

برنامج  
الأغذية  
العالمي



Programme  
Alimentaire  
Mondial

World  
Food  
Programme

Programa  
Mundial  
de Alimentos

**Executive Board  
Third Regular Session**

**Rome, 21–25 October 2002**

## **EVALUATION REPORTS**

### **Agenda item 6**

***For consideration***

# **E**

Distribution: GENERAL

**WFP/EB.3/2002/6/7**

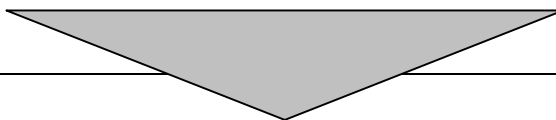
27 August 2002

ORIGINAL: ENGLISH

## **SUMMARY REPORT OF THE MID-TERM EVALUATION OF COUNTRY PROGRAMME— MADAGASCAR (1999–2003)**

This document is printed in a limited number of copies. Executive Board documents are available on WFP's WEB site (<http://www.wfp.org/eb>).

# Note to the Executive Board



**This document is submitted for consideration to the Executive Board.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Director, Office of Evaluation and Monitoring (OEDE):      Mr K. Tuinenburg      tel.: 066513-2252

Evaluation Officer, OEDE:      Mr R. Sirois      tel.: 066513-2223

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).



# Executive Summary

The Country Programme (CP) conforms to Madagascar's national policy, which aims to fight poverty, improve food security and mitigate the effects of natural disasters. The CP is largely consistent with the United Nations Development Assistance Framework (UNDAF) and has benefited from review by United Nations agencies in Madagascar and from the Government's active participation.

The procedures foreseen for the CP's preparation and implementation have been generally respected. WFP staff structure and composition have, on the whole, been adapted to needs, and the authority delegated to the Country Director has made CP implementation more flexible. The objectives of CP activities in Madagascar respond to the use of food aid as expressed in the Enabling Development policy.

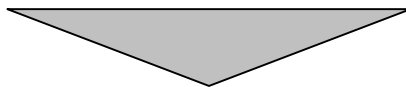
It is difficult, however, to demonstrate tangible results from this first-generation country programme approach compared with former implementation through individual projects. While integration of activities has begun, additional efforts are needed. The formulation of activity summaries for CP implementation took too long. CP activity summaries should be formulated at the same time as the CP. There was a lack of clarity and some confusion over the objectives of the disaster-mitigation activity and those of short-term emergency operations, as well as a lack of coherence between CP and activity objectives. Nonetheless, many positive elements of this CP show potential for the next one. Adoption of the logical framework method for the preparation of the next CP should eliminate inconsistencies and ensure that CP objectives are properly reflected in activities.

The mandate and role of the CP Intersectorial Steering Committee are limited. WFP will need to continue coordinating its interventions with those of other stakeholders and to seek more partners. The CP Intersectorial Steering Committee will require a broader mandate and more power.

Recently granted greater autonomy for the provinces could offer new opportunities for technical and financial collaboration, resulting in improved coordination. Beneficiary targeting and activity selection using vulnerability analysis and mapping (VAM) will require greater attention and integration with the National Relief Committee (CNS), including capacity-building. Monitoring and evaluation need to be strengthened in order to show results, using simple performance indicators that allow for qualitative analysis.



## Draft Decision



The Board takes note of the recommendations contained in this evaluation report (WFP/EB.3/2002/6/7) and of the management action taken so far, as described in the associated information paper (WFP/EB.3/2002/INF/17). The Board encourages further action on these recommendations, with considerations raised during the discussion taken into account.



---

## SCOPE OF THE EVALUATION

1. The main objective of the evaluation<sup>1</sup> was to assess how the WFP country programme approach, adopted in 1995, constituted an effective tool for planning and implementing development activities in Madagascar. The evaluation attempted to assess whether the CP approach had achieved better results in Madagascar than those obtained through the previous strategy of implementing individual projects.
2. Thus, the mission's analysis and recommendations do not constitute a detailed evaluation, in the strict sense, of the CP activities, but rather an assessment of the CP's capacity at the planning and implementation level to achieve the benefits of the CP approach. Nevertheless, given the importance of implementing WFP programmes in adherence to the Enabling Development policy,<sup>2</sup> the activities have been assessed on the basis of that policy. The policy's overall aim is for WFP to create, together with other partners, favourable conditions that enable poor households and communities suffering from food insecurity to develop human capital or to build sustainable assets, using a result-based participatory approach.

---

## OVERVIEW OF THE COUNTRY PROGRAMME

### Rationale for WFP Food Aid

3. Madagascar is a least developed, and low-income, food-deficit country. It is classified as one of the poorest countries in the world, ranking 153<sup>rd</sup> out of 174 countries on the UNDP Human Development Index in 1998, with a per capita annual gross national product estimated at US\$257. In 2000, the country had 15.5 million inhabitants. Seventy-one percent of the population is estimated to live below the poverty line (1999), while 30 to 40 percent of households suffer from food insecurity.
4. Income and education levels in urban areas, which represent 25 percent of the population, are higher than those in rural areas. Moreover, statistics show that there are considerable disparities among provinces. Among those in which WFP operates, education and malnutrition rates are of particular concern in Tuléar and Fianarantsoa, the latter of which shows the highest malnutrition rates in the country.
5. The UNDAF<sup>3</sup> has described the prevailing poverty and food insecurity in Madagascar. In particular, it points out that one child in two suffers from chronic malnutrition, that agriculture is less and less capable of meeting the needs of a growing population (the growth rate is estimated at 2.8 percent per year), and that the per capita rate of agricultural production is falling.

---

<sup>1</sup> The evaluation team visited Madagascar from 9 to 29 November 2001. It comprised a team leader from FAO, an International Rural Development Consultant, a local consultant on vulnerable groups and a WFP Evaluation Officer. The full report is available in French only.

<sup>2</sup> "Enabling Development"—General policy issues; Annual session of the WFP Executive Board (WFP/EB.A/99/4-A). Rome, 17–20 May 1999.

<sup>3</sup> UNDAF Joint Review, June 2001.



## The Country Programme and Its Activities

6. The Executive Board approved the CP at its session in February 1999.<sup>4</sup> The overall cost is estimated at about US\$19 million,<sup>5</sup> for 40,000 tons of food supplies over a period of five years (1999–2003). The CP has three basic activities: (1) community nutrition, (2) school feeding and (3) mitigation of the effects of natural disasters. Before CP implementation, Activities 1 and 2 existed in the form of individual projects, while Activity 3 was an emergency operation.
7. The CP objectives, as presented in the document approved by the Executive Board, are to:
  - improve the nutritional and health status of children and expectant mothers by monitoring growth and promoting a more effective use of local products for weaning;
  - improve access to basic education, particularly for girls;
  - increase household food security through the construction and restoration of basic rural infrastructure and development works;
  - prevent and mitigate the effects of natural disasters, and intervene in a timely fashion in the case of food difficulties; and
  - improve and protect the potential for agricultural production in order to develop and manage underexploited rural zones.

## ASSESSMENT OF COUNTRY PROGRAMME PERFORMANCE

8. This CP is a transitional programme whose implementation has been highly influenced by pre-existing projects in Madagascar. In order to assess the relevance of the new approach, the mission analysed results by looking at the CP's formulation and coherence as well as its integration, targeting, implementation and gender considerations.

### Project Design

9. An examination of the Country Strategy Outline (CSO) and of the CP indicates that both documents are largely repetitive, showing a weakness in the CP document formulation and the subsequent activity summaries. Also noted were certain inconsistencies in the statistics and some incompatibilities between CP goals and specific activity objectives. Adoption of the logical framework method during future CP preparation would allow such inconsistencies and incompatibilities between the goals and objectives of these documents to be identified and, it is hoped, eliminated.
10. The CP formulation process benefited from the support and technical advice of the WFP office in Maputo, following two missions, a feasibility study on local food production and a joint review by WFP/WHO/World Bank on the community nutrition activity. A workshop on the modalities of intervention and of food aid was organized, in addition to a workshop on food-for-work (FFW) activities. The Government has been involved in formulation of the CP, and an ad hoc committee was created, with the Ministry of the Economy and Finance supervising the CP formulation process.

<sup>4</sup> WFP/EB.1/99/6/2.

<sup>5</sup> Unless otherwise indicated, all monetary values are expressed in US\$. In November 2001, US\$1 was equivalent to 6,184 Malagasy Francs.



11. On the whole, the CP planning and implementation procedures were respected. The CP agreement was signed on 23 April 1999, and appraisal missions were organized to prepare the summaries of activities. Nevertheless, the time spent in formulating the summaries seemed to be excessively long, as the last activity summary was signed by the Government and WFP in June 2000, i.e. 18 months after CP approval. This delay is difficult to understand, as this activity already existed before the new approach was introduced. The new activity was not implemented coherently and was integrated only one and a half years into the CP.

### Recommendation

- ⇒ Summaries of CP activities should be formulated before the planning of the CP is complete in order to ensure better integration of these documents. The concurrent development of logical frameworks for each activity will provide for greater consistency between the CP's and its activities' goals and objectives. The joint signing of the CP agreement and the summaries of activities should take place within six months of a CP's approval by the Executive Board.

### Consistency

12. The CP is in accordance with government policies aiming to improve food security, fight poverty and mitigate the effects of natural disasters, as set forth in the Economic Policy Framework document and the National Food Security Strategy adopted in December 1997.
13. WFP participated in the preparation of the Common Country Assessment (CCA) and the UNDAF, which started in 1997, and which resulted in the signing of the UNDAF in May 1998 by all the United Nations organizations. The CP preparation coincided largely with the formulation of the UNDAF and benefited from the consideration of the entire United Nations system in establishing development priorities in Madagascar. UNDP, UNFPA and WFP have harmonized programming cycles in order to ensure greater coordination and integration of their interventions.
14. WFP also participated in the UNDAF joint review launched by the Government and the United Nations system in July 2000 and completed in June 2001. The review highlights the success of the United Nations common response to natural disasters and of the harmonization of programming cycles. The need to define a better strategy for predicting food aid requirements and reinforcement of the UNDAF for better coordination were two of the main recommendations. The report of this review underlines that issues of food security and nutrition are probably the themes where the United Nations system support has been most valuable. It is regrettable, however, that the UNDAF process does not translate into a higher geographical concentration of the limited resources from the United Nations system agencies.
15. Each CP activity has its own partner within the technical ministries. However, the partners' practical involvement and technical support vary depending on available human and material resources, including any contributions from external partners.
16. An Intersectorial Country Programme Steering Committee has been set up and is jointly presided over by the Director-General of the Ministry of Economy and Finance and by the WFP Country Director. The committee meets twice a year, principally to review CP implementation. The frequency of the committee meetings and the committee's composition appear to be appropriate. However, in order to enable the committee to function on a continuing basis and guarantee CP consistency, it is advisable that it be given a broader mandate. This would be useful especially during assessment of the activity



summaries and consolidated reports on monitoring and evaluation and as regards the timing of implementation.

### Recommendation

- ⇒ The Intersectoral Steering Committee should develop a mandate that affirms, in particular, its role in the validation of the activity summaries of the consolidated monitoring and evaluation reports. Moreover, the mandate should cover planning of various CP activities as well as allocation of resources in the event of emergencies, should the need arise. Finally, the Intersectoral Steering Committee should monitor the consistency of the activities and the search for synergies among them and partners.

### Integration

17. Through the CP, WFP has seen an increase in the Programme's capacity to contribute to the coordination effort. The Programme has been entrusted with leading the reflection process on some major issues, such as the consequences of decentralization (of more authority to the provinces) on development interventions and the management of disasters. Moreover, participation in the UNDAF process should enable WFP to streamline its intervention strategy, described in the CSO.
18. The three activities of the CP are relatively independent from one another. M&E and report writing, as well as implementing partners' agreements, are mostly linked to specific activities rather than to the CP. Although problems may pertain to a specific activity, it is important to maintain the CP approach and constantly seek to integrate activities. However, the geographical and sectorial confines of the interventions, due to limited budgets and staff, impede integration, and geographical areas of intervention do not always coincide between CP and activities.

### Recommendation

- ⇒ During preparation of the next CP, the scope of decentralization (notably, more provincial autonomy) should be taken into account. This would allow WFP to link CP activities, where necessary, to new provincial development plans and to benefit from available financial and technical resources. Intersectoral coordination and that between all concerned parties, including the government, should be strengthened to identify opportunities for collaboration.

### Targeting

19. The VAM Unit foreseen in the CP has not been adequately set up. Only one person in the country office is charged with liaising with early-warning bodies such as the National Relief Committee.
20. The new national risk and disaster management strategy foresees the CNS undertaking vulnerability analyses and setting up a nationwide, early-warning system at the national level. The basic CP activities, in particular Activities 2 and 3 (school feeding and mitigation of the effects of natural disasters), are implemented in areas with chronic food insecurity and/or that are frequently subject to climatic hazards. In the South, communities encountering food security difficulties are identified periodically on the basis of the analyses of meteorological and agro-economic data carried out by the early-warning system, financed by the European Union. This cyclical geographical targeting of the south





gives rise to the use of food aid for emergency assistance, sometimes to the detriment of more ambitious activities that would permit the achievement of long-term development objectives. Targeting of Activity 1 requires particular attention.

### Recommendation

⇒ The CP resources foreseen for VAM should be made available for this purpose and should support the National Relief Committee. The small WFP VAM Unit would benefit from being better equipped and provided with a budget for training. In addition, there is a need to differentiate between targeting for CP activities and that for emergencies.

### Implementation

21. Overall, the WFP staff structure and composition in Madagascar meet the requirements of CP implementation. The work of the United Nations Volunteers (UNVs) and of the advisers-organizers who supervise field activities is considered indispensable. Mobilization of prompt technical support from the Maputo Cluster has sometimes been difficult because of the shortage of staff. The CP has nevertheless received technical support for the preparatory missions, including a technical support mission financed by UNDP, as well as some technical review missions for the community nutrition (September 2001) and school feeding (May 2001) activities.
22. The delegated authority given to the Country Director has no doubt made for more flexible CP implementation. However, permanent transfers of resources among the various activities appear difficult to achieve, as the technical ministries are not easily inclined to accept cutbacks in resources, even if their implementation capacity is more limited than foreseen. Strengthening the Intersectoral Steering Committee could provide a solution for this rigidity, giving programming a broader perspective that corresponded to the CP approach. (During the cyclones that struck eastern Madagascar in February and March 2000, however, some food was lent to emergency operations from the Country Programme stocks.)
23. The procedures and rules governing the planning of budgets for programmes and activities have not facilitated the setting-up of those budgets. Considerable delays in the allocation of resources by Headquarters, especially with regard to other direct operational costs and non-food items, have harmed implementation flexibility and, at times, damaged WFP's credibility with the Government and partners. In addition, as shown in the annexed table, food allocations for each activity have been less than planned. At the time of the evaluation, only the school feeding activity seems to have benefited from planned allocations. The activity related to disaster mitigation received less than half of the planned allocations, whereas the community nutrition activity received only a quarter. However, these delays in food receipt could be attributed, in part, to pre-existing food stocks, a slow integration of the various activities or delays in implementation. All budgets are linked to food tonnage, except for administrative funds.
24. WFP has gradually assumed responsibility for the delivery of food supplies to beneficiaries, thus reducing losses recorded in the past. However, this does not include the nutrition activity, carried out by the project Food Security and Enhanced Nutrition Monitoring and Education for Schools and Communities (SEECALINE). WFP's direct management of the budget for internal transport, storage and handling has made it easier to fulfil agreements with external partners, in particular NGOs, and has allowed for the funding of advisers-organizers for the monitoring of the activities. The assumption of this



responsibility by WFP gives the country office considerable flexibility of implementation and monitoring.

### Gender Equity

25. The CP and its implementation testify to WFP's firm stand regarding its Commitments to Women. The nutrition activity that WFP supports under the SEECALINE project is aimed primarily at women. Each request for food-for-work activities or training is examined, selected and carried out on the basis of women's representation and opinions. At almost all work sites, women are a slight majority. Beyond their involvement as beneficiaries, women participate actively on management committees. Many committees are chaired or co-chaired by women; women also carry out food distribution. In March 2000, on the occasion of Women's Day, organizers from the sub-office in Fort Dauphin were given an award by WFP for their contribution to the advancement of Malagasy women.

## ASSESSMENT OF THE CONTRIBUTION OF ACTIVITIES TO COUNTRY PROGRAMME OBJECTIVES

### Basic Activity 1: Community Nutrition

26. WFP assistance for this activity consists of supplying fortified flour as a food supplement for children aged 6–36 months suffering from malnutrition and for expectant mothers who visit the community nutrition centres. It is envisaged that most of the fortified flour will be produced locally. The supply of flour is limited to one year per centre, while the health and nutrition education sessions will be extended for a longer period, so as to modify mothers' habits concerning the preparation of weaning foods and children's food.
27. The community nutrition activity is centred on poor communities exposed to food insecurity. The facilities are set up in rural areas where malnutrition rates are highest, i.e. where the weight deficiency rate is equal to or higher than 43 percent and, more recently, in districts periodically affected by cyclones and droughts. Other criteria for site selection are geographical accessibility, the presence of an NGO as operator, and the existence of a village community group dynamic. A community nutrition site must usually cover a population of 2,000 inhabitants within a radius of 5 km, i.e. about 200 children under 3 years of age.
28. This activity is integrated into the SEECALINE project and financed by the World Bank. It comes within the scope of the comprehensive national policy framework on health, described in the Executive Health Plan, the primary objectives of which are to reduce the infant-child malnutrition rate. It also comes within the scope of the Nutrition Action Plan adopted in 1998. The latter recommends a multidisciplinary approach to combating the different causes of malnutrition. Closer cooperation with the ministry's health officials in growth monitoring and the monitoring of sick children is desirable, as well as with the Ministry of Agriculture, to improve the food supply at the household level. In addition, more accurate targeting, taking into account household food consumption levels and those areas most affected by food insecurity, should be carried out in order to better define areas for future assistance.
29. In June 2001, an impact study of the SEECALINE project, supported by an anthropometric study, indicated that the weight deficiency rate had dropped from 51.6 to 44.1 percent. Although these data still need to be confirmed through regular monitoring,



the survey nevertheless indicates a positive change in behaviour concerning nutrition and hygiene.

### Recommendation

- ⇒ To enhance the impact of this activity and benefit from better synergy among the three CP activities, the three activities should co-exist in the same community, when local conditions allow, taking into account absorptive capacity so as to avoid creating dependency on food aid. Greater collaboration between WFP and the Ministries of Health and Agriculture is desirable for this activity. In addition, targeting should take into account worse-off areas in terms of food security and households' food consumption patterns.

### Basic Activity 2: School Feeding

30. The long-term objective of this activity is to support the Government's efforts to fight poverty and to promote human resources, in particular by making access to primary education more widespread. The latest data available (for the school year 2000/2001) indicate that the activity covered 227 schools for a total of 32,381 beneficiary schoolchildren (17,492 girls and 14,889 boys). The activity is limited to the province of Tuléar, which is especially prone to food insecurity and climatic hazards, mainly droughts and locust attacks. Geographical targeting is based on vulnerability in terms of food insecurity, accessibility and community participation, but it does factor school enrolment versus unregistered school-aged children or retention rates, as these indicators are not usually available to the management unit.
31. The monitoring of this activity is limited mainly to the movements of food supplies; in the absence of an analysis of education and enrolment monitoring, the activity's impact on the CP objectives cannot be assessed. This is particularly true with regard to the improvement of access to basic education, which would be shown in increased enrolment rates and a reduction in the drop-out rate, especially among girls.
32. Improvement of the M&E system is a priority. In this respect, the technical review mission carried out in May 2001 formulated some recommendations, which should be implemented. In the absence of numerical data, it is possible to note that teacher and school district staff stress the importance of the school feeding activity for school attendance. Moreover, the mission visits testify to the fact that there is no discrimination and that school attendance, on the whole, is evenly distributed between girls and boys. Community participation through parent-teacher associations is satisfactory.

### Recommendation

- ⇒ To improve the geographical targeting of the school feeding activity, and to assess the activity's contribution to achieving CP objectives, the M&E system should be overhauled systematically to integrate basic performance indicators. These should permit a gender-disaggregated qualitative analysis that indicates enrolment and attendance rates, as well as drop-out and repetition rates. Geographical division, along with intersectorial responsibility for monitoring, would also be desirable.

### Basic Activity 3: Mitigate the Effects of Natural Disasters

33. The activity is implemented through FFW projects for the construction of infrastructure, for rural development (e.g. desert tracks) and for water and soil conservation measures that are generally less diversified than those indicated in the CP and the activity summary. Aid



is also provided in the form of food-for-training (FFT) activities. These activities are in accordance with the government strategy framework for natural disasters, and come within the scope of the United Nations' integrated response to climatic hazards.

34. The planning of this basic activity received appropriate technical assistance, and the activity summary constitutes an important reference document for conducting operations. Furthermore, a manual of procedures containing directives for work standards, tripartite agreements, monitoring and evaluation, and sample work acceptance forms has been developed, but it is not sufficiently used.
35. Three of the country's provinces are involved in the CP activity: the southern province of Tuléar is regularly affected by climatic hazards, and cyclones and floods affect the eastern provinces of Tamatave and Fianarantsoa. The activities in the East receive satisfactory technical and financial support from partners such as CARE, the Adventist Development and Relief Agency International (ADRA) and German Agro-Action. Operations in the South are conducted by WFP advisers-organizers alone, with occasional assistance from local NGOs. However, these NGOs do not have sufficient means to broaden activities, and a consistent intervention has not proven feasible for them.
36. Lastly, climatic hazards often necessitate the launching of emergency operations (four emergency operations in 2000 and 2001 (EMOPs 6233.00, 6236.00, 6270.00 and 6290.00)). The modalities for distributing the available food resources for these operations are different from those of development interventions, although their activities are often similar. This situation has created confusion between the pursuit of activity objectives related to disaster mitigation and the means employed (FFW).

#### **Recommendation**

- ⇒ There should be a clear definition of the objectives of the disaster-mitigation activity and of different modus operandi for emergency and development interventions. Efforts should be stepped up, particularly in the southern part of Madagascar, to sign implementation agreements with partners capable of guaranteeing the best use of CP resources.

## **APPLICATION OF THE ENABLING DEVELOPMENT POLICY**

37. WFP assistance within the SEECALINE project provides a food supplement for children suffering from malnutrition and for expectant mothers, including nutrition education activities. The envisaged activity objectives meet the specific nutritional needs of young children and expectant mothers, limiting the effects of disease and enhancing infants' intellectual development. This activity is in keeping with the first area of focus of the Enabling Development policy: to enable young children and expectant and nursing mothers to meet their special nutritional and nutrition-related health needs.
38. The policy's second area of focus aims to enable poor households to invest in human capital through education and training. The objectives of the CP school feeding activity are in keeping with this policy objective. The school feeding activities are concentrated within a geographical area affected by both food insecurity and low school attendance. As noted above, officials of the concerned ministry, schoolteachers and parents have emphasized the importance of food assistance and its effect on the school attendance of girls and boys. This activity also allows for literacy training and other training for women. The launching



of a joint programme for non-formal education, set up by the UNDP and UNESCO, could permit these activities to be further developed.

39. Implementation of the disaster-mitigation activity addresses two of the areas of focus set forth in the Enabling Development policy. The FFW activities make it possible for poor families to gain and preserve assets, and also help to mitigate the effects of natural disasters in areas vulnerable to recurring crises of this kind. The analysis and management of information on risks and disasters should nevertheless be reinforced in order to assess trends and to periodically update national data on risks and disasters.
40. If their technical quality can be improved, the works carried out through the FFW activities, such as desert tracks, will be of great use to the community and will contribute to reducing food insecurity of very underprivileged populations, especially in the southern part of the country. However, the creation or restoration of assets should be accompanied by a greater knowledge of the environment to ensure more accurate targeting within the communities.
41. The objectives of the various CP activities in Madagascar respond to the requirements for food aid utilization expressed in the Enabling Development policy. Nevertheless, the activities could be re-designed, with new components integrated, such as non-formal education or interventions within the UNAIDS framework. The recommendations of recent technical review missions and those in this document should also serve as guidelines in the preparation of the next CP.



**MADAGASCAR—COUNTRY PROGRAMME 1999–2003  
RESOURCE UTILIZATION AS AT 30 SEPTEMBER 2001**

		Distribution of WFP commodities					Government contributions			
		Commitment CP (tons)	Commitment Op. contract (tons)	Quantities distributed/ committed as of 30/9/01 (tons) 1)	Progress % 2)	(Pro-rated %) 3)	Commitment OP. contract US\$	Total paid 4) US\$	Progress %	(Pro-rated %)
<b>Basic Activity No. 1:</b>	Basic	20 212	18 820	4 924	26	48	15 625 523	4 557 520	29	57
Community nutrition	Supplementary	Micronutrients	–	–						
<b>Basic Activity No. 2: (3)</b>	Basic	5 755	3 450	2 146	62	62	1 751 700	366 753	21	83
School feeding	Supplementary									
<b>Basic Activity No. 3:</b>	Basic	9 730	8 700	6 560*	75	82	1 186 618	528 414	45	55
Mitigation of the effects of natural disasters	Supplementary	4 550	–	–						

(tons)

Emergency operation	Commitment Letter of Intent	Quantities delivered	Quantities pending	Quantities not financed
EMOP 6233.00 (Feb. 2000)— Cyclone	360.00	360.00	N/A	–
EMOP 6236.00 (March 2000)— Cyclone	4 458.50	3 656.37	N/A	802
EMOP 6270.00 (July 2000)— Drought	562.50	562.50	N/A	–
EMOP 6290.00 (Sept. 2000)— Drought	3 150.00	1 898.00	1 100.00	152

1): progress in percentage over duration of the CP.

2): pro-rated progress of the actual duration (30/09/2001).

3): duration of activity 01/04/99 to 30/10/2001.

4): Exchange rate on 1 November 2001: US\$ 1=6 184 Malagasy Francs.

\* Of this quantity, 2,882 tons were distributed within the framework of the CP.



## ACRONYMS USED IN THE DOCUMENT

ADRA	Adventist Development and Relief Agency International
CARE	Cooperative for Assistance and Relief Everywhere
CCA	Common Country Assessment
CNS	<i>Comité national de secours</i> (National relief committee)
CP	Country Programme
CSO	Country Strategy Outline
EMOP	Emergency operation
FAO	Food and Agriculture Organization of the United Nations
FFT	Food-for-training
FFW	Food-for-work
M&E	Monitoring and evaluation
NGO	Non-governmental organization
PSA	Programme support and administrative
SEECALINE	<i>Surveillance et éducation des écoles et des communautés en matière d'alimentation et de nutrition élargie</i> (Food security and enhanced nutrition monitoring and education for schools and communities)
UNAIDS	Joint United Nations Programme for HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNV	United Nations Volunteer
VAM	Vulnerability analysis and mapping
WHO	World Health Organization

