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**SPR Reading Guidance**



**Emergency Food Assistance to Communities Affected by  
Hurricane Matthew in Cuba**

**Standard Project Report 2016**

World Food Programme in Cuba, Republic of (CU)



**World Food Programme**

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# Country Context and WFP Objectives



## Country Context

Cuba has some of the most comprehensive social protection programmes in the world, through which it has largely eradicated poverty and hunger. Global Hunger Index in 2016 is below 5, which is considered low. However, recurrent financial and economic crises, frequent natural disasters, limited access to credit and low productivity have put at risk food security and nutrition of the population. This situation is compounded by the continued U.S. embargo, which has not been lifted despite President Obama's historical visit in March 2016 and the diplomatic rapprochement between Cuba and the United States.

It is estimated that the country imports around 70 to 80 percent of its food needs. These imports are primarily used in the social protection programmes. Cuba provides a highly subsidized monthly food basket to each citizen. With the prices of imported commodities increasing over the last decade, currently this food basket covers only 38 percent of household food needs, while it used to cover up to 50 percent of needs in the early 2000s. Cubans now meet most of their food needs through purchases in non-subsidized markets, spending 60 to 75 percent of their income on food [1]. Although effective, the universal coverage of social protection programmes and their high cost puts the national budget under unsustainable strain.

The diet of the average Cuban family is poor in micronutrients. This is due to the limited consumption of vegetables and fruits, minimal access to diverse food and cultural habits. Anemia is a major public health concern, with a prevalence of up to 26 percent in children under 5 in the eastern provinces of Cuba. Since 2011, the Cuban Government invested significant effort in strengthening its National Plan for the Prevention and Control of Anaemia, a programme supported by WFP. The Food Security and Nutrition Monitoring System (SISVAN) still pointed to the

continued high prevalence of anaemia in 2016. In the 34 municipalities assisted by WFP, the prevalence of anaemia is 25.5 percent in children aged 23 months and up to 41.3 percent in children aged 6 months.

The rising obesity rate is yet another concern: about 43 percent of the Cuban population is overweight or obese, which is a risk factor for chronic diseases such as diabetes, hypertension, and heart disease (Cubadebate, Marzo 2015).

Climate hazards continue to affect the economy and food security of the population, with 2016 presenting the highest cyclonic activity in the Atlantic since 2012. The eastern tip of Cuba was affected by the passage of Hurricane Matthew, which caused significant destruction of homes and livelihoods, with estimated damages accounting for 1,584 million Cuban pesos (Radiohabanacuba, 2016). Moreover, drought continued to represent a challenge to agricultural production and the public water supply in 2016, mostly in central and eastern Cuba. A rainfall deficit was registered in nearly 75 percent of the country's territory, affecting water reservoirs in one-third of the municipalities. The effects of the drought on agriculture, combined with low productivity and the increase in demand by the private sector and tourism (CEPAL, 2016) put severe strains on food availability, leading to higher prices in local markets.

[1] Centros 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.

## Response of the Government and Strategic Coordination

In 2011, the Government of Cuba launched a process to update its socio-economic model. This includes improvement in efficiency and targeting, cost reduction and higher sustainability of social programmes. These efforts, outlined in the Socio-Economic Policy Guidelines for 2011-2015 and reiterated for the period 2016-2021, are guided by the government commitment to ensure that no Cuban would be left unprotected. In this framework, food security is identified as a national priority and the increase in domestic food production is considered the key measure to substitute imports and ensure sustainable food security. These priorities were further stressed in the National Plan for Social and Economic Development for 2030, which set forth the medium and long-term strategic goals of the national political and socio-economic model.

WFP supports the Government in developing a new management model and innovative approaches to strengthening social protection programmes and ensuring food security and nutrition. The focus is on enhancing the efficiency and sustainability of national food-based social protection programmes for vulnerable groups, strengthening agricultural value chains and promoting resilience. In particular, WFP's work is aligned to national strategic priorities such as the upgrading of social safety nets, increased and more efficient agricultural production, food import substitution, strengthening value chains, and decentralized decision-making. WFP also supports the national authorities in realising the National Plan for the Prevention and Control of Anaemia (NPPCA), focusing on iron supplementation, food fortification, food diversification and nutrition education.

WFP works in synergy with the United Nations System in Cuba, as well as with a number of development partners. All WFP operations are part of the United Nations Development Assistance Framework (UNDAF) for Cuba 2014-2018, supporting its outcomes 3, 4, 6 and 8. In addition, WFP works closely with UN agencies in the framework of thematic clusters: WFP leads the United Nations Emergency Technical Team and co-leads the food security cluster with the Food and Agriculture Organization of the United Nations (FAO). WFP fosters collaboration with the Rome-based International Fund for Agricultural Development (IFAD) to improve the bean value-chain, and implements joint activities on drought resilience with the United Nations Development Programme (UNDP) and UNICEF.

WFP also places emphasis on South-South Cooperation within Latin America and the Caribbean by sharing good practices and experiences in managing food security and nutrition programmes, as well as concerning early-warning systems for disaster preparedness.

The above activities contribute to Sustainable Development Goal 2 (achieving food security and nutrition), Sustainable Development Goal 17 (fostering partnerships) and the Zero Hunger Challenge.

## Summary of WFP Operational Objectives

Aligned with national priorities are the efforts to improve food security, nutrition and resilience; WFP provided support to its national and local government counterparts in strengthening capacities. Emphasis was placed on

showcasing different management models and sharing international experience in strengthening social programmes, particularly food-based ones. As part of these efforts, WFP focused on enhancing stakeholders' capacities in the bean-value chain, including smallholder farmers and cooperatives. Attention was also paid to disaster preparedness and response, mainly in regard to drought, in order to enhance the resilience of communities, and local and national authorities. Furthermore, strategic partnerships with development partners were consolidated and expanded.

**Country programme: CP 200703 (2015-2018)** with an initial budget of USD 15.4 million and revised to USD 18.6 million in December 2016. The programme aims at supporting national efforts in improving the sustainability and targeting of social protection systems in 43 municipalities of the five eastern provinces, in addition to Pinar del Rio and Matanzas. Programme activities include: i) supporting food security and nutrition-related social protection programmes; ii) strengthening links between social protection systems and agricultural value chains; and iii) improving community resilience, disaster risk management and climate change adaptation capacities at the local level.

**Emergency Operation: EMOP 201034 (2016-2017)** with an approved budget USD 4.1 million. Following the passage of Hurricane Matthew on 4 October 2016, WFP launched an emergency operation to support Cuban authorities in preserving the food security and nutrition of 179,000 hurricane-affected people in seven municipalities in Guantanamo province and one municipality in Holguin province. This EMOP aims to: i) contribute to adequate access to food by vulnerable people affected by Hurricane Matthew; and ii) prevent micronutrient deficiencies in children aged 12-23 months and prevent a deterioration of the nutritional status of pregnant and lactating women.

# Country Resources and Results

## Resources for Results

Compared to previous years, the overall funding level of the country programme did not change significantly in 2016. By the end of 2016, the country programme has been funded by over two-thirds by Brazil, Canada, Cuba, European Union, Italy, Republic of Korea, Russian Federation, Switzerland and the private sector.

Funding availability has not been homogeneous across the strategic areas of the country programme. While activities to strengthen resilience and disaster risk management were almost entirely funded, operations to strengthen agricultural value chains still lack contributions for the remaining two years of implementation. As a result, WFP had to adjust the geographic coverage of activities, linking the value chain to social protection programmes and reducing the number of targeted municipalities in the province of Guantanamo.

Following the devastation caused by Hurricane Matthew, WFP actively mobilized funds for an emergency response. The EMOP received funds from the United Nations Central Emergency Response Fund (CERF) in the framework of the United Nations System response to the disaster, and from the governments of Canada, Italy and the Republic of Korea. These contributions covered more than half of the financial needs.

To optimize resource allocation, WFP participated in 2016 in the United Nations Country Team (UNCT) process to consolidate the interagency procurement of various items. This will lead to a reduction in freight and internal transportation costs. Field missions of different strategic areas were coordinated in order to share transportation and reduce fuel costs.

## Achievements at Country Level

Throughout 2016, WFP assisted the Government in strengthening food security and nutrition among the most vulnerable groups by providing food assistance and capacity strengthening activities. A National Food Consumption Survey was launched in June 2016. WFP also started working with the supra-ministerial body that oversees the implementation of the Socio-Economic Guidelines for the update of Cuba's social and economic model. WFP positioned itself as a valuable partner to provide technical assistance on beneficiary targeting and food transfers.

In addition, government counterparts adopted the WFP supported System Approach for Better Education Results (SABER) that assessed the national school meals programme. It promoted a fruitful debate among more than six ministries about the main achievements and challenges of the Cuban national school meal programme and led to the formulation of an action plan.

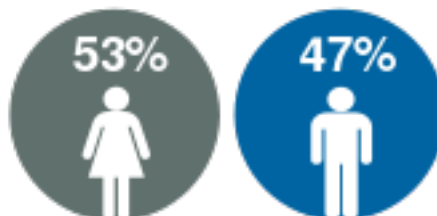
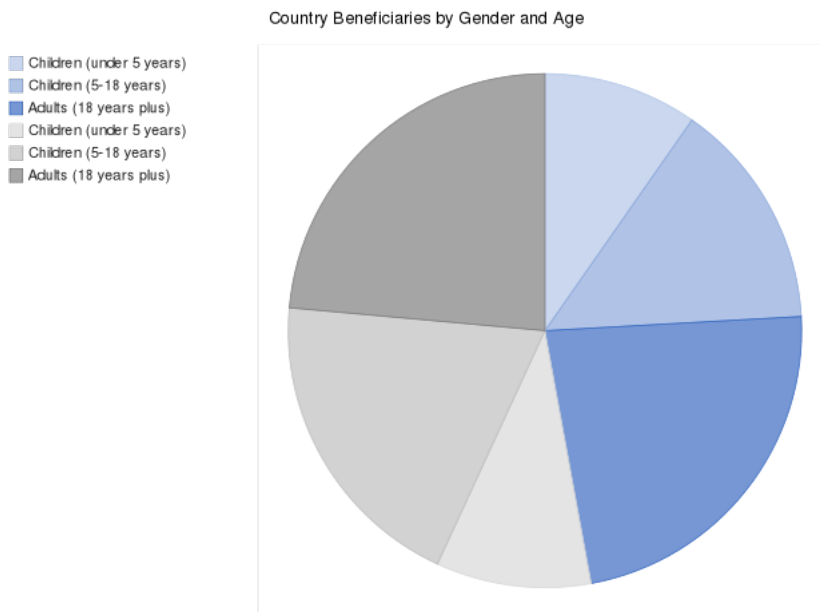
WFP advanced in strengthening local bean value chains to ensure timely, adequate, and sustainable food supply to social safety net programmes. In addition to conducting a gap assessment of the value chain in targeted geographic areas, WFP provided trainings and agricultural equipment to promote technological innovation. This was complemented by a gender gap analysis with a view to foster women's empowerment.

WFP also supported the Government in the adaptation of various methodologies to enhance community resilience and disaster risk management. WFP strengthened national and local drought early warning systems to promote a comprehensive management of drought, and include food security and nutrition vulnerability indicators in drought risk assessments. In addition, the WFP 72-hour Emergency Food Security Assessment methodology was adapted to the local context in a joint effort by Cuban experts and WFP. Technical support was received from the WFP Regional Bureau in Panama.

WFP started providing assistance to populations affected by Hurricane Matthew less than one week after the disaster, being the first humanitarian agency to provide a response. Effective rapid assistance was made possible by the prepositioned in-country foods stocks under the country programme. In addition, WFP also supplied five mobile storage units dispatched from the United Nations Humanitarian Response Depot (UNHRD) in Panama, since all government food storages in the Baracoa and Maisi municipalities had been razed by the hurricane. The five temporary mobile storage units allowed local authorities to adequately store both WFP food assistance and food foreseen for social protection programmes that had been transferred from damaged government warehouses. The relevance of WFP support to the hurricane response was acknowledged on various occasions by the Government and the local and national press.

## Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	28,943	29,128	58,071
Children (5-18 years)	42,952	58,253	101,205
Adults (18 years plus)	68,543	70,284	138,827
<b>Total number of beneficiaries in 2016</b>	<b>140,438</b>	<b>157,665</b>	<b>298,103</b>





## Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Country Programme	451	-	211	79	132	874
Single Country EMOP	764	-	485	16	0	1,265
<b>Total Food Distributed in 2016</b>	<b>1,215</b>	<b>-</b>	<b>696</b>	<b>95</b>	<b>133</b>	<b>2,139</b>

## Supply Chain

Cuba has two main ports: Mariel in western Cuba (55 km from Havana) and Guillermon Moncada in eastern Cuba (in the city of Santiago de Cuba). There are also six international airports and several domestic airports almost in every province. A national highway connects Havana to central Cuba, along with a network of provincial roads, some of them in precarious condition.

Most WFP-purchased commodities arrive through the two main ports. Once custom clearance is finalized, commodities are handed over to the Government that warrants their transport, storage and distribution. Due to the limited availability of goods in Cuba, food and non-food items required for the country programme and the EMOP had to be imported. The main non-food items procured by WFP in 2016 were technical equipment to strengthen the surveillance of anaemia and agricultural machinery for improving the bean value chain.

Based on the lessons of previous emergency operations, WFP established a small contingency stock of beans and rice for disaster response in the cities of Santiago de Cuba and Havana. This contingency stock is attached to the country programme activities directed at promoting resilience. The availability of mobile warehouse units at UNHRD Panama hub was another very favorable condition for a swift response to the damage caused by Hurricane Matthew in October 2016. After just one week, WFP assisted the most affected populations, providing food from the repositioned stock and five mobile storage units (WiikHalls) dispatched as air cargo from the UNHRD Panama.

WFP is also the leading agency for the logistic cluster within the United Nations System in Cuba. During the Hurricane Matthew response, WFP supported other UN agencies with their shipments, by carrying out consultations with the shipping line to extend container demurrage timeframe and with the national port authorities to speed up customs clearance. WFP also shared the air cargo with UNICEF to transport water purification tablets for the emergency response.

WFP's work included the strengthening of national and local logistics capacities. During the response to Hurricane Matthew, WFP helped local authorities improve their storage capacities, with particular attention to maintaining the food security and nutritional status of the population.

In 2016, the Government launched a revision of the national customs clearance and distribution procedures, which decentralized the import management mechanisms, distributing the tasks among multiple actors – each with their distinct standards and procedures. As a result, WFP had to familiarize itself with the new framework and regulations, while newly involved entities had to get to know WFP. This caused some delays in the purchase processes.





## Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Beans	-	1,516	1,516
Corn Soya Blend	-	135	135
Micronutrition Powder	-	3	3
Vegetable Oil	-	194	194
<b>Total</b>	-	<b>1,847</b>	<b>1,847</b>
<b>Percentage</b>	-	<b>100.0%</b>	

## Implementation of Evaluation Recommendations and Lessons Learned

In June 2016, WFP launched a Mid-Term Operation Evaluation of the Cuba Country Programme. The decentralized evaluation is conducted by an external company (Econometria). The evaluation will: i) assess the performance and results of WFP operations and ii) identify the lessons learned and the good practices that have emerged in the course of programme implementation.

The desk-review started in the last months of 2016 and an inception report was presented in December 2016. These will be complemented by a field mission in February-March 2017. The evaluation report is expected to be finalized in June 2017.

In December 2016, WFP met with its donors and national counterparts to reflect on the lessons of the past two years of project implementation. Five key points were identified:

- The lack of flexibility in WFP and national institutions' procurement mechanisms often results in extended timeframes for international purchases of both food and non-food items.
- The benefits of engaging and empowering local actors already at the design stage of any activity is fundamental to achieving good project results and supportive of the national decentralization efforts.
- Methodologies and good international practices shared by WFP with national and local authorities can be implemented also in non-WFP activities since they offer potential tools for planning and improving government programmes and policies.
- WFP recognizes the importance of specific trainings for its government counterparts involved in programme coordination. The additional investment to ensure full awareness of counterparts on project implementation and management has enhanced horizontal and vertical coordination.
- Contingency food stocks prepositioned by WFP proved to be of vital importance for rapid and effective assistance to disaster-affected populations.

## Capacity Strengthening

In 2016, WFP strategically focused on strengthening national capacities in food security and nutrition. Progress in this regard is measured using the framework developed by the WFP Regional Bureau and the National Capacity Indices. Cuban authorities applied two methods to measure institutional capacity: the System Approach for Better Education Results (SABER) and the Emergency Preparedness Capacity Index (EPCI).

SABER promoted dialogue between various stakeholders of the school meals programme and helped identify the main achievements and challenges in the five dimensions of the composite index: legal frameworks and public policies, financial sustainability, institutional capacities, government design, the management and implementation of programs, and community involvement. As part of the process, WFP organized an exchange of ideas between Cuban health, education and agriculture specialists and experts from the WFP Honduras and Peru country offices where this methodology has already been implemented.

The EPCI was used to assess institutional capacities on disaster preparedness and response. WFP shared the EPCI methodology with Cuban authorities and facilitated an in-depth exchange to adapt it to the Cuban context. The baseline value of the index was established in the April 2016 national workshop. It will serve as a strategic planning tool for Cuban institutions dealing with disaster preparedness and response. WFP also strengthened national and local capacities regarding drought-related early warning systems and ensured that food security and nutrition vulnerability indicators be included in municipal multi-risk assessments.

WFP supported the national authorities in the process of adapting the 72-hour Emergency Food Security Assessment (EFSA) methodology to the Cuban context. That was undertaken in a national workshop involving WFP regional experts and government counterparts from different sectors, including environment, agriculture, meteorology, and economic development.

As part of WFP support of national capacities on nutrition, a national household food consumption survey was launched to assess the main trends and changes in the dietary habits of Cuban families. Such a survey had not been conducted since 2001. WFP collaborated with its national counterpart, the Nutrition Institute, on the development of the methodology. It also supported the training of local authorities and enumerators. The survey will provide critical information for decision making on food security policies, including the targeting of national social protection programmes. Data collection started in December 2016, final results are expected in June 2017.

WFP has also provided technical assistance to support the Government in the elaboration of a more effective and sustainable model for its social protection programmes. WFP hosted various exchanges between Cuban authorities, WFP experts and specialists from Chile and Mexico. The objective was to showcase different methodologies for the targeting, coordination, and management of social protection programmes for vulnerable groups.

WFP, in 2016, provided trainings and equipment to strengthen the capacities of stakeholders in the agricultural value chain. The trainings focused on the value-chain approach, business planning and cooperativism, and on fostering dialogue between the various stakeholders along the bean value chain, including managers of cooperatives, farmers, national and local government staff, and representatives of the state agriculture company and of national social protection programmes. WFP organized bean variety fairs to showcase good agricultural practices in bean production. WFP provided equipment in order to enhance production and increase its efficiency and sustainability. For example, WFP supplied a cold chamber for seeds in the state seed enterprise of Guantanamo, which allowed the stocking of seeds locally throughout the year.

In 2016, WFP hosted national, provincial and municipal workshops on monitoring and evaluation (M&E) with a view to strengthening institutional capacities on reporting and coordination mechanisms. These workshops followed the active involvement of Cuban counterparts in the design of the M&E system of the country programme in 2015.

In addition, the WFP country office shared its valuable experiences on capacity strengthening as described in the publication "Strengthening Capacities in Food Security and Nutrition in Latin America and the Caribbean" that was presented to the 43rd session of the Committee on World Food Security hosted by FAO in Rome.

# Project Objectives and Results

## Project Objectives

Hurricane Matthew, a category 4 hurricane hit the eastern part of Cuba on 4 October 2016. It caused significant destruction, severe flooding and extensive population displacement. The provinces of Guantánamo and Holguín were the hardest hit leaving about 180,000 people in need of immediate food assistance. In response to the crisis, WFP launched an emergency operation to support the Government of Cuba in providing an initial six-months of assistance.

The overall objective of this operation was to “save lives and protect livelihoods in emergencies” in line with Strategic Objective 1 of the WFP Strategic Plan (2014-2017). The emergency operation was to: contribute to adequate access to food for vulnerable people affected by Hurricane Matthew; prevent micronutrient deficiencies in children aged 12-23 months; and prevent a deterioration of the nutritional status of pregnant and lactating women.

The EMOP also contributes to Sustainable Development Goal (SDG) 2: “end hunger, achieve food security and improved nutrition and promote sustainable agriculture.”

WFP assistance complemented that of the Government which was to provide adequate food rations to the most vulnerable populations to meet their daily nutritional needs. Assistance was provided through government social protection programmes.



## Approved Budget for Project Duration (USD)

Cost Category	
Capacity Dev.t and Augmentation	505,500
Direct Support Costs	367,717
Food and Related Costs	2,969,556
Indirect Support Costs	268,994
<b>Total</b>	<b>4,111,767</b>

## Project Activities

**Strategic Objective 1: Save lives and protect livelihoods in emergencies.**

**Outcome SO 1.1: Stabilized or reduced undernutrition among children *below the age of 2 years* and pregnant and lactating women.**

**Activity: Distribution of micronutrient powders (MNP) to children aged 12-23 months for a period of six months to prevent micronutrient deficiencies.**

In order to prevent micronutrient deficiencies, WFP distributed micronutrient powders (MNP) for children aged 12-23 months in the municipalities affected by Hurricane Matthew.

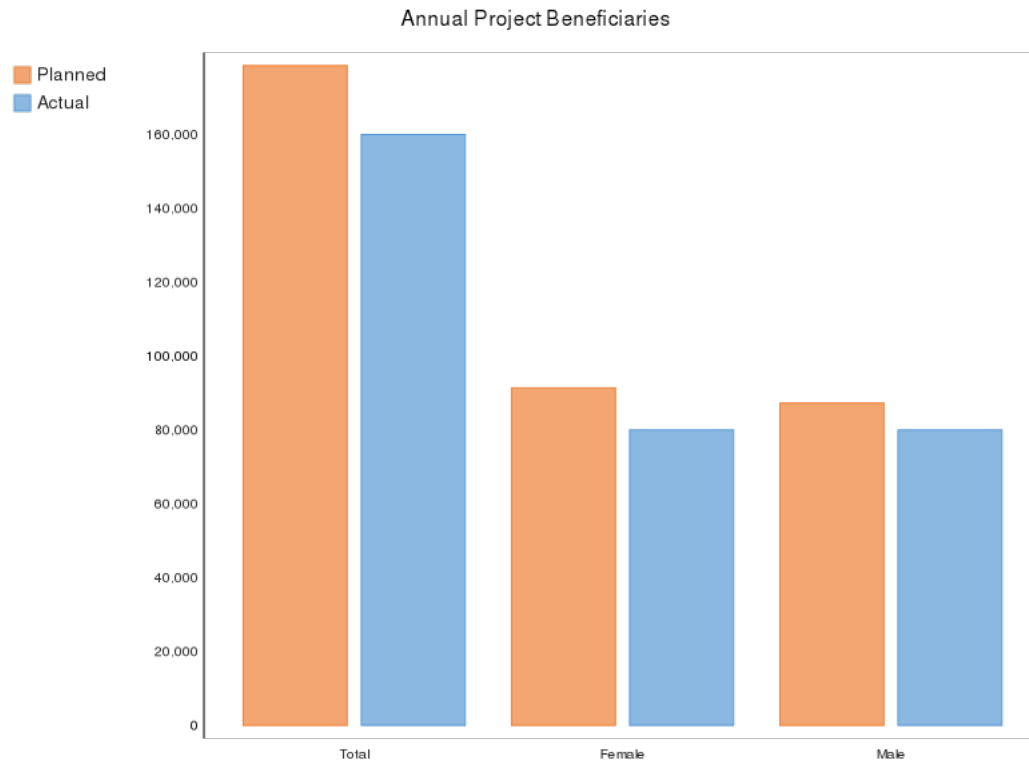
**Activity: Distribution of Super Cereal to pregnant and lactating women for a period of six months for the prevention of malnutrition.**

In order to prevent malnutrition in pregnant and lactating women in the worst affected municipalities, WFP provided food assistance in the form of distributing Super Cereal (CSB).

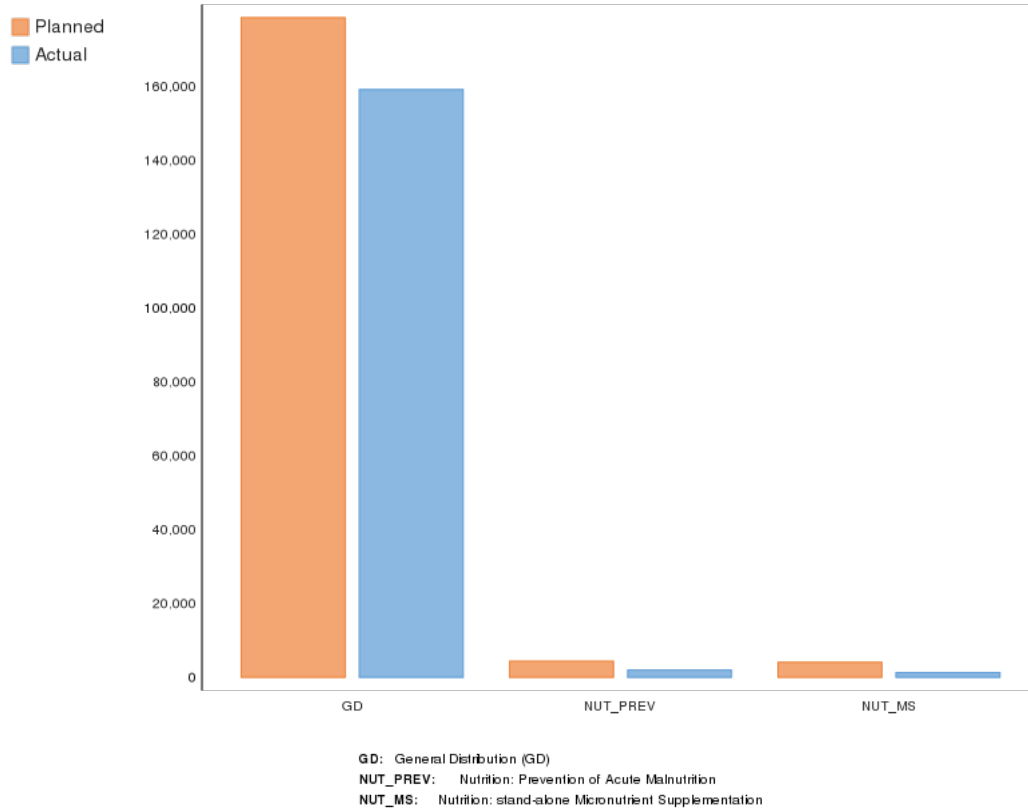
**Outcome SO 1.2: Stabilized or improved food consumption over assistance period for targeted households and/or individuals.**

**Activity: General food distribution to vulnerable populations and technical assistance to support adequate food storage.**

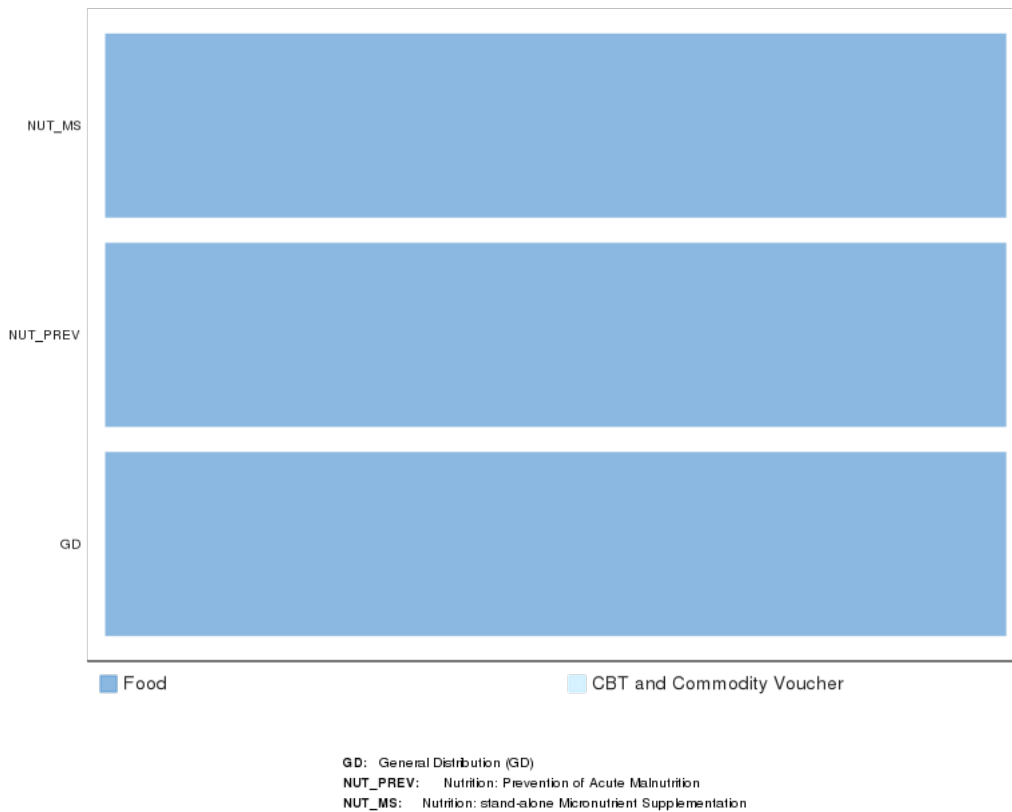
In order to augment the ration provided by the government's social protection programmes, WFP provided relief food assistance to the worst affected populations in the provinces of Guantanamo and Holguin. Food assistance consisted of beans, rice and vegetable oil. It was delivered by the national food distribution units ("bodegas") that warranted adequate food access for the affected households. The period of assistance varied according to the needs of the population. WFP also supported government capacities by providing technical assistance on food management, logistics and storage.



Annual Project Beneficiaries by Activity



Modality of Transfer by Activity





## Annual Project Food Distribution

Commodity	Planned Distribution (mt)	Actual Distribution (mt)	% Actual v. Planned
Beans	1,126	485	43.1%
Corn Soya Blend	9	16	182.2%
Micronutrition Powder	0	0	120.3%
Rice	1,206	764	63.4%
Vegetable Oil	164	-	-
<b>Total</b>	<b>2,505</b>	<b>1,265</b>	<b>50.5%</b>

## Operational Partnerships

The project was implemented under the oversight of the Ministry of Foreign Trade and Investment (MINCEX) and the Civil Defense that coordinated activities at national and local levels with the ministries of Domestic Trade (MINCIN) and Health (MINSAP). These two ministries are WFP's traditional partners in the implementation of emergency operations. While MINCIN is responsible for the logistics and distribution of relief assistance through the existing distribution system, MINSAP is in charge of the storage, delivery and distribution of Micronutrient Powders (MNP) for children aged 12-23 months through health institutions at community level.

WFP's Regional Office and the United Nations Humanitarian Response Depot (UNHRD) hub in Panama also provided crucial support for the purchase and setting up of five mobile storage units in the two most affected municipalities of Baracoa and Maisi. The air cargo used to dispatch these units was also used to transport water purification tablets supplied by UNICEF for the emergency response. The mobile storage units enabled the government to establish and plan a reliable system for the distribution of assistance.

The United Nations System in Cuba was jointly coordinating its response activities. All agencies involved controlled the complementarity of their actions in order to avoid duplication and jointly applied to the UN Central Emergency Response Fund (CERF). Each UN agency shared knowledge and expertise in their specific area. WFP took a lead role in logistics and, together with FAO, in food security.

## Performance Monitoring

All monitoring of the emergency response to Hurricane Matthew was planned and carried out in coordination with local authorities. WFP local field monitors in Guantanamo and Holguin provinces played a crucial role in overseeing food distributions to the most affected people, with frequent on-site visits coordinated with local authorities. Monitors provided regular updates on the food distribution process and submitted monthly distribution reports prepared by the Government. Furthermore, a field monitor from Santiago de Cuba coordinated and monitored the dispatch of emergency commodities at port and their transportation and distribution to affected municipalities. In general, monitoring activities were carried out to ensure accountability to all stakeholders, to inform programmatic decision making, and to collect evidence and lessons learned to be shared with local partners.

By mid-June 2016, WFP rolled out its corporate platform for Managing Programme Performance (COMET). It was used to capture all output information directly from the field. COMET is the WFP tool to design and implement programmes and to improve operational performance. The system enabled programme staff to enter and manage programme data from planned beneficiaries and rations to actual assistance days and distribution sites in a single system.

Due to the short time since the start of the emergency operation, it was not possible to coordinate with government counterparts and carry out surveys to measure project outcomes.

## Results/Outcomes

### **Strategic Objective 1: Save lives and protect livelihoods in emergencies.**

#### **Outcome SO1.1: Stabilized or reduced undernutrition among children aged 6-59 months and pregnant and lactating women.**

After Hurricane Matthew, WFP responded swiftly to the needs of affected communities by providing specialized nutritious food that was already available in the country. This helped to prevent a deterioration of their nutritional status.

#### **Activity: Distribution of micronutrient powders (MNP) for children aged 12-23 months for a period of six months to prevent micronutrient deficiencies**

In order to prevent micronutrient deficiencies, WFP distributed micronutrient powders (MNP) for children aged 12-23 months in municipalities affected by Hurricane Matthew. Two months of distributions were carried out in 2016 and this assistance will continue in 2017.

In four out of the eight municipalities assisted in this operation (Baracoa, Imias, Maisi and Manuel Tames), WFP did not distribute MNPs, as these commodities had already been regularly supplied under the country programme when the hurricane hit.

#### **Activity: Distribution of Super Cereal to pregnant and lactating women for a period of six months for prevention of malnutrition.**

In order to prevent malnutrition in all pregnant and lactating women in the worst affected municipalities, WFP delivered Super Cereal to cover six-months of need, from November 2016 until April 2017.

WFP did not distribute Super Cereal in four of the eight municipalities assisted in this operation (Baracoa, Imias, Maisi and Manuel Tames), because these were already being supplied under the country programme when the hurricane hit.

#### **Outcome SO1.2: Stabilized or improved food consumption over assistance period for targeted households and/or individuals.**

#### **Activity: General food distribution to vulnerable populations and technical assistance to support adequate food storage**

In order to augment the ration provided by the government's social protection programmes, WFP reached almost 90 percent of the worst affected populations in the provinces of Guantanamo and Holguin, providing relief food assistance.

The duration of the assistance provided varied according to severity of the impact on different populations. In the worst affected municipalities (Baracoa, Imías, Maisí y San Antonio del Sur), general food distributions (GFD) were planned for four months, followed by assistance to vulnerable groups (elderly, pregnant and lactating women, children under three) for two months.

In other affected municipalities (Caimanera, Manuel Tames, Yateras, Moa), WFP planned to assist vulnerable groups only (elderly, pregnant and lactating women and children under 3 years). Due to funding shortages, WFP could not assist the municipalities of Caimanera and Manuel Tames.

In 2016, WFP prioritized assistance to targeted population in the four most affected municipalities (Baracoa, Imias, Maisi and San Antonio del Sur) for a period of two months. For this, the contingency stocks prepositioned under the Country Programme were used. They will be replenished with EMOP funds in consultation with donors as required.

At the outset of the emergency operation, WFP coordinated with the Government for the transport and distribution of its prepositioned stocks of rice and beans. This allowed WFP to start providing food assistance in remote areas one week after the passage of the hurricane. WFP was the first humanitarian agency to provide a response. By the end of October, all targeted beneficiaries in the most affected areas had already received assistance. Starting in 2017, food assistance will be provided to vulnerable groups in the second most-affected municipalities (Moa and Yateras).

In 2016, distributions amounted to 40 percent of the planned quantities of beans and 60 percent of the rice. WFP also started the international purchase of rice, beans and vegetable oil in order to replace the contingency stocks of the country programme and for distributions under this operation. Due to delays in procurement, vegetable oil will arrive in the country only in the first quarter of 2017.

Due to the short time that elapsed since the start of the emergency operation, it was not possible to coordinate with government counterparts and carry out surveys to measure project outcomes. However, corporate outcome monitoring requirements were adjusted to the specific context of Cuba. According to monitors and partners, from the assistance provided by the Government with WFP support, hurricane-affected populations have quickly recovered their access to food.

In 2016, WFP supported government capacities by providing technical assistance on food management, logistics and storage items (400 pallets). WFP also started negotiations with the government of Guantánamo to support the rehabilitation of warehouses in Baracoa and Maisi municipalities. Mobile storage units (MSU) will be acquired in 2017, in addition to the five MSUs donated to Baracoa municipality as part of WFP's regional immediate response EMOP 201030. The five temporary mobile storage units allowed local authorities to adequately store both WFP food assistance and food foreseen for social protection programmes that was transferred from damaged government warehouses. Throughout this emergency operation, WFP positioned itself as a key partner in emergency response at local and national levels.

## Progress Towards Gender Equality

Although no gender indicator was included in the EMOP's logical framework, WFP ensured equitable access to food assistance for vulnerable men and women under its general food distributions. In the presence of a universal social protection programme, WFP prioritized relief food assistance to the most vulnerable population groups: children and pregnant and lactating women.

## Protection and Accountability to Affected Populations

No incident was reported that might have jeopardized the security of beneficiaries. Under this operation, WFP delivered food through national social protection programmes, with on-site distributions in institutions where the safety of beneficiaries is ensured by national law and order mechanisms.

Government institutions engaged in the distribution of food assistance are requested by law to display the ration entitlement of each beneficiary publicly. Community-based mechanisms allow beneficiaries to file their complaints related to food distribution.

Prior to the distribution of specialized nutritious foods, WFP and health authorities carried out a joint awareness-raising campaign to inform beneficiaries and their families. As the emergency operation started in the second half of October 2016, a survey to gauge accountability to affected populations has not yet been carried out. Government counterparts and WFP are continuously monitoring food distributions in order to ensure food safety and quality.

## Prepositioned food stock: a good practice

As part of its country programme, WFP had strategically prepositioned two small contingency food stocks of 1,600 mt of rice and beans near Havana and in Santiago de Cuba province. These stocks were created to enable WFP to provide rapid assistance in the event of a natural disaster. It represented a new mechanism introduced under the WFP country programme.

Hurricane Matthew, a category 4 hurricane, hit the eastern part of Cuba on 4 October 2016 causing significant destruction, severe flooding and extensive population displacement. Warehouses were also seriously affected, posing challenges for food storage and distribution. While this emergency operation was rapidly approved, the lead time for international food purchases and distributions would have taken several weeks. In order to provide rapid relief to hurricane-affected populations, WFP borrowed commodities prepositioned under the country programme. Following consultations with the Government, and in coordination with local institutions, food transportation and distribution in the areas hit by the hurricane could start one week after the disaster. WFP's rapid support was appreciated by both national and local authorities. WFP is carrying out food purchases under the EMOP to replenish the contingency stock for future emergencies.



# Figures and Indicators

## Data Notes

In the municipality of Baracoa more than 90 percent of the storage capacities and housing were damaged by Hurricane Matthew. Photo © WFP/ Norberto Roll

## Overview of Project Beneficiary Information

**Table 1: Overview of Project Beneficiary Information**

Beneficiary Category	Planned (male)	Planned (female)	Planned (total)	Actual (male)	Actual (female)	Actual (total)	% Actual v. Planned (male)	% Actual v. Planned (female)	% Actual v. Planned (total)
Total Beneficiaries	87,283	91,397	178,680	80,004	80,006	160,010	91.7%	87.5%	89.6%
<b>By Age-group:</b>									
Children (under 5 years)	10,531	10,453	20,984	8,001	8,001	16,002	76.0%	76.5%	76.3%
Children (5-18 years)	13,645	13,645	27,290	12,801	12,801	25,602	93.8%	93.8%	93.8%
Adults (18 years plus)	63,107	67,299	130,406	59,202	59,204	118,406	93.8%	88.0%	90.8%
<b>By Residence status:</b>									
Residents	87,283	91,397	178,680	81,818	78,192	160,010	93.7%	85.6%	89.6%

## Participants and Beneficiaries by Activity and Modality

**Table 2: Beneficiaries by Activity and Modality**

Activity	Planned (food)	Planned (CBT)	Planned (total)	Actual (food)	Actual (CBT)	Actual (total)	% Actual v. Planned (food)	% Actual v. Planned (CBT)	% Actual v. Planned (total)
General Distribution (GD)	178,680	-	178,680	159,192	-	159,192	89.1%	-	89.1%
Nutrition: Prevention of Acute Malnutrition	4,393	-	4,393	1,979	-	1,979	45.0%	-	45.0%
Nutrition: stand-alone Micronutrient Supplementation	4,115	-	4,115	1,289	-	1,289	31.3%	-	31.3%

## Annex: Participants by Activity and Modality

Activity	Planned (food)	Planned (CBT)	Planned (total)	Actual (food)	Actual (CBT)	Actual (total)	% Actual v. Planned (food)	% Actual v. Planned (CBT)	% Actual v. Planned (total)
General Distribution (GD)	178,680	-	178,680	159,192	-	159,192	89.1%	-	89.1%
Nutrition: Prevention of Acute Malnutrition	4,393	-	4,393	1,979	-	1,979	45.0%	-	45.0%
Nutrition: stand-alone Micronutrient Supplementation	4,115	-	4,115	1,289	-	1,289	31.3%	-	31.3%

## Participants and Beneficiaries by Activity (excluding nutrition)

**Table 3: Participants and Beneficiaries by Activity (excluding nutrition)**

Beneficiary Category	Planned (male)	Planned (female)	Planned (total)	Actual (male)	Actual (female)	Actual (total)	% Actual v. Planned (male)	% Actual v. Planned (female)	% Actual v. Planned (total)
<b>General Distribution (GD)</b>									
People participating in general distributions	89,340	89,340	178,680	79,596	79,596	159,192	89.1%	89.1%	89.1%
Total participants	89,340	89,340	178,680	79,596	79,596	159,192	89.1%	89.1%	89.1%
Total beneficiaries	89,340	89,340	178,680	79,596	79,596	159,192	89.1%	89.1%	89.1%

## Nutrition Beneficiaries

### Nutrition Beneficiaries

Beneficiary Category	Planned (male)	Planned (female)	Planned (total)	Actual (male)	Actual (female)	Actual (total)	% Actual v. Planned (male)	% Actual v. Planned (female)	% Actual v. Planned (total)
<b>Nutrition: Prevention of Acute Malnutrition</b>									
Pregnant and lactating women (18 plus)	-	4,393	4,393	-	1,979	1,979	-	45.0%	45.0%

Beneficiary Category	Planned (male)	Planned (female)	Planned (total)	Actual (male)	Actual (female)	Actual (total)	% Actual v. Planned (male)	% Actual v. Planned (female)	% Actual v. Planned (total)
Total beneficiaries	-	4,393	4,393	-	1,979	1,979	-	45.0%	45.0%
<b>Nutrition: stand-alone Micronutrient Supplementation</b>									
Children (6-23 months)	2,099	2,016	4,115	657	632	1,289	31.3%	31.3%	31.3%
Total beneficiaries	2,099	2,016	4,115	657	632	1,289	31.3%	31.3%	31.3%

## Project Indicators

### Outcome Indicators

Outcome	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
<b>SO1 Save lives and protect livelihoods in emergencies</b>				
<b>Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women</b>				
Proportion of eligible population who participate in programme (coverage)				
<i>TARGETED MUNICIPALITIES IN GUANTANAMO AND HOLGUIN PROVINCES, Project End Target: 2017.04, Base value: 2016.10, WFP programme monitoring, Latest Follow-up: 2016.12, Secondary data</i>	>90.00	0.00	-	100.00
<b>Stabilized or improved food consumption over assistance period for targeted households and/or individuals</b>				
FCS: percentage of households with acceptable Food Consumption Score				
<i>TARGETED MUNICIPALITIES IN GUANTANAMO AND HOLGUIN PROVINCES, Project End Target: 2017.04</i>	=80.00	-	-	-
Diet Diversity Score				
<i>TARGETED MUNICIPALITIES IN GUANTANAMO AND HOLGUIN PROVINCES, Project End Target: 2017.04</i>	>6.00	-	-	-

### Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>SO1: Capacity Development - Emergency Preparedness</b>				
Quantity of equipment (computers, furniture) distributed	item	400	400	100.0%

## Protection and Accountability to Affected Populations Indicators

Cross-cutting Indicators	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme site				
<i>CUBA, General Distribution (GD), Project End Target: 2017.04, Base value: 2016.12</i>	>90.00	100.00	-	-

## Resource Inputs from Donors

### Resource Inputs from Donors

Donor	Cont. Ref. No.	Commodity	Purchased in 2016 (mt)	
			In-Kind	Cash
Canada	CAN-C-00537-01	Beans	-	199
Italy	ITA-C-00206-01	Beans	-	75
Italy	ITA-C-00206-01	Vegetable Oil	-	56
UN CERF	001-C-01507-01	Beans	-	1,243
UN CERF	001-C-01507-01	Vegetable Oil	-	138
		<b>Total</b>	-	<b>1,710</b>