

Standard Project Report 2015

Reporting Period: 1 January - 31 December 2015

CUBA

Country Programme - Cuba (2015-2018)

Project Number	200703
Project Category	Country Programme

Project Approval Date	12 Nov 2014
Planned Start Date	01 Jan 2015
Actual Start Date	17 Mar 2015
Project End Date	31 Dec 2018
Financial Closure Date	n.a.

Approved budget as 31 December 2015 in USD	
Capacity Dev.t and Augmentation	9,273,744
Direct Support Costs	1,923,889
Food and Related Costs	6,205,844
Indirect Support Costs	1,218,243
Total Approved Budget	18,621,721

Commodities	Metric Tonnes
Total Approved Commodities	8,263
Planned Commodities in 2015	2,133
Actual Commodities in 2015	301

TABLE OF CONTENTS

COUNTRY OVERVIEW

COUNTRY BACKGROUND

SUMMARY OF WFP ASSISTANCE

OPERATIONAL SPR

OPERATIONAL OBJECTIVES AND RELEVANCE

RESULTS

- Beneficiaries, Targeting and Distribution
- 'Story Worth Telling'*
- Progress Towards Gender Equality
- Protection and Accountability to Affected Population
- Outputs
- Outcomes
- Sustainability, Capacity Development and Handover

INPUTS

- Resource Inputs
- Food Purchases and in-kind Receipts
- Food Transport, Delivery and Handling
- Post-Delivery Losses

MANAGEMENT

- Partnerships
- Lessons Learned

OPERATIONAL STATISTICS (where applicable)

- Annex: Resource Inputs from Donors
- Annex: Food Transport, Delivery and Handling
- Annex: Commodity Transactions

Country Overview



COUNTRY BACKGROUND

Cuba has some of the most comprehensive social protection programmes in the world, through which it has largely eradicated poverty and hunger, with a Global Hunger Index of less than 5. As one of the most successful countries in achieving the MDGs, it ranks 67 out of 188 countries in the 2015 Human Development Index. However, the recent financial and economic crises, recurrent natural disasters, high food prices, limited access to credit, low productivity and the US embargo have put at risk the food and nutrition security status of the population.

Food security is of strategic importance to Cuba. Increase in domestic food production, particularly of beans (a main staple and a critical source of protein), is a government priority measure in order to substitute imports and improve food security. It is estimated that Cuba imports around 70 to 80 percent of its food needs, primarily for social protection programmes, among them the provision of a highly subsidized monthly food basket to every citizen. Due to the dependency on imported commodities, this food basket now covers only 38 percent of household food needs, in contrast to the approximately 50 percent of what it used to until the first decade of 2000. Although effective, the universal coverage of social protection programmes and its high cost put unsustainable strains on the national budget. Guided by the government's commitment to ensuring that no Cuban is left unprotected, significant reforms have been launched to improve the efficiency and targeting, reduce the costs and increase the sustainability of these programmes.

The diet of the average Cuban family is poor in micronutrients. According to the Cuban Institute of Nutrition, the high level of anaemia among children under 5 (26 percent in the eastern provinces) has been identified as a major public health issue since 2011. In response, the Cuban Government placed significant efforts in strengthening its National Plan for the Prevention and Control of Anaemia (NPPCA), a programme supported by WFP. At the end of 2015, the Food Security and Nutrition Monitoring System (SISVAN) indicated a persistently high prevalence of anaemia in the five eastern provinces: 31.6 percent among children aged 23 months and up to 39.6 percent among children aged 6 months.

Climate hazards continued affecting the economy and food security of the population during 2015. Cuba was struck by a serious drought, with rainfalls deficits in nearly 45 percent of the country. This situation has also affected water reservoirs in one third of the municipalities, impacting water supply for over 1.2 million people. Another impact of the drought is in the food production sector, mainly rice, milk, vegetables and tubers. The effects of drought on agriculture, combined with low productivity and the growth of tourism (17.6 percent), led to an increase in food imports by USD 40 million. Moreover, this situation brought about lower food supply and higher prices in local markets.

SUMMARY OF WFP ASSISTANCE

WFP is implementing its first country programme in Cuba, with the objective to i) support food security and nutrition-related social protection programmes; ii) strengthen links between social protection systems and agricultural value chains; and iii) improve community resilience, disaster risk management and climate change adaptation capacities at the local level. The country programme aims to support food security and nutrition in 43 municipalities of the five eastern provinces, Pinar del Rio and Matanzas, by working with national and local governments to improve the sustainability and targeting of social protection systems. With this country programme, WFP intervention strategy in Cuba consolidates the shift from humanitarian food aid to a long-term food assistance mainly through capacity development and augmentation.

In the first quarter of 2015, WFP carried out extensive discussions with the Ministry of Foreign Trade and Investment, in charge of international cooperation, to create optimal conditions for the implementation of the country programme based on the signed Action Plan (CPAP). The successful conclusion of these negotiations in March was a precondition for WFP to initiate the international purchase of food commodities, with a lead-time of three months. The risk of significant delays in commencing CP implementation, however, was mitigated with internal loans between components of the programme.

The three components of the CP are in line with the Zero Hunger Challenge and outcomes 3, 4, 6 and 8 of the United Nations Development Assistance Framework (UNDAF). As an active member and leader of the interagency group on food security, WFP coordinated its nutrition activities with UNICEF and Pan American Health Organization and its bean value-chain activities with UNDP, IFAD and FAO. WFP has been fostering South-South Cooperation through the Integrated Disaster Management and Climate Change Adaptation process that involved the Governments of Cuba, Haiti, Dominican Republic and WFP, regional organizations (Coordination Centre for the Prevention of Natural Disasters in Central America - CEPREDENAC; Association of Caribbean States - ACS; Caribbean Disaster Emergency Management Agency - CDEMA) and the International Federation of Red Cross. An action plan was finalized in 2015, which identified potential areas of collaboration for disaster risk reduction and the sharing of best practices for early warning disaster response, telecommunications, and capacity building of communities.

Main achievements of 2015 include: i) the large-scale involvement of stakeholders in the participative bean value-chain assessment; ii) the new focus on elderly and pregnant or lactating women, as particularly vulnerable groups in need of enhanced assistance; and iii) the repositioning of food commodities in situations when there are no national stocks to borrow in response to emergencies.

In addition, WFP consolidated its partnership with the Government of Cuba to transition from universal social protection programmes to a more targeted assistance. In this process, WFP is now engaged directly with the National Committee that oversees the implementation of a new economic model in Cuba.

Beneficiaries	Male	Female	Total
Number of children below 5 years of age	23,023	23,436	46,459
Number of children 5 to 18 years of age	13,666	13,450	27,116
Number of adults	5,841	30,652	36,493
Total number of beneficiaries in 2015	42,530	67,538	110,068
Total number of beneficiaries in 2014	106,932	102,160	209,092
Total number of beneficiaries in 2013	99,183	95,071	194,254

Distribution (mt)						
Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Country Programme			3	287	11	301
Total food distributed in 2015			3	287	11	301
Total food distributed in 2014	316	14	37	152	7	527
Total food distributed in 2013	7	197	345	211		760

Operational SPR

OPERATIONAL OBJECTIVES AND RELEVANCE

The Cuba country programme (CP) was designed to support the Government of Cuba's efforts to improve efficiency and enhance the sustainability and targeting of social protection programmes. The country programme is aligned with WFP's Strategic Result Framework and specifically supports: Strategic Objective 1 to save lives and protect livelihoods in emergencies; Strategic Objective 3 to reduce risk and enable people, communities and countries to meet their own food and nutrition needs; and Strategic Objective 4 to reduce undernutrition and break the intergenerational cycle of hunger.

Through the country programme, WFP is supporting national institutions to: i) reduce micronutrient deficiencies among children under 2 and pregnant and lactating women by providing direct food assistance and capacity building activities; ii) create marketing opportunities for producers and traders of agricultural products; iii) promote innovation and develop good practices for linking local procurement to social protection programmes for scaling up to the national level; iv) assess, prepare and, if needed, respond to emergencies; and v) improve the capacities of communities to manage climatic shocks and risks.

WFP activities are in line with government priorities established for updating the economic model as outlined in the Socio-Economic Policy Guidelines, with particular focus on the enhancement of social safety net programmes; increased agricultural production and efficiency; import substitution of beans; and strengthening of value chains and decentralized decision making. WFP continued supporting the National Plan for the Prevention and Control of Anemia (NPPCA), focusing on iron supplementation, food fortification, food diversification and nutrition education. WFP collaborated with the government in developing a new management model and innovative approaches for strengthening social protection. Linkages between the three components of the CP will stimulate local production and promote local procurement of food commodities by the government, reinforcing the government's strategic priority of reducing food imports.

RESULTS

Beneficiaries, Targeting and Distribution

Under component 1, WFP assisted the 34 most vulnerable municipalities in the five eastern provinces and Pinar del Rio, which have the highest rates of anemia according to the Food Security and Nutrition Monitoring System (SISVAN). In 2015, WFP supported the National Plan for the Prevention and Control of Anemia providing 60 sachets of micronutrient powders (MNP) per child aged 6-23 months during 60 days and daily 50 grams of Super Cereal to pregnant and lactating women.

Only one out of the two planned cycles of MNP distributions was carried out through the government's primary health centers. This was due to the delays in the signature of the CPAP, which slowed down the international purchase of this commodity. The actual number of assisted beneficiaries was lower than planned, as a result of late adjustments in the estimated figure provided by government counterparts. After completing the distribution, there was a nearly 25 percent surplus of the commodity. Therefore, a second distribution cycle is planned to start in March 2016.

In 2015, WFP had planned to distribute Super Cereal to pregnant and lactating women for a period of six months. Given the delays in the arrival of this commodity, distribution started in the last quarter of 2015. As the actual number of beneficiaries was lower than planned, distributions to all targeted beneficiaries will be carried out for a period of seven months.

In order to enhance the local production of fortified rice flour, WFP initiated the purchase of spare parts for a production plant for rice fortification in Bayamo and a truck for food distribution. It is expected that the factory resumes production in 2016.

In addition, WFP planned to distribute a ration of beans to complement three national social protection programmes related to mother and child health and nutrition, school feeding, and support to the elderly. This assistance is provided to children in pre-schools and primary schools through the national school meals programme; pregnant women in maternity homes; and elderly people in homes and care centers for the elderly and via the community-based Family Support System. Under component 1, WFP also promoted nutritional education among beneficiaries. Despite delays in the arrival of a donation of beans and challenges with internal transportation, WFP was able to start distribution in Guantanamo and Santiago de Cuba before the end of the year. The distribution in the rest of the targeted provinces will become effective in early 2016.

As part of its support to social protection programmes targeting the most vulnerable, WFP provided dried skimmed milk to assist elderly people through homes and day-care centers and via the community-based Family Support System and to children attending primary boarding schools. The distribution of this commodity represented an additional intake of protein for both beneficiary groups. Despite the late arrival of the commodities and logistic delays, WFP started distribution in November 2015. The provision of dried skimmed milk coincided with a severe drought, which significantly affected milk production in Cuba throughout 2015.

Under component 2, WFP strengthened links between social protection programmes and agricultural value chains, and supported the government strategy of increasing production of staple foods. WFP targeted municipalities with good potential for beans production but low productivity. WFP's geographical targeting also aimed to achieve complementarity with the IFAD-supported bean supply-chain projects and the "Mas Alimentos" project implemented by the Ministry of Agriculture with Brazilian funds.

Beneficiaries of component 2 are predominantly farmers from agricultural cooperatives, and other stakeholders in the bean value chain, such as state-owned agricultural companies (in charge of providing services to cooperatives); seed production enterprises; insurance and input providers; local banks; local institutions providing training and technical assistance; consumers; and local governments, among others. In 2015, approximately 22,500 stakeholders benefitted from WFP's activities in the provinces of Guantanamo, Matanzas and Las Tunas. These beneficiaries participated in capacity development and augmentation activities carried out by WFP, such as the bean value-chain assessment and the training in business models and strategic planning. The participatory approach used was highly welcomed by all stakeholders involved in the process.

As part of component 3, WFP supported capacities at the local level in six provinces highly vulnerable to climate-related hazards. WFP supported Cuban institutions in defining a methodology to update their risk studies, by adding new indicators to assess the impact of natural disasters on food security and nutrition. These indicators will strengthen the early-warning systems for drought. Farmers and rural women will benefit from component 3, in addition to decision-makers at local and national level.

Component 3 also included a prepositioning of rice and beans in order to assist about 275,000 people in case of disasters. Prepositioning supports the National Disaster Management System coordinated by the Civil Defense. An agreement was signed between WFP and the Government of Cuba establishing a protocol for storage, management and distribution of these commodities. However there was no need to activate the use of these commodities.

Beneficiary Category	Planned			Actual			% Actual v. Planned		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
ACT1 - Food Transfer-C1-Food Security and Nutrition									
Number of adults	10,089	43,743	53,832	5,841	30,652	36,493	57.9%	70.1%	67.8%
Number of children 5 to 18 years of age	46,693	44,591	91,284	13,666	13,450	27,116	29.3%	30.2%	29.7%
Number of children below 5 years of age	34,948	32,736	67,684	23,023	23,436	46,459	65.9%	71.6%	68.6%
Total number of beneficiaries in 2015	91,730	121,070	212,800	42,530	67,538	110,068	46.4%	55.8%	51.7%
The total number of beneficiaries includes all targeted persons who were provided with WFP food during the reporting period - either as a recipient/participant in one or more of the following groups, or from a household food ration distributed to one of these recipients/participants									
ACT3 - Food Transfer-C3-Disaster Risk Management									
Number of adults	140,250	134,750	275,000	0	0	0	0.0%	0.0%	0.0%
Total number of beneficiaries in 2015	140,250	134,750	275,000	0	0	0	0.0%	0.0%	0.0%
The total number of beneficiaries includes all targeted persons who were provided with WFP food during the reporting period - either as a recipient/participant in one or more of the following groups, or from a household food ration distributed to one of these recipients/participants									

Beneficiary Category	Planned			Actual			% Actual v. Planned		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
ACT1 - Food Transfer-C1-Food Security and Nutrition									
Children 6 to 23 months given food under micronutrient supplementation (stand-alone activity)	34,600	32,400	67,000	23,023	23,436	46,459	66.5%	72.3%	69.3%
Children 24 to 59 months given food under micronutrient supplementation (stand-alone activity)	348	336	684	0	0	0	0.0%	0.0%	0.0%
Pregnant and lactating women given food under micronutrient supplementation (stand-alone activity)		34,110	34,110		27,461	27,461		80.5%	80.5%
Children receiving school meals	46,693	44,591	91,284	13,666	13,450	27,116	29.3%	30.2%	29.7%
ACT3 - Food Transfer-C3-Disaster Risk Management									
Beneficiaries of General food distribution (GFD)/targeted food distribution/assistance (GFD-TFD/A)	140,250	134,750	275,000	0	0	0	0.0%	0.0%	0.0%

Commodity Distribution

Commodity	Planned Distribution (mt)	Actual Distribution (mt)	% Actual v. Planned
ACT1 - Food Transfer-C1-Food Security and Nutrition			
Beans	84	3	3.3%
Corn-soya Blend (csb)	306	287	93.8%
Micronutrition Powder	10	3	27.9%
Plain Dried Skimmed Milk	122	9	7.0%
Sum	522	301	57.7%
ACT3 - Food Transfer-C3-Disaster Risk Management			
Beans	566	0	-
Rice	1,045	0	-
Sum	1,611	0	0.0%
Total for 2015	2,133	301	14.1%

'Story Worth Telling'

WFP's country programme supports nearly 700 cooperatives in 18 municipalities aiming to raise the efficiency and sustainability of the local bean value chain, and linking local production to the structured demand of food-based social safety nets. WFP strengthened capacities of farmers through trainings on innovative bean cultivation practices, business plans, cooperativism, and business management.

Francisco has been the president of the "Guillermo Castro" cooperative in Guantanamo for over 20 years. All these years, he worked hard but he was never able to increase production because of the cooperative's limited technical and management capacities. Many Cubans face a similar situation, and this explains the persistence of low productivity. Francisco quickly realized that the WFP's project could offer opportunities to change this. He became a keen participant in all trainings provided. His interest was reinforced during a trip to El Salvador, organized as a knowledge sharing experience for national and local decision makers as well as farmers. The visit took place as a South-South cooperation effort to promote the sharing of similar experiences of farmers, cooperatives, private sector, and decision makers on management models linking local production to markets in El Salvador.

Francisco is firmly convinced that the knowledge acquired will allow him to obtain better results with the agricultural inputs used. Nearly 78,000 farmers will benefit from similar capacity building activities obtained through the country programme. Farmers are proud to sell their produce to social safety net programmes: "This is the first step to ensure that food reaches the most vulnerable groups," says Francisco. "WFP's greatest strengths are to facilitate dialogue between actors and to open our eyes for opportunities to increase agricultural productivity," he adds.

Progress Towards Gender Equality

Cuba has achieved MDG 3 to promote gender equality and the empowerment of women. However, there are still gender gaps in various dimensions, especially in rural areas. Traditional gender roles inform intra-household labour division and limit opportunities for employment, land ownership, and representation of women in cooperatives and in leadership positions. Challenges to achieve gender equality can be ascribed to insufficient access to information and resources, technical assistance, and capacity-building opportunities.

WFP Cuba's gender approach outlines four priority actions: i) local gender assessments to identify the main areas of gender inequality; ii) advocacy with government entities to address major gaps; iii) identification of tailored actions; and iv) systematization of thematic areas to inform planning of WFP activities. WFP continued promoting the importance of shared responsibilities between men and women to ensure a healthy diet in their families.

During 2015, government counterparts of the health sector conducted an MNP survey and found that decisions over the use of food at household level were mainly made by women (81.5 percent). In 17.5 percent of cases decisions were made jointly by men and women. This data highlights that a greater involvement of men in these activities should be encouraged. WFP promoted a balanced representation of women and men in programme management committees. High share of female leadership and participation was achieved under component 2, where women accounted for 85.4 percent of project committee members.

WFP advocated for the economic empowerment of women in activities related to the bean value chain and for a more equitable representation of women in leadership positions in agricultural cooperatives. WFP engaged with the Cuban Women's Federation, the Ministry of Agriculture and the Cuban Association of Animal Production (ACPA) as a partner to support this process. Meanwhile, awareness-raising sessions on gender equality were incorporated in all value chain workshops and trainings organized.

In the province of Guantanamo, WFP carried out a participative gender gap analysis to identify the factors that limit the involvement of women in productive areas and, subsequently, proposed a series of actions to be implemented under the country programme. In 2016, WFP will develop similar gender gap analyses in the provinces of Matanzas and Las Tunas.

As part of the Inter-agency Gender Group, WFP participated in the preparation of information material to support the "UNETE" campaign, to prevent violence against women.

Cross-cutting Indicators	Project end Target	Base Value	Previous Follow-up	Latest Follow-up
	Target Val	(at start of project or benchmark)	(penultimate follow-up)	(latest value measured)
ACT1 - Food Transfer-C1-Food Security and Nutrition				
Proportion of households where females and males together make decisions over the use of cash, voucher or food				
Base value: Dec-2015, Survey elaborated by WFP and conducted by MNP in the six targeted provinces, Programme monitoring.	30	17.5		
Proportion of households where females make decisions over the use of cash, voucher or food				
Base value: Dec-2015, Survey elaborated by WFP and conducted by MNP in the six targeted provinces, Programme monitoring.	65	81.5		
Proportion of households where males make decisions over the use of cash, voucher or food				
Base value: Dec-2015, Survey elaborated by WFP and conducted by MNP in the six targeted provinces, Programme monitoring.	5	1		
Proportion of women beneficiaries in leadership positions of project management committees				
Base value: Oct-2015, Process - Post Distribution Monitoring (PDM), Programme monitoring.	50	24		
Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution				
Base value: Oct-2015, Process - Post Distribution Monitoring (PDM), Programme monitoring.	100	100		
ACT2 - Food Transfer-C2-Social Protection Systems				
Proportion of women beneficiaries in leadership positions of project management committees				
Base value: Dec-2015, Process - Post Distribution Monitoring, Programme monitoring.	50	85.4		

Protection and Accountability to Affected Populations

Thus far, no incident has been reported that could have posed a potential threat to the security of beneficiaries. The 2015 MNP survey measured WFP's corporate indicators related to the proportion of assisted people who do not experience safety problems while travelling to/from WFP sites, and the proportion of people aware of their entitlements as to where and how to lodge a complaint. The results confirmed that no security incidents had occurred. In addition, government counterparts, WFP field monitors and beneficiaries confirmed that the Super Cereal was safely distributed.

On the degree of beneficiary awareness, the MNP survey showed that practically all beneficiaries of WFP supported nutrition interventions had received adequate information. This finding was true for the vast majority of component 2 beneficiaries as well, and WFP and government counterparts committed to enhance social accountability strategies even further. WFP and health authorities put in place a strategy to ensure that beneficiaries are aware of their fortified food entitlements. The engagement of health workers, community promoters, beneficiary families, and the use of appropriate training materials allowed for an effective dissemination of information. In addition, field monitors and government counterparts participated in radio and TV programmes to inform the population about the use of fortified food as well as the timing of assistance.

Government institutions engaged in the distribution of food assistance, including WFP commodities, are by law requested to publicly display the ration entitlement of each beneficiary. Community-based mechanisms allow beneficiaries to file their complaints related to food distribution. WFP intends to further strengthen entitlement communication materials and feedback channels. This includes the promotion of a consultation process with the government in order to create mailboxes or "complaints and suggestions" books located in the institutions where beneficiaries are assisted.

Cross-cutting Indicators	Project end Target	Base Value <i>(at start of project or benchmark)</i>	Previous Follow-up <i>(penultimate follow-up)</i>	Latest Follow-up <i>(latest value measured)</i>
ACT1 - Food Transfer-C1-Food Security and Nutrition				
Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain)				
Base value: Dec-2015, Survey elaborated by WFP and conducted by MNP in the six targeted provinces, Programme monitoring.	99	90		
Proportion of assisted people (men) who do not experience safety problems travelling to/from and at WFP programme sites				
Base value: Dec-2015, Survey elaborated by WFP and conducted by MNP in the six targeted provinces, Programme monitoring.	100	100		
Proportion of assisted people (women) informed about the programme (who is included, what people will receive, where people can complain)				
Base value: Dec-2015, Survey elaborated by WFP and conducted by MNP in the six targeted provinces, Programme monitoring.	100	100		
Proportion of assisted people (women) who do not experience safety problems travelling to/from and at WFP programme sites				
Base value: Dec-2015, Survey elaborated by WFP and conducted by MNP in the six targeted provinces, Programme monitoring.	100	100		
ACT2 - Food Transfer-C2-Social Protection Systems				
Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain)				
Base value: Dec-2015, Process - Post Distribution Monitoring, Programme monitoring.	90	80		
Proportion of assisted people (men) who do not experience safety problems travelling to/from and at WFP programme sites				
Base value: Dec-2015, Process - Post Distribution Monitoring, Programme monitoring.	100	100		
Proportion of assisted people (women) informed about the programme (who is included, what people will receive, where people can complain)				
Base value: Dec-2015, Process - Post Distribution Monitoring, Programme monitoring.	90	80		
Proportion of assisted people (women) who do not experience safety problems travelling to/from and at WFP programme sites				
Base value: Dec-2015, Process - Post Distribution Monitoring, Programme monitoring.	100	100		

Outputs

Under component 1, WFP provided support to food security and nutrition-related social protection programmes through food assistance; supported the approach to nutritional education throughout the social protection system; strengthened the national Food Security and Nutrition Monitoring System; and supported the local production of fortified rice flour. With the aim of supporting the prevention of anemia, WFP distributed fortified food to children aged 6-23 months, as well as to pregnant and lactating women in all targeted municipalities.

WFP worked with the government to strengthen the national Food Security and Nutrition Monitoring System (SISVAN), especially promoting the inclusion of vulnerable groups, such as schoolchildren and elderly people; as well as data collection and analysis at the household level. In addition, WFP supported enhancement of linkages between data analysis, dissemination, local level response and inter-sectorial coordination.

As part of capacity development in nutrition, WFP organized six workshops in each of the targeted provinces with the participation of local and national decision makers. The objective was two-fold: to strengthen nutrition education and to promote the use and dissemination of SISVAN information.

An important achievement was the set-up of the anemia surveillance system in Pinar del Rio province. In addition, a National Consumption Survey was approved by the Cuban Government to be conducted in 2016.

Component 2 achieved significant results during 2015, thanks to lessons learned from the implementation of the Trust Fund 200694, which started in 2014 and was then transferred to the country programme in 2015. WFP worked with the government to strengthen links between social protection programmes and agricultural value chains and supported the government strategy to increase local production of staple foods. In particular, WFP placed a major emphasis on the need to satisfy the preferences of beneficiaries of the social protection programmes.

In 2015, WFP carried out participative assessments of the bean value chain in two targeted municipalities. This analysis involved input vendors, service providers, cooperatives, organizations for commercialization, credit institutions and seed producers, but also regulatory authorities, centers of investigation and the staff of social protection programmes. Various bottlenecks were identified in the process, including a lack of awareness on consumers' preferences, limited business planning, poor infrastructure, high post-harvest losses, and inadequate commercialization and quality standards. In a second step, decision makers from cooperatives, agricultural enterprises and institutions involved in social protection programmes were trained in strategic and business planning. Based on the needs identified through the trainings, the various participants presented an investment proposal to WFP, which underwent a strategic prioritization according to the project objectives.

Local and national level project committees also guaranteed coherence and complementarity with other projects implemented in the targeted areas. Based on the above-mentioned steps of analysis, WFP implemented a three-pronged approach consisting of investments, capacity-building activities, and value-chain governance. The procurement of selected agricultural inputs began in August 2015; however, in some cases, the preparation of technical specifications for agricultural equipment took longer than expected. Meanwhile, capacity-building activities were organized for farmers, covering cooperativism, strategic business, and gender equity. As part of these activities, bean variety fairs were held in Guantanamo, Matanzas and Las Tunas. The fairs disseminated knowledge about the different types of seeds and their compatibility with the soil characteristics, climate zone, quality standards and consumers' preference.

Under component 3, WFP engaged in technical consultations with counterparts during the third quarter of 2015, which informed capacity building activities for national and local decision makers in: i) introducing food and nutrition security indicators in risk studies; ii) strengthening early-warning systems for droughts; and iii) improving the methodology for emergency food security assessments according to national capacities and WFP methods. Further support to local authorities will be provided in 2016 to improve their capacities for food processing and distribution in response to natural disasters. No trainings in this area took place in 2015.

In 2015, workshops were held for government counterparts at the national and local levels in each of the five eastern provinces and Pinar del Rio. The objective was to assess the status of the early warning system and to revise risk indicators to include vulnerability to food insecurity. Workshops resulted in action plans at provincial and municipal levels defining roles and responsibilities for data collection, aggregation and dissemination. In addition, the National Institute for Statistics and Information has adapted the 72-hour EFSA methodology to the Cuban context. The existing guidance of the Institute of Hygiene and Epidemiology is being adapted to serve as a capacity building tool for various actors in disaster response.

Output	Unit	Planned	Actual	% Actual vs. Planned
ACT1 - Food Transfer-C1-Food Security and Nutrition				
SO 4: Capacity Development: Strengthening National Capacities				
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	report	62	62	100.0%
Number of government counterparts trained in data collection and analysis on food and nutrition security	individual	45	40	88.9%
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	individual	136	219	161.0%
Number of technical assistance activities provided	activity	7	7	100.0%
SO 4: Local Purchase				
Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers	mt	0	0	-
SO 4: Nutrition: Standalone Micronutrient Supplementation				
Number of health centres/sites assisted	centre/site	12,000	5,422	45.2%
Proportion of men exposed to nutrition messaging supported by WFP against proportion planned	%	100	100	100.0%
Proportion of men receiving nutrition counseling supported by WFP against proportion planned	%	100	100	100.0%
Proportion of women exposed to nutrition messaging supported by WFP against proportion planned	%	100	100	100.0%
Proportion of women receiving nutrition counseling supported by WFP against proportion planned	%	100	100	100.0%
SO 4: School Feeding				
Number of schools assisted by WFP	school	507	88	17.4%
ACT2 - Food Transfer-C2-Social Protection Systems				
SO 3: Local Purchase				
Number of FOs trained in market access and post-harvest handling skills	farmer organization	21	17	81.0%
Number of smallholder farmers supported by WFP	Individual	1,128	476	42.2%
Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers	mt	2	0	0.0%
ACT3 - Food Transfer-C3-Disaster Risk Management				
SO 1: Capacity Development - Emergency Preparedness and Response				
Number of government staff members trained in disaster and climate risk management	individual	385	77	20.0%
SO 1: Capacity Development: Strengthening National Capacities				
Number of technical support activities provided on food security monitoring and food assistance	activity	9	2	22.2%

Outcomes

The Country Programme Action Plan (CPAP) was signed in March 2015 and implementation of activities started in April. Therefore, major efforts in 2015 were focused on obtaining baseline measurements. Technical consultations with government counterparts on specific M&E tools and outcome measurement methodologies lasted until the third quarter of 2015. Indicators to measure national capacity for school feeding, nutrition, and emergency preparedness, as well as the indicator to measure community resilience, are being adapted to the Cuban context. This methodology is currently being revised by the government.

The Cuban Government collects annual data on the prevalence rate of iron-deficiency anemia (IDA) in pregnant women based on two sentinel sites per province. Thanks to WFP efforts, the measurement of this indicator among pregnant women was extended to each of the 34 municipalities targeted by the CP. This was carried out in the first half of 2015, through the collection of primary data from the health records of 13,877 pregnant women. It emerged that 37.6 percent of pregnant women suffer from IDA. This data will be used as project baseline.

In close collaboration with health authorities, WFP also continued to measure the prevalence of IDA among children under 2, based on a methodology developed during the previous development operation. This year's results indicated a moderate health problem for the 34 target municipalities (33.4 percent prevalence), though higher rates were detected among children under 6 months (41.8 percent prevalence). Reports confirmed that 97 percent of targeted children aged 6 to 23 months participated in the MNP distribution programme. In 2015, WFP carried out the first distribution cycle of MNP.

As planned under component 2, WFP engaged in capacity building and purchase of agricultural equipment for farmers in order to boost local production and to enable WFP to locally purchase commodities in subsequent years. WFP is also working with the Cuban government to define a purchasing mechanism that enables WFP to buy from cooperatives. While currently all beans produced in Cuba are sold to the state, selling to WFP will be an opportunity for farmers and cooperatives to develop their capacity to explore new commercialization models. In addition, WFP planned to locally purchase and distribute bio-fortified beans in 2015. However, the procurement of agricultural equipment took longer than expected and required seeds were not available. In 2016, WFP expects to purchase bio-fortified beans from smallholder farmers for distribution through safety net programmes.

As regards to component 3, WFP worked closely with local government counterparts to complete the matrices for determining the Emergency Preparedness and Response Capacity Index (EPCI), as well as the indicator related to community resilience. Both tools are under technical review by government counterparts.

Throughout 2015, WFP worked to strengthen the country programme monitoring system, focusing on three areas: i) establishment of M&E criteria; ii) use of the georeferenced real-time acquisition of statistics platform (GRASP); iii) organization of field monitors' work plans to comply with new corporate M&E requirements. In addition, a new field monitor was recruited to strengthen WFP's monitoring capacity in the province of Pinar del Rio, a new geographical area of work.

Outcome	Project end Target	Base Value <i>(at start of project or benchmark)</i>	Previous Follow-up <i>(penultimate follow-up)</i>	Latest Follow-up <i>(latest value measured)</i>
ACT1 - Food Transfer-C1-Food Security and Nutrition				
Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger				
Average number of school days per month when a locally procured product(s) from one or more of the food groups was/were provided				
Base value: Nov-2015, Outcome - Post Distribution Monitoring (PDM), Programme monitoring.	10	0		
NCI: Nutrition programmes National Capacity Index				
Base value: Jan-2015, NCI 2015 - Jointly calculated by the National Institute of Nutrition and WFP, Programme monitoring.	4	3		
Prevalence of iron deficiency anaemia (IDA) among children under 2 (% , Hb110g/L)				
Base value: Nov-2015, Surveillance system in primary health care centres, Secondary data.	25	33.4		
Prevalence of iron deficiency anaemia (IDA) among pregnant women (% , Hb110g/L)				
Base value: Jun-2015, Pregnant women's health card, Secondary data.	25	37.6		
Proportion of eligible population who participate in programme (coverage)				
Base value: Dec-2015, Government Reports - Urban, Programme monitoring.	100	97		
Proportion of target population who participate in an adequate number of distributions				
Base value: Dec-2015, Indicator compendium - PLW assisted with CSB, Programme monitoring.	66	0		
ACT2 - Food Transfer-C2-Social Protection Systems				
Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs				
Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases				
Base value: Dec-2015, Programme monitoring.	85	0		
Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country				
Base value: Dec-2015, Programme monitoring.	50	0		

Sustainability, Capacity Development and Handover

The government of Cuba has given its approval to conduct a national survey on household level food consumption. The survey will be conducted in 2016 by the Institute of Nutrition with WFP support. The last national survey on household food consumption was conducted in 2001. This survey will provide important data to assist future efforts in transitioning from universal to targeted safety net programmes.

In order to promote the local fortification of rice flour, WFP developed an action plan to purchase spare parts and one truck to transport commodities to final distribution points. WFP also bought laboratory equipment and related materials to ensure quality control of locally produced fortified food. This equipment will be installed and training will be provided to technicians in 2016.

WFP worked to foster dialogue between the ministries of Health and Education, emphasizing the importance of capacity development in nutrition education at national and local levels. In collaboration with national experts, WFP prepared a proposal for a pilot project in Guantanamo province to strengthen capacities in nutrition. The pilot project is expected to start in early 2016.

With the support of an expert from HQ, WFP carried out an assessment on national capacities to develop a social communication campaign on healthy nutrition. This process included several consultations with key actors. Cuba's participation at the "7th Seminar on School Feeding in Latin America and the Caribbean" in Peru was instrumental in reaching the government's agreement to use the Systems Approach for Better Education Results (SABER) to analyze the status of policies and institutions related to the school meals programme.

Under component 2, the multiplier effect of knowledge transfer to national and local actors is evidenced by the fact that participating cooperatives have conducted SWOT (strengths, weaknesses, opportunities, and threats) analyses and investments assessments of production processes beyond beans (such as the milk production in Guantanamo). WFP, FAO and UNDP held a workshop to share results of the bean value-chain assessment. They also sensitized government counterparts on the importance of the value-chain approach in national production planning.

At the beginning of the roll out of activities of component 2 in Las Tunas province, WFP organized a visit for local government counterparts to Guantanamo, where the pilot project had started. The objective was to promote knowledge sharing and exchange of lessons learned in order to enhance efficiency and effectiveness of operations. WFP led a Cuban multi-sectorial team in a one-week exchange visit to El Salvador, a country considered a good example of WFP's collaboration with the government to achieve an effective food security management model. The team comprised national and local government decision makers and technical experts, representatives of the state agriculture company and managers of cooperatives and farmers.

With WFP support, the government assessed the food and nutrition security impact of the drought by using secondary data to improve response preparation. Furthermore, WFP used its lead role in interagency groups for food security, logistics and in the United Nations Emergency Technical Team (UNETT) to advocate with the government for the creation of sectorial groups for disaster preparedness and response.

INPUTS

Resource Inputs

Resource mobilization and donor outreach efforts resulted in an increase in funding available for development activities. Available resources were used to purchase MNPs, Super Cereal and beans as well as non-food items to assist targeted vulnerable groups to meet food and nutrition needs; to ensure quality control of locally produced fortified food; to strengthen bean value chain; and to provide develop the capacity of government counterparts.

The Government of Cuba provided significant financial contribution and support for the implementation of the programme by covering a large share of (i) staffing, administration, and other related costs, (ii) direct implementation costs, (iii) internal transport, handling and storage, and (iv) training, monitoring and evaluation cost.

Donor	Resourced in 2015 (mt)		Shipped/Purchased in 2015 (mt)
	In-Kind	Cash	
Brazil	3,584		3,336
Italy		404	404
MULTILATERAL			243
Switzerland	150		150
Total:	3,734	404	4,133

See Annex: Resource Inputs from Donors for breakdown by commodity and contribution reference number

Food Purchases and in-kind Receipts

Efforts to overcome challenges related to local procurement are ongoing. In 2015, all commodities distributed were procured internationally. In order to facilitate the local purchase of fortified blended food and beans, WFP focused on providing support to the Bayamo plant to increase local production of fortified rice flour and on strengthening local cooperatives that produce beans. In 2015, WFP received an in-kind donation of dried skimmed milk, beans and rice for distribution under food-based safety net programmes.

Commodity	Local (mt)	Developing Country (mt)	Other International (mt)	GCMF (mt)
Beans	0	91	1,186	
Corn Soya Blend	0	0	306	
Micronutrition Powder	0	0	8	
Plain Dried Skimmed Milk	0	0	150	
Rice	0	0	2,393	
Sum:	0	91	4,043	

Food Transport, Delivery and Handling

Costs related to local transport, storage and distribution of all food purchased by WFP are covered by the Government of Cuba.

Post-Delivery Losses

Only minimal losses of food were reported in 2015. WFP worked with the government to prevent losses by providing technical and logistical support to government counterparts.

MANAGEMENT

Partnerships

Since the beginning of the country programme implementation, WFP placed significant efforts in expanding its portfolio of national and international partners. A national project committee led by the Ministry of Foreign Trade and Investment, coordinated the implementation and planning of activities, with the participation of the ministries of public health, agriculture, food industry, domestic trade, education, transport, as well as the Civil Defense, the Cuba National Statistics and Information Office, the National Association of Small Farmers, and the Federation of Cuban Women. With the CPAP established, local committees were created in six of the seven provinces covered by the country programme, with the participation of local government staff.

Under component 2, new opportunities for strategic partnerships emerged and were strengthened in 2015. At the national level, WFP collaborated with UNDP's Agrocadenas project, promoted the adaptation of the methodology for the bean value-chain assessment and shared lessons learned. WFP also enhanced programmatic complementarity and built synergies with the IFAD-funded project "Cooperative Rural Development Project in the Oriental Region" (PRODECOR) and UNDP's "Articulated Platform for the Integral Territorial Development" (PADIT) project. Moreover, WFP fostered knowledge sharing with other development partners such as HIVOS, EU, Save the Children and German Agro Action. Areas for collaboration were created under the network INNOVACUBA, where WFP shared its methodology on business planning and capacity building with international NGOs promoting entrepreneurship.

Cuban NGOs such as the Cuban Association of Animal Production (ACPA), the Cuban Association of Agricultural and Forestry Technicians (ACTAF) and the Small Farmers Association (ANAP), as well as local universities, have been key actors in carrying out training for farmers. In addition, ACTAF promoted component 2 activities through its magazine and fora for organic agriculture.

In order to further link component 2 and 3, a special complementary partnership is being developed with Oxfam Belgium to enhance the resilience of farmers to climatic shocks and disasters. Oxfam agreed to strengthen weather stations to monitor meteorological drought, while WFP committed to complementing this activity by monitoring agricultural drought and to disseminate early-warning data to beneficiaries.

In promoting healthy nutritional habits, WFP worked with the Culinary Association and the Project for Food Conservation at community level. Academic institutions were supporting WFP in social communication campaigns.

ACPA provided support to WFP in the identification of expertise to conduct a gender assessment in the province of Guantanamo. WFP was also awarded a prize by the Youth Network for Health and Sexual Rights for supporting the sexual diversity campaign in Las Tunas province.

Partnerships	NGO		Red Cross and Red Crescent Movement	UN/IO
	National	International		
Total	4	1		3

Cross-cutting Indicators	Project end Target <i>Target Val</i>	Base Value <i>(at start of project or benchmark)</i>	Previous Follow-up <i>(penultimate follow-up)</i>	Latest Follow-up <i>(latest value measured)</i>
ACT1 - Food Transfer-C1-Food Security and Nutrition				
Amount of complementary funds provided to the project by partners (including NGOs, INGOs, Civil Society, Private Sector organizations, International Financial Institutions, Regional development banks)				
Base value: Jan-2016, Programme monitoring.	527,200	448,120		
Number of partner organizations that provide complementary inputs and services				
Base value: Dec-2015, Programme monitoring.	8	5		
Proportion of project activities implemented with the engagement of complementary partners				
Base value: Dec-2015, Programme monitoring.	100	100		
ACT2 - Food Transfer-C2-Social Protection Systems				
Amount of complementary funds provided to the project by partners (including NGOs, INGOs, Civil Society, Private Sector organizations, International Financial Institutions, Regional development banks)				
Base value: Jan-2016, Programme monitoring.	709,380	76,750.4		
Number of partner organizations that provide complementary inputs and services				
Base value: Dec-2015, Programme monitoring.	8	8		
Proportion of project activities implemented with the engagement of complementary partners				
Base value: Dec-2015, Programme monitoring.	100	100		
ACT3 - Food Transfer-C3-Disaster Risk Management				
Amount of complementary funds provided to the project by partners (including NGOs, INGOs, Civil Society, Private Sector organizations, International Financial Institutions, Regional development banks)				
Base value: Jan-2016, Programme monitoring.	390,360	210,794		
Number of partner organizations that provide complementary inputs and services				
Base value: Dec-2015, Programme monitoring.	8	7		
Proportion of project activities implemented with the engagement of complementary partners				
Base value: Dec-2015, Programme monitoring.	100	100		

Lessons Learned

During the design phase of the country programme, the situation analysis emphasized the need to extend WFP's assistance to new types of beneficiaries: pregnant and lactating women, and elderly people. These groups are particularly vulnerable, especially elderly people, given their low incomes. Moreover, for the first time, WFP could negotiate a more effective geographical targeting with the government. Instead of implementing its activities in the whole province, WFP could select specific municipalities according to their level of vulnerability.

In 2015, based on lessons learned from the DEV 10589, WFP purchased equipment and materials to strengthen the laboratory that will perform quality control of the fortified food. This will ensure a faster and more effective quality control before distribution.

Transportation of food items has represented one of the major constraints. Logistical assistance will be provided to government counterparts throughout the country programme implementation.

As one of the gaps identified in the bean value-chain analysis, the type of seeds cultivated does not correspond to the preferences of beneficiaries of social protection programmes. In order to address this mismatch, WFP, in collaboration with National Seeds Institute, promoted seed fairs in three provinces to identify beans that satisfy both producers and beneficiaries.

In 2015, WFP worked in close collaboration with UNDP and FAO sharing methodologies and lesson learned. Through this collaboration, the three UN agencies joined their efforts to support the value chain approach among government counterparts, leading to more effective programme interventions. Following the participatory approach used by WFP during the bean value-chain assessment, all stakeholders developed a strong sense of ownership and commitment. Moreover, this process fostered dialogue between the actors of the value-chain, especially farmers, service providers and local governments.

WFP established a contingency stock for post-disaster food distribution based on lessons learned from previous hurricane response operations. An in-kind donation of rice and beans was used to establish the stock that is stored in government warehouses, and an agreement was signed with the government regarding the storage, management and distribution of these commodities.

The M&E system has been further adjusted to the country programme monitoring requirements. WFP also introduced the Georeferenced Real-time Acquisition of Statistics Platform (GRASP) in Cuba for the collection of field-based data. Notwithstanding the complexity of process monitoring and limited internet connectivity, tools and forms have been successfully tested and will be used next year.

OPERATIONAL STATISTICS

Annex: Resource Inputs from Donors

Donor	Cont. Ref. No	Commodity	Resourced in 2015 (mt)		Shipped/ Purchased in 2015 (mt)
			In-Kind	Cash	
Brazil	BRA-C-00112-01	Beans	1,191		1,186
Brazil	BRA-C-00112-01	Rice	2,393		2,150
Italy	ITA-C-00156-01	Beans		91	91
Italy	ITA-C-00156-01	Corn Soya Blend		306	306
Italy	ITA-C-00156-01	Micronutrition Powder		8	8
MULTILATERAL	MULTILATERAL	Rice			243
Switzerland	SWI-C-00444-06	Plain Dried Skimmed Milk	150		150
Total:			3,734	404	4,133