



**CUBA TRANSITIONAL INTERIM COUNTRY STRATEGIC
PLAN
(YEAR 2018)**

Duration	(January 2018 – December 2018)
Total cost to WFP	USD 4,598,451
Gender and Age Marker Code *	1

EXECUTIVE SUMMARY



The Cuban Government launched the 2030 National Plan for Economic and Social Development in April 2016. This document provides the guiding principles for updating Cuba's economic and social model. Food security and nutrition objectives are emphasized. The specific goals and indicators, as well as implementation, monitoring, evaluation and accountability mechanisms, are currently being defined.

This transitional Interim Country Strategic Plan covers the period January-December 2018. It corresponds to the final implementation year of the ongoing country programme (CP 200703), which entails three interlinked strategic areas: 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. No significant operational changes are planned for the transitional period.

WFP's work will be aligned with the strategic priorities outlined in the 2030 National Plan. It will focus on enhancing the efficiency and sustainability of national food-based social protection programmes for vulnerable groups, strengthening agricultural value chains, and promoting resilience, aiming at the following five strategic outcomes:

- Strategic Outcome 1: Primary schoolchildren and elderly people assisted by state institutions in targeted municipalities have access to adequate food through strengthened social protection programmes all year long.
- Strategic Outcome 2: Vulnerable people in shock-affected municipalities have stable access to basic food to meet their dietary requirements following a natural disaster.
- Strategic Outcome 3: Nutritionally vulnerable people in targeted municipalities are able to meet nutritional requirements through strengthened social protection programmes all year long.
- Strategic Outcome 4: Smallholder farmers and agricultural value chain stakeholders in targeted municipalities have enhanced capacities to contribute to sustainable food production systems for stable and high-quality food supply to social protection programmes by 2018.
- Strategic Outcome 5: Communities, technical institutions and local authorities in selected municipalities have strengthened disaster risk-management systems to reduce the impact of natural hazards on food security by 2018.

This transitional Interim Country Strategic Plan is also aligned with the WFP's Strategic Plan (2017-2021), the United Nations Development Assistance Framework for Cuba (2014-2019), and the 2030 Agenda for Sustainable Development, particularly Sustainable Development Goals 2 and 17.

WFP will work in partnership with national and local authorities. Implementation and planning will be coordinated by a national project committee headed by the Ministry of Foreign Trade and Investment and composed of the ministries of public health, agriculture, food industry, domestic trade, education, and transport, the Civil Defence, the National Association of Small Farmers and the Federation of Cuban Women. To promote ownership, local coordination will

be entrusted to provincial and municipal governments. A gender and age analysis of the targeted population will inform programme implementation, to ensure that the needs, contribution and capacities of women, girls, boys and men are considered in all aspects of the transitional Interim Country Strategic Plan.

WFP will also engage in consultations with government counterparts for the formulation of the coming Country Strategic Plan, with the objective to better position its support. The aim is to enhance collaboration with national institutions that play a key role in policy decision making, such as the Ministry of Economy and Planning, and the Commission for the Implementation and Development of the Socio-Economic Policy Guidelines.

1. COUNTRY ANALYSIS

1.1. COUNTRY CONTEXT

1. Cuba is a middle-income country, ranking 68th in the 2016 human development index and 62nd in the gender inequality index out of 188 countries. The country's updating process of its socio-economic model emphasizes the need to improve the efficiency, reduce costs and increase the sustainability of social programmes, guided by the principle that no Cuban will be left unprotected.
2. Cuba imports 70 to 80 percent of its food needs, primarily for social protection programmes. Food security is a national priority and increasing domestic food production is key to substitute imports and enhance its sustainability. These priorities were outlined in the Socio-Economic Policy Guidelines for 2011-2015 and reiterated for the period 2016-2021, as well as in the 2030 National Plan for Economic and Social Development launched by the Cuban Government in 2016.¹
3. Agricultural production is characterised by low productivity, which has been aggravated by a serious drought affecting Cuba since 2014. The drought, combined with the increase in food demand by the private sector and tourism, put severe strains on food availability, leading to higher food prices.²
4. Cuba is exposed to sudden shock events, such as tropical storms, hurricanes, heavy rainfalls and earthquakes. In October 2016, the easternmost tip of Cuba was hit by Hurricane Matthew, leaving almost 180,000 people in immediate need of food assistance due to serious damages to housing, agricultural production, food warehouses and other sectors.
5. The last three years in Cuba were marked by significant historical events. On 17 December 2014, Cuba and the United States announced the re-establishment of diplomatic relations, ending 50 years of hostility. In March 2016, President Obama came to Cuba for the first U.S. presidential visit since the 1959 revolution. However, the U.S. embargo against Cuba remains in place. In November 2016, Fidel Castro, the historic leader of the Cuban revolution, and the precursor of the social protection programmes that distinguish Cuba worldwide, died aged 92.

1.2. PROGRESS TOWARDS SDG 2

➤ *Progress on SDG 2 targets*

Access to food

6. Cuba has largely eradicated hunger and poverty through comprehensive social protection programmes. In 2016, Cuba had a global hunger index of less than 5, indicating low levels of undernourishment, child wasting, stunting and mortality. Significant national food security and nutrition programmes include: (i) a highly subsidized monthly ration of staple foods for the entire population; (ii) a nationwide school meals programme; and (iii) a comprehensive maternal and child healthcare programme.

¹ The Socio-Economic Policy Guidelines set the lines of action to update the country's economic and social model. The Guidelines were approved by the VI Congress of the Communist Party in its sessions of 18 April 2011. An updated version of this Guidelines was approved by the VII Congress of the Communist Party in 2016. On that occasion, the National Plan for Economic and Social Development was also launched, setting forth the strategic pillars towards 2030.

² CEPAL. 2016. Preliminary Overview of the Economies of Latin America and the Caribbean.

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7. Given the dependency on imported commodities and the steady rise in food prices over the last decade, the monthly food basket now covers only 38 percent of household needs, as compared to the 50 percent that it used to cover until the first decade of 2000. Complementary programmes that covered another 20 percent of household food needs have been modified and/or eliminated.
 8. Households meet more than 60 percent of their food needs from non-subsidized food markets, characterized by high prices and irregular supplies. It is estimated that Cubans spend 60 to 75 percent of their income on food.³ In addition, the effects of drought on agriculture, combined with low productivity and increased demand generated by the private sector and tourism, put severe strains on food availability, leading to higher prices in local markets.

End malnutrition

9. Cuba's comprehensive approach to mother-and-child health has ensured low rates of morbidity, mortality and malnutrition; the prevalence of moderate and severe underweight in children under 5 and of stunting is less than 5 percent.
10. However, dietary diversity is poor and has declined with changes in the subsidized food basket, including reduced provision of pulses and eggs. In the eastern provinces, approximately 44 percent of preschool children consume very few or no vegetables because of limited access and prevailing eating habits.
11. In 2011, the Cuban Institute of Nutrition considered the high level of anaemia among children under 5 (with a prevalence of 26 percent in the eastern provinces) as a major public health issue. The Cuban Government has then placed significant efforts in strengthening its National Plan for the Prevention and Control of Anaemia, a programme supported by WFP focusing on iron supplementation, food fortification, food diversification and nutrition education. However, the prevalence of anaemia remains high according to the Food and Nutrition Surveillance System (SISVAN).
12. In addition, obesity is a growing concern for health authorities. Nearly 30 percent of the Cuban population is overweight and almost 14 percent is obese, while 13.5 percent of the children under five years are overweight or obese.⁴

Smallholder productivity and incomes

13. As the country has faced limitations to modernize agriculture, the sector continues to rely on obsolete technology, resulting in low productivity and high post-harvest losses. These challenges affect all agricultural value chains.
14. Between 1994 and 2008, the proportion of agricultural land under state control declined from 85 to 23 percent through the conversion of state farms into cooperatives. Farmers in cooperatives can directly benefit from their production. From 2008 to 2015, more than 279,000 people – many with limited farming experience – were provided with 1.4 million hectares of farmland.⁵ Lack of technical capacity, limited access to inputs and poor training has limited agricultural productivity.

³ Cuban Economy Studies Centre. 2013. Basic expenditure of urban Cuban families in 2011. Situation of families depending on state support. Annual seminar on the Cuban economy and business management, 25-27 June 2013.

⁴ According to the Third Survey of Risk Factors 2010-2011

⁵ Opciones – Economic and financial seminar of Cuba. January 2016. <http://www.opciones.cu/cuba/2016-01-25/inician-en-cuba-analisis-del-uso-y-tenencia-de-tierras-en-usufructo/>

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15. Although farmers' access to credit is increasing, it remains insufficient to cover necessary capital investments. The availability of inputs and agricultural equipment in local markets is also limited.
 16. Women comprise 16.4 percent of the agricultural workforce⁶, represent 17 percent of cooperative members at the national level, and only 11 percent of the new members who benefitted from land allocation in recent years. Women account for 23 percent of cooperative board members in the country, but only 17 percent in the municipalities assisted by WFP.⁷

Sustainable food systems

17. Cuba is affected by tropical storms, hurricanes, heavy rainfall, earthquakes 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 occurred in the agricultural sector and 5 percent in the food production sector.
18. In 2016, drought continued to affect agricultural production and public water supply, mostly in central and eastern Cuba. Rainfall deficits were recorded in nearly 75 percent of the country, affecting water reservoirs in one-third of the municipalities. Of the country's arable land, only 15 percent have irrigation systems.⁸
19. The five eastern provinces – Granma, Guantanamo, Holguin, Las Tunas and Santiago de Cuba – have the lowest development rates and are prone to drought and torrential rains, which exacerbate difficult agricultural conditions. Pinar del Rio and Matanzas in central and western Cuba are highly exposed to tropical cyclones and extreme weather events, with severe impacts on food security and nutrition.
20. The latest climate shock was Hurricane Matthew in October 2016, which estimated agricultural damages amount to 1,584 million Cuban pesos.⁹

➤ *Macro-economic environment*

21. The weak economic performance in 2016 and the outlook for 2017 reflect the tense situation in the foreign exchange reserves, the decreased incomes from exports and reduced foreign fuel supplies. These challenges are not likely to be addressed in the short term. In 2017, the gross domestic product is expected to grow at a 2 percent rate, after a 0.9 percent decrease in 2016.¹⁰
22. In 2016, agricultural production remains insufficient. As a response, the Government plans to import over USD 1.75 billion in food commodities in 2017. However, the international rise in food prices led to a USD 82 million surcharge for the same physical

⁶ This figure is particularly low, considering that people in rural areas account for 23.2 percent of the total population. 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. National Bureau of Statistics and Information. 2013.

⁷ According to gender assessments conducted by WFP in selected cooperatives assisted by the country programme, women face increased challenges in accessing to technical knowledge, trainings and non-agricultural work opportunities, especially in rural areas. Hence, their participation in decision-making and management of cooperatives is low.

⁸ National Bureau of Statistics and Information. 2016. Cuban land overview, 2015.

⁹ Radiohabanacuba. 2016.

¹⁰ Cabrisas Ruiz, Ricardo. Ministry of Economy and Planning. Eighth Session of the National Assembly of People's Power.

quantity. Furthermore, insufficient food supplies led to a rise in food prices, severely affecting markets.

23. During 2016, the number of tourists grew by 13 percent, setting a record of more than 4 million people visiting the country. Several goods demanded by tourists -including food- needed to be imported.
24. In 2016, the Government launched a policy to increase efficiency in public spending, without compromising the quality of education, health and social security. This entailed a cut in public investments of around 17 percent.¹¹

➤ **Key cross-sectorial linkages**

25. Cuba is advancing steadily towards those SDGs that are contributing or closely related to SDG 2 targets.
26. Cuba has achieved two key dimensions that contribute to sustainable development: high human development and low ecological footprint per capita. Cuba's human development index increased from 0.675 in 1990 to 0.775 in 2015.¹²
27. Life expectancy at birth is 79 years.¹³ Cuba's comprehensive approach to mother-and-child health has ensured low rates of morbidity, mortality and malnutrition. In 2015, under-5 mortality rate was 4.3 (per 1,000 births).
28. Cuba's well-developed education system provides compulsory free education for all children up to 14 years of age. In the region, Cuba stands out for its educational outcomes, with an Education for All Development Index of 0.983¹⁴ and the absence of illiteracy. The Ministry of Education supplies food to preschools and schools, and promotes the consumption of safe and nutritious food.
29. In 2011, 92.4 percent of the population had access to potable water (92.9 percent in urban areas and 78.3 percent in rural areas). During the same period, the percentage of the population with access to improved sanitation facilities was 96.1 percent (98.2 percent in urban areas and 89.8 percent in rural areas).
30. While Cuba has achieved the Millennium Development Goal 3 to promote gender equality and empower women,¹⁵ their participation in socio-economic activities and in decision-making remains insufficient. Concerted efforts are required to reach SDG 5 targets. In 2016, the Ministry of Agriculture launched a Gender Strategy for the Agricultural System to promote the empowerment of women in rural areas.
31. Although equal protection of girls, boys, women and men is guaranteed during a disaster response, meeting the differentiated needs of specific groups, such as low income female headed households, remains a challenge to be addressed.
32. Cuba's Civil Defence System performs well in the face of community climate hazards, but greater attention to food security and nutrition in disaster risk reduction and management is needed to enhance communities' resilience.

¹¹ CEPAL. 2016. Preliminary Overview of the Economies of Latin America and the Caribbean.

¹² <http://hdr.undp.org/es/data>. According to UNICEF, no Cuban lives below 1 dollar a day.

<http://www.granma.cu/cuba/2016-02-15/hacer-frente-al-desafio-15-02-2016-22-02-47>.

¹³ Life expectancy is 81 years for women and 77 years for men. World Health Organization, 2015: <http://www.who.int/countries/cub/es/#content>.

¹⁴ <http://compartirpalabramaestra.org/noticias/cuba-tiene-el-mejor-sistema-educativo-de-america-latina-banco-mundial>

¹⁵ In 1980, the Government ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and adopted a gender sensitive National Action plan.

1.3. HUNGER GAPS AND CHALLENGES

33. As emerged from the review conducted during the formulation of the United Nations Development Assistance Framework (UNDAF), the main gaps and challenges to food security and nutrition, are related to five key areas:

i) *Low agricultural productivity and high dependency on food imports*, with high food prices and transport costs. The agricultural sector relies on obsolete technology, resulting in low productivity and high post-harvest losses (at nearly 30 percent). These factors are often coupled with the lack of technical capacity and limited access of farmers to inputs and technology.

ii) *Sectorial fragmentation and lack of coordination*. With a wide range of actors involved in food security and nutrition programmes, the current management model hinders the achievement of national targets. In general, current aggregated food supply – in terms of quantity, quality and stability – does not correspond to consumers' demand.

iii) *Sustainability of food-based safety nets*. Their high cost puts the national budget under unsustainable strain resulting primarily from the high dependency on food imports. This situation is aggravated by high global prices and the U.S. embargo. Cuba's rapidly ageing population requires special attention too. Moreover, challenges persist to guarantee food quality and safety, causing food-borne illnesses and intoxications.

iv) *Equitable access to nutritionally adequate food and occurrence of nutritional disorders*. The diet of the average Cuban family is poor in micronutrients due to the limited consumption of vegetables and fruits, low access to diversified food, cultural eating habits and high domestic food prices. Since 2011, the high prevalence of anaemia among children under five represents a major public health issue. According to health authorities, overweight and obesity are also on the rise, among both children under five and adults. In addition, the SISVAN faces a number of limitations in terms of its efficiency, timeliness and coverage (collected data is not disaggregated by gender and important age groups are not included, such as adolescents, women of childbearing age and the elderly).

v) *Exposure to natural disasters*. Cuba is highly prone to disasters ranging from tropical storms, hurricanes, heavy rainfalls, droughts and occasional earthquakes.

1.4. KEY COUNTRY PRIORITIES

➤ *Government priorities*

34. In 2016, the Cuban Government launched its 2030 National Plan for Economic and Social Development. The plan outlines nine interrelated thematic pillars that will guide its medium and long-term strategy.¹⁶

35. These thematic pillars contribute towards a vision “...to achieve a state defined as *sovereign, independent, and socialist, democratic, prosperous and sustainable*”. Based on this vision, the National Plan identifies six strategic areas: i) effective and socialist government and social integration; ii) productive transformation and international positioning; iii) infrastructure; iv) human potential, science, technology and innovation; v) natural resources and the environment; and, vi) human development, justice and equity.

36. The 2030 National Plan for Economic and Social Development includes 22 general objectives and 106 specific objectives regarding the six strategic areas mentioned above.

¹⁶ The nine thematic pillars are as follows: Social, Territorial, Demographic, Infrastructural, External Sector, Financial and monetary, Productive potential, Defence and interior security, Environmental and natural resources

Food and nutritional security are addressed in various objectives: i) increase productivity, competitiveness and sustainability of agricultural and food production chains, ii) promote value chains, iii) promote climate-change adaptation, iv) reinforce disaster risk management, v) ensure universal, unique and sustainable social security, paying particular attention to vulnerable groups, vi) strengthen decentralization and reduce inequality between different territories, and vii) promote sustainable agriculture and soil conservation. The goals and indicators for the plan, as well as monitoring, evaluation and accountability mechanisms are yet to be defined.

37. Nutrition priorities are also included in the Comprehensive Plan for the Prevention and Control of Iron-Deficiency Anaemia and the Projections of Public Health in Cuba that are currently under review.

38. These priorities do not represent a major shift in the national priorities and therefore do not justify a change in WFP's strategic orientation compared to when the country programme was formulated.

➤ *United Nations and other partners*

39. The UNDAF 2014–2019 supports government efforts in four areas: i) population dynamics and the quality, development and sustainability of social and cultural services, ii) sustainable economic development, iii) food and nutritional security and iv) environmental sustainability and disaster risk management.

2. STRATEGIC IMPLICATIONS FOR WFP

2.1. WFP'S EXPERIENCE AND LESSONS LEARNED

40. Previous WFP projects in Cuba generated valuable lessons, such as the importance of a multisectoral and multidisciplinary approach to address anaemia (including capacity development for the health and education sector) and to support 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.

41. Extensive experience in both development and emergency operations has positioned WFP as an effective partner for the Government. Contingency food stocks prepositioned by WFP proved to be very effective to ensure a swift assistance to disaster-affected populations.¹⁷

42. Previous WFP operations in Cuba highlighted the need to strengthen capacities at the municipal level, to improve the use of monitoring information at the local and national level, enhance targeting mechanisms and improve the supply chain for specialised products (in line with the decentralized management of social protection programmes and municipal food supplies).

43. The scaling up of WFP interventions, fostering replication and synergies, should be continued during the transitional ICSP period. Methodologies and good international practices shared by WFP with national and local authorities can also be implemented in

¹⁷ In October 2016, 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.

non-WFP activities, since they offer tools for planning and improving government programmes and policies.

44. The independent mid-term evaluation of the country programme, currently underway, highlighted a number of lessons learned, such as the positive effects of adopting a participatory approach and undertaking a gender gap analysis in the framework of the bean value chain assessment; as well as promoting effective nutrition and food security education at the community level.¹⁸

2.2. OPPORTUNITIES FOR WFP

45. During the formulation of the 2014–2019 UNDAF and the 2015-2018 WFP country programme, WFP held several consultations with government counterparts. Capacity strengthening of government entities was emphasized to enhance food security and nutrition-related social safety nets, by linking them to an improved agricultural management model. Strengthening community resilience and disaster risk management capacities at the local level were also identified as key areas. New opportunities have subsequently emerged, such as the support of WFP to the Commission for the Implementation and Development of the Guidelines,¹⁹ in charge of updating the Cuban policy on care throughout vulnerable people's lifecycle.
46. The implementation of the country programme mid-term evaluation's recommendations will enhance the operational effectiveness of WFP activities in Cuba during the transitional period. Following the completion of the Country Strategic Review in 2018, WFP will engage in consultations with the Government to identify the priority areas to be supported by the Country Strategic Plan.

2.3. STRATEGIC CHANGES

47. WFP aims to further develop its technical support and capacity strengthening activities to improve the sustainability of social protection programmes, including their connections to local markets. No significant operational changes are required for the transitional period. Minor adjustments will be made following recommendations from the country programme mid-term evaluation, mainly in terms of mainstreaming disaster risk management in support of the productive sector, strengthening the integration of a gender transformative approach and reviewing the monitoring and evaluation system to ensure timely data collection and reporting of information.
48. Consultations with government counterparts will be held for the formulation of the next CSP. WFP will aim to enhance collaboration with national institutions that play a key role in policy decision making, such as the Ministry of Economy and Planning and the Commission for the Implementation and Development of the Guidelines.

¹⁸ WFP promoted the equal participation of women and men to identify local gaps and priorities. This participatory approach also contributed to enhance gender sensitivity in rural areas.

¹⁹ This Commission was set up to implement the Socio-Economic Policy Guidelines.

3. WFP STRATEGIC ORIENTATION

3.1. DIRECTION, FOCUS AND INTENDED IMPACTS

49. WFP will focus on supporting national food security and nutritional priorities, as outlined in the Guidelines to update Cuba's economic and social model, and reiterated in the 2030 National Plan for Economic and Social Development.
50. Technical support and capacity strengthening will be emphasized to support national and local authorities towards a more sustainable, targeted and gender-transformative social protection system. WFP will use targeted food transfers to reinforce access to food in order to meet the food and nutritional needs of the most vulnerable populations. Improved food access will be promoted by supporting the national priority of increasing food production and strengthening food value chains that equally benefit women and men.
51. WFP will place particular emphasis on enhancing food-based social protection programmes; connecting farmers to social protection programmes, while strengthening agricultural value chains and increasing food production; as well, as improving community resilience to drought and other natural hazards. The planned activities will support the achievement of SDGs 2 and 17 through five strategic outcomes linked to four strategic results: i) access to food; ii) end malnutrition; iii) smallholder productivity; and iv) capacity strengthening. Gender equality will be mainstreamed, particularly through SDG2, contributing to targets 2.1, 2.2 and 2.3.
52. This transitional ICSP is in line with the UNDAF priorities, particularly outcome 6 ("the food chain increases its efficiency, sustainability, and hygienic and sanitary quality, using an intergenerational and gender-transformative approach, to ensure the consumption of nutritionally adequate food and to reduce imports") and outcome 8 ("governments and key sectors improve disaster risk management capacity at the local level").

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

3.2.1. STRATEGIC OUTCOME 1: PRIMARY SCHOOLCHILDREN AND ELDERLY PEOPLE ASSISTED BY STATE INSTITUTIONS IN TARGETED MUNICIPALITIES HAVE ACCESS TO ADEQUATE FOOD THROUGH STRENGTHENED SOCIAL PROTECTION PROGRAMMES ALL YEAR LONG.

➤ *Outcome description*

53. WFP will contribute to the food security of primary schoolchildren and elderly people in targeted municipalities who benefit from social protection programmes. This will be achieved through the delivery of complementary food rations and capacity development activities at the local and national level. WFP will support the Government in developing a new management model and innovative approaches to strengthen social protection programmes.

➤ *Focus Areas*

54. This strategic outcome addresses the root causes of limited access to food for vulnerable people. It is aligned with national priorities related to: i) ensuring a universal, unique and sustainable social security system to address the needs associated with old age, disability and other factors of vulnerability; ii) designing differentiated policies for groups with special needs, particularly vulnerable groups of the population; and iii) strengthening the protection of elderly people, especially those in vulnerable conditions, while promoting their economic and social inclusion.

➤ *Expected outputs*

55. This outcome will be achieved through two outputs:

- Output 1.1: Primary schoolchildren and elderly people (*tier 1*) assisted by state institutions benefit from food transfers and nutritional messages that help them meet their basic food and nutrition needs.
- Output 1.2: Populations reached through government social protection programmes (*tier 3*) benefit from enhanced capacity of experts and decision makers to improve the effectiveness and sustainability of social protection programmes with regards to food and nutrition.

56. Both outputs contribute to SDG 2 and also contribute to other SDGs, primarily to SDG 3, but also SDGs 4 and 5. Output 1.1 will be reported and measured through the number of beneficiaries (disaggregated by sex and age) receiving food, the number of caregivers and families receiving nutrition counselling, and the number of institutions assisted with food and non-food items. The contribution of output 1.2 will be reported and measured through the number of technical experts and decision makers trained; and the number of capacity development activities provided.

➤ *Key activities*

57. *Activity 1: Provide food assistance to vulnerable people benefiting from food-based social protection programmes and technical assistance and training of experts and decision makers engaged in these programmes.*

58. WFP will provide locally produced and procured beans to beneficiaries of food based social protection programmes to complement the ration provided by the Government. Technical assistance and training to promote more effective and sustainable models for social protection programmes will be provided to experts and decision makers. Technical support and training on dietary diversity and nutrition will be provided to social protection staff responsible for planning, purchasing and processing food.

59. This activity will reinforce and complement the Smallholder Agricultural Market Support (SAMS) activities described under activity 4, aimed at implementing innovative purchasing mechanisms from local farmers to supply a diversified food basket to food-based social safety nets.

60. Educational activities will be carried out to promote healthy eating habits, including a gender-transformative approach to avoid replicating traditional gender roles in food and nutrition within the household. A national workshop will be conducted to assess the progress of the school meals programme, using the Systems Approach for Better Education Results (SABER).²⁰

61. This activity will be implemented in collaboration with the Ministry of Domestic Trade, Ministry of Health, Ministry of Education, Ministry of Agriculture, Federation of Cuban Women, Ministry of Economy and Planning and local governments.

²⁰ The SABER methodology, developed by WFP and the World Bank, aims at identifying the main strengths and challenges in the national school meals system.

3.2.2. STRATEGIC OUTCOME 2: VULNERABLE PEOPLE IN SHOCK-AFFECTED MUNICIPALITIES HAVE STABLE ACCESS TO BASIC FOOD TO MEET THEIR DIETARY REQUIREMENTS FOLLOWING A NATURAL DISASTER.

➤ *Outcome description*

62. WFP supports national counterparts to guarantee rapid access to food for vulnerable populations in the event of a natural disaster, preventing the deterioration of their health and nutritional status.

➤ *Focus Areas*

63. Crisis response: WFP will support government priorities to ensure a swift and sustainable response to guarantee shock-affected populations' access to food in the event of a natural disaster.

➤ *Expected outputs*

64. This outcome will be achieved through one output:

Output 2.1: Shock-affected populations (*tier 1*) benefit from food assistance in order to avoid a deterioration of their health and nutritional status.

65. This output contributes to SDG 2 and also 11 (namely 11.1 and 11.5). The contribution of this output will be reported and measured through the number of vulnerable people assisted with food, as well as the quantity of food distributed.

➤ *Key activities*

66. *Activity 2: Provide unconditional food assistance to shock-affected populations from prepositioned food stocks to ensure a swift delivery.*

67. WFP has established a prepositioned food stock for post-disaster distribution, consisting of 1,610 mt of rice and beans. This stock is stored in government warehouses in two strategic locations to ensure a swift distribution and the rapid recovery of women, men and children affected by a natural disaster to complement government food assistance. Prepositioned food stocks are regularly rotated to ensure quality standards. WFP will monitor the status of the prepositioned stocks, while the logistical arrangements for its transport and distribution will be coordinated by the Government.²¹

68. The activity will be implemented in coordination with the Civil Defence, Ministry of Domestic Trade, Ministry of Foreign Trade and Investment, Ministry of Transport, the Red Cross and local governments.

²¹ An agreement to monitor the storage, rotation and distribution of prepositioned stocks was signed between WFP and the Government under the current Country Programme Action Plan.

3.2.3. STRATEGIC OUTCOME 3: NUTRITIONALLY VULNERABLE PEOPLE IN TARGETED MUNICIPALITIES ARE ABLE TO MEET NUTRITIONAL REQUIREMENTS THROUGH STRENGTHENED SOCIAL PROTECTION PROGRAMMES ALL YEAR LONG.

➤ *Outcome description*

69. WFP supports the Comprehensive Plan for the Prevention and Control of Iron-Deficiency Anaemia in Cuba (CPPCIDA), focusing on iron supplementation, food fortification, food diversification, and nutrition education to promote increased micronutrients intake for pregnant and lactating women (PLW) and children aged 6-23 months.

➤ *Focus Areas*

70. Root causes: This strategic outcome addresses the root causes of the main nutritional disorders amongst vulnerable groups. It is aligned with national priorities of the CPPCIDA, particularly the design of differentiated policies and programmes for vulnerable groups of the population, such as PLW and children aged 6-23 months.

➤ *Expected outputs*

71. This outcome will be achieved through two outputs:

➤ Output 3.1: Children aged 6-23 months and pregnant and lactating women (*tier 1*) receive nutritional food assistance and messages in order to improve their nutritional status.

➤ Output 3.2: Nutritionally vulnerable groups (*tier 3*) benefit from enhanced capacity of experts and decision makers of national and local institutions to improve the monitoring, prevention and control of nutritional deficiencies.

72. Both outputs contribute to SDG 2 and also contribute to other SDGs, primarily to SDG 3, but also SDGs 4 and 5. Output 3.1 will be reported and measured through the quantity of specialised nutritious foods provided, the number of beneficiaries receiving these foods, and the number of beneficiaries and their families receiving WFP-supported nutritional counselling. Output 3.2 will be reported and measured through the number of people trained, and the number of capacity development activities provided.

➤ *Key activities*

73. *Activity 3: Provide specialised nutritious foods to vulnerable people and technical assistance and training to experts and decision makers of national and local institutions engaged in nutrition programmes.*

74. WFP will distribute specialised nutritious food to vulnerable groups. Micronutrient powders (MNPs) will be provided to children aged 6-11 months, while locally produced fortified rice flour (NutriArroz) will be delivered to children aged 12-23 months and pregnant and lactating women. Moreover, pregnant women in maternity homes and children in day-care centres will benefit from the distribution of locally produced bio-fortified beans.

75. The delivery of specialised nutritious food will be supported by a multisectoral behavioural-change campaign on nutrition to prevent micronutrient deficiencies and obesity. The campaign will target women, men, girls and boys (and be adapted accordingly) to promote shared responsibility and 'enabling environments'.²² As part of the process, WFP will

²² The social communication campaign also includes a gender equality component aimed at tackling discriminatory gender roles around nutrition practices and male engagement. Education materials will be provided to promote the joint responsibility of men and women for children and family nutrition.

conduct an assessment on the effectiveness of the campaign, as well as document lessons learned and good practices.

76. In order to monitor food consumption of vulnerable groups, WFP will continue supporting the SISVAN through technical assistance and training for users and decision makers. Studies on nutritional disorders among vulnerable groups will be promoted to improve the decision-making on prevention and control of malnutrition using a gender-transformative approach.
77. The activity will be implemented in collaboration with the Ministry of Health at national and local levels, Ministry of Education, Ministry of Domestic Trade, Ministry of Agriculture, Ministry of Economy and Planning, Ministry of Food Industry, local governments and the Federation of Cuban Women through its Community Volunteer Health Promoters.

3.2.4. STRATEGIC OUTCOME 4: SMALLHOLDER FARMERS AND AGRICULTURAL VALUE CHAIN STAKEHOLDERS IN TARGETED MUNICIPALITIES HAVE ENHANCED CAPACITIES TO CONTRIBUTE TO SUSTAINABLE FOOD PRODUCTION SYSTEMS FOR STABLE AND HIGH-QUALITY FOOD SUPPLY TO SOCIAL PROTECTION PROGRAMMES BY 2018.

➤ *Outcome description*

78. In targeted municipalities, WFP aims at strengthening the capacity of bean value chain stakeholders, including smallholder farmers, cooperatives, and state enterprises related to bean production, marketing and distribution, as well as social programmes (primary schools, day-care centres, maternity homes and elderly-care centres).
79. WFP is supporting government efforts to link local procurement from smallholder farmers and cooperatives to food-based social protection programmes targeting preschools, primary schools, maternity homes, community canteens for elderly people and the elderly people homes.

➤ *Focus Areas*

80. *Root causes.* This area of work aims to foster a change in the agriculture management model, contribute to increase the production of staple foods, substitute imports and improve the food security of vulnerable groups assisted by food-based social safety nets.

➤ *Expected outputs*

81. This outcome will be achieved through one output:

- Output 4.1: Targeted farmers and other stakeholders involved in food value chains (*tier I*) receive training and technical support to ensure stable and quality food supply to food-based social protection programmes.

82. This output contributes to SDG 2, and also contributes to other SDGs, primarily to SDG 12, but also SDGs 3, 4, 5 and 8. The contribution of this output will be reported and measured through the increase in bean production, proportion of local purchases conducted by WFP, number of non-food items distributed and number of training activities.

➤ *Key activities*

83. *Activity 4: Provide training, equipment and technical support to smallholder farmers, traders and other stakeholders of food value chains.*

84. WFP will continue supporting those involved in the bean value-chain through training programmes and supply of equipment. The training programme includes sustainable bean production, management skills, planning tools and gender-transformative approach to

address the gaps identified during previous processes (value chain assessment, gender analysis, business plan training and investments prioritization). In order to ensure sustainability, the selection of the equipment will be conducted jointly with national and local institutions, to avoid duplication and ensure compatibility with the machinery in use.

85. WFP will promote Smallholder Agricultural Market Support (SAMS) activities and innovative models to supply food to social protection programmes. Small-scale pilot projects to locally purchase a diversified food basket will be supported. As a result, WFP will strengthen the linkages between local food production and social safety nets, including preschools, schools, health institutions and community systems that benefit families. Special attention will be placed on promoting a better match between food supply and demand, focusing on the preferences and nutritional needs of consumers.
86. WFP will support initiatives to increase women's economic empowerment and representation in local decision-making bodies (such as cooperative boards). This approach is in line with the recently approved Gender Strategy of the Agricultural System, as well as with WFP Gender Policy and the Regional Gender Implementation Strategy.
87. WFP will continue supporting agricultural practices to enhance the resilience of drought-affected farmers and to ensure a stable supply to social protection programmes. These practices include the use of information collected through drought monitoring networks, and risk analysis and management tools (described in activity 5). This will foster synergies among activities 1, 3, 4 and 5 that will be integrated in the value-chain assessment methodology for future users.
88. Activity 4 will enhance business planning and logistics, reduce post-harvest losses, improve commercialization and quality standards, decrease production risks and increase productivity and the empowerment of rural women, in order to strengthen the capacity of local farmers to supply food to social protection programmes, complying with quality, quantity, stability and variety standards.
89. Furthermore, WFP will promote the exchange and documenting of experiences to share good practices.
90. WFP will implement this activity through the capacity strengthening modality. WFP will foster partnerships with various actors, such as the Ministry of Agriculture, Institute of Grain Research, Institute of Agriculture Engineering, state import and logistics enterprises, local non-governmental organizations,²³ universities, the Ministry of Agriculture Training Centre (CESUMA) and the Federation of Cuban Women.

3.2.5. STRATEGIC OUTCOME 5: COMMUNITIES, TECHNICAL INSTITUTIONS AND LOCAL AUTHORITIES IN SELECTED MUNICIPALITIES HAVE STRENGTHENED DISASTER RISK-MANAGEMENT SYSTEMS TO REDUCE THE IMPACT OF NATURAL HAZARDS ON FOOD SECURITY BY 2018.

➤ Outcome description

91. WFP interventions aim to enhance the capacities of local authorities and communities to mitigate the impact of natural disasters on food security and nutrition. At the end of the

²³ Such as the National Small Farmers Association, the Cuban Association of Animal Production, and the Cuban Association of Agro-Forestry Technicians.

programme, various standard operating procedures will be available to facilitate the comprehensive management of drought at the local level.²⁴

➤ *Focus Areas*

92. Resilience building: Interventions are focused on supporting government priorities to develop an effective and comprehensive disaster risk management at the local level and reduce the impact of natural disasters on food and nutritional security. This is achieved through the involvement of communities and local governments in all activities, from design to implementation and using a gender transformative approach.

➤ *Expected outputs*

93. This outcome will be achieved through two outputs:

Output 5.1: Populations vulnerable to food insecurity in case of a natural disaster (*tier 3*) benefit from improvements in local and national disaster risk management systems implemented to protect access to food.

Output 5.2: Targeted smallholder farmers (*tier 1*) benefit from training and technical support to reduce the impact of natural disasters and protect access to food.

94. Both outputs contribute to SDG 17, and also to other SDGs, primarily SDG 2, but also 6 and 11. Outputs will be reported and measured through the number of training activities and the number of women and men trained.

➤ *Key activities*

95. *Activity 5: Provide training and technical assistance to decision makers and smallholder farmers to improve local risk-reduction management.* WFP will provide training to local authorities and smallholder farmers, integrating a gender approach, to improve risk-reduction management during normal weather conditions and to reduce their vulnerability to drought-induced food insecurity. Furthermore, WFP will inform emergency response by supporting the use of information collected through drought monitoring networks.

96. WFP will promote the development and roll out of standard operating procedures (SOPs) to enhance coordination among key actors at the local level.²⁵ The SOPs include:

- Risk assessments in disaster reduction plans focused on food security and nutrition vulnerability;
- Monitoring of disaster-risk reduction;
- Early warning and early actions for drought and tropical cyclones;
- Emergency Food Security Assessments;
- Food management in emergencies;
- Application of the three-pronged approach to ensure improved coordination among Government and other stakeholders;
- Use of insurance to enhance people's capacity to cope with disasters.

97. WFP will foster partnerships with various institutions, such as the Civil Defence, the National Bureau of Statistics, the Ministry of Environment (Local Risk Assessment Groups), National Hydraulic Resources Institute, National and Provincial Meteorological Centres, and Ministry of Agriculture.

²⁴ As the Cuban Civil Defence System is known for responding effectively to hurricanes and cyclones, WFP focuses on addressing the gaps related to the impact of drought on food security.

²⁵ Gender equality considerations will be included in all SOPs.

3.3. TRANSITION AND EXIT STRATEGIES

98. All WFP's activities -including pilot experiences- are implemented by government counterparts. WFP focuses on supporting and strengthening existing government programmes and institutions. To promote ownership local coordination will be entrusted to provincial and municipal governments.

4. IMPLEMENTATION ARRANGEMENTS

4.1. BENEFICIARY ANALYSIS

99. A targeting exercise was conducted with government institutions and validated by local authorities at provincial and municipal levels. Beneficiary registration will be based on government data.
100. For outcomes 1 and 3, WFP targets the 34 municipalities most vulnerable to food insecurity, based on anaemia prevalence rates of 35 percent or higher among children aged 6–23 months. In these municipalities, the obesity rate is 25.5 percent among children aged 23 months and up to 41.3 percent among children aged 6 months. About 300 provincial and municipal experts and decision-makers will benefit from training and technical assistance on nutrition and healthy eating habits.
101. For outcome 2, relief food assistance will be distributed to the most affected population. The number of beneficiaries will depend on the type and extent of the disaster, the population affected and the ability of the Government to respond.
102. For outcome 4, targeted municipalities are characterized by a high potential for bean production, but low productivity. Around 9,600 people (disaggregated by sex) involved in the bean value-chain – including smallholder farmers, decision makers and technicians from cooperatives, state-owned enterprises – in targeted municipalities of Las Tunas, Granma, Holguin and Pinar del Rio will benefit from the provision of equipment and training programmes.
103. For outcome 5, WFP selected the 26 municipalities most affected by climate-related hazards (drought and tropical cyclones) in the same provinces. WFP will support 200 decision makers and 300 smallholder farmers on risk reduction management.
104. WFP will make every effort to ensure that women, men, girls and boys have equal access to the assistance provided by social protection programmes and WFP interventions, according to their different needs.

Strategic Outcome	Activities	Female	Male	Total
1	1. Provide food assistance to vulnerable people benefitting from food-based social protection programmes	39,298	40,902	80,200
2	2. Provide unconditional food assistance to shock-affected populations from prepositioned food stocks to ensure a swift delivery	134,750	140,250	275,000
3	3. Provide specialised nutritious foods to vulnerable people	81,610	49,390	131,000
4*	4. Provide training, equipment and technical support to smallholder farmers, traders and other stakeholders of food value chains	2,800	6,800	9,600
5*	5. Provide training and technical assistance to improve local risk-reduction management.	147	153	300
TOTAL		258,605	237,495	496,100

* These are tier 1 beneficiaries who do not receive food nor cash transfers; they benefit from transfers of equipment, technical assistance and training that contribute directly to improve food security.

4.2. TRANSFERS

4.2.1. FOOD AND CASH-BASED TRANSFERS

105. Although the Government of Cuba is already implementing a kind of “cash-based transfer (CBT) modality” in the form of commodity vouchers in some of its social protection programmes, it is evaluating the opportunities to use this tool. During the implementation of the country programme, WFP held discussions with the Government on various food assistance tools, including the use of CBT in different countries of the region. It is unlikely that a shift towards the use of CBT will happen during this transitional ICSP. However, WFP will promote pilot projects to showcase the effectiveness of this assistance modality.

Strategic Outcome	1					2	3				
Activity	Activity 1					Activity 2	Activity 3				
Beneficiary type	Children in half boarding	Children in full boarding	Elderly people in community canteens	Elderly people in homes	Elderly people in day care Institutions	Vulnerable people	Children 6–11 months	Children 12–23 months	PLW	Children in day-care centres	Pregnant women in maternity homes
modality	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer	Food transfer
cereals						140					
pulses	20	20	50	50	50	75					
Fortified pulses										35	30
Supercereal								50	50		
micronutrient powder							1				
total kcal/day	68	136	171	171	171	256	-	188	188	119	102
% kcal from protein	25.3	25.3	25.3	25.3	25.3	25.3	-	16.3	16.3	25.3	25.3
Number of feeding days	40	80	180	180	120	27	120	360	360	90	90

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE		
Food type / cash-based transfer	Total (mt)	Total (USD)
Cereals	2,251	1,080,726
Pulses	857	804,906
Oil and Fats	0	0
Mixed and Blended Foods	0	0
Other	4	81,274
TOTAL (food)	3,112	1,966,906
Cash-Based Transfers (USD)		0
TOTAL (food and CBT value – USD)	3,112	1,966,906

4.2.2 CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION

106. WFP will focus on strengthening national and local capacities to promote more effective and sustainable models for the Cuban social protection programmes (including different methodologies for targeting, coordinating and managing social protection programmes for vulnerable groups). WFP will also strengthen the disaster preparedness and response capacities of agricultural value-chain stakeholders. Particular attention will be placed on drought-related early warning systems and the inclusion of food security and nutrition vulnerability indicators in municipal risk assessments. Gender will be mainstreamed across all capacity development activities.

107. Under the South-South Cooperation with Latin American and the Caribbean countries, WFP will:

- Strengthen capacities of the Commission for Implementation and Development of the Guidelines to update the Cuban policy on care by sharing good practices and experiences among experts from countries of the region, and from Cuba on managing food security and nutrition programmes.
- Support regional cooperation, mainly in early-warning systems for disaster preparedness and share the expertise of the Cuban Civil Protection.

4.3. SUPPLY CHAIN

108. WFP Cuba will rely on existing mechanisms already in place for the provision of assistance (food and equipment).

109. Micronutrient powders (MNPs) will be purchased internationally through WFP HQ; inland transport will be secured by the Government, and distribution will be conducted through the network of family doctors – as used by the Ministry of Health. Doctors and nurses will deliver MNPs to beneficiaries with the support of health promoters.

110. The fortified rice flour for children and pregnant and lactating women (NutriArroz) will be produced and purchased locally. WFP donated a truck to transport raw materials to the factory and to deliver the final product to targeted provinces. In each province, the NutriArroz will be supplied to beneficiaries through the final distribution points (bodegas) established by the Ministry of Domestic Trade at the community level (also used for distributing the monthly-subsidized food basket).

111. The mechanism for buying locally produced beans is being defined with the Government.

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112. Agricultural equipment will be identified jointly with beneficiaries through the preparation of business plans and training programmes.²⁶ Technical specifications of equipment are prepared in consultations with technical counterparts and approved by national institutions responsible for the standardization of technology. Due to domestic market constraints, WFP purchases the equipment at the regional or international level. Upon arrival, the ownership of the equipment is handed over to national counterparts, which are responsible for its delivery to targeted beneficiaries. WFP monitors the distribution process and ensures the proper use of the equipment.
113. The distribution of commodities from the prepositioned food stocks may be conducted within the framework of this transitional ICSP or as a loan to be replenished by a new EMOP. The current food stock was secured from an in-kind contribution of the Government of Brazil.

4.4. COUNTRY OFFICE CAPACITY AND PROFILE (OPTIONAL AS NEEDED)

114. The country office team has expertise in the main programmatic areas of the transitional ICSP: nutrition, bean value chain and disaster risk reduction. There is a gender focal point supported by specialised consultants recruited for specific activities.

4.5. PARTNERSHIPS

115. All WFP activities under this transitional ICSP will be implemented with Cuban partners at the national and local level as outlined in section 3.2. Implementation and planning will be coordinated by a national project committee headed by the Ministry of Foreign Trade and Investment.
116. WFP works in close coordination with various UN agencies in Cuba, as well as with a number of development partners. All WFP operations are part of the UNDAF (2014-2019), supporting its outcomes, primarily 6 and 8. WFP actively participates in inter-agency efforts, leading the United Nations Emergency Technical Team, co-leading the food security cluster with FAO and taking part in the inter-agency gender group²⁷, as well as the inter-agency communications group and the Operation Management Team. WFP fosters collaboration with the Rome-based International Fund for Agricultural Development to improve the bean value-chain, and implements joint activities on drought resilience with the United Nations Development Programme and UNICEF. WFP will also collaborate with PAHO, UNICEF and the United Nations Population Fund to improve the analysis, design and implementation of social protection activities for food security.

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1. MONITORING AND EVALUATION ARRANGEMENTS

117. As part of the transition towards the CSP, WFP will adapt the existing Monitoring and Evaluation (M&E) system to the new Corporate Results Framework (2017–2021) and align it to the 2030 National Plan for Economic and Social Development. The M&E system will

²⁶ The equipment is identified in a ‘gender inclusive manner’ and is promoted its use with the same approach.

²⁷ WFP will also work in partnership with the Ministry of Agriculture, the Federation of Cuban Women, National Small Farmers Association, the Cuban Association of Animal Production, and the Cuban Association of Agro-Forestry Technicians to promote gender equality.

generate evidence to identify lessons learned, adjust WFP operations, and enhance corporate accountability.

118. The M&E framework entails the following sampling strategy: 50% random and 50% purposive, chosen according to several criteria, such as geographic proximity to the randomly selected institutions, the storage of WFP food and non-food items, and pending issues to follow up. Process monitoring will be carried out by WFP Field Monitors based in each of the five eastern provinces²⁸ and Pinar del Rio in western Cuba. Each Field Monitor, along with government staff, will undertake monthly monitoring visits to different institutions involved in WFP operations (warehouses, clinics, cooperatives, etc.). During these visits, they will verify the requirements included in the monitoring checklist. Findings will be discussed with the institutions involved and corrective measures will be proposed. Municipal and provincial project committees will ensure follow up.
119. A corporate platform for remote data collection will be used for M&E, in order to allow for accurate and timely reports.
120. Results monitoring (outputs and outcomes) will be based on information reported by government counterparts at the provincial and national level. In 2018, WFP will continue to strengthen M&E capacities of counterparts through training and technical assistance, to improve quality, accuracy and timeliness of monitoring reports. This, together with the use of the Country Office Tool for Managing Programme Operations Effectively (COMET), will enhance the accountability of WFP in the short term and impinge positively on the M&E system of Cuba's social protection programmes. Complaints and feedback mechanisms for beneficiaries will also be improved in order to enhance accountability, effectiveness, and transparency of WFP operations.
121. The results of the ongoing mid-term external evaluation of the country programme will be taken into account in the design of future WFP operations in Cuba.
122. As part of the UN interagency collaboration, WFP will support government counterparts in measuring SDGs indicators. However, this process is not yet finalized requiring further consultations between the Government and UN agencies.

5.2. RISK MANAGEMENT

➤ Contextual Risks

123. Cuba is updating its socio-economic model. Despite the recent launch of the 2030 National Plan for Economic and Social Development, the Government is still defining the tools to monitor progress and results. WFP will continue its regular consultations with government counterparts to ensure that its operations are aligned with national priorities.
124. Exposure to natural hazards also represents a constant risk in Cuba. These events range from sudden disasters (hurricanes, tropical storms and earthquakes) to slow-onset shocks. WFP's assistance includes the use of prepositioned food stocks to support the government response to rapid-onset disasters. To mitigate the negative effects of drought on the food security of the population, WFP will ensure capacity development for local government authorities and smallholder farmers.
125. Given the instability of domestic food supply, WFP needs to purchase food commodities in the international market. Fluctuations in global food prices and time-consuming procurement procedures may affect the effectiveness of WFP food assistance. WFP will monitor price fluctuations, while promoting local food production and purchase.

²⁸ Las Tunas, Holguín, Granma, Santiago de Cuba and Guantánamo.

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126. Cuba is considered one of the safest countries in the region, with a United Nations security level 1 – minimal. The United Nations Security Risk Assessment classifies the risks of armed conflict, terrorism and civil unrest as low. In 2015, with the increase in tourism, the risk of petty crime raised from very low to low. The country office will continue to monitor the situation and adjust its security standards accordingly.
127. Further risks that could affect the transitional ICSP implementation are: i) a monetary unification leading to an inflationary process and, ii) uncertainty about the U.S./Cuba relations.

➤ *Programmatic Risks*

128. WFP promotes a multisectoral approach for programme implementation, involving numerous government institutions. Consequently, WFP deals with a range of institutional mechanisms of diverse complexity. To avoid potential implementation delays, WFP will further strengthen coordination mechanisms between different institutions involved in the programme implementation. WFP will also streamline its monitoring and evaluation system for a more accurate and timely data collection.
129. The decentralization process is still ongoing in Cuba, leading to time-consuming decision-making procedures that may cause operational delays. WFP will continue to negotiate with government counterparts to streamline those processes relevant for project implementation.
130. Large-scale climate shocks are likely to affect programme results and may also divert government resources required for the implementation of activities. The country office will ensure that critical programmatic activities are not planned during the peak of the hurricane season. Moreover, capacity strengthening activities are already in place to improve resilience at the national and local level. In the event of a climate shock, WFP will engage in consultations with the government and key partners to re-schedule these activities.

➤ *Institutional Risks*

131. As Cuba is a middle-income country, WFP faces challenges for to secure funding for future operations. To mitigate this risk, WFP will strengthen its communications and outreach strategy to support resource mobilization. Moreover, WFP will continue to place a greater emphasis on capacity development and augmentation - rather than on direct food assistance – to be more aligned with the country's priorities.
132. The complexity of corporate purchasing processes may cause implementation delays. WFP Cuba will regularly liaise with the WFP Panama Regional Bureau and Headquarters to reduce potential time lags.
133. As a small country office, WFP Cuba operates with a limited team to implement its country programme. Therefore, unplanned activities as well as the deployment of its staff to support emergencies in other countries represent a challenge. To tackle this risk, further resources should be secured for the recruitment of additional staff.
134. The limited amount of staff does not ensure a proper segregation of duties in the country office. The country office is in consultations with the Regional Bureau to find the most suitable solution to mitigate this risk.

6. RESOURCES FOR RESULTS

6.1. COUNTRY PORTFOLIO BUDGET

TABLE 5: INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)	
Strategic Outcome	Year 2018
1	390,423
2	1,216,021
3	1,157,344
4	1,676,277
5	158,385
TOTAL	4,598,451

135. No shift in resource allocation is foreseen for 2018. Thirty-six percent of the budget is for strengthening bean value chains for food supply to social protection programmes (Strategic Outcome 4).²⁹ Regarding outcome 2, the assigned budget corresponds to the value of the already prepositioned food stocks.

6.2. RESOURCING OUTLOOK

136. Outcomes 1, 4 and 5 are between 79 to 100 percent funded. Outcome 2 (prepositioned food stock for emergencies) is fully funded. Outcome 3 (nutritional support) faces funding shortages. For several years, Russia was the main donor to WFP Cuba nutritional activities. In 2016, no donation was received and is nor expected in 2017. Italy plans a USD 500,000 contribution in 2017, which will cover 53 percent of the needs for this outcome. In case of funding shortages, priority should be given to the distribution of micronutrient powder – given its proven cost effectiveness and relevance. WFP will promote information, education and communication activities as second-order priorities.³⁰

²⁹ In recent years, this outcome has been supported by several donors, securing funding to cover implementation until the country programme's last year, corresponding to the ISCP period.

³⁰ The country office, with the support of the regional bureau and headquarters, will engage in consultations with traditional donors of WFP Cuba - whose contributions are expected in 2017 - as well as potential donors with an interest for nutrition-based activities. This will allow to cover the potential shortfall of strategic outcome 3 and secure the projected funding levels.

ANNEX I: LOGFRAME (COMET)

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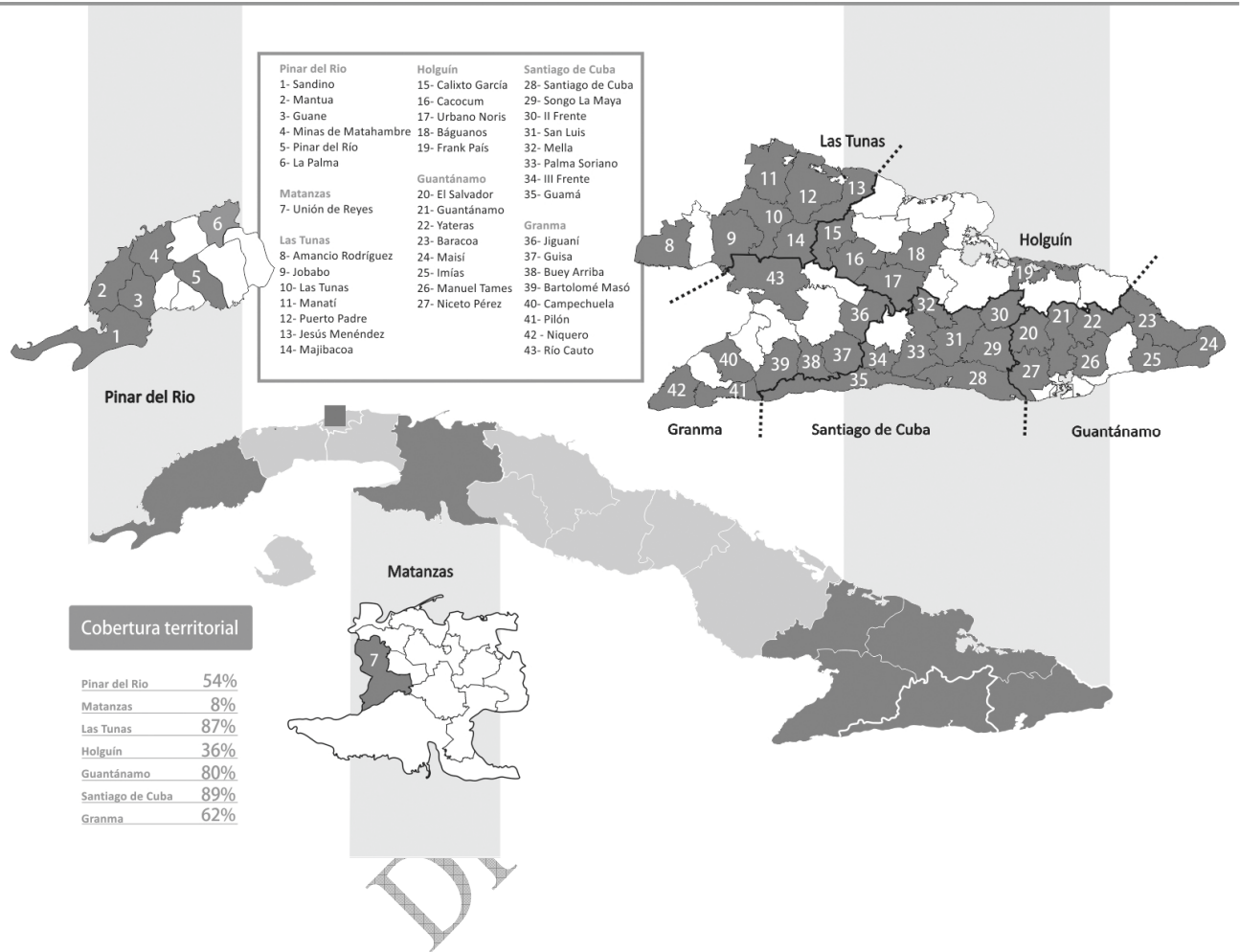
ANNEX II: INDICATIVE COST BREAKDOWN

INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOME (USD)						
WFP Strategic Results / SDG Targets	SR 1, SDG 2.1	SR 1, SDG 2.1	SR 2, SDG 2.2	SR 3, SDG 2.3	SR 5, SDG 17.9	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	Strategic Outcome 5	
Transfer	\$292,268	\$1,053,447	\$968,354	\$1,433,371	\$114,603	\$3,862,044
Implementation	\$48,412	\$7,641	\$41,533	\$29,333	\$23,602	\$150,521
Adjusted DSC (%)	\$24,202	\$75,380	\$71,743	\$103,911	\$9,818	\$285,053
Sub-total	\$364,882	\$1,136,468	\$1,081,630	\$1,566,614	\$148,024	\$4,297,618
ISC (7%)	\$25,542	\$79,553	\$75,714	\$109,663	\$10,362	\$300,833
TOTAL	\$390,423	\$1,216,021	\$1,157,344	\$1,676,277	\$158,385	\$4,598,451

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ANNEX III

WFP's Cuba Transitional Interim Country Strategic Plan (2018): Focal Areas



ANNEX IV: ACRONYMS

CPPCIDA	Comprehensive Plan for the Prevention and Control of Iron-Deficiency Anaemia in Cuba (<i>Plan Integral para la Prevención y Control de la Anemia por Deficiencia de Hierro</i>)
COMET	country office tool for managing programme operations effectively
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization of the United Nations
ICSP	Interim Country Strategic Plan
M&E	monitoring and evaluation
MNP	micronutrient powder
PAHO/WHO	Pan American Health Organization/World Health Organization
SABER	Systems Approach for Better Education Results
SISVAN	Food and Nutrition Surveillance System (<i>Sistema de Vigilancia Alimentaria y Nutricional</i>)
SDG	Sustainable Development Goal
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children’s Fund

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