products; and it will provide menus with nutrition guidelines and recipes appropriate to the context. Finally, capacity strengthening and technical assistance will be provided at the national level through knowledge transfer, trainings and assessments, with the aim of further improving the quality and sustainability of the programme. All interventions will have a gender equality and protection focus, promoting the equal access to food by girls and boys. Workshops and trainings will be conducted at reasonable hours and will contemplate needs of pregnant mothers, women and men.
46. *Activity 2: Provide food assistance to HIV patients (category 6, FT, NFT).* At the government's request, WFP has been supporting the implementation of the National HIV Plan through a pilot project since 2013. Thus, WFP will support PLHIV through the distribution of rations (beans, rice, fortified vegetable oil and Super Cereal) for a period of 180 days. This guarantees access to food and facilitates the assimilation of the treatment. The Government of Nicaragua has requested this food assistance, as it not only improves adherence to

retroviral treatment, but also incentivises attendance to medical check-ups at health centres, where treatment is provided. Besides food, WFP will continue to advise MINSA to promote the adoption of healthy diets.

### **3.2.2. STRATEGIC OUTCOME 2: NUTRITIONALLY VULNERABLE GROUPS IN THE TARGETED AREAS MEET THEIR NUTRITIONAL NEEDS DURING 2018**

#### **➤ Outcome description**

47. Strategic Outcome 2 supports government programmes that seek to prevent stunting by providing food assistance to PLW/G and children aged 6-36 months. By extending support to children up to 36 months old, WFP is aligned with the government's approach, which seeks to ensure that children receive assistance until they start pre-school. Strategic Outcome 2 is aligned with the nutritional goals of the NHDP 2012-2016 and contributes towards the success of national nutrition-sensitive interventions.
48. The targeted areas for WFP's direct food assistance are three municipalities in Madriz, one of the departments with the highest prevalence of stunting and micronutrient deficiencies in the country. Located in the dry corridor, these municipalities rank as either highly or extremely vulnerable to food insecurity in WFP's Vulnerability Assessment Mapping (VAM)<sup>45</sup> and are adversely impacted by recurrent droughts, which aggravate food insecurity of low-income families.
49. Whilst the partner for this outcome is MINSA, WFP will continue to promote dialogue with UNICEF, UNFPA, and PAHO-WHO, and other relevant agencies to coordinate efforts, maximising resource efficiency and programme effectiveness.

#### **➤ Focus Areas**

50. The focus area for this outcome is root causes, as it seeks to address some of the underlying causes of undernourishment.

#### **➤ Expected outputs**

51. This outcome will be achieved through the following outputs:
  - PLW/G and children 6-36 months old receive specialised nutritious food all year round in order to prevent stunting (SR2) (tier 1).
  - PLW/G and children benefit from better equipped health posts and strengthened nutrition monitoring in order to improve nutrition status and access health services (SR2, SDG3) (tier 2).
  - Nutritionally vulnerable groups benefit from enhanced capacity of national institutions to design and implement nutrition sensitive programmes (SR 2) (tier 3).

#### **➤ Key activities**

Activity 3: *Provide food assistance to PLW/G and children aged 6-36 months to prevent malnutrition (category 6, FT, NFT, CS).* This activity seeks support the eradication of undernutrition by distributing fortified rations to 1,700 PLW/G and 800 children aged 6–36 months in targeted vulnerable areas. The rations include specialised nutritious foods, which are not available in the Nicaraguan market, thus complementing the standard Nicaraguan diet. The women will receive Super Cereal and vegetable oil, covering part of their daily calorie needs, and the children will receive Super Cereal Plus, which will boost their micronutrient intake. The food is delivered at health posts to incentivise women to attend their pre and post-natal check-ups and children's growth monitoring. This will complement the comprehensive health-and-nutrition package, provided by MINSA, which includes: water and sanitation interventions; nutrition education and counselling; promotion of exclusive breastfeeding; de-worming tablets; and micronutrient supplementation.

52. WFP will also distribute non-food items, such as scales, measuring instruments, informative material and nutrition guidelines for parents/caregivers of children under five and pregnant women to health centres. This will equip health centres to monitor the nutritional status of assisted populations; and will contribute towards the adoption of healthy eating habits.
53. Additionally, building on its long-standing partnership with MINSA and corporate experience, WFP will provide technical assistance on issues, such as food fortification, nutrition monitoring, gender, and programme design to MINSA to strengthen national capacities and enhance nutritional surveillance at all levels. WFP will also continue to advocate for the inclusion of a nutrition approach and micronutrient-enriched foods into relevant government programmes, targeting particularly vulnerable groups.

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<sup>45</sup> WFP (2008) Vulnerability Assessment Mapping: Nicaragua

### **3.2.3. STRATEGIC OUTCOME 3: SMALLHOLDER FARMERS IN TARGETED DEPARTMENTS INCREASE THEIR FOOD SECURITY AND ACCESS TO MARKETS ALL YEAR ROUND**

#### **➤ Outcome description**

54. Given Nicaragua's reliance on agriculture and the role that this plays in promoting food security, this outcome will support smallholder farmers, connecting them to markets and national social protection programmes, with the aim of increasing their sales and boosting their food security. To achieve this, WFP leverages its own food demand, sourcing basic staples from assisted women and men farmers, associated in Farmer Organisations (FOs). WFP will also provide technical assistance to FOs to improve institutional and organisational capacity. The Government partner for this outcome will be the Nicaraguan Institute of Agricultural Technology (INTA).
55. In 2018, WFP aims to reach 1,300 smallholder farmers, including 800 men and 500 women, organised in 18 FOs in the central and northern region of the country. This will bring the number of farmers assisted since the beginning of CP 200434 to a total of 3,000 farmers, meeting the overall target. More men than women are targeted due to the higher number of men farmers working in the agricultural sector. To encourage more equal participation, WFP developed a strategy. The participants are vulnerable smallholder farmers, who produce basic grains on lands smaller than seven hectares and are active members of their FOs. They have stable access to land, either through ownership or rental, in areas suitable for production, but lack collateral and face difficulties for accessing credit, agricultural inputs and transport, which negatively impact their access to value chains. Nevertheless, they have the potential to increase yields for marketable surplus.
56. This outcome builds on the progress and lessons learned through the P4P pilot project (2009-2014), including the identified need to provide additional support to women farmers, as they face greater obstacles to sell their products and benefit less from the pool of resources available through FOs. During 2018, WFP will implement its Women Economic Empowerment Strategy, which provides training, access to assets, and capacity strengthening to women.
57. Strategic Outcome 3 is aligned with the government's interest in promoting rural alliances and improving smallholder productivity in the context of climatic shocks. It contributes towards the generations of more resilient food systems in rural areas, where households' food intake often depends on own production. Additionally, Strategic Outcomes 3, 1 and 4 are interrelated through the school meals.

#### **➤ Focus Areas**

58. In order to increase the marketable surplus of vulnerable smallholder farmers, this outcome focuses on fostering their resilience to irregular weather patterns – particularly droughts - and boosting their commercial skills. The focus area is resilience building.

#### **➤ Expected outputs**

59. This outcome will be achieved through the following outputs, all of which benefit women and men farmers:
- Targeted smallholder farmers and FOs, receive trainings, technical support, and agricultural inputs to improve their resilience to climatic shocks (SR3) (tier 1).
  - Targeted smallholder farmers and FOs receive support to enhance the quality and quantity of their production (SR 3) (tier 1).
  - Targeted smallholder farmers and FOs receive technical assistance to improve their sales to formal agricultural markets (SR3) (tier 1).
  - Women farmers receive support through the Women's Economic Empowerment Strategy to generate more equal access to markets and improve their food sovereignty (SR3, SDG5) (tier 1).
  - Smallholder farmers benefit from stronger partnerships between FOs and agricultural stakeholders, and amongst themselves to improve their sales (SR3) (tier 2).
  - Smallholder farmers benefit from INTA's enhanced innovation, technology transfer and research capacity to improve their productivity and resilience (SR3) (tier 2).

#### **➤ Key activities**

60. Activity 4: *Provide assistance to smallholder farmers to enhance access to formal markets, generating linkages with national social safety nets and empowering women (category 7, NFT, CS)*. The main focus of this activity will be on fostering farmer's resilience and capacities to help increase their sales to formal markets, receive better prices for their products, and in turn improve their livelihoods. To do so, WFP will support women and men farmers through technical assistance to overcome current challenges in areas such as commercialisation and production; and through the distribution of agricultural inputs, supplies and basic machinery.

61. In order to improve farmers' commercial capacities, WFP will provide trainings, including on basic accounting, pricing, business management, and finance; and it will support contract negotiations, including on acquiring credit for agricultural inputs from suppliers. Specific sessions on gender and inclusive FO governance, as well as gender-transformative food security and nutrition will also be conducted. WFP will focus on generating partnerships and linkages amongst the FOs, public organisations and private enterprises at national and regional levels; and amongst the FOs themselves to generate opportunities for knowledge transfer and cooperation.
62. In order to increase farmers' marketable surplus and protect their food security in a context of high exposure to weather and climatic events, WFP and INTA will promote the adoption of good agricultural practices, with a focus on resilience building and sustainable management of natural resources. WFP will use the results of Seasonal Livelihood Programming (SLP) consultations to plan and develop adaptation techniques and activities to cope with the impact of climate change in targeted areas. This will include water harvesting, soil conservation management, usage of resilient and bio-enriched and drought resistant seed varieties, reforestation, and seedbank activities. WFP and INTA will also validate improved seed varieties with a limited number of producers, which, if successful, will then be promoted amongst other farmers.
63. Participants will also receive technical support, agricultural inputs, and basic equipment for the reduction of post-harvest losses. These will include: silos, shelling machines, blowers, backpack sprayers, seeds, and manual seed drills.
64. In order to address the agricultural gender gap, this activity will have a strong gender equality focus. Through the Women Economic Empowerment Strategy, women farmers will receive an enhanced package of support, including: financial education; trainings on gender – with participation of men and decision-making bodies of the FOs-, commercialisation, and other areas. WFP will provide assets and agricultural inputs and promote access to credit. The aim is to equip them with tools, self-confidence, and technical capacity to become competitive actors in local markets, promote women leadership, improve their economic standing, and ultimately protecting their food sovereignty.
65. WFP will also support INTA, so that it can further advance its technology transfer, extension services, and agricultural innovations, benefiting more farmers.

#### **3.2.4. STRATEGIC OUTCOME 4: SHOCK AFFECTED POPULATIONS HAVE ACCESS TO ADEQUATE AND NUTRITIOUS FOOD AFTER AN EMERGENCY**

##### **➤ Outcome description**

66. As requested by the government, Strategic Objective 4 seeks to guarantee that the most vulnerable receive timely and effective food assistance in the event of either slow or fast onset shocks through unconditional food assistance and through school meals in affected areas. The response will be coordinated with two government partners: SINAPRED and PINE/MINED. The readiness to respond to shocks is aligned with SINAPRED's approach and with MINED's strategy of scaling-up food assistance through the NSMP. In conjunction with Strategic Outcome 5, which focuses on prevention, both outcomes ensure an integrated intervention that covers both prevention and response.

##### **➤ Focus Areas**

67. This Strategic Outcome responds to immediate and prolonged crises, prompted by external shocks and will only be activated in the event of need. Its focus area is therefore crisis response.

##### **➤ Expected outputs**

68. The following outputs will contribute towards the attainment of this outcome:
  - Schoolchildren in affected areas receive an additional food ration during times of scarcity to protect access to food (SR1) and prevent school dropouts (SDG4) (tier 1).
  - Affected populations receive food assistance through unconditional food assistance to meet their basic food needs during crisis (SR1) (tier 1).

##### **➤ Key activities**

69. Activity 5: *Scale-up school meals for schoolchildren in shock-affected areas (category 4, FT)*. In 2014, the Government of Nicaragua introduced its strategy of scaling up the NSMP to respond to droughts that negatively impacted the dry corridor of Nicaragua, providing relief to families and preventing school dropouts. During 2014-2016, PINE/MINED provided lunch to schoolchildren in 51 municipalities, in addition to the usual mid-morning breakfast. Since 2016, WFP supports this shock-responsive strategy by complementing PINE/MINED's assistance with the delivery of rice, maize, Super Cereal, beans, and vegetable oil to provide

lunch at public schools in the dry corridor. This approach has been institutionalised as a strategy to deal with shocks and slow onset crises. WFP will continue to use this modality of transfer to respond to future events to guarantee access to food of schoolchildren in shock affected areas.

70. Activity 6: *Provide food assistance to shock-affected populations (category I, FT)*. To ensure an adequate and immediate response in the event of an emergency, WFP prepositions food stocks for emergency distributions, complementing SINAPRED's overall response. Resources from other activities are also made available in case of need. WFP has been supporting SINAPRED with direct food assistance during natural disasters for more than ten years, using its logistics capacity to provide an efficient response in less than 72 hours, especially in areas of difficult access. In 2011 it provided relief to the victims of a tropical depression; and in 2014, WFP contributed towards the government response to floods in Prinzapolka and the drought in the dry corridor. The response will have a protection, human rights, and gender approach, ensuring that the assistance meets the different needs of women, girl, men and boys.

### **3.2.5. STRATEGIC OUTCOME 5: NATIONAL INSTITUTIONS AND PROGRAMMES ARE STRENGTHENED TO PREVENT AND RESPOND TO SHOCKS DURING 2018**

#### **➤ Outcome description**

71. This Strategic Outcome seeks to strengthen the government's institutional capacity on disaster prevention, preparedness and response through technical assistance and inputs to SINAPRED. It complements Strategic Outcome 4, therefore adopting an integrated approach inclusive of gender to disaster risk management that ranges from prevention to mitigation. The focus is on fostering preparedness to improve the government's capacity to anticipate threats before natural disasters strike and help create a more resilient Nicaragua. This is in line with the culture of preparedness at national, institutional, community and family levels that Nicaragua has adopted in the last decade.
72. In recent years, the government's capacity to respond to crises has been increasing. In 2015 and 2016, Nicaragua was affected by droughts, floods and a hurricane; yet, WFP food assistance, especially for fast onset shocks, was limited as the government was able to respond with its own resources. Hence, the focus of the partnership has shifted from direct assistance towards technical support, as the institutions require help in areas, such as staff training, activity planning, equipment, and information management.
73. This Strategic Outcome is aligned with the NHDP 2012-2016, which recognises the interrelation between climatic shocks and food insecurity; SINAPRED's national plan; and the 2015-2016 National Policy for Integral Risk Reduction Management.

#### **➤ Focus Areas**

74. The focus of this outcome is resilience building, as it seeks to strengthen government institutions, so that communities are more resilient to the impacts of natural disasters.

#### **➤ Expected outputs**

75. The following output will contribute towards the achievement of this Strategic Outcome:
- Shock-affected populations benefit from enhanced capacities of national institutions to cope with natural disasters (SR5) and ensure their food security (SR1) (tier 3).

#### **➤ Key activities**

76. Activity 7: *Provide technical assistance to the government in disaster risk management, supporting national programmes (category II, CS)*. WFP will support SINAPRED's National Training Plan and emergency simulation exercises, conducted at the national, regional, and local level, to ensure that the Nicaraguan people are prepared for shocks. Local level contingency plans will also be strengthened, as working with citizens and families for generating a culture of disaster risk reduction is at the centre of SINAPRED's approach. SINAPRED is currently working on a national communication strategy, which WFP will support with guidance and technical advice. Furthermore, equipment will be provided to the National Firefighters Academy and the National Emergency Brigades.
77. Additionally, WFP will implement trainings for SINAPRED staff on logistics, food storage and nutrition during emergencies and will reproduce informative material with a gender and protection focus, highlighting the different needs of men and women during crisis. SINAPRED's guidelines for the elaboration of Municipal Plans with multi-threat focus will also be revised to incorporate a nutrition sensitive approach, with a gender and protection approach.

78. Methodologies such as the Seasonal Livelihoods Programming (SLP) and Emergency Food Security Assessments (EFSA) will be transferred to SINAPRED; and knowledge managements systems will be fostered through the distribution of technology, such as Wi-Fi systems and radios to transmit real-time information. WFP also aims to support the development of early warning systems.

### 3.3. TRANSITION AND EXIT STRATEGIES

79. During 2018 and beyond, WFP expects to progressively move away from direct implementation and instead focus on technical assistance, especially for the school meals activities. This is envisioned for the next programmatic cycle (2019-2023), with 2018 serving as an opportunity to re-design its handover based on an assessment of 2013-2018. WFP incorporates sustainability elements in all of its activities and promotes gender equality for a successful transition.

80. As PINE/MINED’s partner of choice, WFP has accompanied the development of the national School Meals Programme since its inception in the early 90s. Moving forward, WFP expects to handover the food component to PINE/MINED and focus on strengthening the quality, efficiency and sustainability of the programme. The government and WFP have agreed to jointly conduct assessments, such as the Systems Approach for Better Education Results (SABER) and a supply chain assessment. A transition plan will be formulated with national counterparts; milestones, timeframes, targets and benchmarks will be identified to guide the process.

81. With regards to smallholder farmers, post-2018, WFP will advocate for stronger links between smallholder farmers and the NSMP by sharing information and successful models with government partners and building on local and regional lessons learned.

## 4. IMPLEMENTATION ARRANGEMENTS

### 4.1. BENEFICIARY ANALYSIS

82. During 2018, WFP will target: 163,000 pre and primary schoolchildren (activity 1); 1,600 PLHIV (activity 2); 2,500 PLW/G and children aged 6-36 months (activity 3); 1,300 smallholder farmers (activity 4); 40,000 schoolchildren affected by droughts (activity 5); and in the event of an emergency, shock affected populations (activity 6). WFP uses a geographical targeting, prioritising areas with high levels of poverty, above-average levels of stunting, predominance of indigenous population, high number of HIV-affected population, exposure to natural disasters, and poor education indicators. WFP also prioritises regions of difficult access, which the government struggles to reach.

<b>Strategic Outcome</b>	<b>Activities</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
Strategic Outcome 1	Provide school meals to pre and primary school children in targeted municipalities to ensure access to the NSMP	81,500	81,500	163,000
	Provide food assistance to HIV patients	800	800	1,600
Strategic Outcome 2	Provide food assistance to PLW/G and children aged 6-36 months to prevent malnutrition	1,700	800	2,500
Strategic Outcome 3	Provide assistance to smallholder farmers to enhance access formal markets, generating linkages with national social safety nets and empowering women	500	800	1,300
Strategic Outcome 4	Scale up school meals for schoolchildren in shock-affected areas	20,000	20,000	40,000
	Provide food assistance to shock-affected populations	14,000	14,000	28,000

Strategic Outcome 5	Provide technical assistance to the government in disaster risk management, supporting their existing programmes	-	-	-
<b>TOTAL</b>		<b>118,500</b>	<b>117,900</b>	<b>236,400</b>

## 4.2. TRANSFERS

### 4.2.1. FOOD AND CASH-BASED TRANSFERS

TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (US\$/person/day) BY STRATEGIC OUTCOME AND ACTIVITY									
Strategic Outcome	Strategic Outcome 1			Strategic Outcome 2		Strategic Outcome 3	Strategic Outcome 4		Strategic Outcome 5
Activity	Activity 1		Activity 2	Activity 3	Activity 3	Activity 4	Activity 5	Activity 6	Activity 7
Beneficiary type	School children Jinotega	School children RACCN	PLHIV	PLW/G	Children below 3	Smallholder Farmers	School Children	Emergency Affected Populations	Govt. Technical Staff
modality	Food Transfer			Food Transfer		Capacity Strengthening	Food Transfer	Food Transfer	Capacity Strengthening
Beans	30	30	24	-	-	-	25	60	-
Maize	40	-	-	-	-	-	40	200	-
Rice	40	40	160	-	-	-	40	200	-
CSB+	35	35	20	200	-	-	30	60	-
CSB++	-	-	-	-	200	-	-	-	-
Wheat Flour	-	40	-	-	-	-	-	-	-
Vegetable oil	15	15	10	40	-	-	10	25	-
Dried Skimmed Milk	10	10	-	-	-	-	-	-	-
Dates	10	10	-	-	-	-	-	-	-
total kcal/day	718	718	804		840	-	574	2,096	-
% kcal from protein	12.6	12.8	9.4	11.1	16.6	-	11.8	10.6	-
cash (US\$/person/day)	-	-	-	-	-	-	-	-	-
Number of feeding days	180	180	180	360	360	-	60	30	-

<b>TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS &amp; VALUE</b>		
<b>Food type / cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (US\$)</b>
Cereals	2,921	1644,739
Pulses	998	1215,001
Oil and Fats	512	938,252
Mixed and Blended Foods	1,335	716,795
Other	587	1272,742
<b>TOTAL (food)</b>	<b>6,353</b>	<b>5787,531</b>
Cash-Based Transfers (US\$)		0
<b>TOTAL (food and CBT value – US\$)</b>	<b>6,353</b>	<b>5,787,531</b>

83. All transfers will be in-kind, in line with government preferences and limited access to markets in targeted areas. Transfers will be distributed to schools, drop-off points, and health posts. The food basket is aligned with cultural preferences, providing wheat flour in the Caribbean coast and maize in the rest of the country. It also includes specialised nutritious foods, high in micronutrients, thus complementing the traditional Nicaraguan diet. WFP's school meals include milk and dates, which are not typically included in government rations, thus contributing towards a more diverse food intake.

#### **4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION**

84. Considering the government's growing leadership in activity implementation, all activities have a capacity strengthening focus. WFP will invest in fostering the capacity of national institutions by: supporting trainings; encouraging knowledge transfer; and facilitating methodologies and tools. The government adopts a territorial approach, based on an extensive network of representatives at all levels of governance. Therefore, the benefits of technical assistance will trigger down to local institutions. South-South cooperation will be encouraged through participation of national authorities in regional seminars and exchanges.

#### **4.3. SUPPLY CHAIN**

85. WFP will follow its standard procurement procedures based on cost-effectiveness. The Global Commodity Management Fund (GCMF) will be used to source food when feasible to shorten lead-times and obtain better prices; and local purchases from smallholder farmers will be promoted. Food will be delivered to government warehouses and the Government will be responsible for transfer costs. WFP will negotiate contracts with transport suppliers to ensure cost efficiency and better terms.

#### **4.4. COUNTRY OFFICE CAPACITY AND PROFILE**

86. WFP is well equipped to implement the transitional ICSP and transition to the CSP. Its staff includes a multidisciplinary team of economists, agricultural engineers, climate change and gender specialists, a doctor, and an architect, amongst others. It has five offices, including four in the field, allowing staff to monitor progress and build a closer relationship with project participants and relevant authorities.

#### **4.5. PARTNERSHIPS**

87. Working in partnership with the government and engaging with project participants is key to ensure the sustainability of the programmes in Nicaragua. Whilst WFP's main counterpart is the Ministry of Foreign Affairs, the main implementation partners are: MINSA, PINE/MINED, INTA, and SINAPRED.

88. WFP also works in close coordination with FAO, WHO-PAHO, UNFPA, UNICEF, IOM, and UNIDO. Interagency coordination was strengthened in the last year, with new committees created to ensure that interventions have a gender and nutrition focus.

## 5. PERFORMANCE MANAGEMENT AND EVALUATION

### 5.1. MONITORING AND EVALUATION ARRANGEMENTS

89. Monitoring will be carried out by WFP and government partners using a results-based and gender-responsive approach. Data will be collected through field visits and surveys to measure process and output indicators in targeted municipalities. Indicators disaggregated by age and sex will also be measured against project baseline. WFP also measures gender specific indicators, when applicable. Additionally, government partners and WFP will monitor food interventions every time a distribution takes place to ensure appropriate delivery to targeted groups. In order to strengthen staff's capacities, WFP will conduct internal trainings with field offices, including on the new corporate results framework. Through follow-up meetings, WFP will provide feedback, recommendations and lessons learned to enable stakeholders to implement corrective measures as required. Finally, WFP plans to conduct a decentralised evaluation at the end of the Transitional ICSP, provided that resources are available.

### 5.2. RISK MANAGEMENT

#### ➤ *Contextual Risks*

90. Natural disasters and economic shocks may impact the food security of low-income families, threatening project results. Measures will be taken to prepare for such events and food price fluctuations, mitigating their impact on the basis of a contingency plan.

#### ➤ *Programmatic Risks*

91. Since WFP shares responsibility for programme implementation with the government, it relies on the government's capacity to ensure timely distribution of food and assistance, thus generating a programmatic risk, should the government experience implementation constraints. To help mitigate this risk and prevent failures from affecting the joint implementation of the programmes, WFP provides support and technical assistance to its government counterparts.

#### ➤ *Institutional Risks*

92. Limited contributions from donors and national budget cuts could undermine the implementation of the transitional ICSP, generating a reputational and financial risk. WFP will seek to avoid this through continuous resource mobilisation. In case of funding constraints, nutritional support to vulnerable groups and schoolchildren will be prioritised.

## 6. RESOURCES FOR RESULTS

### 6.1. COUNTRY PORTFOLIO BUDGET

	<b>Year 1</b>	<b>Total</b>
Strategic Outcome 1	7674,143	7674,143
Strategic Outcome 2	293,540	293,540
Strategic Outcome 3	1144,785	1144,785
Strategic Outcome 4	855,472	855,472
Strategic Outcome 5	250,727	250,727
<b>TOTAL</b>	<b>10,218,667</b>	<b>10,218,667</b>

### 6.2. RESOURCING OUTLOOK

93. Despite declining ODA in Nicaragua, over the past five years, the country office has maintained healthy funding levels with the portfolio funded at 83 percent. For 2018, the budget is USD 10.2 million, out of which over USD 1.5 have been secured, with activity 5 being fully funded and almost 70 percent of activity 7 being

covered. The funding forecast for activity 1 is strong (90 percent), as WFP relies on the consistent support of its traditional donors. Whilst the nutrition activities have been systematically underfunded since the beginning of CP 200434, WFP has increased its resource mobilization efforts for activities 2 and 3, with a potential new donor interested in partnering. If this funding is secured, activities would be fully funded.

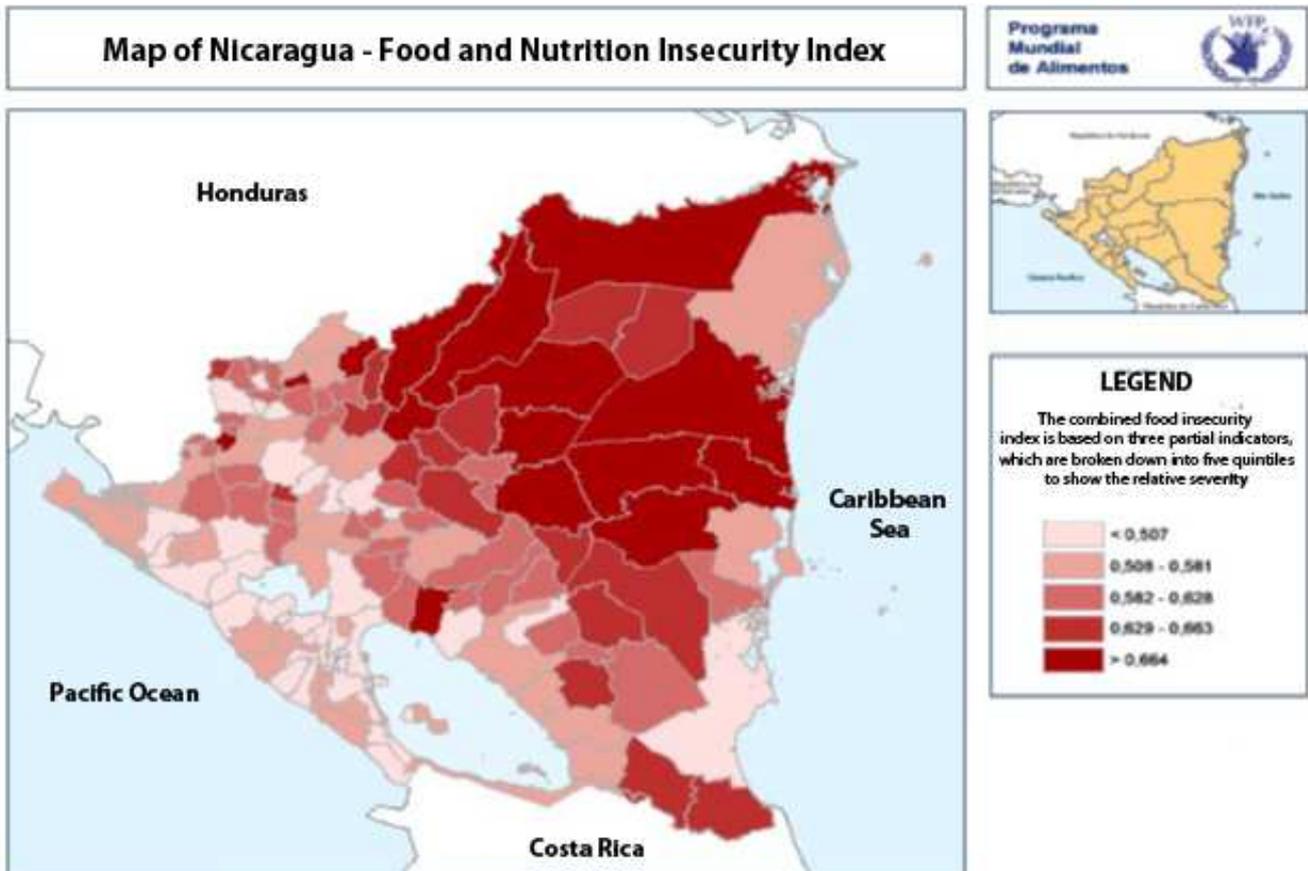
### **6.3. RESOURCE MOBILIZATION STRATEGY**

94. WFP has developed a comprehensive resource mobilisation strategy, which aims at generating sustainable partnerships, predictable funding, and broadening its traditional donor base to incorporate new and non-traditional donors, including from the private sector and foundations. Partnerships are nurtured through donor meetings and field missions; and funding requirements are consistently communicated to local representations. As a result, during 2016, WFP expanded its reach, gaining new donors for the implementation of resilience, gender, emergency preparedness and school meal activities. WFP is also committed to directing funds to gender equality activities.

## ANNEX I: INDICATIVE COST BREAKDOWN

<b>INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOME (USD)</b>						
<b>WFP Strategic Results / SDG Targets</b>	<b>SR 1, SDG 2.1</b>	<b>SR 2, SDG 2.2</b>	<b>SR 3, SDG 2.3</b>	<b>SR 1, SDG 2.1</b>	<b>SR 5, SDG 17.9</b>	<b>Total</b>
<b>WFP Strategic Outcomes</b>	<b>Strategic Outcome 1</b>	<b>Strategic Outcome 2</b>	<b>Strategic Outcome 3</b>	<b>Strategic Outcome 4</b>	<b>Strategic Outcome 5</b>	
<b>Transfer</b>	6,028,337	224,894	627,111	631,004	180,954	<b>7,692,286</b>
<b>Implementation</b>	394,630	20,788	331,030	85,008	28,895	<b>860,352</b>
<b>Adjusted DSC (%)</b>	749,129	28,655	111,751	83,504	24,475	<b>997,518</b>
<b>Sub-total</b>	7,172,096	274,336	1,069,892	799,516	234,324	<b>9,550,156</b>
<b>ISC (7%)</b>	502,047	19,204	74,892	55,966	16,403	<b>668,511</b>
<b>TOTAL</b>	<b>7,674,143</b>	<b>293,540</b>	<b>1,144,776</b>	<b>855,472</b>	<b>250,727</b>	<b>10,218,667</b>

## ANNEX II: MAP(S)



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### **ANNEX III: ACRONYMS**

CD&A	Capacity Development and Augmentation
CP	Country Programme
CSB	Corn Soy Blend
CSP	Country Strategic Plan
CRISSOL	Solidarity Programme
FO	Farmer Organisation
EFSA	Emergency Food Security Assessment
ENDESA	National Demographic and Health Survey
FAO	Food and Agriculture Organisation
GCMF	Global Commodity Management Fund
GDP	Gross Domestic Product
GNI	Gross National Income
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
ICSP	Interim Country Strategic Plan
INIDE	National Institute of Development Information
INTA	National Institute of Agricultural Technology
IOM	International Organisation of Migrations
ISC	Indirect Support Costs
MINED	Ministry of Education
MINSA	Ministry of Health
NPHD	National Plan for Human Development
NSMP	National School Meals Program

ODA	Official Development Assistance
ODOC	Other Direct Operational Costs
OECD	Organisation for Economic Co-operation and Development
P4P	Purchase for Progress
PAHO	Pan-American Health Organisation
PINE	Integral Program of School Nutrition unit
PINE/MINED	Integral Program of School Nutrition unit of the Ministry of Education
PLHIV	Patients with Human Immunodeficiency Virus
PLW/G	Pregnant and Lactating Women and Girls
PRRO	Protracted Relief and Recovery
RACCN	North Atlantic Caribbean Coast Region
RACCS	South Atlantic Caribbean Coast Region
SABER	Systems Approach for Better Education Results
SDG	Sustainable Development Goal
SLP	Seasonal Livelihood Planning
SINAPRED	Systems for Disaster Attention, Prevention, and Mitigation
SO	Strategic Objectives
UNCT	United Nations Coordination Team
UNDAF	United Nations Partnership for Development Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
VAM	Vulnerability and Mapping
WHO	World Health Organisation
WFP	World Food Programme

