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de Alimentos

**Executive Board  
Second Regular Session**

**Rome, 10–13 November 2014**

# COUNTRY PROGRAMMES

Agenda item 7

*For approval*



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## COUNTRY PROGRAMME CUBA 200703 (2015–2018)

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for approval.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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\* Panama Regional Bureau (Latin America and the Caribbean)

## EXECUTIVE SUMMARY

Cuba has largely eradicated hunger and poverty through comprehensive social protection programmes, but the high costs of these programmes are unsustainable. Its economic model is being updated to improve efficiency, reduce costs and increase sustainability, guided by the principle that no Cuban will be left unprotected.

In line with WFP's Strategic Plan 2014–2017, this country programme emphasizes capacity development and augmentation using targeted transfers to meet food and nutrition needs and to strengthen food-related social safety nets. It will support national and local authorities in shifting to more sustainable and targeted social protection systems. Its three linked components are aligned with the United Nations Development Assistance Framework:

- i) support food security and nutrition-related social protection programmes;
- ii) strengthen links between social protection systems and agricultural value chains; and
- iii) strengthen community resilience, disaster risk management and climate change adaptation capacities at the local level.

Gender equality is a cross-cutting theme; components take into account the different opportunities and challenges facing women and men, and the different needs of girls, boys, young people and the elderly as essential players in development processes.

Over the last eight years, climate hazards, particularly tropical storms, hurricanes, heavy rainfall and droughts, have caused more than USD 20 billion in losses, with significant impacts on the economy and food security. Generally poor dietary diversity – which has declined with changes in the subsidized food basket – combined with poor dietary practices has resulted in high rates of anaemia and other micronutrient deficiencies.

Lessons learned through previous projects in Cuba highlighted the need for capacity development at the municipal level, improved use of monitoring information at the local and national levels, and strengthened supply chains for specialized products.

## DRAFT DECISION\*

The Board approves proposed country programme Cuba 200703 for 2015–2018 (WFP/EB.2/2014/7/1/Rev.2), for which the food requirement is 5,421 mt at a cost of USD 3.8 million, with a total cost to WFP of USD 15.4 million.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

## PROGRAMME RATIONALE

1. Cuba covers an area of 109,884 km<sup>2</sup> and has a population of 11.2 million people. Over the last 50 years, the country's comprehensive social protection programmes have largely eradicated hunger and poverty. Cuba is one of the most successful countries in achieving the Millennium Development Goals (MDGs) and was ranked 44<sup>th</sup> of the 187 countries on the 2014 human development index.
2. Updating of the economic model is under way to improve the efficiency, reduce the costs and increase the sustainability of social protection programmes, guided by the Government's commitment to ensuring that no Cuban is left unprotected.
3. Cuba's economic crisis in the 1990s had an enduring impact on food security and nutrition. Since then, the global financial crisis, natural disasters – including the worst drought in 100 years in 2003–2005 – high global food prices, limited access to credit, low productivity, and the economic, financial and commercial embargo imposed by the United States of America have had further negative effects on food security.
4. Cuba imports 70 to 80 percent of its food requirements, paying high global food prices and transport costs. Most imports are for social protection programmes. Increasing domestic food production – particularly of beans, a main staple and a critical source of protein – is a government priority to substitute imports and improve food security.
5. The five eastern provinces – Granma, Guantánamo, Holguín, Las Tunas and Santiago de Cuba – have the lowest development rates and are prone to drought and torrential rains, exacerbating the difficult agricultural conditions. Pinar del Rio and Matanzas in western Cuba are very exposed to tropical cyclones and extreme weather events, with severe impacts on food security and nutrition.
6. Cuba is updating its economic model and social programmes, including by decentralizing decision-making on food resources and adopting a new agricultural management model focused on reducing food imports. This model increases the role of provincial and municipal authorities in the economic and financial management of production systems, and encourages food self-sufficiency programmes.
7. The Government maintains significant food security and nutrition programmes, including:
  - i) a highly subsidized monthly ration of staple foods for the entire population;
  - ii) a nationwide school feeding programme; and
  - iii) a comprehensive mother-and-child health care programme.
8. The subsidized monthly food basket used to cover 50 percent of household needs now covers only 38 percent because of Cuba's strong dependence on food imports, and high international market prices leading to high import costs, which are also impacted by the embargo. Complementary programmes that covered another 20 percent of household food needs have been modified.
9. Households meet more than 60 percent of their food needs from their own production and non-subsidized food markets, which are characterized by high prices and irregular supplies; Cubans spend 60 to 75 percent of their incomes on food.<sup>1</sup>

<sup>1</sup> Centro de Estudios de la Economía Cubana. 2013. *Gastos básicos de una familia cubana urbana en 2011. Situación de las familias "estado-dependientes"*. Annual seminar on the Cuban economy and business management, 25–27 June 2013. Hotel Nacional de Cuba.

10. Cuba's comprehensive approach to mother-and-child health has ensured low rates of morbidity, mortality and malnutrition; rates of moderate and severe underweight in children under 5 and of stunting are less than 5 percent.
11. However, dietary diversity is poor and has declined with changes in the subsidized food basket, including reduced provision of pulses and eggs. In eastern provinces, approximately 44 percent of preschool children consume very few or no vegetables<sup>2</sup> because of limited access and cultural issues, which require behavioural change; and the prevalence of anaemia, mainly mild, is 39.5 percent in children aged 6–23 months and 17 percent in children aged 24–59 months.<sup>3</sup>
12. Since 2002, WFP has supported the National Plan for the Prevention and Control of Anaemia (NPPCA), focusing on iron supplementation, food fortification, food diversification and nutrition education.
13. Cuba is affected by tropical storms, hurricanes, heavy rainfall and droughts. Since 2008, losses from climate hazards have exceeded USD 20 billion, with significant impacts on the economy and food security. Approximately 35 percent of economic losses from hurricanes were in the agriculture sector and 5 percent in the food production sector.
14. Losses are exacerbated by fragile infrastructure and limited local capacity in emergency management. In October 2012, Hurricane Sandy hit eastern Cuba, affecting 2.5 million people and damaging 226,600 homes. Storage facilities and wholesale food retailers in Santiago de Cuba, the country's second largest city, suffered food losses of 36,000 mt; urban agriculture – an important source of food production – was also damaged.
15. Cuba's civil protection system performs well in the face of frequent climate hazards, but greater attention to food security and nutrition in preparedness and response systems would improve resilience. Meeting emergency food needs is challenging and costly because WFP has low food stocks from regular operations, access to neighbouring markets is limited and national supplies throughout the year are instable and inadequate.
16. Improving its agricultural production is central to Cuba's new economic model. Until the 1990s, the country relied on intensive mechanized agriculture requiring large quantities of imported inputs. With the changes that occurred in the former Soviet Union and Eastern Europe, resources for modernizing agriculture became scarce. The sector relies on obsolete technology at all stages of the value chain, resulting in low productivity and high post-harvest losses. Investment in new technology and enhanced coordination along value chains is essential for a more economically and environmentally sustainable agricultural model that meets local needs.
17. Between 1994 and 2008, the proportion of agricultural land under State control and management declined from 85 to 23 percent through the conversion of State farms into cooperatives, with farmers usufructing land and benefiting directly from their production. From 2008 to 2013, more than 184,000 people – many with limited farming experience – received 1.6 million ha of farmland. Lack of technical capacity, limited access to inputs and poor training resulted in low productivity.

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<sup>2</sup> G. Pita-Rodríguez *et al.* 2013. Low consumption of iron-containing foods and enhancer of iron absorption are associated with anaemia in preschool children of the Eastern Provinces of Cuba. 2005–2011. *Rev. Chil. Nutr.*, 40(3): 224–234.

<sup>3</sup> Institute of Nutrition and Food Hygiene. 2014. Anaemia in Children under Five Years Old in Eastern Cuba 2005–2011. *Medic. Review*, 16(1):16–23.

18. Although credit to farmers is increasing, it remains insufficient to cover necessary capital investments. The availability of equipment in local markets is also limited, and farmers lack the means and expertise to purchase and use appropriate technology. Farmers sell their produce directly to some local markets, the tourist sector and local social protection programmes.
19. Cuba has achieved Millennium Development Goal (MDG) 3 – “Promote gender equality and empower women”. Facilitating women’s participation in social and economic activities, particularly decision-making, remains a priority, reflected in the national action plan following the fourth United Nations Conference on Women, and Cuba’s adoption of the Convention on the Elimination of All Forms of Discrimination Against Women.
20. Cuba’s well-developed education system provides compulsory, free education for all children up to 14 years of age. The Ministry of Education supplies food at preschools and schools, and promotes the consumption of a safe and nutritious diet. However, economic constraints have resulted in a gap in primary schoolchildren’s protein intake.
21. Women head 44.9 percent of households, up from 28.2 percent in 1981. Preliminary data from the 2012 census show that 50.11 percent of the population are women. However, despite recognition of women’s role in economic growth and development, gender gaps remain.
22. Women comprise 16.4 percent of the agricultural workforce<sup>4</sup> – well below the overall 23.2 percent of people living in rural areas, where agriculture is the dominant livelihood and other work opportunities are limited. Women constitute 17 percent of cooperative members, and only 11 percent of the new members who benefitted from land allocation in recent years. Among cooperative board members in the country as a whole 23 percent are women – but just 17 percent in the areas where WFP operates. For women in rural areas it is difficult to access information, training and technical assistance.
23. Although equal protection of girls, boys, women and men is guaranteed during a disaster response, meeting the specific needs of vulnerable groups, such as women heads of household, is receiving priority attention.
24. Previous WFP projects in Cuba generated valuable lessons. Under development project 105890 “Support for the National Plan on Prevention and Control of Anaemia in the Five Eastern Provinces of Cuba” and a United Nations joint programme, WFP adopted a multi-sector and multidisciplinary approach to addressing anaemia, including through capacity development for the health sector and support to agricultural value chains in collaboration with the Food and Agriculture Organization of the United Nations (FAO), the United Nations Children’s Fund (UNICEF), the Pan American Health Organization (PAHO) and other partners.
25. Previous WFP projects demonstrated the need to build capacity at the municipal level, improve the use of monitoring information at the local and national levels, strengthen targeting mechanisms and improve the supply chains for specialized products, in line with decentralized management of social protection programmes and municipal food supplies.

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<sup>4</sup> National Bureau of Statistics and Information. 2013. Statistical Yearbook of Cuba 2012. Havana. A national income survey by the National Bureau of Statistics and Information reports that men earned an average of 6 percent more than women in 2013.

## PROGRAMME PRIORITIES AND PARTNERSHIPS

26. The country programme (CP) aims to improve food security and nutrition among vulnerable populations by working with national and local government to improve the sustainability and targeting of social protection systems. It supports achievement of WFP Strategic Objectives 1, 3 and 4,<sup>5</sup> and its three linked components are in line with the United Nations Development Assistance Framework and the Zero Hunger Challenge:
- i) support food security and nutrition-related social protection programmes;
  - ii) strengthen links between social protection systems and agricultural value chains; and
  - iii) strengthen community resilience and disaster risk management capacities at the local level.
27. The CP emphasizes capacity development and augmentation to support the Government in strengthening food security and nutrition-related social safety nets, linking them to an improved agricultural management model.
28. Gender equality is a cross-cutting theme; all CP components take into account the different opportunities and challenges faced by women and men, and the different needs of girls, boys, young people and the elderly as essential players in development processes.

### Component 1: Support Food Security and Nutrition-Related Social Protection Programmes

29. Cuba has extensive food-based social safety net programmes that target a range of vulnerable groups. WFP will support nutrition activities through food-based interventions and capacity development and augmentation at the national and local levels to facilitate the decentralization of social protection programmes to the municipal level. It will provide assistance to complement government nutrition and food-related social safety net programmes and ensure continuing support to the most vulnerable. WFP interventions will target the 34 municipalities<sup>6</sup> considered most vulnerable based on anaemia prevalence of 35 percent or higher among children aged 6–23 months.
30. The CP will support the Government in developing a new management model and innovative approaches for strengthening social protection programmes. Robust linkages between the programme's first and second components will facilitate increased local procurement by the Government and will reinforce the Government's strategic priority of reducing food imports.
31. The CP will use local procurement to connect agricultural value chains, particularly for beans, to the distribution outlets used to support vulnerable groups, including preschools, schools, health institutions and community systems that benefit families. WFP's direct purchases of beans will provide an opportunity to test innovative supply chain models – linked to Component 2 – for future use at a larger scale and with other crops. WFP and the Government will address bottlenecks identified throughout the value chain.

<sup>5</sup> Strategic Objective 1 – Save lives and protect livelihoods in emergencies; Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs; Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger.

<sup>6</sup> This criterion was decided with the Government. Cuba has 168 municipalities; the 34 selected are in the provinces of Granma, Guantánamo, Holguín, Las Tunas, Matanzas, Pinar del Rio and Santiago de Cuba.

32. A bean ration from WFP will complement the Government's school meal programmes to help achieve the recommended protein intake among children in schools that provide full or half board.<sup>7</sup> Although small, this WFP intervention will test innovative ways of purchasing food from local farmers, in line with objectives of WFP's revised school feeding policy:<sup>8</sup> i) develop links between school feeding and local agricultural production; and ii) strengthen national capacities for school feeding, particularly at the local level. Progress will be assessed through the school feeding Systems Approach for Better Education Results (SABER) framework.
33. To address high levels of anaemia and micronutrient deficiencies in children aged 6–23 months, WFP will support NPPCA by distributing: i) micronutrient powders (MNPs) for children aged 6–11 months; ii) locally produced SuperCereal for children aged 12–23 months, until the local production of fortified rice flour starts following approval by the International Review Committee; iii) beans biofortified with zinc and iron for preschool children in day-care centres and pregnant women in maternity homes; and iv) internationally purchased SuperCereal for pregnant and lactating women.
34. Cuba's rapidly ageing population requires special attention.<sup>9</sup> With low incomes and/or social and family status, elderly people are among the most vulnerable. Many rely on food assistance from the Family Support System. WFP will help to ensure that elderly people have adequate food intake, despite economic constraints.
35. With PAHO, UNICEF and the United Nations Population Fund, WFP will work with government ministries and institutions at the national and local levels to improve the analysis, design and implementation of social protection activities for food security. Activities have been prioritized in consultation with the Government:
- i) improving food security and nutrition assessments and surveillance:
    - expanding the national *Sistema de Vigilancia Alimentaria y Nutricional* (SISVAN, Food Security and Nutrition Monitoring System) to include household-level analysis and better definition of vulnerable groups;
    - creating a common platform for food security and nutrition information and actors, to improve decision-making and response;
  - ii) designing and implementing food security and nutrition studies in such areas as micronutrient deficiencies and food consumption; and
  - iii) incorporating an integrated approach to nutrition education throughout the social protection system and at the community level, considering gender issues, particularly the needs of adolescent girls, and ensuring that men and women have equal responsibilities for food security and nutrition.

## Component 2: Strengthen Links between Social Protection Systems and Agricultural Value Chains

36. Building on lessons learned from WFP's large-scale smallholder procurement projects, WFP will support government efforts to link local procurement from smallholder farmers and cooperatives to food-based social protection programmes targeting preschools, primary schools, maternity homes and the elderly.

<sup>7</sup> The WFP bean ration may be reviewed as part of the CP's capacity augmentation activities.

<sup>8</sup> "Revised School Feeding Policy" (WFP/EB.2/2013/4-C).

<sup>9</sup> [http://www.one.cu/publicaciones/cepde/proyeccion\\_2010\\_2030/Proyecciones%20de%20Poblacion%202010\\_2030.pdf](http://www.one.cu/publicaciones/cepde/proyeccion_2010_2030/Proyecciones%20de%20Poblacion%202010_2030.pdf)

37. WFP will support Cuba's strategy for increasing the production of staple foods. Working with partners and complementing other initiatives,<sup>10</sup> WFP will target 18 municipalities with good potential for bean production but low productivity, to strengthen the bean value chain.<sup>11</sup> Informed by value chain assessments, a support programme will address bottlenecks to secure reliable and efficient supplies of food for social protection programmes from the farm to the institution. Interventions along the value chain will include reinforcing business planning, enhancing logistics, reducing post-harvest losses, improving commercialization and quality standards, decreasing production risks and promoting investments.
38. Training and equipment will be provided to 12,000 people: 8,500 from 75 farming cooperatives, 900 from 18 municipal State-owned agricultural companies, and 2,600 with different roles in the value chain. A further 635 cooperatives representing 70,000 farmers will benefit indirectly from the training, equipment and services provided to State-owned agricultural companies.
39. Activities under this component will be linked to Component 3, integrating them with efforts to reduce the impact of climate shocks on smallholder farmers and protect livelihoods and production, to ensure continuity of supplies for social protection programmes following shocks.
40. Throughout these activities, WFP will support initiatives to increase women's economic empowerment and representation on local decision-making bodies such as the boards of cooperatives.
41. WFP and government partners will train staff of public institutions managing social protection programmes, to improve their capacities in local procurement and supply chain management, ensuring that women and men benefit equally.
42. The CP will promote innovation and develop good practices for linking local procurement to social protection programmes for scale up to the national level.

### **Component 3: Strengthen Community Resilience and Disaster Risk Management Capacities at the Local Level**

43. In 26 municipalities highly vulnerable to climate-related hazards, WFP will work with the Government and other partners to strengthen response capacities at the national and local levels through activities that benefit women and men equally:
- integrating improved food security analysis into national early warning systems for drought and hurricanes, disseminating this information to 3,600 decision-makers at the municipal and farm levels, and augmenting capacity for early action;
  - assisting the integration of early warning, rapid needs and risk assessment into SISVAN, supported under Component 1;
  - improving the methodology for emergency food security assessments, building on national capacities and WFP methods;

<sup>10</sup> FAO and United Nations Development Programme (UNDP) projects; EU-funded project *AGROCADENAS*; Swiss Cooperation-funded *Programa de innovación agraria local*; and projects implemented by German Agroaction, CARE, Oxfam, Mundukide, Canada's Department of Foreign Affairs, Trade and Development, research institutes and universities.

<sup>11</sup> Priority was given to municipalities not included in the recently approved International Fund for Agricultural Development project.

- in partnership with UNICEF, training local civil protection and other personnel in nutrition in emergencies using new national guidelines and considering the different nutritional needs of pregnant and lactating women, young children, the elderly and other vulnerable groups;
- establishing a small contingency stock for post-disaster food distribution. Cuba's frequent rapid-onset disasters result in large-scale food needs for which imports are costly and time-consuming. The stock will be directly linked to Component 2 through local procurement and will facilitate work with the Government to improve food logistics in response to natural or other disasters. Managing the stock will provide useful experience for strengthening the national emergency food reserve;
- supporting local capacities to establish feeding programmes in response to natural or other disasters by providing stoves and other cooking utensils – such programmes typically target 20 percent of the people affected by a hurricane; and
- supporting South–South cooperation by leveraging the capabilities of Cuba and other countries in the region.

<b>TABLE 1: BENEFICIARIES BY COMPONENT</b>			
	<b>Men/boys</b>	<b>Women/girls</b>	<b>Total</b>
<b>Component 1</b>			
Children 6–11 months	70 400	65 600	<b>136 000</b>
Children 12–23 months	67 500	64 500	<b>132 000</b>
Pregnant and lactating women	-	136 000	<b>136 000</b>
Children in half-board primary schools	61 400	58 700	<b>120 100</b>
Children in full-board primary schools	5 500	5 200	<b>10 700</b>
Elderly people	9 000	8 700	<b>17 700</b>
Children in day-care centres	33 900	32 600	<b>66 500</b>
<b>Component 3</b>	140 250	134 750	<b>275 000</b>
<b>TOTAL</b>	<b>387 950</b>	<b>506 050</b>	<b>894 000</b>
<b>Component 2 (capacity development and augmentation participants)</b>	7 200	4 800	<b>12 000</b>

**TABLE 2: RATIONS BY ACTIVITY (g/person/day)**

	Component 1								Component 3
	Children 6–11 months	Children 12–23 months	PLW*	Children in daycare centers	Pregnant women in maternity homes	Children in half boarding	Children in full boarding	Women and men above 65 in institutions	Pre-positioned
MNPs	1	-	-	-	-	-	-	-	-
SuperCereal	-	50	50	-	-	-	-	-	-
Biofortified beans	-	-	-	35	30	-	-	-	-
Beans	-	-	-	-	-	20	40	50	75
Total Kcal/person/day	-	188	188	119	102	68	136	171	256
% kcal from protein		16.3	16.3	25.3	25.3	25.3	25.3	25.3	25.3
% kcal from fat	-	19.2	19.2	3.7	3.7	3.7	3.7	3.7	3.7
Feeding days/year	120	365	365	180	180	40	40	180	21

\* pregnant and lactating women

**TABLE 3: TOTAL REQUIREMENTS BY COMPONENT**

		Component 1	Component 3	Total
MNPs	<i>mt</i>	22	-	<b>22*</b>
	<i>USD</i>	437 045	-	<b>437 045</b>
SuperCereal	<i>mt</i>	306	-	<b>306</b>
	<i>USD</i>	162 180	-	<b>162 180</b>
Beans	<i>mt</i>	720	433	<b>1 153</b>
	<i>USD</i>	671 132	437 461	<b>1 108 593</b>
Fortified beans	<i>mt</i>	322	-	<b>322</b>
	<i>USD</i>	280 490	-	<b>280 490</b>
Rice	<i>mt</i>	3 618	-	<b>3 618</b>
	<i>USD</i>	1 797 350	-	<b>1 797 350</b>
TOTAL	<i>mt</i>	4 988	433	<b>5 421</b>
	<i>USD</i>	3 348 197	437 461	<b>3 785 658</b>
Capacity development and augmentation ( <i>USD</i> )				<b>8 536 613</b>
<b>TOTAL (<i>USD</i>)</b>				<b>12 322 272</b>
% of total requirements		92	8	<b>100</b>

\* Includes 9.7 mt of carry-over stock from development project Cuba 105890.

## PROGRAMME AND RISK MANAGEMENT

44. WFP will manage the CP in collaboration with national and local authorities. Implementation and planning will be coordinated by a national project committee comprising the Ministry of Foreign Trade and Investment as coordinator, the ministries of public health, agriculture, food industry, domestic trade, education, transport, and Civil Defence, the National Association of Small Farmers and the Federation of Cuban Women.
45. Local-level coordination will be through local development programmes led by provincial and municipal governments.
46. The Government will manage food transport, storage and distribution. Santiago de Cuba will be the main port of entry for imported SuperCereal for pregnant and lactating women in the eastern provinces; Havana will serve Pinar del Rio and Matanzas. Final distributions will be at the distribution points of the Ministry of Domestic Trade.
47. In line with the national food self-sufficiency policy, most beans and blended foods will be procured locally. Under development project 105890, WFP and the Government evaluated the potential for producing a rice-based blended food from local raw materials to replace SuperCereal. This product is reconstituted with milk, which the Government provides daily to all children under 5, and is equivalent to SuperCereal Plus. It was well received locally in a pilot programme. To support the Government in consolidating the capacity of Bayamo factory to produce fortified blended foods, WFP will provide quality-control methods and training of plant workers.<sup>12</sup> MNP is not available locally and will be procured internationally.
48. The resource mobilization strategy envisages securing funding from traditional and non-traditional donors, including the private sector. Consultations with donors during the design process had promising results: USD 10 million of high-probability donations have already been identified.

### Risk Management

49. The CP aims to support Cuba's ongoing process to update its economic model, on which the CP depends for its success. Coordination through the national project committee and local development programmes will ensure alignment with government actions. A mid-term strategic review will ensure that the CP still serves national priorities.
50. Cuba's exposure to natural hazards represents a constant risk. The CP aims to improve national preparedness and response, especially initial response, to provide WFP and the Government with additional time for mobilizing any necessary assistance.
51. Elements of Cuba's basic food basket have been commercialized under the new economic model, resulting in increased food prices. The potential unification of the dual currency may also affect incomes and the cost of living. High global food prices and Cuba's dependence on imports could strain household budgets, putting the food security and nutrition of vulnerable people at risk. WFP will monitor the situation and adjust the CP accordingly.

<sup>12</sup> The fortified blended food production line was set up with support from WFP within the framework of development project 105890.

## Security Risk Management

52. Cuba is at United Nations security level 1 – minimal. The United Nations Security Risk Assessment classifies the risks of armed conflict, terrorism and civil unrest as low, and the risk of crime as very low. The country office is fully compliant with minimum operating security standards, and adapts its security analysis and guidelines as necessary.

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## MONITORING AND EVALUATION

53. WFP will use the Strategic Results Framework to measure performance indicators at the baseline, mid-term and final stages. Progress in ensuring the gender sensitivity of all activities will be tracked through gender-specific and sex-disaggregated indicators.
54. Stakeholder workshops will assess progress towards capacity development objectives. Survey data will be captured and analysed jointly with the National Bureau of Statistics and Information, possibly using UNICEF's multiple indicator cluster survey. WFP field monitors will conduct independent project visits.
55. The new country office monitoring and evaluation tool (COMET) will be used to process field data. Periodic monitoring and evaluation (M&E) reports will generate evidence on effective approaches and recommend follow-up action by management with local and national counterparts. In close coordination with the Government, a social accountability system that includes beneficiary feedback will be set up to inform CP decision-making.
56. The integration of household-level food security into SISVAN will improve project accountability and enhance national M&E capacities.
57. External evaluations are foreseen at the mid-term and final stages of CP implementation.

## ANNEX I-A

PROJECT COST BREAKDOWN			
	Quantity (mt)	Value (USD)	Value (USD)
<b>Food</b>			
Cereals	3 618	1 797 350	
Pulses	1 475	1 389 083	
Mixed and blended food	306	162 180	
Others (MNP)	22	437 045	
<b>Total food</b>	<b>5 421</b>	<b>3 785 658</b>	
External transport		239 290	
Other direct operational costs		293 566	
<b>Food and related costs<sup>1</sup></b>		<b>4 318 514</b>	<b>4 318 514</b>
<b>Capacity development and augmentation</b>		<b>8 536 613</b>	<b>8 536 613</b>
Direct operational costs			12 855 127
Direct support costs (see Annex I-B) <sup>2</sup>			1 550 951
<b>Total direct project costs</b>			<b>14 406 078</b>
Indirect support costs (7.0 percent) <sup>3</sup>			1 008 426
<b>TOTAL WFP COSTS</b>			<b>15 414 504</b>

<sup>1</sup> This is a notional food basket for budgeting and approval. The contents may vary.

<sup>2</sup> Indicative figure for information purposes. The direct support cost allotment is reviewed annually.

<sup>3</sup> The indirect support cost rate may be amended by the Board during the project.

**ANNEX I-B**

<b>DIRECT SUPPORT REQUIREMENTS (USD)</b>	
<b>Staff and staff-related</b>	
Professional staff	406 329
General service staff	386 422
<b>Subtotal</b>	<b>797 752</b>
<b>Recurring and other</b>	<b>328 267</b>
<b>Capital equipment</b>	<b>72 950</b>
<b>Travel and transportation</b>	<b>342 727</b>
<b>Assessments, evaluations and monitoring<sup>1</sup></b>	<b>14 256</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>1 550 951</b>

<sup>1</sup> Reflects estimated costs when these activities are performed by third parties.



## ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Assumptions
<b>Cross-cutting</b>		
<b>Gender</b> Gender equality and empowerment improved	Proportion of households where males make decisions over the use of cash, voucher or food The project has initiatives to reduce risk of sexual and gender-based violence (yes/no) The project has activities to raise awareness of how gender equality goals can increase effectiveness of WFP interventions (yes/no) Proportion of households where females and males together make decisions over the use of cash, voucher or food Proportion of women beneficiaries in leadership positions of project management committees Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution Proportion of households where females make decisions over the use of cash, voucher or food	
<b>Protection and accountability to affected populations</b> WFP assistance delivered and utilized in safe, accountable and dignified conditions	Proportion of assisted people (women) who do not experience safety problems travelling to, from and/or at WFP programme sites Proportion of assisted people (men) who do not experience safety problems travelling to, from and/or at WFP programme site Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain) Proportion of assisted people (women) informed about the programme (who is included, what people will receive, where people can complain)	
<b>Partnership</b> Food assistance interventions coordinated and partnerships developed and maintained	Proportion of project activities implemented with the engagement of complementary partners Number of partner organizations that provide complementary inputs and services Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)	



## ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Assumptions
<b>Strategic Objective 1: Save lives and protect livelihoods in emergencies</b>		
<b>Outcome 1.1</b> National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies	EPCI: Emergency Preparedness and Response Capacity Index	Stakeholders implement capacity-development plans to reduce disaster risk
<b>Output 1.1</b> Emergency management capacity created and/or supported	Number of people trained, disaggregated by sex and type of training  Number of technical assistance activities provided, by type	
<b>Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b>		
<b>Outcome 3.1</b> Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels	Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country  Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	Anticipated production increases are achieved.  Programme investments are included in the national economic plan.
<b>Outcome 3.2</b> Risk reduction capacity of countries, communities and institutions strengthened	Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	Conditions are created at the local level for integrating food security and nutrition into local hazard, vulnerability and risk analyses and plans.
<b>Output 3.1</b> Increased WFP food purchase from regional, national and local markets and smallholder farmers	Number of farmers' organizations trained in market access and post-harvest handling skills  Quantity of food purchased locally through local and regional purchases (mt)  Number of smallholder farmers supported  Quantity of food purchased locally from pro-smallholder aggregation systems (mt)	
<b>Output 3.2</b> Increased WFP fortified foods, complementary foods and special nutrition products produced purchased from local suppliers	Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers	

## ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Assumptions
<p><b>Output 3.3</b> Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries</p>	Quantity of non-food items distributed, disaggregated by type, as % of planned	
<p><b>Output 3.4</b> National safety nets for food security, nutrition, education, community assets and overall contribution to resilience-building supported</p>	Number of technical assistance activities provided, by type Number of people trained, disaggregated by sex and type of training	
<p><b>Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger</b></p>		
<p><b>Outcome 4.1</b> Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children</p>	Prevalence of iron deficiency anaemia (IDA) among pregnant women (%; Hb<110g/L) Proportion of target population who participate in an adequate number of distributions Proportion of eligible population who participate in programme (coverage) Prevalence of iron deficiency anaemia (IDA) among children under 2 (%; Hb<110g/L) Average number of schooldays per month when a locally procured product(s) from one or more of the food groups was/were provided	Beneficiaries receive and consume fortified foods in the desired quantity and frequency. Implementation of the NPPCA is not interrupted. No disasters affect the food security and nutrition component.
<p><b>Outcome 4.2</b> Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels</p>	NCI: School Feeding National Capacity Index NCI: Nutrition programmes National Capacity Index	The NPPCA works uninterruptedly at all levels. The NCI workshop takes place each year.

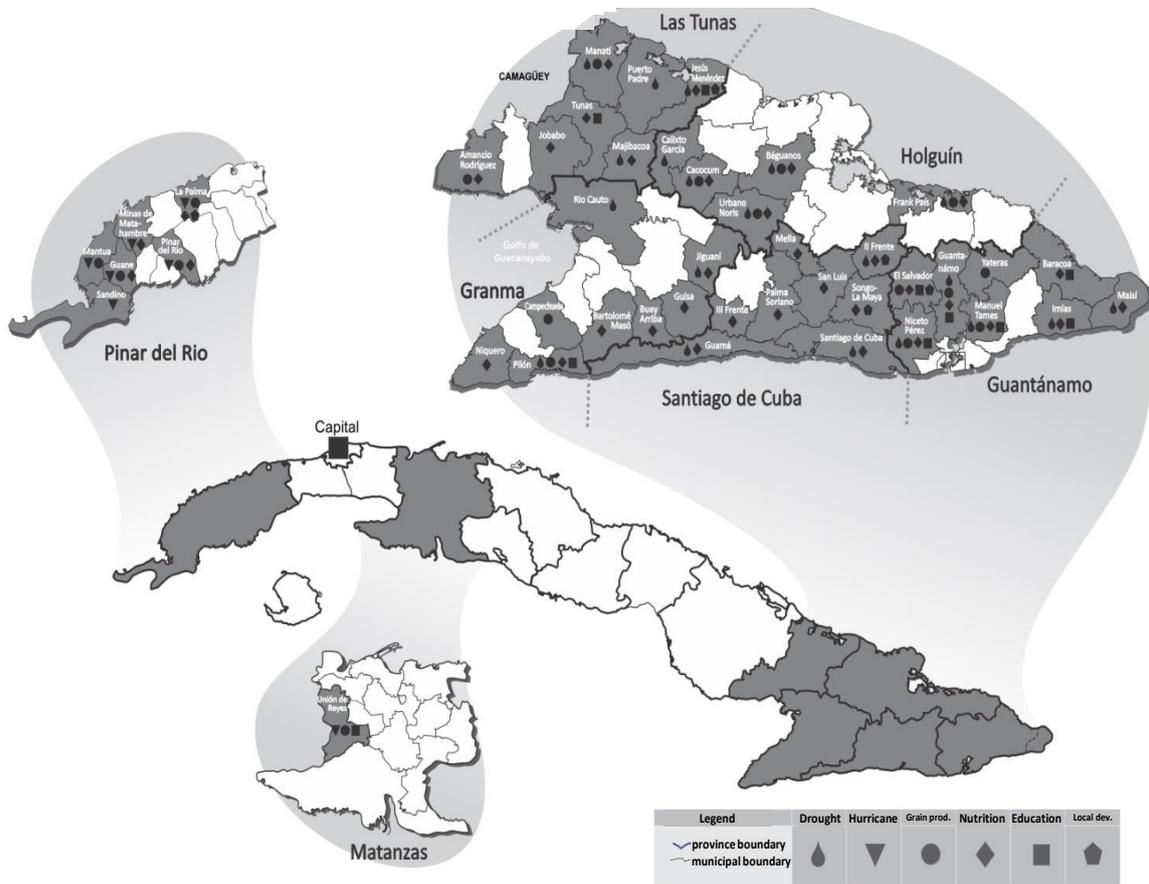


## ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Assumptions
<p><b>Output 4.1</b> Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries</p>	<p>Number of institutional sites assisted (e.g. schools, health centres), as % of planned</p> <p>Quantity of food assistance distributed, disaggregated by type, as % of planned</p> <p>Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned</p> <p>Quantity of non-food items distributed, disaggregated by type, as % of planned</p>	
<p><b>Output 4.2</b> Increased WFP fortified foods, complementary foods and special nutrition products purchased from local suppliers</p>	<p>Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers</p>	
<p><b>Output 4.3</b> Messaging and counselling on specialized nutritious foods and infant and young child feeding (IYCF) practices implemented effectively</p>	<p>Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP-supported messaging and counselling</p> <p>Proportion of women/men beneficiaries exposed to nutrition messaging supported by WFP, against proportion planned</p> <p>Proportion of women/men receiving nutrition counselling supported by WFP, against proportion planned</p>	
<p><b>Output 4.4</b> National systems for monitoring trends in food security and nutrition strengthened</p>	<p>Number of government counterparts trained in collection and analysis of food and nutrition security data</p> <p>Number of food security and nutrition monitoring/surveillance reports produced with WFP support</p>	
<p><b>Output 4.5</b> Policy advice and technical support provided to enhance management of food security, nutrition and school feeding</p>	<p>Number of technical assistance activities provided, by type</p> <p>Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas – technical/strategic/managerial – disaggregated by sex and type of training</p>	

**ANNEX III**

**Cuba Country Programme (2015–2018): Focal Areas**



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

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## ACRONYMS USED IN THE DOCUMENT

CP	country programme
FAO	Food and Agriculture Organization of the United Nations
M&E	monitoring and evaluation
MNP	micronutrient powder
NPPCA	National Plan for the Prevention and Control of Anaemia
PAHO	Pan American Health Organization
SISVAN	<i>Sistema de Vigilancia Alimentaria y Nutricional</i> (Food Security and Nutrition Monitoring System)
UNICEF	United Nations Children's Fund