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Programa Mundial de Alimentos
برنامج الأغذية العالمي

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Evaluation reports

For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Cuba (2021–2024)

Background

This document presents the management response to the recommendations in the evaluation of WFP's country strategic plan (CSP) for 2021–2024 in Cuba. The purpose of the evaluation was to assess WFP's performance in Cuba and provide accountability to WFP stakeholders for the results of the CSP.

The evaluation made five recommendations, all of which were strategic in nature and focused on a short to medium timeframe. The response presented below sets out whether WFP management agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and outlines the planned and completed actions, responsibilities and timelines for their implementation.

In some cases the country office has agreed with the recommendations but adjusted the timelines to facilitate the implementation of the measures proposed, in line with the one-year extension of the CSP.

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Priority: high Deadline: June 2024 Recommendation 1: Strengthen advocacy with the Government on critical issues related to the availability of information, exchange rates, project approval and implementation processes, and imports, in conjunction with other United Nations entities in Cuba.</p>	Country office management (with support from the regional bureau)	Agreed				
<p>1.1 Seek to obtain faster access to updated quantitative contextual information (statistics) related to the context of WFP operations, taking advantage of WFP's positioning with the Government and strengthening partnerships with the academic community and other members of the United Nations country team</p> <ul style="list-style-type: none"> ➤ Engage in discussions with high-level decision makers in the Government; ➤ highlight the cost of not having up-to-date information, especially for resource mobilization; ➤ explain why WFP requires the information, linking it to the support requested by the Government 	Country office management (with support from the regional bureau)	Agreed	<ol style="list-style-type: none"> 1. Raise these issues at all high-level meetings. 2. Systematically include these priority issues among the topics for discussion with the authorities. 3. Contribute to the updating of necessary food and nutrition security data and indicators, building on opportunities and programmatic dialogues already under way. Example: on the multidimensional vulnerability index and nutrition survey. 4. Prepare a summary of the data required for each activity. 	Country office management [Country office partnerships and programme teams]	<p>31 December 2025</p> <p>31 December 2024</p> <p>31 December 2024</p> <p>31 December 2024</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Not started</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.2 Address critical issues that affect operations (delays in approvals and procedures, exchange rates), taking advantage of WFP's positioning with the Government and strengthening alliances with other members of the United Nations country team: <ul style="list-style-type: none"> ➤ engage in discussions with high-level decision makers in the Government; ➤ clearly identify the issues and their implications; ➤ participate in inter-agency coordination for joint processes (e.g. for imports). 	Country office management (with support from the regional bureau)	Agreed	5. Raise these topics at all high-level meetings. Keep the list of topics to be discussed up to date.	Country office programme team [Country office supply chain, partnerships, finance and legal teams] [Country office management] [Regional bureau/headquarters]	31 December 2025	Ongoing
			6. Maintain an up-to-date summary of implementation challenges with concrete examples of incidents and issues to facilitate problem-solving and include the challenges with the greatest impact and relevance in the country office risk register.		31 December 2025	Ongoing
			7. Address critical issues in inter-agency forums (e.g. United Nations coordination team, United Nations emergency technical team, outcome groups, inter-agency group on food security, programme management team, operations management team).		31 December 2025	Ongoing
			8. Enhance awareness-raising and capacity-strengthening opportunities for implementing partners, with a focus on identified bottlenecks.		31 December 2025	Ongoing
			9. Establish specific agreements and action plans with counterparts related to the flow of information on implementation, including reports on the distribution and management of food and resources and on monitoring.		31 December 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			10. Carry out an analysis of the supply chain for goods provided through WFP.		31 March 2025	Not started
Priority: medium Deadline: December 2024 Recommendation 2: Enhance programmatic harmonization and complementarity with other United Nations entities in Cuba, taking advantage of WFP's positioning and field presence.	Country office management and programme heads (regional bureau)	Agreed				
2.1 Increase engagement based on mutual learning and knowledge management and prioritize dialogue. With the Office of the United Nations resident coordinator, advocate for the establishment of inter-agency learning spaces and the elimination of bottlenecks in inter agency work.	Country office management and programme heads (regional bureau)	Agreed	1. Actively participate in the design, implementation and evaluation of the cooperation framework for 2026–2030.	Country office management [Country office programme, communications, supply chain, finance and administration teams]	30 June 2025	Ongoing
			2. Incorporate critical issues into exchanges with the other Rome-based agencies to promote inter-agency solutions.		31 December 2025	Ongoing
2.2 Deepen the work of inter-agency round tables to apply a more holistic approach to food security; explicitly flag and work to eliminate bottlenecks in the work of the United Nations emergency technical team; strengthen WFP's participation in the gender round table.	Country office management and programme heads (regional bureau)	Agreed	3. Strengthen the role of the United Nations emergency technical team as a forum for exchange on challenges related to emergency preparedness and response; establish a fixed agenda item for each meeting to discuss such issues.	Country office programme team	31 December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			4. Promote internal and external capacity strengthening workshops and forums combining the participation of the United Nations system and strategic partners, with an emphasis on food security, emergency preparedness and response and the protection from sexual exploitation and abuse, at both the central and local levels, including cross-cutting approaches.	Country office programme team	31 December 2025	Not started
			5. Designate alternates for gender focal points to ensure WFP's participation in the activities of the inter-agency gender group.	Country office management	31 December 2024	Not started
			6. Ensure that activities and priorities promoted by WFP are included in the workplan of the inter-agency gender group.	Country office gender focal point and alternates	31 December 2024	Ongoing
2.3 Through the food security round table, promote topics that support the implementation of the food and nutrition security law, such as the rollout of the short food supply chain model to the social protection network and cash-based transfers for producers.	Country office management and programme heads (regional bureau)	Agreed	7. Reflect the WFP model in high-level discussion topics to contribute to its implementation at the national policy level.	Country office management	31 December 2025	Ongoing
			8. Ensure the participation of WFP in the monthly sessions of the Government's technical advisory group on the implementation of the food and nutrition security law.	Country office programme team [Country office partnerships team]	31 January 2024	Completed

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			9. Support the formulation of a national project on the integrated WFP model to facilitate its implementation in new municipalities and the mobilization of resources for it.	Country office programme team	31 December 2025	Ongoing
			10. Dedicate time at each meeting of the inter-agency group on food and nutrition security to the presentation of experiences and lessons learned, as well as possible synergies and opportunities for the implementation of the food and nutrition security law at the local level.	Country office programme team	30 June 2025	Ongoing
<p>Priority: high Deadline: December 2024 Recommendation 3: Implement a more strategic communication plan</p>	<p>Country office management and programme heads (communication ambassadors) Country office communications team (with support from the regional bureau)</p>	Agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.1 Develop a strategy covering internal and external communication (encompassing key messages and consideration of the purpose, intended audience, timing and frequency of communications).	Country office management and programme heads (communication ambassadors) Country office communication team (with support from the regional bureau)	Agreed	1. Design a country office communication strategy, including the required budget.	Country office communications team [Country office management]	31 December 2024	Not started
			2. Implement the communication strategy and increase the visibility of WFP operations in the country, both nationally and through WFP corporate channels.		31 December 2025	Not started
3.2 Complement social and behaviour change communication with outcome monitoring: design and implement social and behaviour change communication metrics; seek regional bureau support for monitoring approaches and tools.	Country office management and programme heads (communication ambassadors) Country office communications team (with support from the regional bureau)	Agreed	3. Exchange experiences in monitoring social and behaviour change communication activities in similar operating environments.	Country office programme team [Country office monitoring and evaluation and communications teams]	31 October 2024	Not started
			4. Implement mechanisms for monitoring the outcomes and impacts of social and behaviour change communication activities.		31 December 2024	Not started
3.3 Take a systematic approach to gathering and disseminating lessons learned from programming, including by, e.g., introducing a formal process that ensures that information flows regularly and lessons are documented as projects are implemented; setting up learning processes; creating a biannual newsletter or other periodical to disseminate lessons.	Country office management and programme heads (communication ambassadors) Country office communications team (with support from the regional bureau)	Agreed	5. Establish or adapt the approach to the systematization of lessons learned from the implementation of WFP projects, which should be used no later than the last six months of implementation to facilitate cross-cutting analysis.	Country office programme team [Country office monitoring and evaluation and communications teams]	31 December 2024	Not started
			6. Document the methodology for estimating and counting direct and indirect beneficiaries of operations in Cuba.		30 September 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			7. Initiate the preparation and publication of a biannual newsletter for external audiences.		31 December 2024	Ongoing
<p>Priority: Medium Deadline: December 2024 Recommendation 4: Prioritize CSP activities, leaving space for long-term capacity strengthening activities and cross-cutting objectives.</p>	Country office management and programme heads (gender focal point) Regional bureau (gender, environment, nutrition and resilience teams)	Agreed				
4.1 Provide technical assistance on the social protection road map in partnership with the other members of the United Nations country team in Cuba, including for the design of socioeconomic targeting, operational design, follow-up on the application of targeting criteria and support with the targeting process.	Country office management and programme heads (gender focal point) Regional bureau (gender, environment, nutrition and resilience teams)	Agreed	1. Advance implementation of the national project on beneficiary targeting mechanisms with WFP support, including finalization of the mechanism, training of local actors and establishment of a monitoring and evaluation system.	County office programme team	31 December 2024	Ongoing
			2. Advance the integration of the targeting road map into the design and implementation of the other programme areas.	County office programme team	31 December 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.2 Consolidate the short food supply chain model and scale it up to the social protection network: systematize and disseminate lessons learned; continue advocating for a sustainable cash-based transfer scheme for producers; advocate for the nation-wide scale-up of the short food supply chain model.	Country office management and programme heads (gender focal point) Regional bureau (gender, environment, nutrition and resilience teams)	Agreed	3. Conduct a decentralized evaluation of the model linking food systems to social safety nets as a means of gathering evidence of results and lessons learned.	Country office programme team [Country office monitoring and evaluation team]	31 March 2025	Ongoing
			4. Incorporate the findings of the decentralized evaluation into the design of new operations and proposals for donors.	Country office programme team [Country office monitoring and evaluation and partnerships teams]	31 May 2025	Not started
			5. Prepare a concept paper describing the model and make it available to the United Nations system and national counterparts to facilitate scalability.	Country office management [Country office programme team]	30 June 2025	Not started
			6. Raise the profile of the model as part of the country office communication strategy.	Country office management [Country office communications and programme teams]	31 December 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.3 Complement capacity strengthening activities under strategic outcome 4 with mechanisms to increase the sustainability of results. For example, systematize and document the content of technical assistance; introduce processes to ensure the continuity of capacity strengthening for counterpart staff in the event of personnel changes.	Country office management and programme heads (gender focal point) Regional bureau (gender, environment, nutrition and resilience teams)	Agreed	7. With strategic partners, develop feedback mechanisms for systematizing training needs, working with the institutional framework for national capacity strengthening and related tools that facilitate the prioritization of capacities and opportunities.	Country office programme team	31 December 2024	Ongoing
			8. Facilitate technical assistance processes, including workshops with experts from the regional bureau and headquarters, where necessary.		31 December 2025	Ongoing
			9. Design and implement a comprehensive strategy for strengthening the capacities of implementing partners.		31 December 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>4.4 Take advantage of opportunities to mainstream gender equality and women's empowerment, youth participation, environmental conservation and nutrition sensitive approaches: advocate, and establish agreements with the Government to enhance the mainstreaming of cross-cutting objectives; adopt mechanisms and tools for incorporating cross-cutting objectives in workshops, communication spaces with parents, teachers, students and beneficiaries of community kitchens, and communication materials and messages.</p>	<p>Country office management and programme heads (gender focal point) Regional bureau (gender, environment, nutrition and resilience teams)</p>	<p>Agreed</p>	<p>10. Formulate projects that address gender, climate, protection, accountability and nutrition, building on lessons learned from and opportunities for improvement presented by ongoing projects under the current country strategic plan.</p>	<p>Country office management [Country office programme and monitoring and evaluation teams and country office gender focal point and alternates]</p>	<p>31 December 2025</p>	<p>Ongoing</p>
			<p>11. Organize communication campaigns in order to fully address gender, protection and inclusion considerations in the implementation of activities at the central and local levels.</p>	<p>Country office communications, programme and monitoring and evaluation teams and country office gender focal point and alternates]</p>	<p>31 December 2025</p>	<p>Ongoing</p>
			<p>12. Enhance project implementation plans and the incorporation of these dimensions through specific agreements or operational plans with strategic partners.</p>	<p>Country office partnerships team [Country office programme team and country office gender focal point and alternates]</p>	<p>31 December 2025</p>	<p>Ongoing</p>
<p>Priority: High Deadline: June 2024 Recommendation 5: Develop and implement a country office talent retention strategy.</p>	<p>Country office management Human resources All country office staff (Regional bureau: human resources)</p>	<p>Partially agreed</p>				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.1 Develop a tailor-made retention plan based on approaches such as opening and formalizing spaces for dialogue to identify country office staffing needs; developing a staff motivation plan and agreeing on support mechanisms; and considering possible regional exchanges that allow for professional development.	Country office management Human resources All country office staff (Regional bureau: human resources)	Partially agreed. The area of action is more related to human resources management based on the contextual challenges raised by the evaluation team and not specifically related to the implementation of the strategic plan.	1. Develop and implement a capacity strengthening plan for each country office unit based on the needs and interests of the office and its staff, including temporary assignment opportunities and training courses in the region as they arise.	Country office human resources team	30 June 2025	Not started
			2. Regularly share internal (WeLearn, workshops) and external (inter-agency, regional, institutional) training opportunities.	Country office human resources team	31 December 2025	Ongoing
5.2 Systematize and disseminate good practices and lessons learned in the execution of tasks and document stories for knowledge-sharing, including with regard to good practices in team relationships; good practices for advocacy with the Government; good practices for field monitoring; case studies on challenges and how they were faced.	Country office management Human resources All country office staff (Regional bureau: human resources)	Agreed	3. Strengthen handover, refresher training and induction training processes.	Country office management [Country office human resources team]	31 December 2024	Ongoing
			4. For each key post and external recruitment, systematically maintain two parallel posts for at least three months in order to facilitate generational handover and thus ensure the transmission of institutional memory.	Country office management [Country office human resources team]	31 December 2025	Ongoing
			5. Systematize WFP's experience in Cuba through exchanges with experienced colleagues.	Country office human resources team [Country office management]	31 March 2025	Not started