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Draft Haiti country strategic plan (2019–2023)

Duration	1 July 2019–31 December 2023
Total cost to WFP	USD 199,155,529
Gender and age marker*	3

* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

In 2018, with a score of 0.498, Haiti ranked 168th of 189 countries on the Human Development Index. Despite notable improvements in some development indicators between 1990 and 2017, including an increase of nine years in life expectancy at birth, progress has largely stagnated since 2015. Haiti is also among the most unequal countries in the world: when inequalities in education, income and health are taken into account, the adjusted human development index score falls to 0.304.¹ Despite a medium score on the Social Institutions and Gender Index,² indicating that there are few grounds for discrimination in the country's legal framework, there are still striking gender inequalities in the public and private spheres.

As outlined in the updated national policy and strategy for food sovereignty, food security and nutrition (which constitutes Haiti's zero hunger strategic review), the rise in food insecurity since 2009 represents a challenge. Haiti's agricultural output has declined over time and does not meet domestic demand, meaning that the food supply depends on imports. Food security and nutrition are negatively affected by widespread poverty, unsustainable livelihoods, vulnerability to shocks

¹ The Inequality-adjusted Human Development Index accounts for the distribution behind average values for development variables, reflecting the loss to human development due to inequality.

² Organisation for Economic Co-operation and Development. *Social Institutions and Gender Index, 2014* (https://www.genderindex.org/country/haiti/#_ftn7).

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and stressors, elevated food prices driven by high production and import costs, insufficient social programmes and inadequate dietary habits, among other factors.

With Sustainable Development Goal 2 being a critical issue on the public agenda, WFP is well positioned to make a significant contribution to Haiti's overall development by leveraging its strong operational capacity in humanitarian and development activities, and its technical and policy level partnerships with core ministries. The country strategic plan therefore focuses on six complementary strategic outcomes: delivering direct assistance to crisis-affected and chronically vulnerable populations (strategic outcomes 1 and 2); strengthening smallholders' access to institutional markets and building their resilience and ability to manage climate related risks (strategic outcomes 3 and 4); and supporting national institutions and partners in their work towards achievement of the goals of the 2030 Agenda, particularly Sustainable Development Goal 2 (strategic outcomes 5 and 6). Gender equality and women's empowerment are cross-cutting issues throughout the CSP.

Developed through extensive consultations with the Government, partners, civil society and donors, the country strategic plan consolidates and accelerates several strategic shifts initiated in recent years. The first shift will see WFP maximize its support to national agriculture throughout its portfolio, in line with government plans to revitalize the agriculture sector as a means of tackling food insecurity. This will include empowering smallholder farmers, especially women, through training and capacity strengthening (strategic outcome 3), and providing incentives for production through increased purchases of local and national products (strategic outcomes 1, 2, 3 and 5). The second shift, in line with the United Nations' new way of working, will involve strengthening the humanitarian-development nexus in Haiti, supporting sustainable progress towards Sustainable Development Goal 2 by seeking stronger synergies with long-term joint multisector development interventions; when feasible, emergency assistance will be channelled through shock-responsive social safety nets (strategic outcomes 1, 2 and 5). The third shift will address Haiti's vulnerability to recurring shocks through investments in adaptation measures, including livelihood and resilience activities, sustainable food systems and enhanced climate risk management strategies to increase the self-reliance of the population while restoring fragile and degraded ecosystems (strategic outcome 4). The fourth shift will be from tackling the immediate effects of mother and child malnutrition to addressing its underlying causes through institutional capacity strengthening, nutrition-sensitive safety nets and communication initiatives for behaviour change (strategic outcomes 2 and 5). The fifth shift, reflecting the increased emphasis on technical assistance in the United Nations development assistance framework, will involve consolidating WFP's contribution to "upstream" policy, operational and system-level capacity strengthening in order to facilitate future handover of WFP activities to national stakeholders and to ensure the long-term sustainability of national relief and development programmes (strategic outcome 5).

Contributing to the attainment of Sustainable Development Goals 2 and 17, the country strategic plan is aligned with the updated national policy and strategy for food sovereignty, food security and nutrition, the national strategic development plan and the United Nations development assistance framework. With a strong focus on partnerships at the operational and strategic levels, implementation of the plan will enable WFP to help the country address acute and chronic vulnerabilities, build resilience and make lasting progress towards the achievement of zero hunger.

Draft decision*

The Board approves the Haiti country strategic plan (2019–2023) (WFP/EB.A/2019/8-A/4) at a total cost to WFP of USD 199,155,529.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. In 2018, with a score of 0.498, Haiti ranked 168th of 189 countries on the Human Development Index.³ This score reflects a life expectancy of 63.6 years (65.8 for women and 61.4 for men), averages of 9.3 years of expected schooling among children and 5.3 years of schooling among adults (4.3 years for women and 6.6 years for men), a 48.7 percent literacy rate and a per capita gross national income of USD 1,665.⁴
2. While there were notable improvements in some development indicators between 1990 and 2017, including an increase of nine years in life expectancy at birth and a 2.6-year increase in mean years of schooling, progress has largely stagnated since 2015.⁵ Other indicators have fallen substantially since 1990, such as gross national income per capita, which dropped by 12.6 percent. Alongside recurring disasters, these factors help explain why Haiti's progress as measured by the Human Development Index has been below average for the region and for countries in the low human development group since 1990.
3. Haiti is also among the most unequal countries in the world; when inequalities in education, income and health are taken into account, the adjusted human development index score is as low as 0.304.⁶ Despite recording a medium score of 0.1466 on the Social Institutions and Gender Index,⁷ indicating that there are few grounds for discrimination in the country's legal framework, striking levels of gender inequality persist in the public and private spheres, as evidenced by Haiti's position at 144th on the Gender Inequality Index. For example, despite the adoption of a 30 percent quota for women in all elected and appointed positions, only 2.7 percent of current members of parliament are women.⁸ Gender-based violence continues to affect one in three Haitian women and girls, whose access to safe spaces and effective legal protection remains limited because of the country's weak judicial system.⁹
4. Jovenel Moise was elected President in November 2016. Since then, upward price adjustments for petroleum products sparked riots from 6 to 9 July 2018, leading to the resignation of the prime minister. A new cabinet was sworn in on 17 September 2018, but weak economic growth, a depreciating currency and political divisions have given rise to socio-political instability. The economic outlook has continued to deteriorate and further civil unrest could increase security risks and jeopardize private investments, especially with departure of the United Nations Stabilization Mission in Haiti in 2017 and the expected closure of the United Nations Mission for Justice Support in Haiti in April 2019.

³ United Nations Development Programme (UNDP). 2018. *Human Development Indices and Indicators: 2018 Statistical Update*. Available at http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/HTI.pdf.

⁴ Note that per capita economic indicators are significantly lower when remittances are excluded. Sex- and age-disaggregated data are not available for certain factors such as expected schooling or literacy. UNDP, Human Development Reports: Haiti (<http://hdr.undp.org/en/countries/profiles/HTI>).

⁵ The lack of sex- and age-disaggregated data prevented the calculation of the Gender Development Index; therefore, it is not possible to confirm whether improvements have been commensurate for women and men, girls and boys.

⁶ The Inequality-adjusted Human Development Index accounts for the distribution behind average values for development variables, reflecting the loss to human development due to inequality.

⁷ Organisation for Economic Co-operation and Development. : *Haiti - 2014 results* (<https://www.genderindex.org/country/haiti-2014-results/>).

⁸ United States Agency for International Development (USAID). 2017. *Women and Gender Factsheet: March 2017*. Available at https://www.usaid.gov/sites/default/files/documents/1862/FINAL_Women_and_Gender_Fact_Sheet_March_2017.pdf; USAID. 2018.

Women in National Parliaments, 2018 (<http://archive.ipu.org/wmn-e/classif.htm>).

⁹ United States Agency for International Development. 2017. *Women and Gender Factsheet: March, 2017*. Available at https://www.usaid.gov/sites/default/files/documents/1862/FINAL_Women_and_Gender_Fact_Sheet_March_2017.pdf.

1.2 Progress towards SDG 2

Targets

5. In 2017 and 2018, consultations on the national zero hunger strategic review, initiated by WFP and led by the Prime Minister's Office in collaboration with 11 ministries, major stakeholders, academic institutions and four United Nations agencies,¹⁰ highlighted challenges related to the attainment of Sustainable Development Goal (SDG) 2 targets. The review is an updated version of the country's national policy and strategy for food sovereignty, food security and nutrition (PSNSSANH), which was revised with a view to the attainment of SDG 2.
6. Food security has deteriorated, with Haiti's Global Hunger Index score rising from 28 in 2009 to 34 in 2017, reaching the "extremely alarming" threshold.¹¹ At 47 percent, Haiti's rate of undernourishment was one of the highest in the world in 2017.¹² The National Coordination for Food Security reported that in November 2016, 77 percent of rural households passed at least one entire day and night without eating.¹³ Among other factors, food insecurity is driven by the poor performance of the agriculture sector and the heavy dependence on food imports, which account for more than half of the food and 83 percent of the rice consumed. Consumer prices for major food products are 30 to 77 percent higher than in the Latin America and Caribbean region,¹⁴ making them unaffordable for vulnerable populations. This disproportionately affects women, who have less access to capital (71 percent own neither land nor a home),¹⁵ services and decision making positions at all levels and reach lower levels of formal education.¹⁶ High food prices are also fuelled by logistics challenges, high production costs, inadequate market structure and recent inflation and currency depreciation.¹⁷
7. National acute malnutrition rates currently stand at approximately 4 percent. Moreover while chronic childhood malnutrition for children under five has declined since 1995, it has stagnated at around 22 percent since 2012 (19.9 among girls and 24.0 percent among boys), affecting four times as many children in the poorest quintile as in the richest.¹⁸ Anaemia rates are also at alarming levels, affecting 66 percent of children under 5 (64.8 of girls and

¹⁰ WFP, the Food and Agriculture Organization of the United Nations (FAO), the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO).

¹¹ See International Food Policy Research Institute. 2017. *Global Hunger Index* (<http://www.ifpri.org/publication/2017-global-hunger-index-data>). The lack of systematic sex and age-disaggregated data represents a challenge in Haiti.

¹² FAO. 2017. *Latin America and Caribbean are falling off path to Zero Hunger by 2030* (<http://www.fao.org/news/story/en/item/1043175/icode/>).

¹³ National Coordination for Food Security of Haiti, December 2016. *Évaluation de la sécurité alimentaire en situation d'urgence*. Available (in French) at https://documents.wfp.org/stellent/groups/public/documents/ena/wfp283549.pdf?_ga=1.238277504.1637837759.1462191961.

¹⁴ World Bank. 2016. *Haiti – let's talk competition: a brief review of market conditions*. Available at <http://documents.worldbank.org/curated/en/951621468197998092/Haiti-let-s-talk-competition-a-brief-review-of-market-conditions>.

¹⁵ United Nations Population Fund (UNFPA). 2017. *Faits et chiffres clés sur la situation des femmes en Haïti* (<https://haiti.unfpa.org/fr/news/faits-et-chiffres-cl%C3%A9s-sur-la-situation-des-femmes-en-ha%C3%Afti-novembre-2017>).

¹⁶ International Bank for Reconstruction and Development and World Bank. 2014. *Investing in people to fight poverty in Haiti*. Available at <http://documents.worldbank.org/curated/en/222901468029372321/pdf/944300v10REPLA0sment0EN0web0version.pdf>.

¹⁷ FAO and the Pan American Health Organization. 2017. *Panorama of Food and Nutritional Security in Latin America and the Caribbean 2016*. Available at <http://www.fao.org/3/a-i6977e.pdf>. National Food Security Coordination Agency. 2018. *Food basket bulletin (July 2018)*.

¹⁸ Ministry of Public Health and Population. 2018. *Haiti, Enquête mortalité, morbidité et utilisation des services (EMMUS VI), 2016–2017*. Available at <https://www.dhsprogram.com/pubs/pdf/FR326/FR326.pdf>.

67.8 percent of boys) and 49 percent of women and girls aged 15–49 years.¹⁹ Thirty-two percent of women who give birth are under 20 years of age and 2 percent are under 15;²⁰ early motherhood is a major driver of malnutrition.²¹ In 2017, the prevalence of HIV/AIDS among adults was estimated at 1.9 percent, and stood at 0.9 percent among young women, while an estimated 7,600 children under 15 are living with HIV/AIDS.²² It has been estimated that the total cost of chronic malnutrition and anaemia in Haiti between 2013 and 2020 will reach USD 1.26 billion, equivalent to a loss of 16 percent of gross domestic product (GDP).²³ Dietary diversity is low as diets are based largely on cereals, oil, sugar and, in lesser measure, pulses; fruit is eaten an average of 2.7 times a week and vegetables only 1.4 times a week.²⁴

8. While the agriculture sector accounted for one fifth of GDP in 2015, agricultural output fell by 12 percent between 1997 and 2016. Successive structural adjustments have liberalized Haiti's agricultural markets, removing nearly all tariffs on imports and ending local agricultural subsidies. Poor soil quality and limited access to credit and good quality inputs force smallholders to adopt unsustainable agricultural practices. The inability to sustain decent livelihoods in the agriculture sector is causing young men and women to migrate to increasingly congested urban zones or abroad, leading to sprawling urban expansion and a reduction in the workforce in certain rural areas.
9. Of the world's countries, Haiti is the third most vulnerable to climate change, with food systems severely affected by extreme climate events and other recurrent phenomena.²⁵ Average annual damage and losses to weather-related shocks were equivalent to 2 percent of GDP between 1975 and 2012; the 2010 earthquake caused structural damage valued at 120 percent of GDP while Hurricane Matthew in 2016 caused damage equivalent to 32 percent of GDP. Hurricanes, droughts and other shocks also have significant impacts on food security, affecting approximately 300,000 people every two years. Environmental degradation and deforestation caused by unsustainable agricultural and energy practices – especially the use of charcoal – exacerbate the impact of natural shocks. Gender inequalities associated with socially constructed and reinforced gender roles determine the ways in which women, men, girls and boys are affected and their ability to cope with climate change.

¹⁹ FAO and the Pan American Health Organization. 2017. *Panorama of Food and Nutritional Security in Latin America and the Caribbean 2016*. Available at <http://www.fao.org/3/a-i6977e.pdf>.

²⁰ UNFPA. 2017. *Country programme document for Haiti 2017–2021*. Available at https://www.unfpa.org/sites/default/files/portal-document/Haiti_CPD_2017-2021_EN.pdf.

²¹ Studies have shown that the risk of stunting is 63 percent higher among the first-born children of girls under 18 years of age in Latin America and the Caribbean (Fink, G. and others. 2014. "Scaling-Up Access to Family Planning May Improve Linear Growth and Child Development in Low- and Middle-Income Countries". *PloS One* 9(7): e102391. Available at <https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0102391>.

²² No percentage is available for children under 15. Joint United Nations Programme on HIV/AIDS. *Haiti country data page* (<http://www.unaids.org/en/regionscountries/countries/haiti>).

²³ Economic Commission for Latin America and the Caribbean. 2010. *Rapport sur le Coût de la Faim en Haïti*. Bureau de la Première Dame de la République d'Haïti, Aba Grangou. *Note conceptuelle du Programme national de lutte contre la faim et la malnutrition*. Available at https://mspp.gouv.ht/site/downloads/ABA%20GRANGOU_Note%20Conceptuelle_Lancement_Final.pdf; Ministère de la santé publique et de la population, USAID, FANTA-III and FHI360, 2014. *Réduire la malnutrition en Haïti: estimations à l'appui du plaidoyer en faveur de la nutrition*. *Haïti Profiles*. 2013. Available at <https://www.fantaproject.org/sites/default/files/resources/Haiti-PROFILES-2013-Costing-Report-FRENCH-Mar2014.pdf>.

²⁴ National Food Security Coordination Agency. 2016. *Évaluation de la sécurité alimentaire en situation d'urgence (ESASU). Données collectées en décembre 2015*. Available (in French) at <https://reliefweb.int/report/haiti/evaluation-de-la-scurit-alimentaire-en-situation-d-urgence-esasu-avril-2016-donn-es>. Dietary diversity indicators disaggregated by sex and age are not available.

²⁵ Germanwatch. 2017. *Global Climate Risk Index 2017*. Available at <https://germanwatch.org/sites/germanwatch.org/files/publication/16411.pdf>.

Macroeconomic environment

10. Since the 1980s, Haiti's average annual economic growth has lagged behind its demographic expansion. Haiti ranks among the least developed countries and is the poorest nation in the Americas. Inconsistent GDP growth, caused notably by underperformance in the agriculture sector²⁶ and sharp contractions following natural disasters, has left 59 percent of Haitians living in poverty and 24 percent in extreme poverty.²⁷ Disproportionately affected by high levels of inequality,²⁸ women tend to carry out unpaid domestic and reproductive tasks and are more likely to be unemployed; they make up 56 percent of informal workers while occupying only 30 percent of formal jobs²⁹ and earning on average 32 percent less than men.³⁰
11. In 2018, the Government reduced its economic growth estimate,³¹ prompted by double-digit inflation, particularly in food and utility prices, and a depreciating currency.³² Given Haiti's reliance on food imports, including of staples, a weaker currency and diminished purchasing power would jeopardize the food security of lower-income households.

Key cross-sector linkages

12. The national zero hunger strategic review highlights links between the improvement of food security and nutrition in Haiti and the attainment of SDGs 1, 3, 4, 5, 8, 9, 10, 11, 15 and 16. These suggest that progress towards SDG 2 will require investments in broader national priorities such as social protection systems that meet the basic food, education and health needs of the most vulnerable people; sustainable inclusive development initiatives for revitalizing rural areas affected by outmigration, addressing gender inequalities and breaking the intergenerational cycle of poverty; increased local production and purchases; and infrastructure investments that ensure functioning value chains in poorly connected areas.

1.3 Hunger gaps and challenges

13. The following hunger gaps and challenges were identified during consultations for the strategic review:
 - Widespread poverty and vulnerability to shocks hamper households' access to adequate and nutritious food and increase the adoption of negative coping strategies in response to natural disasters, lean seasons or chronic stressors such as high food prices. In poor and isolated rural areas, infrastructure gaps further limit food availability in markets.
 - Inadequate dietary habits and limited access to food mean that households are increasingly consuming highly processed foods rather than nutrient-rich alternatives, the production of which is insufficient and unstable.
 - Unsustainable rural livelihoods are characterized by limited access to markets and low agricultural productivity linked to a lack of good quality inputs, investments, technology transfers and access to credit, and poor soil quality. These can result in practices that

²⁶ World Bank. *The World Bank in Haiti*. (<https://www.worldbank.org/en/country/haiti/overview>).

²⁷ Haitian Institute for Statistics and Information Technology. *Survey on household living conditions after the earthquake* (<http://ecvmashaiti2012.e-monsite.com/>).

²⁸ The Gini index score is 0.61.

²⁹ United Nations Population Fund. 2017. *Faits et chiffres clés sur la situation des femmes en Haïti* (<https://haiti.unfpa.org/fr/news/faits-et-chiffres-cl%C3%A9s-sur-la-situation-des-femmes-en-ha%C3%AFti-novembre-2017>).

³⁰ World Bank. 2014. *Investing in people to fight poverty in Haiti: Reflections for evidence-based policy making*. Available at <http://documents.worldbank.org/curated/en/222901468029372321/pdf/944300v10REPLA0sment0EN0web0version.pdf>.

³¹ The Economist Intelligence Unit. October 11 2018. *New Cabinet Inherits Murky Economic Waters* (<http://country.eiu.com/article.aspx?articleid=1777234561&Country=Haiti&topic=Economy>).

³² Between late 2017 and November 2018, the exchange rate fell from HTG 63.7: USD 1 to G 70.8: USD 1.

degrade the environment and weaken communities' capacity to adapt to climate change, thereby increasing their vulnerability to disasters.

- Insufficient national financial and institutional capacity impedes inclusive social protection programmes and affordable public health services at every stage of the lifecycle.
- Persistent socio-cultural and structural gender inequalities hinder the access of women and young people to formal education, employment, capital and participation in the public sphere, perpetuating gender inequalities and the intergenerational cycle of poverty.

1.4 Key country priorities

Government

14. The national strategic development plan for 2012–2030 sets out the vision of Haiti becoming an emerging economy by 2030. The plan is based on four pillars:
 - *Territorial rebuilding.* Establishment of economic infrastructure for economic growth, job creation and access to social services; strengthened regional economies that foster local development; and urbanization and rural planning based on risk management in order to protect natural and historical heritage.
 - *Economic rebuilding.* Creation of wealth and employment through strengthening of the private sector, enhancement of food security and reduced pressure on the environment and natural resources.
 - *Social rebuilding.* Development of nationwide coverage of basic services, regional and local development hubs, improved housing and social inclusion aimed at expanding the middle class and achieving gender equality.
 - *Institutional rebuilding.* Creation of a strong, stable, decentralized state that fosters transparency and accountability, better land management and the protection of private property.
15. In addition to cross-cutting issues such as resilience and gender equality, the revised PSNSSANH has adopted the following strategic directions:
 - reducing the dominance of policies that promote international trade in favour of those than foster the attainment of food sovereignty, food security and nutrition;
 - reliance on family farming and agribusiness as a driving force for a revival of the Haitian economy and the elimination of hunger and malnutrition;
 - investments in social safety nets and the availability of good quality basic services for the most vulnerable people, ensuring adequate nutrition and that no one is left behind in the socio-economic development of the country; and
 - strengthening national capacities for full implementation of the PSNSSANH.

United Nations and other partners

16. Designed to support implementation of the national strategic development plan, the United Nations development assistance framework (UNDAF) for 2017–2021 has five areas of intervention: poverty reduction and the promotion of decent employment; access to and use of good quality basic social services; gender equality and protection; resilience; and governance. While United Nations agencies will continue with the direct implementation of assistance programmes in Haiti, particularly during emergencies, capacity strengthening is becoming an increasingly important component of the United Nations' engagement in the country.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

17. WFP has been diversifying its portfolio along the humanitarian–development nexus through the implementation of preparedness interventions, immediate response emergency operations and recovery and resilience activities, including capacity strengthening for enhanced social safety nets, school feeding with a progressive inclusion of local markets, and nutrition-sensitive activities; and the provision of emergency logistics, telecommunications and aviation services.
18. Recent achievements after Hurricane Matthew include the provision of:
- life-saving food assistance for more than one million shock-affected people;
 - technical assistance and equipment to the Government for emergency preparedness and response;
 - common services, including logistics and emergency telecommunications;
 - humanitarian air services for 3,400 passengers and 619 mt of cargo;
 - assistance for malnutrition prevention among more than 87,000 pregnant and lactating women and girls;
 - food assistance for more than 165,000 beneficiaries in order to support the construction and rehabilitation of assets after or in preparation for shocks;
 - food assistance for assets for 35,000 beneficiaries in order to increase long-term community resilience using analytical and consultative tools in line with the three-pronged approach;³³
 - school meals for 380,000 children during the 2017/18 school year, with a gradual increase in national and local food purchases, including the scale up of home-grown school feeding to reach 14,000 schoolchildren;
 - vulnerability mapping for a national social protection beneficiary database that currently covers 17 percent of the population;
 - support for the formulation of national food security and nutrition strategies and policies; and
 - innovative solutions that support emergency preparedness and response, beneficiary protection, the use of cash-based transfers (CBTs) and vulnerability and food security analysis.³⁴
19. Recent evaluations, audits, oversight reports and feedback from partners have confirmed the relevance of WFP's activities, while the following lessons learned since the 2010 earthquake will guide the design and implementation of the country strategic plan (CSP):³⁵
- *Capacity strengthening and partnerships for long-term impact.* WFP should invest further with the Government, including at the local and decentralized levels. Agencies and communities should be included in long-term and strategic collaboration via

³³ The three-pronged approach comprises integrated context analysis, seasonal livelihood programming and community-based participatory planning.

³⁴ Examples include the establishment of feedback mechanisms, WFP's corporate digital beneficiary and transfer management system SCOPE, innovative CBT modalities, South–South cooperation, integrated context analysis and forecast-based financing.

³⁵ Most of the following recommendations come from two operation evaluations: one assessing the school feeding development project in 2014 and the other examining the protracted relief and response operation in 2016.

complementary assessments, joint capacity strengthening strategies and geographical convergence aimed at ensuring sustainable results.³⁶

- *Targeting and analysis.* WFP has supported government capacities to improve beneficiary targeting based on household vulnerability and the prioritization of geographic areas. WFP should continue to work with the Ministry of Social Affairs and Labour on the refinement of targeting criteria and methodologies and with the Ministry of Agriculture on food security and the Integrated Food Security Phase Classification, while also employing the three-pronged approach for resilience-related interventions.
- *Monitoring and information management systems.* WFP should work with the Government and partners in order to improve gender-responsive monitoring and feedback mechanisms while adapting innovative methods and tools to conditions in Haiti, focusing on the long-term impact of capacity strengthening and resilience activities.
- *Local purchases.* WFP has gradually increased its local purchases in Haiti and procures nearly one fourth of the commodities it uses in the country from national markets and smallholder farmers while supporting national policies that prioritize local food production. WFP should continue to scale up local purchases and promote the production and consumption of local products while reducing lead times for food deliveries and warehouse requirements in order to stimulate the local economy.
- *Cash-based transfers.* As the co-leader of the cash working group, WFP should use its CBT experience and technical platforms (SCOPE) in order to improve CBT modalities and support the Government in expanding its use of CBTs in humanitarian and social protection programmes. In doing so, efforts will be made to ensure that CBTs are used in ways that are equitable and informed by gender and age analyses.
- *Gender issues.* Gender analysis should be strengthened and included in WFP's programming in order to ensure that inequalities are addressed, with a shift in focus from the reaching of gender parity in participation towards the adoption of gender-transformative objectives, especially for school feeding.
- *Nutrition.* WFP should work with the Ministry of Health on addressing the structural causes of malnutrition, including through the revision of national nutrition and fortification protocols. It should implement the 2018 nutrition strategy throughout its portfolio with an emphasis on nutrition-sensitive programming and social and behaviour change communication.
- *Logistics.* WFP should work with the Government, humanitarian actors and private sector entities with a view to strengthening their supply chain and emergency preparedness capacities in order to overcome infrastructure challenges and other obstacles.

2.2 Opportunities for WFP

20. Identified through the strategic review and additional consultations, WFP will pursue the following strategic opportunities spanning the humanitarian–development nexus:

- continued provision of life-saving food and nutrition assistance to crisis-affected people, transitioning towards recovery work for restoring assets and restarting local economies;
- comprehensive school feeding packages with complementary activities provided in coordination with partners in order to better support children's development, health, education and gender equality outcomes;

³⁶ "Geographical convergence" as used here is the idea that humanitarian and development partners, where appropriate, should undertake their separate activities in the same location, bringing to bear their comparative advantages and coordinating their activities in order to enhance their effectiveness for better results and impact.

- scale-up of local and national purchases to help revitalize the agriculture sector and improve the livelihoods of smallholder farmers, especially women. This will contribute towards the diversification and nutritional improvement of school meals through the provision of fresh vegetables;
- expanded gender-responsive and nutrition-sensitive social safety nets for vulnerable populations, including through CBTs combined with social and behaviour change communication for promoting balanced diets and positive behavioural practices that address social norms as the root causes of food insecurity and malnutrition;
- institutional market models aimed at fostering sustainable food systems, stimulating local economies and smallholder livelihoods equitably for women and men;
- community-based strategies for climate change adaptation through asset creation and risk management;
- the provision of institutional and policy support for the development of national social protection strategies and systems that equitably address the chronic and shock-induced needs of populations;
- innovative targeting tools, beneficiary management systems, delivery mechanisms and enhanced digitalization, including CBT modalities, for more efficient, equitable and effective assistance;
- the use of supply chain expertise in procurement processes, food storage, safety and quality and transportation in order to support WFP's programmes and reinforce government and partner capacities;
- the provision of services to humanitarian and development partners, including supply chain activities and logistics, beneficiary targeting and management, and CBT systems; and
- the mainstreaming of gender-transformative and age-responsive initiatives jointly with partners with a view to empowering women and girls and engaging men and boys in order to advance gender equality and meet the diverse needs of different population groups.

2.3 Strategic changes

21. To pursue these opportunities, WFP will make several strategic changes to its approach.
22. The zero hunger strategic review (the revised PSNSSANH) identified agricultural decline as a major contributor to food insecurity, elevated food prices and high rural poverty rates. WFP will therefore maximize its support for the development of the national agriculture sector across its portfolio through activities aimed at empowering smallholder farmers, especially women, enhancing market access, developing capacities (strategic outcome 3), increasing local and national purchases (strategic outcomes 1, 2 and 3) and supporting the design and implementation of national policies (strategic outcome 5).
23. Haiti's vulnerability to recurring shocks has resulted in repeated humanitarian interventions. In line with the United Nations' new way of working, WFP will seek to strengthen its work at the humanitarian-development nexus in Haiti through stronger synergies with joint long-term multisector development interventions and, when feasible, by channelling its assistance through shock-responsive social safety nets (strategic outcomes 1, 2 and 5).
24. Communities' limited resilience to shocks and stressors is another factor contributing to recurring episodes of food insecurity and dependence on emergency relief. WFP will therefore invest in climate change adaptation through risk management and in livelihoods and resilience initiatives aimed at increasing people's self-reliance. Gender and age analyses will be conducted in order to inform the design of such interventions (strategic outcome 4).

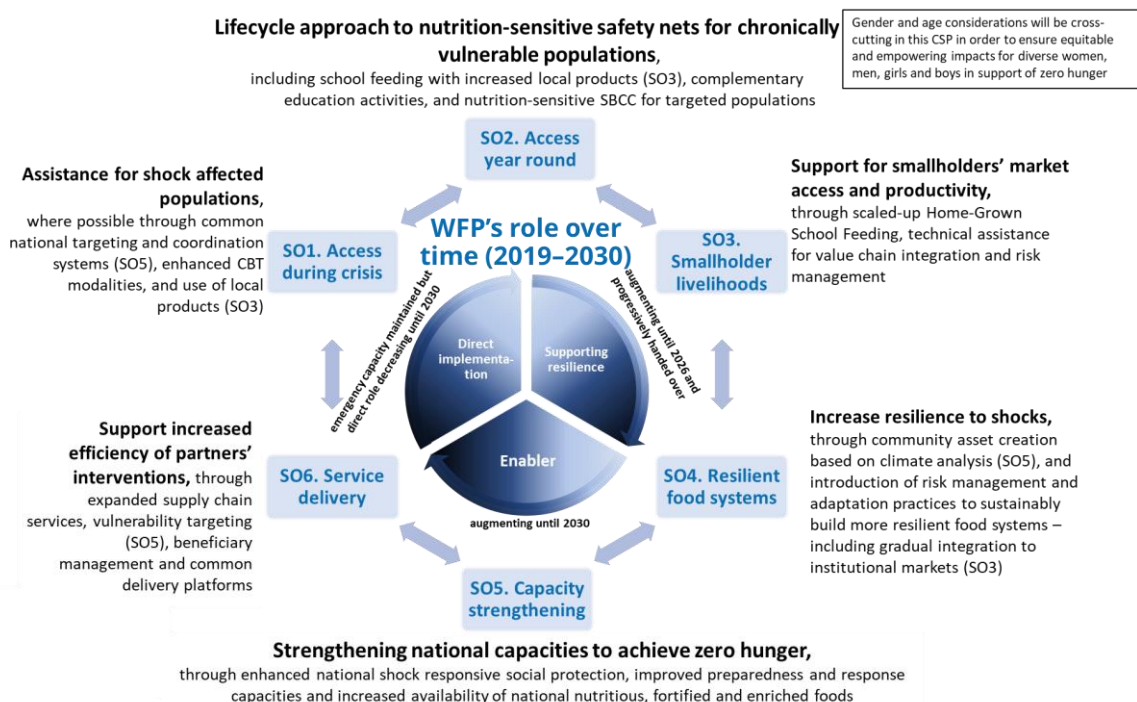
25. Given the observed decline in acute malnutrition rates and the limited institutional capacities in this area, WFP will shift its focus from the immediate effects of mother and child malnutrition to its underlying causes. By complementing the activities of other agencies, building on WFP's investments in social protection and the Government's promulgation of fortification legislation, in implementing the CSP, the country office will adopt a gender-responsive and nutrition-sensitive approach with institutional capacity strengthening, nutrition-focused safety nets and social and behaviour change communication throughout the lifecycle.
26. Through its engagement in the PSNSSANH, WFP will further strengthen its emphasis on upstream policy and the strengthening of capacities at the operational and system levels in order to build the foundations for sustainable progress towards achieving zero hunger in Haiti (strategic outcome 5). WFP's investments in social protection systems aim to progressively strengthen the Government's capacity to ensure food security and nutrition and reach broader development goals.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

27. To maximize the impact and sustainability of its operations, WFP will adopt an integrated approach along the humanitarian-development nexus, delivering direct assistance to crisis-affected and chronically vulnerable people (strategic outcomes 1 and 2), strengthening smallholders' access to institutional markets and building their medium-term resilience and ability to mitigate, adapt, and recover from shocks as well as manage climate related risks (strategic outcomes 3 and 4), and supporting national institutions and partners in their work to achieve the goals of the 2030 Agenda for Sustainable Development, particularly SDG 2 (strategic outcomes 5 and 6).
28. In the event of a large-scale emergency, the CSP will be revised to include an additional strategic outcome 7 for crisis response in support of Strategic Result 8 on enhancing global partnerships. It will comprise, as required, activities dedicated to information and communications technology, logistics and the United Nations Humanitarian Air Service.

Figure 1: WFP's evolving role in Haiti



29. The CSP will be implemented from 2019 to 2023 with a total budget of USD 199,155,529. The CSP builds on WFP's comparative advantages and is in line with the recently revised PSNSSANH and the national strategic development plan (2012–2030). Currently, WFP's main activities fall under the poverty reduction, basic social services and resilience axes of the 2017–2021 UNDAF. The mid-term review of the CSP in 2021 will allow for the necessary programmatic adjustments in line with any changes in the country context and the UNDAF.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Crisis-affected populations in Haiti are able to meet their basic food and nutrition needs in times of crisis

30. Given Haiti's exposure to natural hazards, WFP will continue to provide direct assistance to shock-affected populations (CBTs and in-kind food), managing national contingency stocks for timely response. WFP will strengthen the links between humanitarian and development results by taking into account the pre-crisis vulnerabilities of targeted populations, using the database and methodology developed with the Ministry of Social Affairs and Labour (strategic outcome 5), and channelling its assistance through shock-responsive social safety nets when feasible. WFP will target beneficiaries in affected areas, adapting its assistance to the nutrition needs of pregnant and lactating women and girls, children aged 6–59 months and people living with HIV/AIDS, among others.

Focus area

31. Designed to channel WFP's emergency response in times of crisis and immediate recovery, this outcome focuses on crisis response.

Expected outputs

32. This strategic outcome will be achieved through the following two outputs:
- Crisis-affected households receive unconditional food assistance that meets their basic food and nutrition needs.
 - Crisis-affected households receive conditional food assistance to rehabilitate community assets and meet their basic food and nutrition needs.
33. While its initial focus will be on delivering unconditional food or cash-based assistance during the crisis and its immediate aftermath, wherever feasible WFP will also provide conditional assistance designed to jump-start early recovery efforts by stimulating markets and helping restore basic infrastructure.

Key activity

Activity 1: Provide emergency food assistance and support risk reduction and the recovery of crisis-affected populations

34. Designing its interventions with the Ministry of the Interior, the ministry's Civil Protection Agency and the ministries of health and agriculture, WFP plans to assist an average of 300,000 people every two years, in line with historical trends in Haiti. Using joint assessments, including gender and age analyses, and targeting with coordinated deliveries and monitoring,³⁷ WFP will ensure that its interventions complement those of agencies such as the United Nations Children's Fund (UNICEF) on water, sanitation and hygiene and nutrition activities, the Food and Agriculture Organization of the United Nations (FAO) on joint food and seed distributions, the International Organization for Migration (IOM) on shelter and disaster risk reduction initiatives and the United Nations Population Fund (UNFPA) on sexual and reproductive health and initiatives for combatting gender-based violence. When possible, WFP will purchase food locally with the aim of supporting agricultural production and promoting sustainable food systems. When required and

³⁷ Coordination will be carried out in collaboration with the Office of Coordination for Humanitarian Affairs.

following a nutrition assessment, WFP will provide specialized nutritious products in order to prevent acute malnutrition among pregnant and lactating women and girls, and children aged 6–59 months and, when feasible, to people living with HIV/AIDS who are receiving anti-retroviral treatment.

35. WFP will use unconditional and unrestricted CBTs when market conditions are suitable. Leading the cash working group, WFP helped to develop the manual for the use of CBTs in emergencies and will promote the use of common multi-purpose CBTs to meet essential needs. Conditional assistance will be introduced over time and will be provided in a gender-equitable manner in order to support early recovery efforts, help restore or adapt basic infrastructure and reduce exposure to future shocks.
36. To mitigate challenges in reaching the people who are “furthest behind” through household targeting, WFP assistance will be adapted to the needs of women, men, girls and boys, taking into consideration the needs of persons with disabilities and in accordance with “do no harm” standards for all delivery mechanisms.

Strategic outcome 2: Vulnerable populations in Haiti benefit from nutrition-sensitive safety nets to meet their basic needs all year

37. To address the chronic elements of food insecurity in Haiti, WFP will invest in nutrition-sensitive and gender-responsive safety nets, providing additional assistance for populations identified as requiring priority assistance in the PSNSSANH and the database of the Ministry of Social Affairs and Labour (strategic outcome 5), while expanding the school feeding programme in order to deliver integrated school feeding packages, equitably attending children enrolled in grades 1–6 in priority schools.

Focus area

38. Designed to address the chronic needs of vulnerable populations, this outcome focuses on root causes.

Expected outputs

39. This strategic outcome will be achieved through the following two outputs:
 - Targeted vulnerable populations benefit from nutrition-sensitive safety nets to improve their food security and nutrition status.
 - School-age children receive nutritious meals to improve their food security.
40. While the most vulnerable populations will be targeted for activities under this outcome, which focuses on preventing malnutrition and ensuring that people can reach their full potential throughout the lifecycle, support will also be provided for the wider school-age population.

Key activities

Activity 2: Design, implement and strengthen nutrition-sensitive safety nets for vulnerable populations

41. In collaboration with the ministries of social affairs and labour and health, communities and decentralized institutions, WFP will expand its support for safety nets, targeting vulnerable populations such as children aged 6–23 months and pregnant and lactating women and girls in departments with the highest prevalence of chronic malnutrition, and pregnant and lactating women and girls who are living with HIV/AIDS and receiving anti-retroviral treatment across the country. WFP will combine unconditional CBTs³⁸ with social and behaviour change communication on dietary diversity, hygiene, child care practices and gender equality aimed at improving nutrition rates and reducing the exclusion of community

³⁸ This activity will initially use unconditional cash transfers, but WFP will explore the possibility of introducing conditional cash transfers or commodity vouchers over time, as informed by participatory gender and age analyses so as to avoid causing harm and increasing unpaid work, as well as fostering equitable outcomes.

members. In doing so, it will complement the national malnutrition treatment programme, health coverage and HIV/AIDS treatment centres supported by UNICEF, the World Health Organization (WHO) and the Joint United Nations Programme on HIV/AIDS. Nutrition studies will help identify the determinants of malnutrition and will inform the adaptation of WFP's approach to conditions in Haiti, the strengthening of its nutrition-sensitive and gender-transformative strategy and the tailoring of transfers to cultural and personal preferences and household needs. In line with this nutrition-sensitive approach, social and behaviour change activities will be designed and conducted in ways that maximize synergies with other activities, particularly activities 3 and 5.

Activity 3: Provide nutritious meals and complementary sensitization and training in targeted schools relying on centralized procurement of commodities

42. Planned with the ministries of education, agriculture and health, WFP's expanded school feeding programme will deliver integrated school feeding packages for targeted schools in areas that are highly vulnerable to food insecurity and have high malnutrition rates. In supporting education outcomes, WFP will provide nutritious rations every day of the school year and non-food items such as kitchen kits and storage facilities. In line with ongoing teaching reforms, WFP will seek to support literacy modules with UNICEF. With the Ministry of Women's Affairs and through community-level behaviour change activities in schools, WFP will seek to empower women and girls and promote gender equality among children, adolescents, teachers and parents throughout the country. These activities will take into consideration roles and decision making by women, men, boys and girls as identified by a participatory gender analysis on school feeding.³⁹ A guide to the gender dimensions of school feeding will be integrated into the national school feeding policy in order to foster sustainable gender-transformative outcomes. To maximize synergies with UNICEF's school-based interventions on health, hygiene and nutrition, WFP will deliver complementary modules on broader food quality, safety and preparation, among other topics. With the United Nations Environment Programme (UNEP), WFP will seek to mitigate the environmental impact of school feeding by sensitizing communities to sustainable practices and encouraging the use of gas or fuel-efficient stoves while taking into consideration safety, security and women's protection needs. WFP will progressively increase its centralized purchases of national and local products for the school feeding programme, while gradually transferring beneficiaries to home-grown school feeding programmes (strategic outcome 3) when feasible.

Strategic outcome 3: Smallholder farmers and their communities in targeted areas in Haiti have improved their livelihoods to increase food security and nutrition by 2023

43. Recognizing that rural populations are the most food-insecure in Haiti and that the PSNSSANH prioritizes the revitalization of the agriculture sector, WFP will increase investments in smallholder farmers, especially women, with a view to increasing their access to markets and strengthening their capacities and integration in food value chains, including through expanded home-grown school feeding programmes.

Focus area

44. Designed to strengthen the economic integration and resilience of smallholder farmers and to facilitate the local sourcing of foods for institutional markets, this outcome focuses on resilience building.

³⁹ Carried out in response to previous evaluation recommendations.

Expected outputs

45. This strategic outcome will be achieved through the following three outputs:
- Smallholder farmers, especially women, organized in cooperatives benefit from trainings, tools and services that increase their access to markets and improve their livelihoods and nutrition.
 - Smallholder farmers, especially women, benefit from institutional purchases, including those for the provision of diversified and nutritious school meals to improve their livelihoods.
 - School-age children benefit from home-grown school meals to improve their food security and nutrition.
46. Using a combination of supply- and demand-driven interventions, WFP will reinforce the smallholder agriculture sector and its integration into the economy to the benefit of smallholders, especially women, and school-age children, who will receive a locally sourced nutritionally balanced food basket that supports their educational attainment.

Key activities*Activity 4: Develop and improve local production by strengthening smallholder farmers' access to markets*

47. In partnership with the Ministry of Agriculture, WFP will support smallholders organized in cooperatives along value chains, developing their capacity to respond to tenders, negotiate contracts and meet and monitor quality and safety standards governing the sale of products to institutional or other markets. WFP will also seek to provide broader support such as post-harvest loss prevention, insurance against disasters and shocks (such as the Rural Resilience Initiative, R4),⁴⁰ storage, transport, processing and commercialization techniques. Close cooperation with the International Fund for Agricultural Development (IFAD), FAO and the Inter-American Institute for Agricultural Cooperation will facilitate access to microcredit and improve production inputs and techniques in an environmentally sustainable and resilient manner. Recognizing the challenges women face with landownership, participation in producer associations, access to credit and the unequal division of unpaid care and domestic work and paid labour, WFP will carry out studies focusing on gender issues and determine measures for addressing the inequalities identified.

Activity 5: Provide diversified and nutritious meals locally sourced from smallholder farmers, in targeted schools

48. WFP will scale up its home-grown school feeding programme, progressively increasing the number of children who receive locally sourced meals until they account for at least 20 percent of all school meal beneficiaries, equitably attending boys and girls. At the Government's request, WFP will increase decentralized local purchases in order to support local economies. In addition, through a culturally adapted, locally sourced and nutritious food basket, WFP will help diversify schoolchildren's food consumption. Developed with the ministries of education, agriculture and health, this programme will reflect WFP's integrated school feeding package, including capacity strengthening and broader sensitization efforts designed to support education, ensure gender equality and improve nutrition habits while limiting the environmental impact of WFP's activities, in partnership with other agencies.⁴¹

Strategic outcome 4: Vulnerable communities in areas with fragile ecosystems can rely on resilient food systems to mitigate, adapt, and recover from shocks and manage climate-related risks by 2023

⁴⁰ R4 is a WFP programme designed to reduce risks associated with smallholder activities.

⁴¹ The integrated school feeding package and related capacity strengthening interventions are described in activity 3.

49. Because of their exposure and limited resilience, the poorest people depend on repeated humanitarian assistance during slow- or rapid-onset shocks and stressors resulting from natural disasters or socio-economic instability. As such, WFP will seek to increase the resilience of these populations and contribute to more resilient food systems in support of rural development using income generation activities and community-level disaster risk reduction solutions. This outcome therefore focuses on the most vulnerable rural households in areas with fragile ecosystems, with attention to gender inequalities and taking into account recurring humanitarian interventions and the Haitian Vulnerability and Deprivation Index score used by the Ministry of Social Affairs and Labour (strategic outcome 5).

Focus area

50. Designed to support the adaptation of vulnerable populations in fragile ecosystems affected by climate change, this outcome focuses on resilience building.

Expected outputs

51. This strategic outcome will be achieved through the following two outputs:
- Vulnerable households in targeted areas benefit from conditional food assistance to maintain and strengthen their food security and nutrition.
 - Community members in risk-prone areas benefit from integrated risk management and climate-resilient assets, tools and services that contribute to their food security, nutrition and resilience to shocks.
52. Using asset creation and the strengthening of national climate analysis capacity (strategic outcome 5), WFP will help vulnerable people and communities develop risk management strategies that enable them to better withstand and recover from shocks and improve the sustainability of their food security in the face of recurrent climate events and other crises.

Key activity

Activity 6: Provide food assistance to vulnerable households for the creation and rehabilitation of assets to build resilience to shocks and introduce integrated risk management in communities exposed to climate risks

53. Designed with the Ministry of Agriculture and with support from the Ministry of Social Affairs and Labour, WFP's conditional assistance will help vulnerable populations increase their self-reliance and resilience to shocks and climate events in a manner that tackles underlying gender inequalities. In order to maximize and sustain its impact over time, WFP will seek to develop integrated medium-term interventions focusing on the same affected communities, commensurate to the levels of shocks and stresses they face; to facilitate this, risk mapping will be developed with the United Nations Development Programme (UNDP). Through asset and livelihood interventions, WFP will support sustainable rural development by reducing the risk of future hardship and improving the regeneration of ecosystems with the expertise of FAO and UNEP in productive drought-resistant agriculture, land management practices and environmental conservation measures. Following a value chain approach with IFAD, WFP will explore small cooperative ventures and other market-based opportunities that equitably benefit women and men producers. Adopting a multilevel approach from the individual to the government levels, use of the three-pronged approach to risk analysis,⁴² historical trends, seasonal effects and inclusive participatory community-based planning will ensure the selection of appropriate assets and livelihood interventions. This will be complemented by analyses of climate, gender, protection and other considerations. WFP will seek to

⁴² Introduced in response to previous evaluation recommendations.

progressively include insurance coverage and other capacity strengthening mechanisms for building the resilience of food systems to climate hazards and other shocks.

Strategic outcome 5: Centralized and decentralized institutions and national stakeholders have increased capacities to achieve zero hunger by 2030

54. While strategic outcomes 1 to 4 provide for WFP's continued direct operational assistance for food security and nutrition programmes, capacity strengthening is increasingly important for long-term sustainability and a progressive handover of activities to the Government. Strategic outcome 5 strengthens the capacities of institutions responsible for the development of the coherent national policies and systems required in order to respond to emergencies and achieve SDG 2 targets.

Focus area

55. Designed to support the attainment of zero hunger through the strengthening of national capacities in social protection, emergency preparedness and response and nutrition, this outcome focuses on resilience building.

Expected outputs

56. This strategic outcome will be achieved through the following two outputs:

- At risk populations benefit from improved national emergency preparedness and response capacities to meet their basic needs in times of crisis.
- Vulnerable populations benefit from enhanced institutional frameworks and systems to improve access to basic social assistance.
- People in Haiti benefit from increased availability of good quality, safe and nutritious foods, including fortified local products, to improve their health and nutrition.

57. WFP's capacity strengthening will focus on the Government's design and implementation of emergency preparedness and response measures for safeguarding food security in times of crisis and long-term solutions to hunger and malnutrition, such as inclusive social protection and national food systems capable of improving the health and nutrition of the population.

Key activity

Activity 7: Provide policy support and technical assistance to national stakeholders in the areas of social protection, disaster risk management, fortification and local production

58. With the Ministry of Social Affairs and Labour and the Social Assistance Fund, WFP will support the development of national social protection frameworks and systems, including targeting and delivery mechanisms. With the World Bank, UNDP and the Inter-American Development Bank, WFP will develop holistic social protection policies and programmes that address the multiple dimensions of poverty, with attention to gender and age-related issues and people living with disabilities. In pursuit of this joint outcome, WFP will collaborate with the International Labour Organization (ILO), IOM, WHO, UNICEF and the Economic Commission for Latin America and the Caribbean (ECLAC), leveraging their expertise in order to link social protection programmes to improved labour market conditions and mobility, health coverage, gender and child protection.

59. Working with the Ministry of Interior and its Civil Protection Agency, WFP will focus on strengthening national disaster risk management systems by investing in preparedness and response capacities at the central and decentralized levels. Response and recovery will be further promoted through South-South cooperation initiatives on innovative mechanisms such as climate analysis and forecast-based financing.

60. For long-lasting impacts, WFP will partner with the ministries of health, education and Agriculture and with the National Coordination for Food Security in order to strengthen food systems, nutrition policies and institutional capacities, and improve diets and increase the

availability and use of nutritious and fortified local foods. With FAO, WFP will promote policy reforms for sustainably increasing agricultural production while guaranteeing the quality, safety and nutritional value of food. Following WHO guidelines, WFP will also provide technical assistance and policy support for strengthening in-country fortification and the transformation of diversified nutritious local products. WFP will seek to ensure the accessibility and affordability of these foods for nutritionally vulnerable populations.

61. To ensure the effectiveness and sustainability of capacity strengthening interventions, gender equality and age-related issues will be central to the advocacy for and design and development of policy initiatives. Recognizing that competing national budget priorities challenge the sustainability of government programmes, WFP will combine its policy assistance with sensitization and advocacy efforts at the highest levels of government.

Strategic outcome 6: The Government and humanitarian and development actors have access to services on demand all year

62. This outcome will enable the Government and the broader humanitarian and development community to better respond to the needs of affected and vulnerable populations, and therefore supports wider efforts to achieve the goals of the 2030 Agenda in accordance with SDG 17 on enhancing global partnerships.

Focus area

63. Designed to enhance the assistance provided by humanitarian and development partners throughout the year, this outcome focuses on resilience building.

Expected output

64. This strategic outcome will be achieved through the following output:
- People in Haiti benefit from enhanced assistance provided by humanitarian and development actors to meet their basic needs all year.
65. Leveraging its own supply chain and programme capacities, WFP will support partners' interventions by ensuring their ability to reach beneficiaries, to target people according to vulnerability criteria and to deliver appropriate in-kind or CBT assistance.

Key activity

Activity 8: Provide on-demand supply chain, targeting, beneficiary management and CBT delivery services to the Government as well as to humanitarian and development actors

66. Given the access, infrastructure and security challenges in Haiti, WFP will offer transportation and warehousing services on a cost-recovery basis throughout the year. To better serve beneficiaries, WFP will also provide integrated assistance to partners, initially focusing on support for beneficiary targeting and gradually introducing services for beneficiary identification and integrated data management via SCOPE while facilitating CBT modalities adapted to partners' interventions. As with its own programmes, WFP will ensure that this activity is carried out with attention to gender and age considerations.

3.3 Transition and exit strategies

67. This CSP is the first of a series of synergetic plans for supporting Haiti in achieving zero hunger and broader development goals by 2030. WFP's continued direct assistance to core food security programmes and its increased emphasis on policy support and capacity strengthening are designed to build the foundations for a gradual handover of activities. Systems and tools jointly developed with the Government may be transferred progressively during implementation of the CSP, such as the targeting methodology and database of the Haitian Vulnerability and Deprivation Index. However, a major handover of WFP's operational activities is unlikely during the period of this CSP because of projected national fiscal constraints and institutional capacity challenges, which will be reviewed periodically. With respect to school feeding, at the Government's request WFP will increase the use of domestic

products in order to stimulate agriculture through both centralized purchases of national products and a scale up of the home-grown school feeding model. Alignment with national objectives for local production will facilitate future handover strategies.

68. Advancing gender equality will be a strategic focus, given its impact on achieving zero hunger. While maintaining the flexibility to adapt to a changing context, future CSPs will continue to increase the focus on capacity strengthening, supporting the Government's increased ownership of food security and nutrition programmes.

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activity	Girls	Boys	Women	Men	Total
1	1	166 500	163 500	211 500	208 500	750 000
2	2	15 540	15 260	19 740	19 460	70 000
	3	269 237	264 963	-	-	534 200
3	5	57 355	56 445	-	-	113 800
4	6	17 316	17 004	21 996	21 684	78 000
Total**		509 298	500 822	232 086	228 794	1 471 000

* Girls and boys are beneficiaries under 18 years old.

** Ten percent of beneficiaries under strategic outcome 1 have been excluded from the total in order to remove overlaps with other strategic outcomes.

69. Over the course of the CSP, WFP will reach a total of 1,471,000 direct beneficiaries using a targeting approach based on gender equity: 28.2 percent of beneficiaries will be women, 27.8 percent will be men, 22.2 percent will be girls and 21.8 percent will be boys.
70. The greatest number of beneficiaries are under strategic outcomes 1 and 2, highlighting the dual emphasis and complementary approach that includes both humanitarian and development activities. In line with national priorities and policy developments, WFP will maximize support for agricultural development across its portfolio via increased centralized purchases of national products and the provision of locally purchased food to up to 20 percent of school feeding beneficiaries. To this end, WFP will also support at least 50 smallholder farmer associations, particularly women's cooperatives, with a view to integrating them into institutional and other markets.
71. While targeting criteria vary by activity, WFP will use the national database developed that it developed with the Ministry of Social Affairs and Labour in order to ensure that the most vulnerable people are selected. Under the CSP, WFP will also expand the use of SCOPE functions for its activities, from beneficiary identification and registration to CBT management.

4.2 Transfers

Food and cash-based transfers

	Strategic outcome 1				Strategic outcome 2			Strategic outcome 3		Strategic outcome 4	
	Activity 1				Activity 2		Activity 3	Activity 5		Activity 6	
	Households		PLWG and children aged 24–59 months	Children aged 6–23 months	Households	PLWG	Primary schoolchildren	Primary schoolchildren		Households	
	Food	CBTs		Food	Food	CBTs	Food	Food	Food	CBTs	CBTs
		Unconditional	Conditional								
Cereals	400	-	-	-	-	-	-	120	-	-	-
Pulses	100	-	-	-	-	-	-	30	-	-	-
Oil	35	-	-	-	-	-	-	10	10	-	-
Salt	5	-	-	-	-	-	-	3	3	-	-
Sugar	-	-	-	-	-	-	-	-	-	-	-
SuperCereal	-	-	-	100	-	-	-	-	-	-	-
SuperCereal Plus	-	-	-	-	-	-	-	-	-	-	-
Micronutrient powder	-	-	-	-	-	-	-	-	-	-	-
High-energy biscuits	400*	-	-	-	-	-	-	-	-	-	-
LNS-MQ	-	-	-	-	50	-	-	-	-	-	-
LNS-LQ	-	-	-	-	-	-	92	-	-	-	-
Total kcal/day	2 100	1 551	2 046	376	281	1 723	515	626	88	452	2 046

TABLE 2: FOOD RATIONS (g/person/day) AND CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY											
	Strategic outcome 1					Strategic outcome 2			Strategic outcome 3		Strategic outcome 4
	Activity 1					Activity 2		Activity 3	Activity 5		Activity 6
	Households		PLWG and children aged 24-59 months	Children aged 6-23 months	Households	PLWG	Primary schoolchildren	Primary schoolchildren		Households	
	Food	CBTs		Food	Food	CBTs	Food	Food	Food	CBTs	CBTs
		Unconditional	Conditional								
% kcal from protein	10	-	-	16.3	9	-	11.2	27	0	-	-
CBTs (USD/person/day)	-	0.72	0.95	-	-	0.80	-	-	-	0.21	0.95
Number of feeding days per year	30	30	40	60	60	120	360	150	132	132	120

LNS-MQ = lipid-based nutrition supplement, large quantity (formerly Plumpy'Sup and Plumpy'Mum); LNS-MQ = lipid-based nutrition supplement, medium quantity (formerly Plumpy'Doz); PLWG = pregnant and lactating women and girls.

* High-energy biscuits will be distributed on three feeding days.

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/CBTs	Total (mt)	Total (USD)
Rice	21 720	10 338 391
Maize meal	3 852	2 288 289
Bulgur wheat	11 140	3 453 484
Peas	9 178	3 828 937
Oil	3 515	3 576 655
Salt	917	220 080
SuperCereal	1 051	471 989
LNS-MQ	194	768 074
LNS-LQ	20	45 408
High-energy biscuits	90	88 200
Total (food)	51 677	25 079 507
CBTs	-	51 334 000
Total (food and CBT value)	-	76 413 507

72. Depending on local conditions, needs and beneficiary preferences, WFP will use in-kind food assistance, CBTs or a combination of both. WFP will seek to scale up its use of CBTs when market conditions allow, thereby responding to the preferences and nutrition needs of communities and addressing national economic development priorities regarding the agriculture sector. When using in-kind modalities for initial emergency response and school feeding, WFP will seek to use local and national purchases to the extent possible. For each activity and situation, the decision will be determined by the principles of effectiveness, efficiency, equity, economy and safety, taking gender and age analyses into account to contribute to empowering women and girls.

Capacity strengthening including South–South cooperation

73. Key to future handover strategies and the long-term sustainability of national emergency and development programmes, capacity strengthening will be a strategic axis of the CSP. Through strategic outcome 5, WFP will strengthen its emphasis on capacity strengthening at the upstream policy, operational and system level in order to build the foundations for progress towards zero hunger in Haiti, focusing on emergency preparedness and response, social protection systems, national food systems and policies that support consumption of nutritious and fortified foods.
74. While South–South cooperation and exchanges are already part of current technical assistance for climate analysis and forecast-based financing in Haiti, additional regional collaboration opportunities could be explored in other areas such as shock-responsive safety nets, food fortification and support for smallholder farmers. The country office will look to WFP centres of excellence and other partners in order to address gaps in resources, technology and expertise.

4.3 Supply chain

75. Given Haiti's security constraints, exposure to natural disasters and socio-political instability, an effective and efficient supply chain is essential to the success of the CSP. WFP will deliver in-kind food assistance through commercial transporters when feasible. Otherwise, it use its own fleet for off-road, as well as sea or air, transport when necessary. Innovative CBT modalities will be used to serve diverse beneficiary groups and their protection needs.

Supply chain expertise will be leveraged in order to train and equip smallholder cooperatives so that they can dry, store, protect, process, deliver, commercialize and control the quality of their products more effectively (strategic outcome 3). WFP will strengthen the Government's capacities in food technology, including food specifications, quality assurance and control, in order to increase the availability of national nutritious and enriched foods. Using logistics, storage, transport and other services, WFP supply chain experts will aid the operations of humanitarian and development partners with the aim of supporting emergency response and accelerating the implementation of the 2030 Agenda.

4.4 Country office capacity and profile

76. The country office maintains a field presence with one sub-office and two field offices for attending to the chronic and shock-related needs of remote communities, and responding rapidly to emergencies. Complementing its focus on emergency response with a dual humanitarian–development portfolio focused increasingly on capacity strengthening, the country office has acquired new skills and expertise through a combination of internal, external and standby partner recruitments. Consolidating these capacities to deliver new interventions may require specialized training, additional talent and new strategies for retaining staff and ensuring gender parity. As part of its gender-transformative school feeding activities, the country office plans to recruit additional staff with the requisite competencies in gender issues.

4.5 Partnerships

77. To support the country office's response to chronic and shock-related needs through the CSP and at the humanitarian–development nexus, WFP will invest in new operational and strategic partnerships while introducing a “whole of society” approach with gender equality as a cross-cutting issue.
78. Through operational-level partnerships for each activity, WFP will leverage synergies with other actors' expertise and thus promote lasting improvements in food security and nutrition status while empowering women and girls. Having consulted non-governmental organizations and civil society organizations on the CSP, WFP will shift to a more collaborative and less transactional approach in forming partnerships. In 2018, WFP resumed its co-leadership of the cash working group, spearheading the development of a multistakeholder operational manual on CBTs in emergencies, using lessons learned from the response to Hurricane Matthew. WFP will also work with civil society in order to deliver gender equality learning modules in schools as entry points for gender-transformative behaviour change. WFP will strengthen its engagement with civil society organizations such as cooperatives and women's organizations by integrating them into home-grown school feeding activities and agricultural value chains. While opportunities for collaboration with the private sector have been limited in Haiti, WFP's new activities related to nutrition, food fortification and school feeding, among others, create opportunities for partnerships with both national and global private institutions and foundations in order to make progress towards the achievement of zero hunger in Haiti.
79. At the strategic level, this new partnership strategy will be essential to delivering the ambitious capacity strengthening targets set in the CSP for the development and strengthening of key policy elements of a functional and resilient national food and social protection system. For example, in helping the Ministry of Social Affairs and Labour to develop the social protection policy and its action plan, WFP is providing upstream and system-level technical assistance with ILO, IOM, WHO, UNICEF, UNDP, ECLAC and the World Bank, as described in the section on activity 7. In order to strengthen this enhanced policy role, WFP will leverage new partnerships with public and private academic and research institutions and increase its investments in evidence generation. In addition, WFP's participation in coordination mechanisms such as the humanitarian country team and the food security, emergency telecommunications and logistics clusters is already contributing

to reinforced collaboration in programme implementation and fundraising in times of crisis. In line with the United Nations' new way of working, WFP's partnership action plan also promotes joint funding proposals for development projects.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

80. WFP will use corporate tools adapted to the country context for the design, implementation and monitoring of its activities, drawing on end-of-2018 baselines for ongoing activities or new baselines that will be established within three months of the start date of new activities. WFP, cooperating partners and the Government will carry out gender-responsive monitoring using WFP tools and methods. The country office has been strengthening the monitoring capacity of cooperating partners while developing integrated monitoring systems that facilitate immediate adjustments to implementation in response to changing conditions. Data will be collected regularly through field visits and surveys (onsite and remotely through mobile vulnerability analysis and mapping) using mobile devices and electronic systems to measure process, output and outcome indicators in targeted communities and will be disaggregated by sex and age. Price monitoring will be conducted to facilitate timely and informed adjustments of transfer values. As some rural people have limited access to telephone services, remote mobile data collection will be combined with mixed methods in order to avoid bias when determining food security indicators. In addition, qualitative data collection through key informant interviews and focus group discussions will allow an in-depth analysis of gender and protection issues and risks, which will inform potential mitigation actions. WFP will collaborate with partner agencies on the collection of monitoring data for UNDAF indicators.
81. WFP maintains a beneficiary database using SCOPE and monitors the adequacy of targeting criteria. Regular reporting will inform the programme and management teams, enabling them to address operational challenges, adjust implementation and improve future design. Existing beneficiary feedback mechanisms of WFP and partners are adequate to ensure the gender- and age-responsiveness and appropriate coverage of all CSP activities. Regular communications and meetings will inform donors and facilitate the collection of feedback and recommendations and the implementation of any corrective measures required among cooperating partners, stakeholders and WFP.
82. An ongoing decentralized evaluation focusing on school feeding will deliver lessons for the revision and implementation of the next phase of the school feeding programme. WFP will conduct a mid-term review in order to assess CSP performance and allow for any necessary adjustments. In accordance with the WFP evaluation policy for 2016–2021, a mandatory country portfolio evaluation will be conducted in the penultimate year of CSP implementation in order to assess WFP's strategic position, coherence and performance. Findings and recommendations will contribute to the design of the next programme cycle.

5.2 Risk management

Strategic risks

83. Currently, the two main strategic risks that may have negative effects on WFP's operations are sudden-onset disasters and rising security concerns linked to the climate of social and political instability. Given the cyclical nature of weather phenomena and Haiti's high exposure, every year natural hazard risks are reviewed through the national hurricane season contingency plan under the leadership of the Government. The contingency plan is aligned with WFP's emergency preparedness and response package. Lesser in magnitude but latent in the current socio-political context, civil unrest and related violence are also closely monitored.

84. Potential funding shortfalls would curb implementation of the CSP and limit WFP's contribution to the achievement of zero hunger in Haiti. To mitigate this risk, WFP engaged donors during the development of the CSP and will explore new and diversified sources of funding, including the private sector and foundations.
85. As a "non-family" duty station, retaining competent international staff is a challenge for the country office. The high demand from other agencies and non-governmental organizations for local technicians and experts with the right skill sets poses a risk for WFP operations. WFP will set up a training strategy for its staff in order to ensure maximum capacity and high performance. Up to date rosters of local professionals will be maintained in order to increase staffing in the event of emergencies.

Operational risks

86. WFP will identify the most suitable partners for the implementation of its activities. To mitigate capacity and operational risks, WFP has established a roster of implementing partners that have been carefully vetted through document review, in-person visits and thorough capacity assessments. The capacities of cooperating partners will be strengthened, including in monitoring. Additional checks have been introduced such as the use of mobile technologies and the use of call centres in order to triangulate and cross-check data via integrated monitoring systems, allowing for any necessary implementation adjustments to be made immediately.
87. To avoid harm through its operations, WFP will strengthen its accountability to affected populations at all stages of the project cycle. Distribution sites are selected based on their accessibility and security, responding to the needs and safety of diverse beneficiaries. Gender-responsive monitoring for the identification of any safety or protection concerns will be ensured through the inclusion of protection questions in regular on-site monitoring and through WFP's beneficiary feedback mechanism. Beneficiaries can contact WFP at any time for information on their entitlements and to report any issues they encounter. WFP will also take measures to limit the environmental impact of its operations in collaboration with implementing partners and communities.

Fiduciary risks

88. Following the departure of the peacekeeping forces of the United Nations Stabilization Mission in Haiti in late 2017, the United Nations Mission for Justice Support in Haiti was installed, primarily to support the national police. A worsening security outlook, combined with the expected closure of the mission in April 2019, could lead to more frequent incidents and disruptions to operations, especially in the aftermath of emergencies and during the hurricane season. All WFP offices, warehouses and vehicles comply with minimum operating security standards and minimum security telecommunications standards. WFP ensures that security awareness training is carried out and procedures related to staff safety are followed. In extreme situations, WFP may need to operate at reduced staff levels and from alternative locations.
89. In developing countries, funds lost to corruption are ten times as much as official development assistance according to UNDP estimates. Corruption and fraud curb sustainable development, divert funds intended to provide essential services and stifle economic growth. Haiti ranked 157th of 180 countries on the 2017 Corruption Perceptions Index.⁴³ WFP will continue to reinforce its internal control and monitoring systems and will improve its selection of partners and the segregation of tasks.

⁴³ Transparency International. 2017. *Corruption Perceptions Index 2017*.
https://www.transparency.org/news/feature/corruption_perceptions_index_2017.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2019	2020	2021	2022	2023	
1	7 763 647	8 286 292	8 266 831	8 421 833	8 240 127	40 978 730
2	8 666 621	18 707 576	19 261 282	20 559 450	21 435 814	88 630 742
3	1 420 803	3 872 989	4 441 566	4 939 086	5 467 560	20 142 004
4	3 350 808	6 885 452	6 718 245	6 842 379	6 703 615	30 500 499
5	2 504 775	3 702 217	3 382 827	3 345 875	3 549 593	16 485 287
6	446 611	449 517	451 663	611 727	458 749	2 418 267
Total	24 153 265	41 904 043	42 522 414	44 720 350	45 855 457	199 155 529

90. Over the course of CSP implementation, the largest share of the budget will be allocated to strategic outcome 2, reflecting WFP's significant investments in addressing the root causes of chronic malnutrition through gender-transformative school feeding and other nutrition-sensitive safety nets. Strategic outcomes 1 and 4 represent the second and third largest allocations in this CSP, reflecting WFP's dual approach of delivering life-saving humanitarian assistance in times of crisis and durable livelihood interventions for increasing resilience and reducing vulnerability to shocks and stressors. In support of the Government's priority for revitalization of the smallholder agriculture sector, strategic outcome 3 constitutes the fourth largest allocation. WFP will also make significant investments in capacity strengthening in favour of national institutions and programmes through strategic outcome 5. In accordance with the corporate requirement, at least 15 percent of funds will be allocated to gender-transformative activities.

6.2 Resourcing outlook

91. Following the elevated financial aid flows received since the 2010 earthquake, current trends in Haiti suggest a progressive decline in aid funding with potential spikes in response to emergencies, as was the case with Hurricane Matthew in 2016. WFP received USD 80.4 million in funding for 2016, USD 29.6 million for 2017 and USD 36.9 million for 2018. Based on current forecasts, annual funding levels are likely to stabilize at about USD 30 million. WFP has already secured multi-year funding that will help ensure consistent and high-quality programmes.

6.3 Resource mobilization strategy

92. WFP engaged with donors throughout the strategic review and CSP design process, receiving support for its dual humanitarian-development strategy in Haiti. As part of its resource mobilization efforts, over the past two years, WFP has been building on renewed partnerships with traditional donors for both humanitarian and development portfolios. WFP is also pursuing opportunities with new bilateral and multilateral donors and will explore other funding streams, including the private sector and foundations.

ANNEX I

LOGICAL FRAMEWORK FOR HAITI COUNTRY STRATEGIC PLAN

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Crisis-affected populations in Haiti are able to meet their basic food and nutrition needs in times of crisis

Outcome category:

Nutrition sensitive

Maintained/enhanced individual and household access to adequate food

Focus area: Crisis response

Assumptions

Sufficient food and funding is available in country or the region during shocks

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Food Consumption Score

Food Consumption Score – Nutrition

Food Expenditure Share

Livelihood-based Coping Strategy Index (Average)

Activities and outputs

1. Provide emergency food assistance and support risk reduction and the recovery of crisis-affected populations (URT: Unconditional resource transfers to support access to food)

Crisis-affected households receive conditional food assistance to rehabilitate community assets and meet their basic food and nutrition needs (A: Resources transferred)

Crisis-affected households receive conditional food assistance to rehabilitate community assets and meet their basic food and nutrition needs (B: Nutritious foods provided)

Crisis-affected households receive conditional food assistance to rehabilitate community assets and meet their basic food and nutrition needs (D: Assets created)

Crisis-affected households receive unconditional food assistance that meets their basic food and nutrition needs (A: Resources transferred)

Crisis-affected households receive unconditional food assistance that meets their basic food and nutrition needs (B: Nutritious foods provided)

Strategic outcome 2: Vulnerable populations in Haiti benefit from nutrition-sensitive safety nets to meet their basic needs all year

Outcome category: Nutrition sensitive
 Maintained/enhanced individual and household access to adequate food
 Focus area: Root causes

Assumptions:

Sufficient funding is available for this programme. The planned cash transfers to nutritionally vulnerable households will show the expected positive impact on nutrition.

Outcome indicators

Attendance rate

Consumption-based Coping Strategy Index (Average)

Enrolment rate

Food Consumption Score

Food Consumption Score – Nutrition

Graduation rate

Minimum Dietary Diversity – Women

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of target population that participates in an adequate number of distributions (adherence)

Retention rate

SABER School Feeding National Capacity (new)

Activities and outputs

2. Design, implement and strengthen nutrition-sensitive safety nets for vulnerable populations (URT: Unconditional resource transfers to support access to food)

Targeted vulnerable populations benefit from nutrition-sensitive safety nets to improve their food security and nutrition status (A: Resources transferred)

Targeted vulnerable populations benefit from nutrition-sensitive safety nets to improve their food security and nutrition status (B: Nutritious foods provided)

Targeted vulnerable populations benefit from nutrition-sensitive safety nets to improve their food security and nutrition status (C: Capacity development and technical support provided)

Targeted vulnerable populations benefit from nutrition-sensitive safety nets to improve their food security and nutrition status (E: Advocacy and education provided)

3. Provide nutritious meals and complementary sensitization and training in targeted schools relying on centralized procurement of commodities (SMP: School meal activities)

School-age children receive nutritious meals to improve their food security (A: Resources transferred)

School-age children receive nutritious meals to improve their food security (B: Nutritious foods provided)

School-age children receive nutritious meals to improve their food security (N: School feeding provided)

Strategic Objective 3: Achieve food security

Strategic Result 3: Smallholders have improved food security and nutrition

Strategic outcome 3: Smallholder farmers and their communities in targeted areas in Haiti have improved their livelihoods to increase food security and nutrition by 2023

Outcome category: Increased smallholder production and sales

Nutrition sensitive

Focus area: Resilience building

Assumptions

Funding available

Outcome indicators

Attendance rate

Enrolment rate

Food Consumption Score

Graduation rate

Livelihood-based Coping Strategy Index (Average)

Percentage of default rate of WFP pro-smallholder farmer procurement contracts

Percentage of WFP food procured from pro-smallholder farmer aggregation systems

Retention rate

SABER School Feeding National Capacity (new)

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Activities and outputs**4. Develop and improve local production by strengthening smallholder farmers' access to markets (SMS: Smallholder agricultural market support activities)**

Smallholder farmers, especially women, organized in cooperatives benefit from trainings, tools and services that increase their access to markets and improve their livelihoods and nutrition (A: Resources transferred)

Smallholder farmers, especially women, organized in cooperatives benefit from trainings, tools and services that increase their access to markets and improve their livelihoods and nutrition (C: Capacity development and technical support provided)

Smallholder farmers, especially women, organized in cooperatives benefit from trainings, tools and services that increase their access to markets and improve their livelihoods and nutrition (F: Purchases from smallholders completed)

5 Provide diversified and nutritious meals locally sourced from smallholder farmers, in targeted schools (SMP: School meal activities)

School-age children benefit from home-grown school meals to improve their food security and nutrition (A: Resources transferred)

School-age children benefit from home-grown school meals to improve their food security and nutrition (B: Nutritious foods provided)

School-age children benefit from home-grown school meals to improve their food security and nutrition (F: Purchases from smallholders completed)

School-age children benefit from home-grown school meals to improve their food security and nutrition (N: School feeding provided)

Smallholder farmers, especially women, benefit from institutional purchases, including those for the provision of diversified and nutritious school meals to improve their livelihoods (F: Purchases from smallholders completed)

Strategic Result 4: Food systems are sustainable

Strategic outcome 4: Vulnerable communities in areas with fragile ecosystems can rely on resilient food systems to mitigate, adapt, and recover from shocks and manage climate-related risks by 2023

Outcome category: Improved household adaptation and resilience to climate and other shocks

Nutrition sensitive

Focus area: Resilience building

Assumptions

Sufficient funding is available for this programme

Outcome indicators

Food Consumption Score

Food Consumption Score – Nutrition

Food expenditure share

Livelihood-based Coping Strategy Index (Average)

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

Proportion of the population in targeted communities reporting environmental benefits

Activities and outputs

6. Provide food assistance to vulnerable households for the creation and rehabilitation of assets to build resilience to shocks and introduce integrated risk management in communities exposed to climate risks (ACL: Asset creation and livelihood support activities)

Community members in risk-prone areas benefit from integrated risk management and climate-resilient assets, tools and services that contribute to their food security, nutrition and resilience to shocks (A: Resources transferred)

Community members in risk-prone areas benefit from integrated risk management and climate-resilient assets, tools and services that contribute to their food security, nutrition and resilience to shocks (C: Capacity development and technical support provided)

Community members in risk-prone areas benefit from integrated risk management and climate-resilient assets, tools and services that contribute to their food security, nutrition and resilience to shocks (D: Assets created)

Community members in risk-prone areas benefit from integrated risk management and climate-resilient assets, tools and services that contribute to their food security, nutrition and resilience to shocks (E: Advocacy and education provided)

Vulnerable households in targeted areas benefit from conditional food assistance to maintain and strengthen their food security and nutrition (A: Resources transferred)

Vulnerable households in targeted areas benefit from conditional food assistance to maintain and strengthen their food security and nutrition (D: Assets created)

Vulnerable households in targeted areas benefit from conditional food assistance to maintain and strengthen their food security and nutrition (E: Advocacy and education provided)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs

Strategic outcome 5: Centralized and decentralized institutions and national stakeholders have increased capacities to achieve zero hunger by 2030

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: Resilience building

Assumptions

Stable government counterparts ensure capacity building efforts show long-term positive results

Outcome indicators

Emergency Preparedness Capacity Index

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Activities and outputs**7. Provide policy support and technical assistance to national stakeholders in the areas of social protection, disaster risk management, fortification and local production (CSI: Institutional capacity strengthening activities)**

At risk populations benefit from improved national emergency preparedness and response capacities to meet their basic needs in times of crisis (C: Capacity development and technical support provided)

At risk populations benefit from improved national emergency preparedness and response capacities to meet their basic needs in times of crisis (I: Policy engagement strategies developed/implemented)

At risk populations benefit from improved national emergency preparedness and response capacities to meet their basic needs in times of crisis (J: Policy reform identified/advocated)

At risk populations benefit from improved national emergency preparedness and response capacities to meet their basic needs in times of crisis (K: Partnerships supported)

At risk populations benefit from improved national emergency preparedness and response capacities to meet their basic needs in times of crisis (M: National coordination mechanisms supported)

People in Haiti benefit from increases availability of good quality, safe and nutritious foods, including fortified local products, to improve their health and nutrition (B: Nutritious foods provided)

People in Haiti benefit from increased availability of good quality, safe and nutritious foods, including fortified local products, to improve their health and nutrition (C: Capacity development and technical support provided)

Vulnerable populations benefit from enhanced institutional frameworks and systems to improve access to basic social assistance (C: Capacity development and technical support provided)

Vulnerable populations benefit from enhanced institutional frameworks and systems to improve access to basic social assistance (I: Policy engagement strategies developed/implemented)

Vulnerable populations benefit from enhanced institutional frameworks and systems to improve access to basic social assistance (J: Policy reform identified/advocated)

Strategic Objective 5: Partner for SDG results**Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs****Strategic outcome 6: The Government and humanitarian and development actors have access to services on demand all year**

Outcome category: Enhanced common coordination platforms

Focus area: Resilience building

Assumptions

Need for Enhanced Partnerships

Outcome indicators

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

User satisfaction rate

Activities and outputs**8. Provide on-demand supply chain, targeting, beneficiary management and CBT delivery services to the Government as well as to humanitarian and development actors (CPA: Service provision and platforms activities)**

People in Haiti benefit from enhanced assistance provided by humanitarian and development actors to meet their basic needs all year (H: Shared services and platforms provided)

People in Haiti benefit from enhanced assistance provided by humanitarian and development actors to meet their basic needs all year (K: Partnerships supported)

People in Haiti benefit from enhanced assistance provided by humanitarian and development actors to meet their basic needs all year (M: National coordination mechanisms supported)

Strategic Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.4 : The project has initiatives to reduce risk of sexual and gender-based violence (yes/no)

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)							
	Strategic Result 1	Strategic Result 1	Strategic Result 3	Strategic Result 4	Strategic Result 5	Strategic Result 8	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Transfers	29 804 245	56 951 979	13 440 502	20 043 923	10 858 474	1 769 457	132 868 579
Implementation	3 542 345	15 169 913	2 950 937	4 773 326	2 556 851	198 020	29 191 391
Adjusted direct support costs	5 131 091	11 099 462	2 521 241	3 821 717	2 063 818	303 198	24 940 527
Subtotal	38 477 681	83 221 354	18 912 680	28 638 966	15 479 143	2 270 673	187 000 497
Indirect support costs (6.5%)	2 501 049	5 409 388	1 229 324	1 861 533	1 006 144	147 594	12 155 032
Total	40 978 730	88 630 742	20 142 004	30 500 499	16 485 287	2 418 267	199 155 529

Acronyms used in the document

CBT	cash-based transfer
CSP	country strategic plan
ECLAC	Economic Commission for Latin America and the Caribbean
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
PSNSSANH	National Policy and Strategy for Food Sovereignty, Security and Nutrition
SDG	Sustainable Development Goals
UNDAF	United Nations development assistance framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WHO	World Health Organization