

Standard Project Report 2015

Reporting Period: 1 January - 31 December 2015

HAITI

PRRO-Haiti-Strengthening Emergency Preparedness and Resilience in Haiti

Project Number	200618
Project Category	Single Country PRRO
Overall Planned Beneficiaries	2,030,000
Planned Beneficiaries in 2015	663,000
Total Beneficiaries in 2015	251,313

Project Approval Date	11 Feb 2014
Planned Start Date	01 Apr 2014
Actual Start Date	15 Apr 2014
Project End Date	31 Mar 2017
Financial Closure Date	n.a.

Approved budget as 31 December 2015 in USD	
Capacity Dev.t and Augmentation	4,697,950
Cash--based Transfer and Related Costs	29,873,848
Direct Support Costs	22,741,169
Food and Related Costs	53,492,594
Indirect Support Costs	7,756,389
Total Approved Budget	118,561,950

Commodities	Metric Tonnes
Total Approved Commodities	52,178
Planned Commodities in 2015	17,858
Actual Commodities in 2015	7,287

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

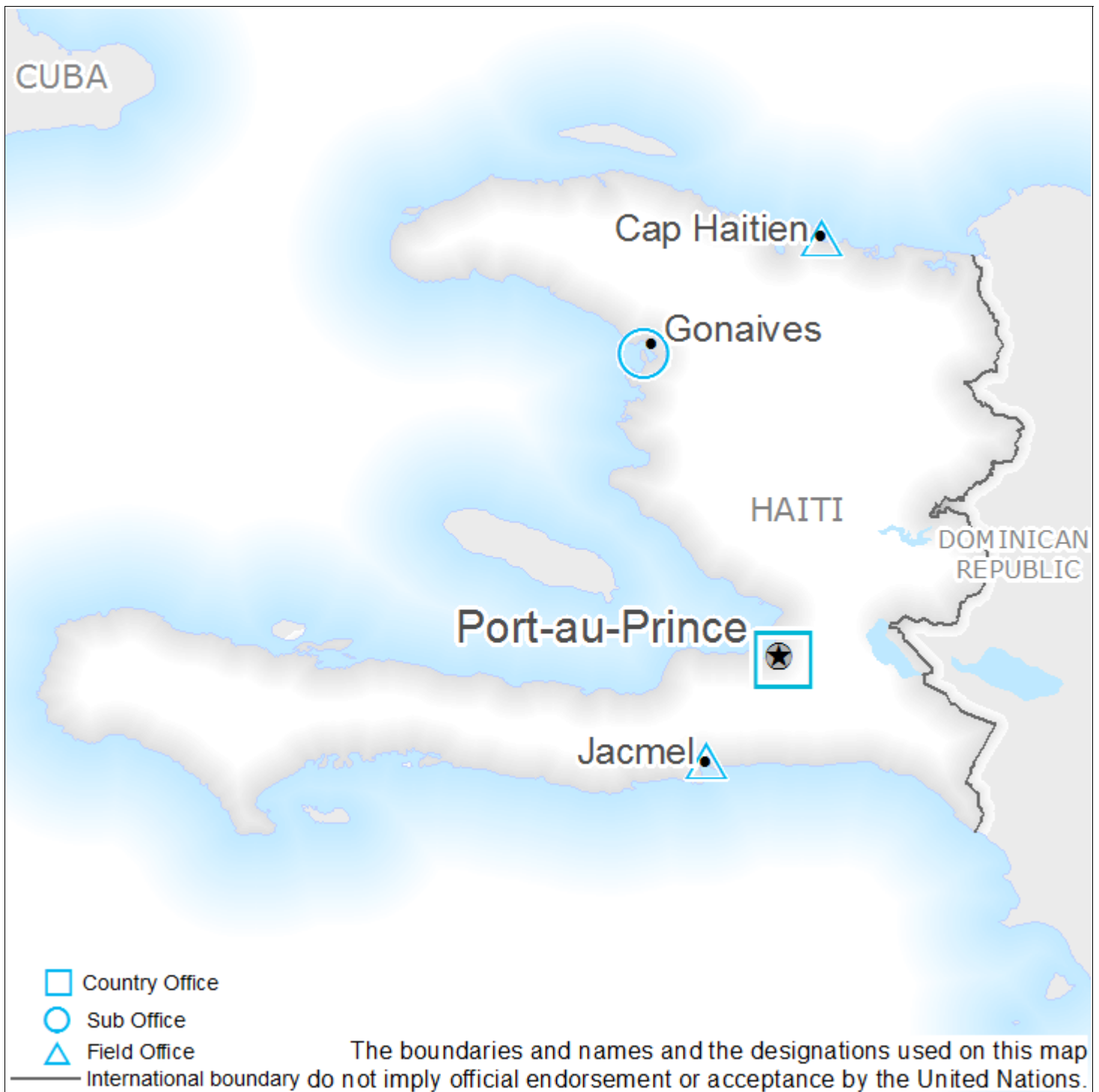
MANAGEMENT

- Partnerships
- Lessons Learned

OPERATIONAL STATISTICS (where applicable)

- Annex: Resource Inputs from Donors
- Annex: Commodity Transactions

Country Overview



COUNTRY BACKGROUND

Haiti is the poorest country in the Americas. Its economy has been repeatedly affected by political crises and natural disasters in the last two decades. Haiti ranked 163rd out of 188 countries on the 2015 Human Development Index and 138th on the Gender Inequality Index. 59 percent of Haitians live in poverty and close to 25 percent in extreme poverty, while the wealth of the richest one percent of Haitians amounts to the aggregated wealth of 45 percent of the poorest. Poverty is mainly rural, according to the 2013 Millennium Development Goals (MDG) Report it affects 75.2 percent of the rural population.

On the Climate Risk Index, Haiti is third among the countries most affected by extreme weather events and it ranks sixth among the countries most vulnerable to climate change. Recurrent natural disasters include severe storms, flooding, landslides, and drought. A Rapid Food Security Assessment conducted in May 2015 confirmed that Haiti was facing its third year of drought exacerbated by El Niño phenomenon. The 2015 main spring harvest fell below the average with losses of up to 70 percent in some areas. Because many households have experienced several back-to-back poor harvests, hardly any alternative livelihood strategies and coping mechanisms remain. Late in September, the Ministry of Agriculture issued a food security alert with the estimate that up to 560,000 people had already reached crisis levels of food insecurity.

Agriculture provides 50 percent of jobs in the country and accounts for 25 percent of the GDP, but Haiti fails to produce enough food for its population. Food imports account for more than 50 percent of the country's needs and 80 percent of its main staple rice (The State of Food Insecurity in the World, SOFI, 2014).

More than 50 percent of the population is undernourished according to SOFI. The MDG target to halve the proportion of people who suffer from hunger between 1990 and 2015 has not been achieved, and progress in this area is very slow. 22 percent of the children under five are stunted according to EMMUS V 2012, and five percent suffer from acute malnutrition. Almost half of the women in the age group 15-49 and 65 percent of the children under five are anaemic.

Since 2015 was the year of presidential, legislative, and local government elections, political instability accompanied by insecurity seriously limited the implementation of WFP activities. High turnover at government decision making and technical levels also hampered WFP efforts to establish strategic partnerships.

SUMMARY OF WFP ASSISTANCE

The main pillars of the country strategy are food and nutrition safety nets, emergency preparedness and response, and augmentation of national capacity. In 2015, WFP worked in nine out of ten departments, contributing mainly to Sustainable Development Goal 2. Due to political instability, the resulting insecurity, and funding shortfalls, WFP faced major challenges in 2015 in implementing its activities.

1. Food and nutrition safety nets

As part of the DEV 200150, the WFP school meal programme represents the country's largest food safety net. It also supports government efforts to establish a Haitian-owned programme by 2030. With trust fund resources, WFP launched a home grown school feeding pilot in the Nippes department, to augment production among smallholder farmers while supplying schools with local food.

Through the PRRO 200618, WFP setup the country's first vulnerability database, hosted and managed by the government and accessible to humanitarian partners. WFP also distributed monthly nutritious rations to pregnant and lactating women and to children aged 6 to 59 months. This safety net has diminished hunger and lent support to the communities most affected by the ongoing drought.

2. Emergency preparedness and response

WFP is at the forefront of the response to the drought that is also exacerbated by the ongoing El Niño phenomenon. Throughout the year, WFP supported the government and partners in conducting an Integrated Phase Classification (IPC) analysis, a Rapid Food Security Assessment, and a nationwide Emergency Food Security Assessment (EFSA). WFP responded in March by delivering food assistance in the most affected communes. WFP has since set up the largest response to the drought by supporting the recovery of households in the most affected communities with assets creation and distributed food assistance.

3. Augmentation of national capacity

WFP and the government have set up pilot emergency radio communication centers to bolster national disaster response capacity. WFP has fostered South-South Collaboration through the Integrated Disaster Management and Climate Change Adaptation process involving the governments of Cuba, Haiti and the Dominican Republic. An action plan was finalized in 2015, which identified potential areas of collaboration for disaster risk reduction and for sharing best practices in early warning disaster response.

Beneficiaries	Male	Female	Total
Number of children below 5 years of age	50,056	48,955	99,011
Number of children 5 to 18 years of age	274,219	265,725	539,944
Number of adults	56,253	73,486	129,739
Total number of beneficiaries in 2015	380,528	388,166	768,694
Total number of beneficiaries in 2014	559,411	591,758	1,151,169
Total number of beneficiaries in 2013	511,724	555,279	1,067,003

Distribution (mt)						
Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Single Country PRRO	3,690	683	725	2,119	71	7,287
Development Project	6,310	524	1,594		253	8,681
Total food distributed in 2015	10,000	1,206	2,319	2,119	324	15,968
Total food distributed in 2014	11,404	1,328	2,331	1,290	304	16,657
Total food distributed in 2013	14,752	1,696	3,569	2,407	797	23,221

Operational SPR

OPERATIONAL OBJECTIVES AND RELEVANCE

The PRRO is aligned to the 2015-2030 National Strategic Programme for Development and, in particular, to the key areas of the government's food security and nutrition strategy: food and social safety net interventions, investment in agriculture, and improved basic social services and nutrition. The PRRO is also in line with the 2013-2016 United Nations Integrated Strategic Framework.

The PRRO supported the Government in saving lives, rebuilding livelihoods and resilience, while concentrating its activities in the most food insecure and disaster-prone areas. WFP support focused both on responding to nutritional deficiencies within targeted communities and on helping reinforce government capacity both at central and local levels, in line with the government plan to decentralize its capacities by 2030.

By enhancing its preparedness and by delivering assistance via general food distributions to drought affected populations, WFP response contributed to WFP's strategic objective 1 ("Save lives and protect livelihoods in emergencies") and supported the government to confront the multiple disasters that affect the country.

WFP's cooperation with the government also extended to activities contributing to the achievement of WFP's strategic objective 2 ("Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies") by assisting the population in recovering from shocks by initiating cash for assets activities. WFP also aligned its work with the government priority to fight acute and chronic malnutrition (WFP's strategic objective 4: "Reduce undernutrition and break the intergenerational cycle of hunger"). WFP's activities included the treatment of acute malnutrition in children 6-59 months old and the prevention of chronic malnutrition and micronutrient deficiencies in infants by focusing on the first 1,000 days. WFP also supported the government in setting up the institutionalization of an enhanced social protection programme in the country.

No resilience activities in support of strategic objective 3 ("Reduce risk and enable people, communities and countries to meet their own food and nutrition needs") were carried out in 2015. The general socio-economic environment in the country was not favorable to such an approach. The drought has had a lasting impact on livelihoods and the ability to cope with external shocks. WFP consequently prioritized SO2 activities.

PRRO nutrition activities contributed to the Kore Lavi (Creole for 'Supporting Life') consortium project which aimed to reduce food insecurity and vulnerability by supporting the Government of Haiti in establishing a replicable safety net system and preventing child undernutrition, using the '1000 Days' approach.

RESULTS

Beneficiaries, Targeting and Distribution

In 2015, WFP provided food assistance in several ways: general food distribution (GFD), cash-for-asset creation (CFA) and nutrition activities. WFP's nutrition activities were integrated into the larger Kore Lavi project. Overall, WFP reached only 38 percent of the planned beneficiaries because of the lack of funding for CFA and HIV/TB activities, the fact that no hurricane response was needed, and that targeting for nutrition activities became fully efficient only late in the year. Targeting of beneficiaries systematically involved the communities.

WFP's first GFD in 2015 provided half rations of high energy biscuits for one month to 2,000 drought affected households in the South-East, while CARE gave USD 25 a month to the same households. Beneficiaries were selected using the social protection beneficiary database of the Kore Lavi project that identifies structurally poor households by socioeconomic criteria. Following this initial response, WFP began CFA and GFD activities in the areas that had been, according to the results of the July IPC, most severely affected by the drought. As per donor and government request, WFP did not provide assistance in areas where the population was already receiving food assistance through the Kore Lavi project. Given high levels of poverty and the devastating impact of the drought in particularly vulnerable areas, most of the households in the community were food insecure. To secure a timely delivery of urgently needed food assistance, WFP relied on its current cooperating partners for the distribution of a full food basket to all families with children in WFP supported schools. WFP distributed a 60 day ration of rice, beans, vegetable oil and salt. To raise the energy value of the food basket, depending on availability, the ration was supplemented with sugar.

Conditional food assistance to support the recovery of drought-affected households was provided from May to August, and then again, after the failed primary harvest, from November to December. Based on a joint CNSA/FAO/WFP rapid assessment, CFA activities targeted three departments. Beneficiary households, with special attention to vulnerable groups, were selected by cooperating partners in consultation with local authorities and community-based organizations. Based on the priorities of MARNDR, agricultural extension officers and cooperating partners carried out participative community level consultations and feasibility studies to select assets per project site. Households received a cash transfer covering 100 percent of their daily food requirements as an incentive to participate in soil conservation and canal drainage activities. To avoid negative effects on the labor market, the daily cash transfer was aligned with the daily minimum wage of unskilled workers in rural areas (HTG 200 or USD 3). Cash was transferred to households through the money transfer company, Sogexpress that had set up distribution points in the proximity of beneficiaries. Each participant, representing one household, received a cash transfer based on the number of days worked.. Gendered work norms were agreed on and implemented by participants before the start of the CFA activities so that men undertook the heaviest physical work, while women performed lighter tasks.

Because of funding constraints, the nutrition component is implemented only within the Kore Lavi project. WFP implemented preventive and curative activities in four of the most food insecure departments. Prevention of malnutrition in infants and pregnant or lactating mothers followed the 1,000 days approach. Targeting is led by partners within the Kore Lavi consortium. Beneficiaries were identified by health center workers, community health volunteers and 'lead mothers' in the targeted community. Using local health care centers, WFP provided food assistance to improve access to basic health care, especially for pre- and post-natal check-ups. The condition to receive food assistance was participation in behavioral change sessions on health and nutrition issues.

Children aged 6-59 months suffering from moderate acute malnutrition were targeted through local health centers in three departments (Artibonite, North-West and South-East), based on regular screenings by local nutrition center staff. As per the national protocol, a three-month treatment with a lipid-based specialized nutritious food was provided.

For all activities under the PRRO, the reinforcement of the capacity of the government was key. Government staff at central and local level were direct and indirect beneficiaries of the project.

[illegible]

Beneficiary Category	Planned			Actual			% Actual v. Planned		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Children 6 to 23 months given food under blanket supplementary feeding (prevention of stunting)	26,983	27,517	54,500	13,967	13,712	27,679	51.8%	49.8%	50.8%
HIV/AIDS and TB beneficiaries	28,944	31,056	60,000	0	0	0	0.0%	0.0%	0.0%
Participants in Food For Assets	21,708	23,292	45,000	7,330	10,993	18,323	33.8%	47.2%	40.7%
Pregnant and lactating women given food under complementary feeding (prevention of stunting)		43,000	43,000		15,791	15,791		36.7%	36.7%
Beneficiaries of General food distribution (GFD)/ targeted food distribution/assistance (GFD-TFD/A)	144,718	155,282	300,000	55,269	59,304	114,573	38.2%	38.2%	38.2%
Children 24 to 59 months given food under supplementary feeding (treatment for moderate malnutrition)	5,348	5,317	10,665	571	619	1,190	10.7%	11.6%	11.2%
Children 6 to 23 months given food under supplementary feeding (treatment for moderate malnutrition)	6,537	6,498	13,035	223	242	465	3.4%	3.7%	3.6%
Pregnant and lactating women participating in targeted supplementary feeding (treatment for moderate acute malnutrition)		1,000	1,000		0	0		0.0%	0.0%
Cash-Based Transfer Beneficiaries	108,538	116,462	225,000	44,194	47,421	91,615	40.7%	40.7%	40.7%

Commodity Distribution

Commodity	Planned Distribution (mt)	Actual Distribution (mt)	% Actual v. Planned
Beans	531	366	68.9%
Bulgur Wheat	1,770	1,293	73.0%
Corn-soya Blend (csb)	3,261	2,026	62.1%
High Energy Biscuits	120	68	56.3%
Iodised Salt	154	47	30.4%
Peas	1,537	359	23.3%
Ready To Use Supplementary Food		26	
Rice	9,207	2,398	26.0%
Sugar	3	24	791.1%
Vegetable Oil	1,275	683	53.5%
Total for 2015	17,858	7,287	40.8%
Total reported in 2014 SPR	12,885	3,292	25.6%

	Planned Distribution (USD)	Actual Distribution (USD)	% Actual v. Planned
Cash-Based Transfer			
Cash	8,442,720	1,455,124	17.2%
Total for 2015	8,442,720	1,455,123.5	17.2%

'Story Worth Telling'

Two years after the start of the Kore Lavi programme, that assists children aged 6 to 23 months and pregnant and lactating women using the 1,000 Days approach, networks of volunteers seeking to make a difference in their communities have been established by WFP and its partners. Chrismene Jean-Baptiste is one of the volunteers.

As a 'lead mother' she supervises other mothers receiving specialized nutritious food, and shares what she learnt on nutrition and hygiene from community health agents. Despite the difficulties faced in changing nutrition and hygiene practices and reaching participants in remote rural areas, she is proud to support her community. "I volunteered to become a lead mother to help people several years ago. I bless the programme for providing us with this opportunity. It makes a big difference", she proudly states, "thanks to our strengthened network, we were able to stop the spread of serious illnesses like cholera."

Thanks to many "manman lide" (lead mothers) like Chrismene, and the support of competent community health workers who supervise and train the lead mothers, the programme will create lasting change by combining food assistance with awareness-raising on nutrition and health.

Progress Towards Gender Equality

Similar to other social safety net programs in Latin America and the Caribbean, the Kore Lavi project, implemented by WFP, CARE and Action Against Hunger (ACF) under the supervision of the Ministry of Social Affairs and Labor (MAST), has taken an approach where the main focus of assistance is on women, either on account of their health condition (malnourished, pregnant and lactating) or their socio-economic status. Distributions of food rations accompanied by health sensitization sessions for pregnant and lactating mothers have improved the situation of mothers living in poverty by providing them monthly access to nutritious foods and teaching care practices to keep themselves and their children healthy. These sessions were often attended by men, which helped spread knowledge among the household members.

Furthermore, as part of the integration of community-based organizations in support to the Kore Lavi project, 54 community sensitization sessions were conducted to increase women's participation in decision-making bodies at the local level.

The programme also set up a 'lead mother' network, regrouping over 200 women volunteers who offer daily advice on nutrition, health and sanitation to the beneficiaries and prove very successful. Ten of these volunteers have now been hired as local health agents, a position previously held predominately by men. In 2015, more than 100 'lead fathers' have joined the structure and advise other fathers on their role in ensuring nutrition in their households.

Applying lessons learned from previous experiences, WFP and its cooperating partners put in place arrangements for more gender-balanced CFA management committees, helping ensure women's participation in the work, while assuring that women would also be the primary recipients of the cash. WFP assessments showed that this approach is important since women are the primary decision makers when it comes to buying food and managing household resources. In its interventions in the North-East, WFP increased the inclusion of women participants in CFA interventions - representing 60 percent of beneficiaries - to help elevate the status of female headed households and to ensure that agricultural techniques taught would benefit women as much as men. Local management committees and partners did everything they could to adapt the work to women.

While conducting the analysis for the Emergency Preparedness Capacity Index and the Nutrition Capacity Index, WFP arranged for the analysis groups to have as many male as female decision makers. Similar efforts were made in the constitution of the teams of enumerators and supervisors used for food security and vulnerability surveys in the field.

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>
Proportion of households where females and males together make decisions over the use of cash, voucher or food				
Base value: Aug-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Previous Follow-up: Aug-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Latest Follow-up: Aug-2015, Outcome - Post Distribution Monitoring (PDM), Programme monitoring.	50	31	31	39
Proportion of households where females make decisions over the use of cash, voucher or food				
Base value: Aug-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Previous Follow-up: Aug-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Latest Follow-up: Aug-2015, Outcome- Post Distribution Monitoring (PDM), Programme monitoring.	50	59	59	56
Proportion of women beneficiaries in leadership positions of project management committees				
Base value: Dec-2015, CARE ACF Kore Lavi Report, Programme monitoring.	50	42		
Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution				
Base value: Dec-2015, CARE ACF Kore Lavi Report, Programme monitoring.	60	37		

Protection and Accountability to Affected Populations

Indicators collected through post-distribution monitoring (PDM) and frequent field visits show that no beneficiaries experienced safety problems while traveling to or during distributions.

The proportion of beneficiaries aware of the mechanisms in place to voice complaints remains very low with only one beneficiary out of four confirming their acquaintance with the complaint mechanism. Nonetheless, WFP has created an efficient and anonymous complaint mechanism for the social protection beneficiary list (database). The mechanism foresees consultation with the communities in the first phase of the targeting process, and, in a second phase, the assessment of households that might have been excluded or whose vulnerability status might have changed since the survey took place. At any time, community members can report abuse or erroneous targeting. This mechanism reduced inclusion (less than 8 percent) and exclusion errors (less than 16 percent). Based on this experience, similar mechanisms will be put in place for CFA and GFD activities in 2016.

WFP monitoring and the Kore Lavi mid-term evaluation identified the persistent lack of knowledge of recipients and communities concerning the targeting criteria, mostly of GFD interventions. In response, WFP and partners involved in the drought response in 2016 will increase awareness sessions and the visibility of criteria prior and during distributions. At the end of the year, efforts were made to carry out systematical Food Basket Monitoring in the course of each and every field monitoring and to encourage beneficiaries to consistently verify the quality and quantity of their rations.

Under the nutrition component, "lead mother" group sessions, composed of beneficiaries and non-beneficiaries alike, put in place in December 2014 were reinforced in 2015. These meetings improve the dissemination of nutrition and health information related to entitlements, distribution planning and key messages to clarify confusion linked to food distributions. WFP continued sensitization in the communities to underscore that assistance, including registration, were free of charge.

Some CFA distributions had to be postponed in 2015 in areas where daily protests and road blocks took place. Increased collaboration between the WFP Programme and Security units together with the national police and local authorities during the planning of interventions and distributions prevented security incidents in 2015. Uncertainty around the presidential and legislative elections and the fragile economy could lead to an increase of protection concerns in 2016. WFP will be very attentive to integrate these risks mitigation measures in the design of its interventions.

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>
Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain)				
Base value: Dec-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Previous Follow-up: Dec-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Latest Follow-up: Oct-2015, Outcomes - Post Distribution Monitoring (CFA/GFD/Prev), Programme monitoring.	80	4	4	26
Proportion of assisted people (men) who do not experience safety problems travelling to/from and at WFP programme sites				
Base value: Dec-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Previous Follow-up: Dec-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Latest Follow-up: Oct-2015, Outcome - Post Distribution Monitoring (CFA/GFD/Prev), Programme monitoring.	100	100	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-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Previous Follow-up: Dec-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Latest Follow-up: Oct-2015, Outcome - Post Distribution Monitoring (CFA/GFD/Prev), Programme monitoring.	80	4	4	24
Proportion of assisted people (women) who do not experience safety problems travelling to/from and at WFP programme sites				
Base value: Dec-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Previous Follow-up: Dec-2014, Process - Post Distribution Monitoring (PDM), Programme monitoring. Latest Follow-up: Oct-2015, Outcome - Post Distribution Monitoring (CFA/GFD/Prev), Programme monitoring.	100	97	97	100

Outputs

The particular context in which WFP operated in Haiti this year (civil unrest connected to the elections, reduction of funding from the international community, severe drought, devaluation of the local currency) led to difficulties in meeting some of the planned outputs.

For SO1 activities, the content and quantity of the ration were for the most part as planned. Prepositioned contingency stocks allowed for full rations to be distributed this year with some small additions due to the availability of sugar. The ration size of the HEB distributed in March was a one month ration, as compared to the planned 2-day ration, as the planning scenario was based on an acute response to a sudden on-set emergency.

Under the capacity development component of SO2, WFP achieved most of its objectives in supporting the production of CNSA reports and analysis. The drought led to additional analytical needs towards the end of the year as the government requested WFP's support to conduct an Emergency Food Security Assessment in the most affected areas of the country. Two EFSA 72-hour sessions were organized but only 11 or 18 invited CNSA staff members could participate because of security issues or the need to prioritize drought activities. Among the technical assistance provided, WFP supported CNSA in conducting the Integrated Food Security Phase Classification, assisted the MAST with the vulnerability database and accompanied the Ministry of Health in implementing its overall nutrition strategies.

80 percent of the CFA activities were planned against SO2 as reflected in the below table. The 20 percent planned against SO3 are not shown as no CFA activities for SO3 were implemented during the year. Cash distributed for CFA activities is lower than planned because of the lack of overall funding for the activity, similar to 2014. This also had an impact on the number of participants, volume of work, the number of trees planted and the surface of land treated. The percentage of participants is disproportionately higher than the percentage of cash transferred as each participant worked fewer days than planned.

Under SO4, capacity building activities for nutrition went according to plan, while the training of MAST staff exceeded expectations. 19 staff have been trained in collecting, handling and analyzing vulnerability data. Decision makers at MAST as well as technicians received training on managing databases.

For the nutrition activities, most targets set for prevention were reached. The difference in the number of pregnant or lactating women reached emanates from the difficulties faced by WFP partners in the targeting and screening for the Kore Lavi programme. Solutions are being found with the partners to establish a more accurate and functional database. Moreover, the network of 'lead mothers' was completed in May 2015, which improved the screening. For MAM activities, three departments out of the initially planned four are being supported in compliance with the decision of the Ministry of Health to stop activities in one department. This explains the underachievement regarding sites assisted and the low proportion of caregivers who received counselling.

Output	Unit	Planned	Actual	% Actual vs. Planned
SO 1: GFD				
Energy content of food distributed (kcal/person/day)	kcal/person/day	1,415	1,415	100.0%
Number of days rations were provided	day	60	60	100.0%
SO 2: Capacity Development: Strengthening National Capacities				
Number of food security monitoring/surveillance reports produced with WFP support	report	6	5	83.3%
Number of government counterparts trained in data collection and analysis on food and nutrition security	individual	12	10	83.3%
Number of national assessments/data collection exercises in which food security was integrated with WFP support	exercise	1	2	200.0%
Number of technical assistance activities provided	activity	5	5	100.0%
SO 2: FFA				
C&V: Number of beneficiaries receiving cash transfers	Individual	180,000	91,615	50.9%
C&V: Number of men collecting cash or vouchers	Individual	18,000	7,330	40.7%
C&V: Number of women collecting cash or vouchers	Individual	18,000	10,993	61.1%
C&V: Total amount of cash transferred to beneficiaries	US\$	6,738,176	1,455,124	21.6%
Hectares (ha) of cultivated land treated and conserved with physical soil and water conservation measures only	Ha	223	118	52.9%
Hectares (ha) of cultivated land treated with biological stabilization or agro forestry techniques only (including multi-storey gardening, green fences, and various tree belts)	Ha	145	100	69.0%
Hectares (ha) of degraded hillsides and marginal areas rehabilitated with physical and biological soil and water conservation measures, planted with trees and protected (e.g. closure, etc)	Ha	193	193	100.0%
Hectares (ha) of forest planted and established	Ha	342	116	33.9%
Volume (m3) of soil excavated from rehabilitated waterways and drainage lines (not including irrigation canals)	m3	49,049	35,074	71.5%
SO 4: Capacity Development: Strengthening National Capacities				
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	individual	1	1	100.0%
SO 4: Nutrition: Prevention of Stunting				
Energy content of food distributed (kcal/person/day)	kcal/person/day	1,603	1,603	100.0%
Number of health centres/sites assisted	centre/site	139	139	100.0%
Number of pregnant/lactating women assisted	Individual	43,000	15,791	36.7%
Source CARE				
Proportion of women exposed to nutrition messaging supported by WFP against proportion planned	%	100	92	92.0%
Source CARE				
SO 4: Nutrition: Treatment of Acute Malnutrition				
Number of health centres/sites assisted	centre/site	120	84	70.0%

Output	Unit	Planned	Actual	% Actual vs. Planned
Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP supported messaging and counseling	%	100	43	43.0%

Outcomes

In response to significant levels of food insecurity due to the drought in 2015, WFP implemented GFD in the most affected parts of the country. In March, 2,000 households in the South-East received a one-month ration of high-energy biscuits (HEB), corresponding to 40 percent of daily requirements. A baseline survey conducted revealed that 54 percent of households were food insecure forcing more than half to adopt coping strategies, such as reducing meal size and frequency, consuming less favorable food and illicitly producing charcoal. Follow-up surveys conducted in April showed that beneficiaries had increased the number of meals from one to two meals following the distribution. In general, HEBs were a morning meal consumed by all family members.

Starting in October, 20,000 households in seven departments of the country received a two-month emergency ration from WFP's contingency stock. The beneficiaries, which consisted of families with pre and primary school age. They were targeted through the WFP school feeding network. Due to the short time-frame, outcome performance could not be measured by a survey. Spot checks and process monitoring revealed that the general food assistance reinforced the effects of the safety net provided by school feeding, keeping most beneficiaries out of food insecurity.

Despite the food crisis in the country, no emergency nutrition activity was carried out in 2015 as no drought related malnutrition outbreaks had been detected by either the Ministry of Health, partners or WFP. The nutrition coverage creates a significant safety net for the population most at risk of malnutrition.

The Emergency Preparedness Capacity Index was determined for the first time in December 2015. The consultation was attended by participants from CNSA, DPC, the National Meteorological Agency and OCHA. Results showed that the government still has improvements to make to be able to efficiently prepare and respond to crisis. Protocols and policies need to be put in place, funding is lacking and highly dependent on external sources, and infrastructures such as shelters need renovations and enhancements. The EPCI score was 2 out of 4.

CFA interventions aimed at decreasing the degradation of natural resources and protecting the livelihoods of the affected communities. To alleviate security and financial constraints, the country office undertook a pilot phone baseline survey combined with a field survey in July 2015. The baseline showed that 33 percent of households were food insecure and were using negative coping mechanisms. WFP Community Assets Score surveys conducted in 18 communities showed that only 13 percent of them have made progress, far from the targeted 80 percent. Although assets created or reinforced by WFP were tied to government priorities (Ministry of Agriculture), they did not always correspond to the basic needs of the most vulnerable population. In 2016, WFP will reinforce communication with grass-roots communities from the project design stage to final evaluation.

No resilience SO3 CFA activities were carried out in 2015. The general situation in the country was not a favorable environment to such an approach. As the drought impacted livelihood coping mechanisms, longer-term assistance activities were put on hold and emphasis was placed on restoring livelihoods (SO2).

According to a nutrition PDM survey of malnutrition prevention activities in the Kore Lavi areas, 22 percent of the children aged 6-23 months had a minimum acceptable diet as compared to only 14 percent in 2014. Although the implementation processes of the nutrition activities improved between Kore Lavi partners, children insufficiently benefitted from an adequate period of assistance. As a consequence of household level sharing of rations in the context of generalized food insecurity, the study showed that in 74 percent of the cases, the ration for children was exhausted in less than 10 days. The PDM also showed that 73 percent of mothers shared the ration within the family, thus undermining the intervention from reaching its goals to prevent malnutrition in pregnant and lactating women.

The PDM also pointed out that performance indicators for MAM (SO4) worsened significantly in 2015, especially for recovery rate among beneficiaries at the assisted health centers; it amounted only to 69 percent compared to 94 percent in 2014. Field monitors' regular discussions with beneficiaries indicate that this result was most probably due to the impact of the drought.

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>
Strategic Objective 1: Save lives and protect livelihoods in emergencies				
Diet Diversity Score				
Base value: Mar-2014, Kore Lavi Survey, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring (PDM), Programme monitoring.	5.5	5.15		5.1
Diet Diversity Score (female-headed households)				
Base value: Mar-2014, Kore Lavi Survey, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	5.5	5.15		5.15
Diet Diversity Score (male-headed households)				
Base value: Mar-2014, Kore Lavi Survey, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	5.5	5.15		5.03
EPCI: Emergency Preparedness and Response Capacity Index				
Base value: Dec-2015, Stakeholder Meeting (DPC, Haitian Red Cross, Int ONG and Gov Agency), Programme monitoring.	3	2		
Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies				
CAS: percentage of communities with an increased Asset Score				
Base value: Mar-2014, Focus Group, Programme monitoring. Latest Follow-up: Jul-2015, Focus Group, Programme monitoring.	80	0		13
Diet Diversity Score				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	5.5	5.2		4.86
Diet Diversity Score (female-headed households)				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring (PDM), Programme monitoring.	5.5	5.2		5.2
Diet Diversity Score (male-headed households)				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring (PDM), Programme monitoring.	5.5	5.2		4.6
FCS: percentage of households with acceptable Food Consumption Score				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	94.4	72		66.4
FCS: percentage of households with acceptable Food Consumption Score (female-headed)				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	94.4	72		73.25
FCS: percentage of households with acceptable Food Consumption Score (male-headed)				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring (PDM), Programme monitoring.	94.4	72		62.6
FCS: percentage of households with borderline Food Consumption Score				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	3.78	18.9		19.4
FCS: percentage of households with borderline Food Consumption Score (female-headed)				
Base value: Jul-2015, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	3.78	18.9		17.57
FCS: percentage of households with borderline Food Consumption Score (male-headed)				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	3.78	18.9		20.42
FCS: percentage of households with poor Food Consumption Score				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	1.82	9.1		14.2
FCS: percentage of households with poor Food Consumption Score (female-headed)				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	1.82	9.1		9.18
FCS: percentage of households with poor Food Consumption Score (male-headed)				
Base value: Apr-2014, USAID Baseline Study of the Kore Lavi Title II Development Food, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	1.82	9.1		17.2
Percentage of beneficiaries consuming at least 3 meals a day				
Base value: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	80	11		
Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger				
MAM treatment default rate (%)				
Base value: Dec-2014, Health center report Jan-Dec 2014, Secondary data. Previous Follow-up: Secondary data. Latest Follow-up: Dec-2015, Health center report Jan-Dec 2015, Secondary data.	15	1.2	1.2	12.08
MAM treatment mortality rate (%)				

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>
Base value: Dec-2014, Health center report Jan-Dec 2014, Secondary data. Previous Follow-up: Secondary data. Latest Follow-up: Dec-2015, Health center report Jan-Dec 2015, Secondary data.	3	0.09	0.09	0.24
MAM treatment non-response rate (%)				
Base value: Dec-2014, Health center report Jan-Dec 2014, Secondary data. Previous Follow-up: Secondary data. Latest Follow-up: Dec-2015, Health center report Jan-Dec 2015, Secondary data.	15	4.82	4.82	18.42
MAM treatment recovery rate (%)				
Base value: Dec-2014, Health center report Jan-Dec 2014, Secondary data. Previous Follow-up: Secondary data. Latest Follow-up: Dec-2015, Health center report Jan-Dec 2015, Secondary data.	75	93.89	93.89	69.26
NCI: Nutrition programmes National Capacity Index				
Base value: Dec-2014, Stakeholder workshop held on Dec 2014, Programme monitoring. Latest Follow-up: Oct-2015, Stakeholder workshop held on Oct 2015, Programme monitoring.	11	11		10
Proportion of children consuming a minimum acceptable diet				
Base value: Apr-2014, Korelavi Basline Study, Programme monitoring. Previous Follow-up: Sep-2014, Outcome - Post Distribution Monitoring, Programme monitoring. Latest Follow-up: Jul-2015, Outcome - Post Distribution Monitoring, Programme monitoring.	70	7.7	12.6	22
Proportion of eligible population who participate in programme (coverage)				
Base value: Dec-2014, WFP survey. Previous Follow-up: Dec-2014, WFP survey. Latest Follow-up: Dec-2015, South East Department reference survey / MAM; Rural zone, WFP survey.	64	63	63	99
Proportion of eligible population who participate in programme (coverage)				
Base value: Dec-2014, WFP survey. Previous Follow-up: Dec-2014, WFP survey. Latest Follow-up: Dec-2015, South East Department reference survey / Prevention; Rural Zone, WFP survey.	70	23	23	95
Proportion of target population who participate in an adequate number of distributions				
Base value: Dec-2014, Process - Post Distribution Monitoring, Programme monitoring. Previous Follow-up: Dec-2014, Process - Post Distribution Monitoring, Programme monitoring. Latest Follow-up: Dec-2015, Korelavi Database, Programme monitoring.	66	63	63	71

Sustainability, Capacity Development and Handover

Six years after the earthquake that crippled the country and the capacity of its government to address hunger and undernutrition, national actors are still not in a position to take over most of the activities covered by the PRRO. In addition, the ongoing political crisis that postponed presidential, legislative and local government elections impeded the decentralization of decision making and the formalization of partnerships between WFP and the government, although these could have helped WFP support the implementation of nutrition, emergency and resilience activities. Nonetheless, notable progress has been achieved.

PRRO activities made a significant contribution to the drought response of the government and humanitarian actors. WFP supported the monitoring of the food security situation by strengthening the capacity of the National Coordination for Food Security (CNSA), and initiated its first drought response in March, prior to the official request for external assistance by the Ministry of Agriculture (MARNDP).

Within the Kore Lavi program, WFP is responsible for the institutionalization of the food security safety net. It dedicated staff to work within the relevant ministries to achieve successful handover by the end of 2017. Notably, WFP has been building the capacity of MAST officials to take over the coordination and supervision of all activities. To officially prepare the transition, WFP elaborated a memorandum of understanding detailing MAST's responsibilities and obligations in terms of staffing; the MOU was signed in August 2015. During the year, WFP also emphasized the training of MAST staff at department level, creating stronger links between central and departmental MAST offices. An innovative framework to assess and monitor the level of institutionalization of Kore Lavi was created and a monthly performance dashboard was put in place to track progress and set achievable targets. Progress against the baseline will be assessed at the end of the first quarter of 2016. To meet its handover objectives, WFP is working with MAST on creating the legal framework and allocating resources. Program reference desks manned by MAST focal points hired to represent Kore Lavi have been established in nine communes. WFP provided resources to make these desks functional (computers, motorcycles, etc.). Focal points will be collecting feedback and complaints from beneficiaries to improve targeting and program implementation. They will also maintain a continuous presence in the communities.

By sub-contracting surveys to the CNSA, including surveys for vouchers with a new methodology for urban areas, WFP has strengthened CNSA's role as a reference in that field. These surveys have provided information for a database encompassing 130,937 households, the largest of its kind in Haiti that can be used for targeting social programs. The database is updated yearly by users and by the government. WFP also supported the establishment of coordination structures in charge of IPC analyses, including, for the first time in Haiti, the IPC chronic. The latter showed high levels of chronic food insecurity in most parts of the country.

WFP assisted the Civil Protection Agency to undertake simulation exercises for major disasters and to establish a roadmap to improve preparedness activities. In December 2015, WFP and the main national actors involved in EPR gathered to calculate the Emergency Preparedness and Capacity Index. Results showed that although aspects linked to food security analysis, food storage and NFIs are on track, policies, the availability of resources, and decentralization remain significant challenges for the complete handover of activities to the government.

WFP and its partners worked with the Ministry of Health to review the Nutrition Capacity Index in October 2015. Results confirm that the capacity of the government to confront acute and chronic malnutrition has decreased compared to 2014 despite the creation of the Renewed Efforts Against Child Hunger and Undernutrition (REACH) secretariat. The lack of an inter-ministerial platform (since the end of the 'Aba Grangou' initiative coordinating nutrition issues for all ministries) explains this decrease.

WFP and other UN partners (UNDP, FAO, UNICEF and IFAD, in particular) engaged in a dialogue to reinstate the resilience working group that had existed in 2013 and 2014 under the Ministry of Agriculture and with support from the Ministry of Environment. The resilience working group coordinated interventions and ensured the capacity building of government partners in the design, targeting, implementation and monitoring of resilience activities.

INPUTS

Resource Inputs

The most significant resources used in 2015 were from the four-year contribution confirmed in 2014 for the Kore Lavi programme that supports nutrition interventions and capacity development activities. Other donor resources enabled WFP to implement its activities in emergency preparedness and to respond to the drought with both food and cash based transfers.

Donor	Resourced in 2015 (mt)		Shipped/Purchased in 2015 (mt)
	In-Kind	Cash	
Canada		364	313
Private Donors			25
Total:		364	338

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

Food Purchases and in-kind Receipts

Due to limited local agricultural production, high priced local foods and under-developed local markets, commodities were sourced mostly internationally. Where cost effective, purchases were made from developing countries. WFP received 25 mt of locally produced Plumpy Sup as an in-kind donation.

Commodity	Local (mt)	Developing Country (mt)	Other International (mt)	GCMF (mt)
Beans	0	0	378	
Bulgur Wheat	0	0	1,313	
Corn Soya Blend	0	0	1,704	
High Energy Biscuits	0	0	63	51
Ready To Use Supplementary Food	25	0	0	
Rice	0	250	0	
Vegetable Oil	0	0	410	
Sum:	25	250	3,868	51

Food Transport, Delivery and Handling

Commodities were received through Port-au-Prince and transported to WFP warehouses in Port-au-Prince, Gonaives and Cap Haitian. For the nutrition activity, WFP assembles food kits in its warehouses prior to delivery to distribution points.

Deliveries were done using WFP's fleet and commercial trucks. WFP reduced costs by reducing the storage capacity in Port-au-Prince and Gonaives, closing its warehouse in Jacmel, and re-organizing its transport scheme by reducing the WFP fleet of trucks and using more of the delivery capacity of the commercial sector and cooperating partners.

Post-Delivery Losses

Losses remained minimal, thanks to systems in place for warehouse and transport management. The high level of Kore Lavi food returns has been a subject of concern as multiple handling resulted in food quality deterioration. For transport losses, the CIF value (cost, insurance and freight) was recovered from transporters.

MANAGEMENT

Partnerships

In 2013, a consortium of three partners, WFP, CARE and Action Against Hunger (ACF), launched the Kore Lavi project to build a national food safety net and nutrition programme. This is an unusual configuration for WFP, as CARE is the grant holder and WFP is a sub-recipient. 2015 was a critical year for the partnership's evolution, as it had to address governance and operational issues, particularly around finance and commodity management. WFP's role in institutionalizing the Kore Lavi program has deepened its relationship with MAST when it led capacity building initiatives, together with local authorities and community-based organizations at the central and departmental levels. WFP and MAST supported the first international forum on social protection held in Port-au-Prince and departmental forums held by MAST. These contributed to the completion of a national social protection policy. WFP also supports the Ministry of Health in decentralization and reinforcing its field capacity.

WFP's technical lead in developing a vulnerability database brought together all stakeholders involved in social protection (Fonds d'Assistance Economique et Sociale, MAST, Ministry of Women's Affairs, MARNDR, UNDP, UNICEF, USAID, World Bank) to improve the methodology of urban and rural surveys. WFP's lead also enabled strategic exchanges leading towards the creation of a unified national registry covering all Haitian households.

In the field of nutrition, the UN interagency initiative REACH was initiated in Haiti as a partnership between WFP, UNICEF, FAO, WHO and IFAD in 2014. Early in 2015, the REACH team was hired and is now hosted jointly by WFP, UNICEF and WHO. The representatives of the UN agencies meet quarterly to monitor progress towards the establishment of multi-sectoral governance for food and nutrition security (FNS). During 2015, REACH produced an FNS situation analysis of the fundamental causes of malnutrition (food insecurity, health practices, water and sanitation, education, poverty and gender) that led to a joint, multi-sectoral plan approved by the Council for Economic and Social Development. REACH ensured sectoral representation and involvement in the plan leading to the first national policy on food and nutrition sovereignty. REACH also supported CNSA in producing the first comprehensive mapping of nutrition interventions, suppliers and priority areas which is essential for the review of the national plan for food and nutrition security. Finally, REACH supports NGOs in setting up the SUN (Scaling Up Nutrition) civil society network under the leadership of MAST.

As Haiti lies in the hurricane belt, proper planning in emergency preparedness and response is critical. WFP, as a member of the disaster preparedness working group and the humanitarian country team, worked closely with DPC and participated in OCHA-led training and simulation exercises for organizations involved in emergency preparedness. Also, the WFP country office in Haiti, supported by the WFP regional bureau in Panama, offered emergency preparedness and response training to over 30 staff in the country office and sub-offices to review internal capacities, feasibility and procedures to implement cash distributions in an emergency setting. The results of this training were then shared with partners in preparation for the response to the ongoing drought.

As a follow-up to the December 2014 regional meeting at which DPC and the country office participated alongside representatives from the government and WFP in Cuba and the Dominican Republic, the International Federation of the Red Cross, Caribbean Disaster Emergency Management Agency and Association of Caribbean States, WFP initiated a two-year project to reinforce the capacity of the government and its partners to produce, analyze and communicate meteorological data for the national early warning system. This project involves the MARNDR, the DPC, the CNSA, the National Meteorological Center and several NGOs.

In its response to emergencies, WFP strove to raise the level of synergy between its PRRO and DEV activities by involving its school feeding partners in the response to the drought, thus capitalizing on ongoing strong partnerships, knowledge of the targeted zones and already established relationships with communities.

Partnerships	NGO		Red Cross and Red Crescent Movement	UN/IO
	National	International		
Total	11	2		

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)
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: Dec-2014, Programme monitoring. Latest Follow-up: Dec-2015, Programme monitoring.	197,256	197,256		218,562
Number of partner organizations that provide complementary inputs and services				
Base value: Dec-2014, Programme monitoring. Latest Follow-up: Dec-2015, Programme monitoring.	17	13		13
Proportion of project activities implemented with the engagement of complementary partners				
Base value: Dec-2015, Programme monitoring.	20	25		

Lessons Learned

Regarding the institutionalization of large-scale programs with the government, important insights were noted within Kore Lavi. Of particular importance is a detailed analysis of government capacity at program design stage, as material and human resources needed for capacity-building should be deployed from the program's start. If the most important gaps are not rapidly filled, trust issues with governmental partners will persist. Engagement of public servants in the program also requires that they are treated as peers, that they are properly trained on the program's content and processes, and that they are proactively involved in all stages of program activities. Also worthy to highlight is the need to always engage at the highest political levels; relationships with decision-makers can help remove blockages at critical moments. Through its support to central and departmental forums on social protection, WFP has been able to create a close relationship with MAST. This has facilitated progress in other areas, such as the signing of the Kore Lavi memorandum of understanding with MAST and agreements between the ministries on social protection programmes.

The governance of the Kore Lavi consortium is also rich in experience since this is the first of its kind within WFP. Having a solid governance framework with clear roles and responsibilities for each of its bodies (Program Management Unit, Steering Committee, etc.) can alleviate tensions and avoid misunderstandings, while improving the efficiency of program management. Of particular importance is to set up an organizational chart and establish clear hierarchical lines. Standard program management processes and tools should also be agreed upon before the start of the activities.

The lessons learnt from the setup of a national vulnerability database in collaboration with the MAST allowed WFP to improve its targeting for safety nets and, in some cases, emergency projects. The algorithm with which the vulnerability was assessed was developed with all relevant partners in 2014. This year, WFP and its partners realized the importance for all to understand this algorithm to improve the use of the database and data. Training sessions organized with a local research institute targeted at both technical staff and decision makers from strategic government institutions and civil society partners managed to achieve this. More research is needed to understand the potential of using social protection data to respond to emergencies as several pilots pointed to the existence of this potential. Communities need to be well aware of the criteria used to rank households for eligibility for both social protection and emergency interventions. PDM surveys showed that targeting for GFD interventions through schools produced mixed results. Most beneficiaries did not have high levels of food insecurity, possibly due to the effectiveness of the school feeding program to act as a social protection program during emergencies. On the other hand, the targeting for GFD using the vulnerability database showed very limited inclusion errors.

Under the nutrition component of the project, WFP and its Kore Lavi partners benefitted from the creation of volunteer networks for the screening and training of beneficiaries. This network allowed the project to meet its objectives towards the end of 2015 in terms of cost-effective coverage while remaining close to the communities. Nonetheless, the need for a functional beneficiary database and clear procedures between partners was an important lesson learnt from the nutrition distributions. The difficulties encountered led to the setup of an innovative database to be launched in January 2016 by CARE and to regular reviews of procedures and their effectiveness in the field.

For CFA activities, the main lesson relates to the involvement of the community and its role in making the project sustainable. WFP worked with its partners to ensure that the community participates at all levels of the project: design (proposed activities are validated by the community as priorities), implementation (asking the community to contribute resources to the budget in order to safeguard the sustainability of the project), and monitoring (complaint mechanisms and the participation of the communities in post-distribution monitoring surveys). These efforts are part of the WFP strategy for 2016 that includes the switch from CFA activities focusing on quick recovery to projects producing more sustainable results and assets.

OPERATIONAL STATISTICS

Annex: Resource Inputs from Donors

Donor	Cont. Ref. No	Commodity	Resourced in 2015 (mt)		Shipped/ Purchased in 2015 (mt)
			In-Kind	Cash	
Canada	CAN-C-00505-03	High Energy Biscuits		114	63
Canada	CAN-C-00505-03	Rice		250	250
Private Donors	WPD-C-02659-01	Beans			0
Private Donors	WPD-C-02659-01	Bulgur Wheat			0
Private Donors	WPD-C-02659-01	Corn Soya Blend			0
Private Donors	WPD-C-02659-01	Ready To Use Supplementary			25
Private Donors	WPD-C-02659-01	Vegetable Oil			0
Total:				364	338