

# CUBA EMERGENCY OPERATION 200531

<b>EMERGENCY ASSISTANCE TO PEOPLE AFFECTED BY HURRICANE SANDY IN THE PROVINCES OF SANTIAGO DE CUBA, HOLGUÍN AND GUANTÁNAMO</b>	
Number of beneficiaries	563,000
Duration of project	1 February – 31 August 2013 (7 months)
WFP food tonnage	4,980 mt
Cost (United States dollars)	
WFP food cost	US\$3,908,636
Total cost to WFP	US\$6,194,377

## EXECUTIVE SUMMARY

Hurricane Sandy severely affected the eastern region of Cuba in October 2012. Despite preparedness measures taken by the Government of Cuba as part of its emergency preparedness and response plans, 11 people died and 2.59 million people were adversely affected by flooding and strong winds caused by Hurricane Sandy in eastern Cuba. At least half of the affected population suffered loss or damage to housing and are at risk of food and water shortages.

Food security is a priority area in rehabilitation efforts, reflecting the magnitude of the losses in this sector which include widespread damage to food storage facilities. In addition to major crop losses in eastern Cuba, where the hurricane made a direct hit, subsequent flooding in the central regions compounded food losses, reducing the ability of the Government to cope with the emergency using its own resources. WFP launched an immediate response emergency operation of US\$1 million to assist 788,000 people in the most affected municipalities of Santiago de Cuba province with a one-month food ration during the period December 2012 to February 2013.

WFP verified the damage to the province of Santiago de Cuba caused by the hurricane and its impact on food security, confirming the need for emergency food assistance until agricultural infrastructure and production recover to pre-hurricane levels.

Overall, this emergency operation will assist 560,000 people over a seven-month period, including 500,000 vulnerable people through general food distributions and over 60,000 school children through the national school feeding programme.

The objective of this operation is to protect livelihoods and prevent the deterioration in the food security of people affected by Hurricane Sandy in the provinces of Santiago de Cuba, Guantánamo, and Holguín provinces. In addition, WFP will support the rehabilitation of the port in Santiago de Cuba as well as the recovery of food storage capacities in the three provinces. The project is in line with WFP's Strategic Objective 1 ("Save lives and protect livelihoods in emergencies") and addresses Millennium Development Goals 1 and 5. This operation is part of a Plan of Action formulated by the United Nations to support the Government's immediate response to the crisis.

## SITUATION ANALYSIS

### The Overall Context

<b>Population</b>	11,247,925 people
<b>Population growth</b>	6 per 1,000 per year
<b>Under-five mortality rate (per 1,000 births)</b>	6 (2011)
<b>Life expectancy</b>	77.97 years (2011)
<b>Population living with HIV/AIDS and adult prevalence rate</b>	14,400 (2011) 0.19% prevalence
<b>Prevalence of undernourishment in total population</b>	<5%
<b>Area</b>	110,860 km <sup>2</sup>
<b>Urbanization</b>	75% (2010)
<b>Divisions</b>	15 provinces and 1 special municipality
<b>Capital</b>	Havana 2.13million (2011)
<b>Gross National Income per capita</b>	US\$4,335 (2011)
<b>Proportion of population without sustainable access to an improved drinking water source</b>	urban: 3.1% of population rural: 21.7% of population total: 7.6% of population (2008)
<b>UNDP 2011 Human Development Index Score and rank</b>	0.776 (High); 51 of 187

Source: Cuba, Plan of Action, Response to needs arising from Hurricane Sandy - November 2012

1. Hurricane Sandy, a category 2 storm, swept through eastern Cuba on 25 October 2012 in five hours. It entered the Cuban mainland over Playa de Mar Verde in the province of Santiago de Cuba. Sustained winds reached up to 200 km/h, lashing Cuba's second and third most-populated provinces: Santiago de Cuba and Holguín.
2. Despite preparedness measures, including evacuations, 2.59 million people<sup>1</sup> (23 percent of Cuba's population) were directly affected. The Government of Cuba engaged in extensive relief and reconstruction efforts, but the scale of damage was such that it has been difficult for local authorities to address it alone.
3. Over 226,600 homes were damaged (50 percent of the population of the eastern region) and 17,000 homes destroyed, leaving 85,000 people homeless and hundreds of thousands in badly damaged houses that they cannot afford to repair. The affected populations lost significant assets, ranging from homes to personal belongings, leaving a huge impact on their living conditions.
4. Public infrastructure - including schools, hospitals, community kitchens, shops and warehouses - has been extensively damaged. Severe damage to food storage facilities, including warehouses and "*bodegas*" (the small grocery stores where the Government's subsidised food ration is distributed) has resulted in losses of over 36,000 mt of stored food.

<sup>1</sup> This is the total population of the three most affected provinces: 1,044,791 in Santiago de Cuba; 1,034,371 in Holguín and 511,224 in Guantánamo.

5. Given the magnitude of the storm and the resulting devastation, the affected populations require urgent support to maintain basic health and nutritional standards. Of particular concern are the heightened needs of vulnerable groups, such as pregnant women, children under 5, as well as elderly people (over 65).
6. WFP launched an immediate response emergency operation (IR-EMOP 200516) to reach 788,000 beneficiaries from December 2012 to February 2013. This first intervention is supporting the population in the most affected municipalities in Santiago de Cuba province (Santiago de Cuba, Contramaestre, II Frente and Palma Soriano), as well as augmenting food storage facilities.
7. The port of Santiago de Cuba is the main entry point for all internationally purchased goods bound for the five eastern provinces, including the food commodities that the Government distributes every month to the population in that part of the country. Hurricane Sandy damage has reduced port handling capacities by half, port storage capacity by 60 percent, and destroyed the lighting systems on a number of decks. On average, 12 working hours per day are now being lost as a consequence of poor lighting. Port authorities are very eager to receive support to help with the rehabilitation.

## **The food security and nutrition situation**

8. The destruction caused by Hurricane Sandy has resulted in extensive damage to the agricultural sector in the provinces of Santiago de Cuba, Holguín and Guantánamo. The hurricane struck just weeks before the short-season harvest (due in January). Nearly all agricultural land in these provinces was either flooded or damaged by heavy winds, destroying staple food crops - such as banana, maize and yucca - and damaging export crops including sugar cane and coffee.<sup>2</sup> Approximately 70,000 hectares of food crops have been lost, representing 100,000 mt of food. Agricultural losses in the province of Santiago de Cuba represent a 30 percent reduction in the country's overall production of staple crops.
9. Agricultural infrastructure has been severely damaged, including productive units such as greenhouses, vegetable gardens and intensive gardens, which play an important role in the supply chain for national food-based safety nets to vulnerable groups. The Government's ability to sustain such support through hospitals and the national school feeding programme has therefore been impaired.
10. Crop losses are having a significant immediate impact on national food reserves, with food security and nutritional implications. There is an overall food production deficit in the entire country - 70 percent of food consumed is imported. Although food coming from other provinces has been used to assist the affected areas as much as possible, that supply is expected to decrease in the coming months as food reserves begin to diminish.
11. Food availability in affected provinces is not expected to return to normal levels until the 2013 August-September harvests. An estimated 1.5 million people<sup>3</sup> are at risk of food shortages, with urban and rural areas equally affected.
12. It will take at least six months to recover basic agricultural production. The Government has indicated that the recovery of this sector is a national priority. The situation is exacerbated by extensive damage to the electrical network, which limits the population's capacity to prepare food.

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<sup>2</sup> Coffee and sugar cane are exported and the currency earned via exports is redirected to cover domestic expenditure.

<sup>3</sup> Those people have suffered losses in housing, water, and food.

13. Many people cannot work while reconstructing their homes, further reducing their incomes, compounding already low earnings and high levels of debt.<sup>4</sup> Lower incomes restrict the purchase of vital food supplies, this in turn affects the food market from where Cuba's population meets 50 percent of nutritional requirements. As demand decreases, workers in the food sector will suffer economic losses and consequently jeopardise their own food security.

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## **POLICIES, CAPACITIES AND ACTIONS OF THE GOVERNMENT AND OTHERS**

### **Policies, Capacities and Actions of the Government**

14. The Cuban Civil Defence system is well-developed and highly trained to cope with natural disasters. In advance of the passage of Hurricane Sandy, over 340,000 Cubans were evacuated. However, while Cuba is acknowledged as having one of the strongest national disaster preparedness systems, it faces major challenges in the recovery phase. Its logistics and storage capacities have been significantly reduced.
15. The Government has a policy of providing access to food to its citizens at all times. All Cubans receive a monthly food ration, which covers around 50 percent of the recommended dietary requirement. People with special nutritional requirements receive an additional food ration through various institutions: all school-age children are fed in school, as are hospital patients and other vulnerable groups in health institutions such as maternity, elderly and special needs centres. Response capacities are strained by the significant losses in housing, food reserves, crops, and storage and production facilities.
16. The Government was able to mitigate the impact of the hurricane on food security by a number of measures:
- The November 2012 food ration was distributed in advance in the provinces at-risk, in order to reduce possible losses and help ensure that households would be able to cope.
  - In the immediate aftermath of the hurricane, the Government quickly distributed the food it was able to rescue.
  - A price cap was put on food items to make food more accessible to the population; during the first fifteen days, food traders were exempted from sales tax, further limiting price increases.
  - Once the areas started to recover from the immediate impact of the disaster, the Government distributed an extra food ration for November (though this further depleted national reserves).
17. The Government has provided data and facilitated WFP's visit affected areas in the Santiago and Palma Soriano municipalities (Santiago de Cuba province)<sup>5</sup> to inform the preparation of this emergency operation (EMOP) and has indicated willingness to accept offers of assistance.

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<sup>4</sup> Currently, Cubans have committed an average of 30 percent over 10 years of their monthly wages towards repaying loans for the purchase of electric goods, which they borrowed through the Government electrification programme. The debt burden is only expected to increase as the Government rolls-out new loan programmes for the reconstruction of homes.

<sup>5</sup> The visit took place on 1-2 December 2012. WFP spoke to local authorities at provincial and municipal levels, as well as with affected people, mainly agricultural workers.



18. The Government is implementing a short-term strategy to address food shortages by planting short-cycle crops and hydroponic varieties in order to increase food availability in the coming months, in partnership with the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Development Programme (UNDP). Despite these efforts, however, food availability cannot be expected to return to pre-hurricane levels until August-September 2013.

## **Policies, Capacities and Actions of Other Major Actors**

19. A number of bilateral partners reacted immediately to the disaster by sending non-food and food assistance to the country.
20. The United Nations system immediately activated the Humanitarian Country Team and a number of agencies disbursed immediate response funds, including WFP. A Central Emergency Response Fund (CERF) application was approved for a total of US\$5.5 million. The United Nations also formulated a Plan of Action, launched in New York on in November. The main sectors in this plan are:
- food security (WFP, FAO and UNDP);
  - health (World Health Organization/Pan-American Health Organization, UNDP and the United Nations Population Fund);
  - shelter (UNDP, United Nations Centre for Human Settlements);
  - water, sanitation, hygiene (United Nations Children's Fund).
21. Within the food security sector, WFP food will be distributed to vulnerable groups; FAO will implement emergency activities for the recovery of the agricultural production capacity; and, UNDP will provide inputs to 80 cooperatives to support the recovery of their production capacity and help improve the livelihoods of farmers and their families.

## **Coordination**

22. United Nations agencies are working closely with the Government at central and local levels, donors and partners to support and complement the Government's response. WFP chairs the inter-agency group for Risk and Natural Disasters and the United Nations Emergency Team (UNETE). Both groups have been active before, during and immediately after the hurricane to facilitate coordination and communications. The United Nations Disaster Management Team designed a post-hurricane strategy. Coordination continues among United Nations agencies, with Government authorities, and with the local donor community.

## OBJECTIVES OF WFP ASSISTANCE

23. In line with WFP's Strategic Objective 1 (Save lives and protect livelihoods in emergencies) this EMOP aims to:
- ensure that vulnerable people affected by Hurricane Sandy in eastern Cuba have adequate access to food; and
  - support on-going government reconstruction efforts of the port and municipal warehouses, which serve as distribution channels for life-saving relief.
24. The main objective of the EMOP is to improve food consumption for 563,000 vulnerable people affected by the hurricane. The main activities will contribute to the achievement of Millennium Development Goals (MDGs) 1 and 5<sup>6</sup> and include:
- general food distribution to vulnerable groups (children 6-59 months, pregnant women and people over the age of 65) in the most-affected provinces;
  - a complementary ration to supplement the school meal provided under the national school feeding programme in primary schools until the production units are functional again;
  - support for the rehabilitation of Santiago de Cuba port through the provision of building materials to repair storage facilities and the lighting system on the decks;
  - support the repair of municipal warehouses; and
  - supply of kitchen utensils to community kitchens and other shelter facilities that have been damaged by the hurricane.

## BENEFICIARIES AND TARGETING

25. The EMOP will target 563,000 vulnerable and food-insecure people in both rural and urban areas of the most affected eastern provinces of Santiago de Cuba, Holguín and Guantánamo. Within these provinces, assistance will be directed toward the most vulnerable groups, including children 6-59 months, pregnant women, elderly people over 65 and primary school children. WFP will coordinate the identification of beneficiaries with government counterparts. WFP will provide support for five months of assistance.<sup>7</sup>
26. Support will be extended to boarding schools (half and full boarding) until the end of the 2012/2103 academic year (mid-July), as a "top-up" to maintain the students' food intake.

TABLE 1: BENEFICIARIES BY GENDER AND ACTIVITY				
Activity	Beneficiary Groups	Male	Female	Total
General food distribution	Children 6-59 months	88,252	84,791	173,043
	Pregnant women		17,822	17,822
	Elderly (over 65 years)	158,865	152,635	311,500
Support to school feeding	Half boarding	29,230	28,084	57,314

<sup>6</sup> MDG 1: Eradicate extreme poverty and hunger; MDG 5: Improve maternal health;

<sup>7</sup> Actual distributions may take place over a six- to seven-month period due to logistical constraints in purchasing and delivering commodities.

	Full boarding	1,546	1,486	3,032
<b>Total</b>		<b>277,893</b>	<b>284,818</b>	<b>562,711</b>

27. Table 2 below shows the beneficiaries per province and by activity. The planned beneficiary numbers are based on available preliminary data.

<b>TABLE 2: BENEFICIARIES BY LOCATION AND ACTIVITY</b>						
<b>Province</b>	<b>General food distribution</b>			<b>Support to school feeding</b>		<b>TOTAL</b>
	Children 6-59 months	Pregnant women	Elderly over 65 years	Half boarding	Full boarding	
Santiago de Cuba	70,562	7,158	123,805	26,265	1,207	228,997
Holguín	65,470	6,659	132,510	19,010	1,007	224,656
Guantánamo	37,011	4,005	55,185	12,039	818	109,058
<b>TOTAL</b>	<b>173,043</b>	<b>17,822</b>	<b>311,500</b>	<b>57,314</b>	<b>3,032</b>	<b>562,711</b>

40. While the disaster-affected eastern region is already targeted in WFP's on-going development project (105890) and the joint programme,<sup>8</sup> the objectives and targeted beneficiaries are different. WFP's development project in the eastern provinces of Cuba is working to tackle high levels of iron deficiency in support of the National Plan for the Prevention and Control of Anaemia.<sup>9</sup>

## NUTRITIONAL CONSIDERATIONS AND RATIOS

28. WFP general food distribution (GFD) and school feeding rations include rice, beans and vegetable oil, which are foods normally consumed by the targeted communities (Table 3).

<b>TABLE 3: FOOD RATION BY ACTIVITY (g/person/day)</b>			
<b>Commodity</b>	<b>General Food Distribution</b>	<b>Support to school feeding</b>	
		<b>Half boarding</b>	<b>Full boarding</b>
<b>Rice</b>	31	70	139
<b>Beans</b>	15	54	81
<b>Vegetable oil</b>	8	12	24
<b>Total</b>	<b>54</b>	<b>136</b>	<b>244</b>
<i>Total kcal/day</i>	230	537	984
% kcal from protein	9.1	11.7	10.5
% kcal from fat	31.4	21.8	23.5
Number of feeding days per month	<b>30</b>	<b>22</b>	<b>22</b>

<sup>8</sup> This refers to the MDG Achievement Fund project "Support for the Fight against Anemia amongst Vulnerable Groups in Cuba" implemented jointly by UNDP, FAO, WFP, PAHO and UNICEF.

<sup>9</sup> Development project 105890 "Support for the National Plan on Prevention and Control of Anaemia in the Five Eastern Provinces of Cuba".

29. WFP food rations have been defined to complement the existing government rations supplied through various social protection schemes. WFP general food ration will provide 230 kcal per person per day, which, together with the government basic food ration, will cover 81 percent of total energy requirements (see Table 4 below). The Institute of Nutrition and Food Hygiene of Cuba has advised that the Government's other social programmes will also cover 20 percent of daily energy requirements for the targeted groups. The combined food ration will therefore meet the food consumption requirements of the targeted beneficiaries until the supply of food through other governmental social programmes is re-established.

<b>TABLE 4: GOVERNMENT AND WFP FOOD RATIONS GENERAL FOOD DISTRIBUTION</b>			
<b>Commodity</b>	<b>Government basic ration</b>	<b>WFP GFD ration</b>	<b>TOTAL</b>
Rice	107	31	138
Sugar	92		92
Wheat flour fortified	25		25
Beans	8	15	23
Eggs	20		20
Vegetable oil	8	8	16
Chicken canned	15		15
Canned fish	10		10
Canned meat	8		8
<b>Total (g)</b>	<b>293</b>	<b>54</b>	<b>347</b>
<i>Energy (kcal)</i>	<i>1,047</i>	<i>230</i>	<i>1,277</i>
% of energy requirements supplied	50%	11%	<b>81%*</b>

30. WFP will supplement the national school feeding programme by providing an "on-top" ration in boarding schools. In full boarding schools, the national school feeding programme provides three meals a day – for these schools, WFP will complement the lunch and dinner meal to ensure the full daily dietary requirements are met.

<b>TABLE 5: GOVERNMENT AND WFP FOOD RATIONS - SCHOOL FEEDING</b>						
<b>Commodity</b>	<b>Half boarding schools</b>			<b>Full boarding schools</b>		
	<b>Government</b>	<b>WFP</b>	<b>Total</b>	<b>Government</b>	<b>WFP</b>	<b>Total</b>
Rice	35	70	105	60	139	199
Maize meal	4		4	8		8
Beans	9	54	63	34	81	115
Meat	18		18	35		35
Bread	46		46	90		90
Sweet Potato	76		76	120		120
Vegetables	76		76	152		152
Veg Oil	7	12	19	8	24	32
Eggs	8		8	8		8

<b>Total (g)</b>	<b>279</b>	<b>136</b>	<b>415</b>	<b>515</b>	<b>244</b>	<b>759</b>
Energy (kcal)	486	537	1,023	873	977	1,850
% of energy requirements supplied	26%	29%	55%	47%	53%	100%

31. A total of 4,980 mt of food commodities are needed to implement the EMOP, as shown in Table 6 below. The food costs and associated costs are shown in Annex 1-A

<b>TABLE 6: TOTAL FOOD REQUIREMENTS BY ACTIVITY (mt)</b>		
<b>Commodity Type</b>	<b>General food distribution</b>	<b>Support to school feeding</b>
Rice	2,311	485
Beans	1,156	367
Vegetable oil	577	84
<b>Total</b>	<b>4,044</b>	<b>936</b>

## IMPLEMENTATION ARRANGEMENTS

41. This EMOP 200531 will build on the initial response from IR-EMOP 200516, which has been assisting 788,000 hurricane victims in the most-affected municipalities of Santiago de Cuba province through general food distributions in the immediate aftermath of Hurricane Sandy.
42. The Ministry for Foreign Trade and Investment will coordinate activities at the national level with the Ministry of Domestic Trade, the Ministry of Education and the provincial and municipal authorities that will be in charge of transport, storage and direct food distribution to beneficiaries. The local governments in the provinces where the EMOP will be implemented will be accountable for timely food distribution in their areas.
43. WFP will also continue to work in close collaboration with other United Nations agencies involved in other aspects of the relief response. Collaboration with UNICEF (water and sanitation), WHO/PAHO (health) and FAO (rehabilitation of agriculture) will ensure a comprehensive response to the needs of the affected population.
44. Given the short implementation period for this EMOP and the lack of experience with cash and voucher transfers in Cuba, in-kind food transfers are more practical. However, WFP would further explore the feasibility and appropriateness of cash or voucher-based interventions in the future should Cuba require WFP's support.
45. WFP will purchase food regionally or internationally as per established WFP procurement procedures. Commodities from the regional forward-purchase facility will be used if appropriate to reduce procurement and delivery lead-times.
46. The EMOP will use the same public distribution channels used by the Government for its food-based safety-net programmes:
  - For general food distribution, the food distribution outlets ("bodegas") where families usually receive their monthly basic ration will serve as final distribution points. WFP food will be stored separately in warehouses and will be clearly marked.

- For school feeding, food will be received by the Ministry of Domestic Trade and then will be distributed to the schools through the provincial and municipal offices and mechanisms of the Ministry of Education.

47. In Santiago de Cuba, Holguín, and Guantánamo, the municipal warehouses used to store the food ration distributed each month to the general population (between 1,300 to 2,000 mt per municipal warehouse) were severely affected. WFP has already given to the Government 15 temporary storage units. WFP will also provide lights for warehouses to overcome the lighting problems.
48. In the Port of Santiago, where there was extensive damage to warehouses and the lighting system, WFP will contribute to the reconstruction of the port by supplying building materials and temporary lighting solutions. These are crucial elements for the port to function and supply life-saving food assistance.
49. In some municipalities, collective food kitchens are used by the population to prepare their food. WFP will supply kitchen and canteen utensils to affected community kitchens used by the most vulnerable groups. The facilities are used recurrently in case of evacuations.

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## PERFORMANCE MONITORING

50. WFP food monitors based in Santiago de Cuba, Holguín, and Guantánamo provinces will monitor the food deliveries, supervise food distributions and provide technical advice on monitoring and data collection. WFP, together with cooperating partners and beneficiary communities, will systematically collect disaggregated statistical and qualitative data on the EMOP. WFP will also conduct regular independent monitoring and will share findings and agree on follow-up action with local counterparts.
51. WFP food monitors and cooperating partners, under the coordination of the Ministry for Foreign Trade and Investment, will prepare monthly and quarterly reports containing information on outputs in line with the established computerized WFP food monitoring system (Commodity Movement Processing and Analysis System). The Ministry for Foreign Trade and Investment will also ensure that commodity accounting is undertaken according to regulations and that reporting is timely and accurate.

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## HAND-OVER STRATEGY

52. The Government is expected to be able to restore the main sources of food supply to the population within the next few months using its own resources and with the support of the international community. WFP emergency food assistance should not be required beyond August 2013. During implementation of the EMOP, WFP will conduct an in-depth analysis of the food security situation with the Government and key partners, to consider if further WFP support would be required for an extended period, focusing on the re-establishment and stabilization of livelihoods and food security.

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## RISK MANAGEMENT

53. Several contextual risks must be considered, including:

- A possible unsuccessful short-term agricultural cycle, due to the late arrival of seeds, which would reduce expected agricultural output and therefore increase and extend food needs. WFP will work closely with the Ministry of Agriculture and FAO.
- Expected levels of donor funding may not materialize. WFP will advocate with donors for support but if necessary WFP will prioritise activities to channel funding towards the most urgent requirements.
- Another shock could hit the country, further complicating the situation and demanding additional scarce resources. Eastern Cuba is prone to weather shocks and the population of Santiago de Cuba, Holguín and Guantánamo was also hit by Hurricane Ike four years ago. WFP will continue to monitor closely and ensure close liaison with National Civil Defence staff and other relevant government authorities.

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## SECURITY RISK MANAGEMENT

54. Cuba is currently under Security Level 1. WFP will follow the United Nations Department of Safety and Security procedures and measures, as well as the decisions of the United Nations Disaster Management Team.

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## RECOMMENDATION

55. The WFP Executive Director and the FAO Director General are requested to approve the proposed Cuba EMOP 200531.

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## APPROVAL

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Ertharin Cousin  
Executive Director,  
United Nations World Food Programme

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José Graziano da Silva  
Director General,  
Food and Agriculture Organization of  
the United Nations

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Date

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Date

## ANNEX I-A

PROJECT COST BREAKDOWN			
Food <sup>10</sup>	Quantity (mt)	Value (US\$)	Value (US\$)
Cereals	2,796	1,300,022	3,908,636
Pulses	1,523	1,568,266	
Oil and fats	661	1,040,348	
<b>Total food</b>	<b>4,980</b>	<b>3,908,636</b>	
Subtotal food and transfers			
External transport			935,729
Landside transport, storage and handling			0
Other direct operational costs			644,959
Direct support costs (see Annex I-B)			299,814
Total WFP direct costs			<b>5,789,138</b>
Indirect support costs (7 percent) <sup>11</sup>			405,240
<b>TOTAL WFP COSTS</b>			<b>6,194,377</b>

<sup>10</sup> This is a notional food basket for budgeting and approval. The contents may vary.

<sup>11</sup> The indirect support cost rate may be amended by the Board during the project.

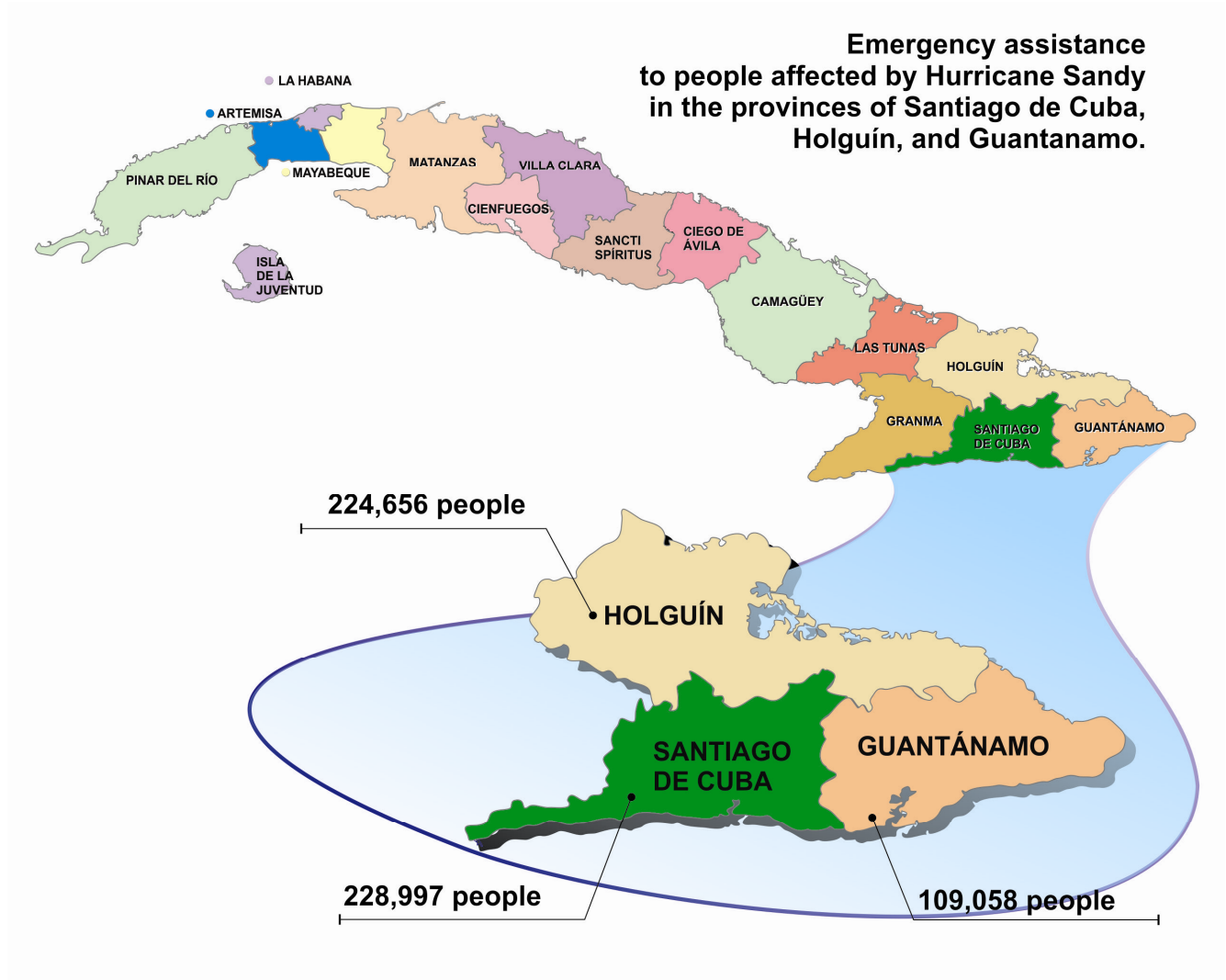


## ANNEX I-B

<b>DIRECT SUPPORT REQUIREMENTS (US\$)</b>	
<b>Staff and staff-related costs</b>	
Local staff - national officers	27,283
Local staff - general service	66,156
Local staff - temporary assistance	16,466
Local staff – overtime	1,974
Staff duty travel	43,735
<b>Subtotal</b>	<b>155,614</b>
<b>Recurring expenses</b>	
Rental of facility	6,000
Utilities	19,700
Office supplies and other consumables	7,000
Communications services	43,500
Vehicle running costs and maintenance	28,000
Office set-up and repairs	6,000
United Nations organization services	8,900
<b>Subtotal</b>	<b>119,100</b>
<b>Equipment and capital costs</b>	
Vehicle leasing	11,900
Communications equipment	13,200
<b>Subtotal</b>	<b>25,100</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>299,814</b>

ANNEX II: LOGICAL FRAMEWORK		
Results-Chain (Logic Model)	Performance Indicators	Assumptions
<b>WFP Strategic Objective 1 : Save lives and protect livelihoods in emergencies</b>		
<b>Outcome 1</b> Adequate food consumption over assistance period for targeted beneficiaries	➤ Dietary diversity score	➤ Adequate funding available in a timely manner ➤ No breakout of water borne diseases is expected ➤ No additional natural shocks occur in the country
<b>Output 1.1</b> Timely provision of food in sufficient quantity for targeted beneficiaries in disaster-affected area	➤ Number of women, men, girls and boys receiving food by activity, and as % of planned. ➤ Tonnage of food distributed, by type, as % of planned distribution. ➤ Number of school assisted ➤ Number of feeding days by group of beneficiaries versus plan.	➤ Timely arrivals of commodities and distribution to beneficiaries
<b>Output 1.2</b> Timely provision of non-food items (NFIs) for the improvement of storage facilities in the Santiago de Cuba Port	➤ Quantity of NFIs, distributed, by type, as % of planned distribution	➤ Timely arrivals of outputs and installed in the warehouses in Santiago de Cuba port
<b>Output 1.3</b> Timely provision of NFIs for the rehabilitation of the municipal warehouses	➤ Quantity of NFIs, distributed, by type, as % of planned distribution	➤ Timely arrivals of outputs and distributed to the municipalities
<b>Output 1.4</b> Timely provision of NFIs for the improvement of community kitchens	➤ Quantity of NFIs, distributed, by type, as % of planned distribution	➤ Timely arrivals of outputs and distributed to the municipalities

### ANNEX III: MAP



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## **ACRONYMS USED IN THE DOCUMENT**

CERF	Central Emergency Response Fund
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
GFD	general food distribution
IR-EMOP	immediate response emergency operation
NFI	non-food item
PAHO	Pan-American Health Organization
UNDP	United Nations Development Programme
UNETE	United Nations Emergency Team
UNICEF	United Nations Children's Fund
WFP	United Nations World Food Programme
WHO	World Health Organization