



**WFP EVALUATION**

# Evaluation of Haiti WFP Country Strategic Plan 2018-2022

October 2023

Round Table



World Food Programme

SAVING  
LIVES  
CHANGING  
LIVES



# WFP CSP in HAITI 2019-2023

## Seven strategic outcomes

(% of needs-based plan as of December 2021 Budget Revision 7)

### Beneficiaries

2.8 million targeted 2019-2023.

1.3 million reached in 2021

0.8 million reached Jan-Aug 2022



**54%**

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

**S01**



**19%**

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

**S02**



**4%**

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

**S03**



**13%**

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

**S04**



**3%**

Centralized and decentralized institutions and national stakeholders have increased capacity to achieve Zero Hunger by 2030

**S05**



**S06 (1%),  
S07 (5%)**

**S06:** The Government and humanitarian and development actors have access to services on demand all year

**S07:** The Government as well as humanitarian actors have access to common services to ensure an effective response during times of crisis

**S06/S07**

# **EVALUATION FINDINGS**

# Q1. Alignment of WFP strategic positioning with country priorities, needs and WFP comparative advantages in Haiti



Strategic direction (crisis response, root causes, national capacity strengthening) aligned with national food security and social protection objectives & SDGs



Remained relevant to the immediate food and nutrition needs of the population; Longer-term resilience activities limited in scale



Accurate geographic targeting. Household/individual targeting problematic



Successful adaptation - increased focus on emergency response & service provision to humanitarian actors



Overall good coherence and coordination with UN; sometimes hindered by competition for funding; siloed approach of certain donors; perception by some of WFP exceeding mandate

## Q2. Extent and quality of WFP's contribution to CSP strategic outcomes in Haiti



**SO1 Crisis response:** 71% of targeted population reached with in-kind & cash assistance 2019-2022. Improved food consumption and reduced reliance on negative coping strategies – but overall food security and nutrition keeps deteriorating



**SO2 Nutrition-sensitive safety nets:** Increased number of schools assisted with school meals - positive impacts on learning, retention and nutrition

Inconsistent nutrition sensitization activities and limited cash transfers for social protection



**SO3 Smallholder farmer support:** Increase in local purchases for school meals curbed by higher cost compared to imports; Limited support to local farmer organizations

## Q2. Extent and quality of WFP's contribution to CSP strategic outcomes in Haiti



**SO4 Resilient food systems:** Promising productive asset and food security improvements - thanks to increased conditional assistance for asset creation

Lack of connection with emergency assistance: limited expected effects on resilience of the most vulnerable



**SO5 National capacities:** Important contribution to national social protection policy development and implementation – but limited current opportunities for hand-over



**SO6 & SO7 Humanitarian services:** WFP telecommunication and logistics services: more effective humanitarian assistance especially during COVID-19, post-earthquake and during current insecurity

## Q2. Extent and quality of WFP's contribution to cross cutting issues



Improved gender analysis - but intersectional vulnerability consideration missed. Challenges to implement gender measures; poorly monitored. Sensitization efforts on GBV appreciated



Humanitarian principles fully integrated. Reliance on police/military to protect convoys and distribution sites may create perception of lack of independence



Recent measures to improve dignity and well-being of beneficiaries at distribution sites; Recent feedback mechanisms still little known by affected populations



Sustainability affected by limited scale of activities addressing root causes, short-term funding, limited local capacities and insecurity and insufficient collaboration with development agencies

Unclear linkages between humanitarian assistance and social cohesion

### Q3. Cost efficient use of resources to contribute to CSP outputs and outcomes



Low disbursement rates (61%) due to changed priorities, insufficient human resources, limited cooperating partner capacities, administrative challenges and late funds receipt



Usually fast delivery of emergency assistance but slower for resilience activities. External (insecurity, banking system weaknesses) and internal (delays in targeting, CP payments and monitoring data analysis) factors impeded timeliness



For most activities and most years, delivery at lesser cost than expected (90% of total expenditure = implementation)

Losses a concern - but being managed



## Q4. Factors explaining WFP's performance



Strategic reorientation to changing context based on lessons learned from evaluations, multi-stakeholder interactions and joint food security analyses



Monitoring = real time information to enable timely reaction to problems - but limited information on direct and cross-cutting effects



Earmarking and short-term funding linked to increased humanitarian focus, impeded strategic shift and constrained sustainability, including country capacity strengthening



Success in mobilizing development bank funding through Government of Haiti  
Strong partnerships with Government and civil society. WFP transparency, good communication, flexibility and adaptability appreciated by cooperating partners



WFP's performance affected by human resource limitations and insufficient attention to human resources management (including staff well-being)

# Conclusions (1/2)



## Conclusion 1: Context & adaptation

- Volatile country context with multiple natural disasters and man-made crises, weakened WFP and partner ability for effective and efficient delivery for sustainable results.
- WFP adapted and assisted many people affected by consecutive crises, working successfully with technical levels of Government.

## Conclusions 2 & 3: Strategic shifts



- Intended shifts towards addressing underlying causes of vulnerability and more integrated country-level strategic planning remain relevant - but recurrent crises and funding pressures forced focus on emergency food assistance.
- Successful support to Government in adopting major policies and strategies.
- Resilience activities more difficult to fund – need to convince partners and donors of WFP’s full mandate and showcase resilience-building capacity for SDG 2 achievement

# Conclusions (2/2)



## Conclusion 4: Partnerships

- WFP an effective and trusted partner to the Government, donors and humanitarian actors, thanks to proven ability to adapt and operate in complex environments
- Essential services to humanitarian and development actors, increased effectiveness and efficiency of assistance
- Partnerships with other UN agencies with long-standing development expertise underutilized



## Conclusion 5: Cross-cutting dimensions

- Gender equality, protection, AAP and environment integrated to varying degrees into strategic outcomes and activities
- WFP lacked a strategy and capacity to achieve transformative results for gender equality and women's empowerment.
- Humanitarian principles integrated - also protection for beneficiary dignity and to do no harm
- Beneficiary feedback mechanisms underutilized

# Recommendations

1

Greater attention to strategic outcomes on root causes and resilience building for a more integrated approach - in line with CSP strategic shift envisaged

2

Strengthen WFP capacity to deliver CSP results by ensuring that required financial and human resources mobilized

3

Expand partnerships and capacity strengthening of Haiti's state institutions

4

Continue adjusting targeting and food assistance modalities to changing needs and circumstances in Haiti

5

Ensure systematic and integrated attention to cross-cutting dimensions: integrate gender equality, protection, accountability to affected populations, environment and climate change in all strategic outcomes