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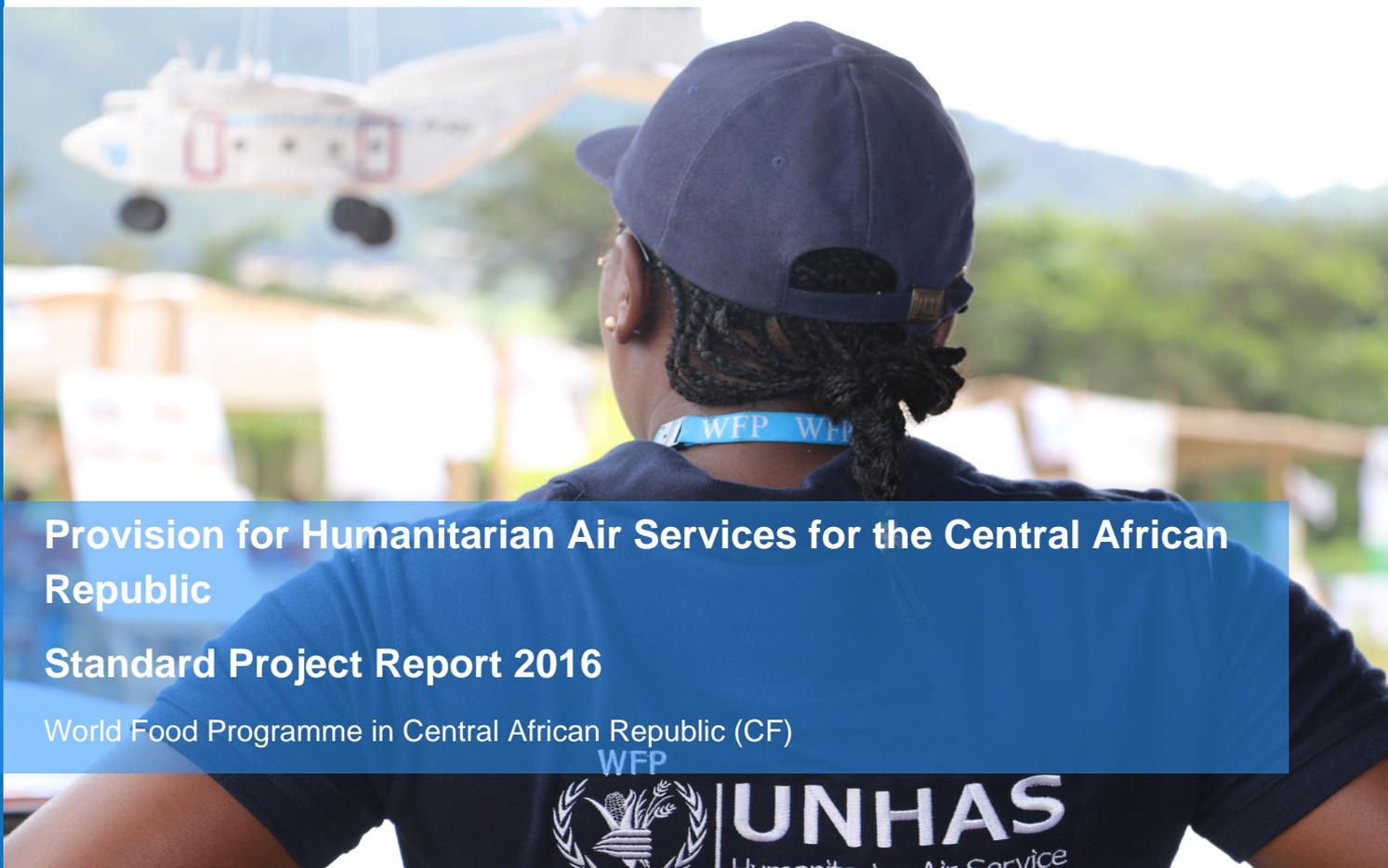
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**SPR Reading Guidance**



## Provision for Humanitarian Air Services for the Central African Republic

### Standard Project Report 2016

World Food Programme in Central African Republic (CF)



**World Food Programme**

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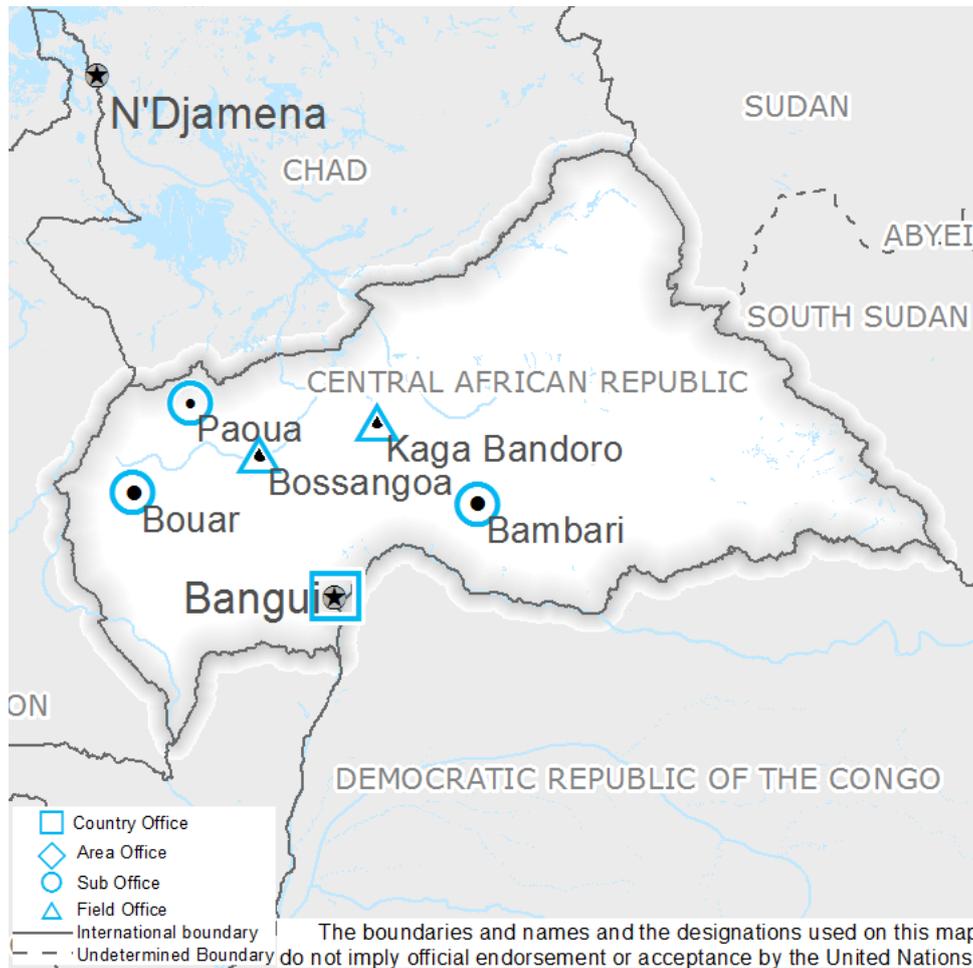
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# Country Context and WFP Objectives



## Country Context

The Central African Republic (C.A.R.) is a land-locked and least developed country of nearly five million people. Its growth potential, with a vast reservoir of natural resources and unexploited land for agriculture, has not been realised due to poor governance and repeated political and military crises over the decades.

After years of violence, C.A.R. is slowly recovering from the crisis that erupted at the end of 2012 and plunged the country into chaos as the ex-Seleka coalition seized power in a coup in March 2013 spreading terror throughout the country. The retaliation by the anti-Balaka militia further resulted in unprecedented violence throughout the country. With the successful organization of presidential and legislative elections in 2016, the country made a huge step towards stabilisation and normality. The democratically elected President, Mr. Faustin Archange Touadera was sworn in on 30 March 2016 putting an end to the two-year transitional government of Mrs. Catherine Samba-Panza.

Nevertheless, challenges remain. More than three years of population displacement, destruction of infrastructure and social safety net systems, and the reduction of economic activities and public services have reversed most development gains of the past years.

The gross domestic product (GDP) contracted by 36.7 percent in 2013, and has since grown by 1.3 percent in 2014 and 5.5 percent in 2015 [1]. C.A.R. is ranked 187 out of 188 countries in the 2015 United Nations Development Programme (UNDP) Human Development Index. Less than one third of children are enrolled in school, representing a 6.5 percent decline from the 2011/12 pre-crisis enrolment level [2]. The 2015 UNDP Gender Index ranks C.A.R. as the 142th out of 148 countries. Seventy percent of women are illiterate and unaware of their rights. The illiteracy rate for young people aged between 15 and 24 years is 74 percent for girls and 52 percent for boys.

C.A.R. is one of seven countries contributing to 87 percent of AIDS deaths in West and Central Africa. Some 120,000 adults were estimated to be living with HIV in 2015 [3]. Only 30,000 people received anti-retroviral therapy in 2016 [4].

Agriculture and livestock production, the main source of livelihoods for two thirds of the population, has been severely hit by the crisis pushing millions of people further into poverty and food insecurity. Two million people or 40 percent of the population are food insecure including 560,000 people who live under severe food insecurity.

Besides food insecurity, malnutrition is also of serious concern in the country, since C.A.R. scores one of the highest chronic malnutrition rates in the world. Forty percent of children aged 6-59 months are stunted, contributing to food insecurity, and poor access to clean water and health care. The nutrition analysis showed that, at country level, the prevalence of global acute malnutrition is at 6 percent. The prevalence of severe acute malnutrition (SAM) has remained above the World Health Organization's (WHO) emergency threshold (2 percent) in several locations [5]. Maternal and early childhood mortality rates are also among the highest in the world.

Some 800,000 people continue to be displaced in C.A.R. and in neighbouring countries. The highly volatile security situation continued to impede the resettlement of displaced people. On the contrary, sporadic outbreaks of violence in several parts of the country led to new displacements. Between September and October 2016, violence forced about 36,000 people to flee their homes. Displaced people are highly vulnerable and require assistance to meet their most basic needs including health, nutrition, education and food. The preliminary results of National Food Security Assessment (ENSA) conducted in October 2016 by the food security cluster – co-led by WFP and the Food and Agricultural Organization of the United Nations (FAO) – found that displaced households who rely on a precarious source of food and income such as fishing, hunting, picking fruit and edible plants, daily wage labour and, the poorest of them on begging, are most food insecure.

Internal transport is also a challenge in the country. The conflict has caused damage to already dilapidated infrastructure including roads, and an almost total collapse of the transport sector. Limited logistics capacity, insufficient transport, and an inadequate number of storage service providers render much of the country inaccessible. Access to the provinces for humanitarian workers and relief items from the capital Bangui is further hindered by widespread banditry and armed elements controlling various regions and stretches of road.

[1] UNDP Human Development Report, 2015.

[2] World Bank, Central African Republic, online country page.

[3] UNAIDS, Central African Republic, online country page, HIV and AIDS estimates, 2015.

[4] The Global Fund to Fight AIDS, Tuberculosis and Malaria, 2016, Central African Republic, online country page, Overview.

[5] 2014 Standardized Monitoring and Assessment of Relief and Transitions (SMART), 2015 nutritional surveys carried in displacement sites, enclaves and 2016 Rapid SMART.

## Response of the Government and Strategic Coordination

In 2016, WFP worked in close collaboration with the European Union, the World Bank and other United Nations (UN) agencies in order to support the government efforts in defining the country's strategic priorities, tackling the structural causes of the conflict, achieving lasting peace and putting the Central African Republic (C.A.R.) back on the road to sustainable development.

In particular, WFP worked in close collaboration with the Food and Agriculture Organization of the United Nations (FAO), United Nations Children's Fund (UNICEF), Ministry of Agriculture and Rural Development, and the Ministry of Health to address food insecurity and malnutrition, and build resilience of the most vulnerable populations.

The strategy developed was included in the Government's five year strategic plan, The National Recovery and Peace-building Plan 2017–2021 that was presented to the international donors conference that took place in Brussels on 17 November 2016.

The government strategy places agricultural rehabilitation at the centre of its recovery efforts, in the hope that the revitalisation of the agriculture sector – which accounts for 70 percent of employment, 75 percent of food consumption and almost 45 percent of gross domestic product (GDP) – will stimulate other sectors including health, education and infrastructure.

WFP worked with partners to support the government approach to achieve this goal. In close collaboration with a team of experts from the Cabinet of the President of the Republic, FAO, UNICEF and key ministries, WFP supported the design of the home grown school meals strategic document. The home grown school meals

programme links local food production to school meals with the aim of improving the living conditions of the population, particularly of those living in rural areas, by providing smallholder farmers with increased market opportunities, promoting sustainable agriculture, fighting against malnutrition, and improving enrolment rates, especially among girls.

As co-lead of the food security cluster, WFP also played a key role in coordinating food security analysis. WFP worked with the Government, FAO and the cluster partners to conduct the Integrated Phase Classification (IPC) exercises in August 2016.

Under the co-leadership of the Government and the Office for Coordination of Humanitarian Affairs (OCHA), WFP supported the development of the 2016 Humanitarian Response Plan (HRP) for C.A.R.

WFP also supported the mid-term review of the HRP by providing the necessary technical information and support to better analyse the food security situation across the country in order to adequately refine the response strategy.

Similarly, WFP provided an important technical contribution in the preparation of other key documents guiding the humanitarian and development cooperation in C.A.R. including: 2017 Humanitarian Needs Overview (HNO), 2017–2019 HRP, Interim Country Strategy 2016–2017 and the United Nations Development Assistance Framework (UNDAF) 2018–2022.

In the first semester of 2016, WFP C.A.R. strengthened its collaboration with the International Federation of Red Cross and Red Crescent Societies (IFRC) and Global Fund through the extension of the number of health centres providing nutritional support for people living with HIV (PLHIV) in the areas of Ouaka, Nana Gribizi and Ouham. Additionally, WFP assisted the Government to build the capacity of 50 national health workers to provide practical guidance for the planning and implementation of the nutrition support as part of treatment, care and support programs for PLHIV.

In 2016, the WFP-led Emergency Telecommunications Cluster (ETC) and Logistics Cluster continued to play a key role in enabling the humanitarian response.

In partnership with UNICEF, the Office of the United Nations High Commissioner for Refugees (UNHCR) and OCHA, the ETC continued to provide shared internet connectivity services and security telecommunications to the humanitarian community in eight locations across the country including: Bambari, Bangui, Bossangoa, Bouar, Kaga-Bandoro, N'Dele, Paoua and Zemio.

The Logistics Cluster supported coordination among partners and the sharing of information on transport movement plans, inventory on warehousing and fuel storage capacities. The cluster also identified logistics gaps and constraints, and ensured the coordination and the information management of logistics related matters. In addition, the cluster helped to strengthen the air transport for the whole humanitarian community and improved logistics' operations of the humanitarian community through the provision of common transportation and storage services. The cluster further facilitated increased access to populations in need through airstrips rehabilitation and maintenance project, as well as emergency spot repair of selected infrastructures across the country (bridges and barges).

## Summary of WFP Operational Objectives

WFP worked in close collaboration with the Government, other United Nations agencies, and national and international non-governmental organisations (NGOs) to improve the food security and nutrition situation of the displaced and vulnerable populations in the Central African Republic (C.A.R.) WFP's response in the country aimed to improve food consumption, reduce malnutrition, and restore the access to basic services of populations affected by conflict.

Under the Regional Emergency Operation (EMOP) 200799 – Critical support to populations affected by the ongoing crisis in Central African Republic and its regional impact, WFP provided assistance to support the Government efforts to improve the food security and nutritional status of most vulnerable populations. WFP interventions intended to reach 998,000 highly vulnerable people including, internally displaced people, refugees, vulnerable host communities and food insecure people. WFP provided assistance to (i) improve food consumption of highly vulnerable people, (ii) stabilize undernutrition, (iii) improve access to basic services including health to malnourished people living with HIV (PLHIV) and receiving anti-retroviral therapy (ART) and education to primary schoolchildren, and (iv) support local purchase initiative to catalyse development in local agriculture and create supply for school meals.

Under the Special Operation 200804 – Provision of Humanitarian Air Services in Central African Republic, WFP operated the United Nations Humanitarian Air Service (UNHAS) in C.A.R. which played a crucial role in enabling the overall humanitarian response by facilitating access to populations in need.

Under the Special Operations 200605 and 200997– Logistics Support to WFP operations, and Logistics & Emergency Telecommunications Cluster Augmentation in Central African Republic, the Logistics Cluster and Emergency Telecommunications Cluster (ETC) also aimed to strengthen the response by increasing the logistics and emergency telecommunication capacities of WFP and the whole humanitarian community through the cluster system.

WFP interventions in C.A.R. were aligned with national policies for agriculture, food security, nutrition and education, as well as the 2016 Humanitarian Response Plan and the Programme for Emergencies and Sustainable Recovery (PURD) of the transitional government.

# Country Resources and Results

## Resources for Results

In 2016, overall humanitarian response in the Central African Republic (C.A.R.) faced critical funding shortfall. As of 22 December, the Humanitarian Response Plan (HRP) received USD 192.9 million out of the 531.5 million required to address the most critical needs; just over 36 percent of the total requirement. It is worth noting that WFP was one of the largest recipients of the humanitarian funding in C.A.R. Contributions received were key to enable WFP to implement the operations.

Donor contributions to the United Nations Humanitarian Air Service (UNHAS) and the Emergency Telecommunications Cluster (ETC) and logistics operations were instrumental in allowing the operations to run smoothly throughout the year. With the continued support from its top five donors, WFP was able to mobilize nearly half of the funding needed and support the humanitarian response.

WFP's food and nutrition assistance to internally displaced, host communities, affected local populations and refugees continued to benefit from strong donor support. USA, Japan and Canada were WFP's largest donors for the emergency operation for the C.A.R. crisis. Together they contributed to two thirds of total funding. Support received from the European Union was key in allowing WFP to maintain albeit at a minimum level food assistance for assets creation activities.

However, total resources made available amounted to just over 60 percent of the total budget for the year. The level and timing of funding did not allow to procure stocks in sufficient quantity in time to cover all distributions.

In addition to the Regional EMOP 200799 funding, until July 2016, WFP was sub-recipient of the International Federation of the Red Cross and Red Crescent Societies (IFRC) for the Global Fund grant for the purchase and distribution of nutritious foods to malnourished persons living with HIV (PLHIV) on anti-retroviral therapy (ART) in the government recognised treatment centres, and the strengthening of the capacities of health staff in health facilities on nutrition assistance to PLHIV. Following the end of the agreement, all patients were transferred onto WFP's programme.

Lack of resources forced WFP to review the priorities. WFP had to: (i) reduce the geographic coverage of the intervention to cover the six priority provinces with the highest rates of stunting and food insecurity where internally displaced persons (IDPs) are located; (ii) focus on most vulnerable populations targeting first refugees, then IDPs and people facing severe food insecurity, reaching in total an average of 360,000-400,000 people monthly; (iii) center its assistance around providing life-saving assistance; and (iv) adjust the rations distributed. The change of transfer modality from food to cash-based transfer (CBT) was also considered but could not be pursued because of security reasons as well as the absence of well-functioning markets and banking/financial services in most parts of the country.

Funding available at the beginning of the year, mostly carry-overs from previous year, were used to plan ahead and optimise the efficiency of WFP response to the needs of the displaced population.

As donors confirmed their contributions, WFP mobilized all internal mechanisms including advance financing and forward purchase facility to expedite and optimise the procurement of commodities, and avoid as much as possible the interruption of vital assistance.

## Achievements at Country Level

In 2016, with the donor support WFP assisted about 360,000 to 400,000 people per month mostly women and children, through general food distribution, food assistance for assets recovery activities, Purchase for Progress (P4P), supplementary feeding activities and emergency school meals.

WFP was able to adjust to a fluid environment and rapidly respond to crises as they arose. In October, when violent clashes between armed groups in Kaga-Bandoro forced thousands of people to flee, WFP responded within days to assist over 8,000 people and ensure that after having lost everything they did not have to worry about how they would feed themselves and their families. Again, in November when violence broke in Bria, WFP was able to quickly move the stocks necessary to feed 2,158 newly displaced families or 12,850 persons, and avert a greater humanitarian crisis.

In June 2016, WFP Central African Republic (C.A.R.) conducted a market assessment to gain a better understanding of market functioning, food price movements and market capacity throughout the country to support

cash-based transfer (CBT) interventions as a response to food insecurity. According to this assessment, many markets continue to function at below-average levels due to insecurity and poor infrastructure which hinder traders from bringing food to markets. Only major markets in urban areas are open and have enough supplies to meet household demand but many markets in rural areas are either nonexistent or not functioning.

WFP implemented a mobile vulnerability analysis and mapping (mVAM) system in September 2016 in C.A.R. in order to provide reliable and timely information on market functioning, volatility of food prices and population movement; this approach will provide the humanitarian community with a mechanism for early warning on potential crises, which will trigger preparedness measures. The mVAM will also allow WFP to monitor food prices in all localities where cash assistance is planned, to see whether the intervention is contributing to price increases, and to inform how the programme should be adjusted accordingly (e.g. increasing the cash transfer value or switching to in-kind).

WFP successfully worked with partner organization to progressively increase the use of CBT as a modality in its different programme including the seed protection programme. As per the results of the market assessment, CBT activities were implemented in major urban areas in Bouar, Yaloke, Berberati, Carnot, Bangui and Zemio.

WFP also expanded the P4P initiative by increasing the number of smallholder farmers' organizations from five to seven, extending the geographical coverage of the programme to new locations and strengthening the capacity and partnership. In total WFP purchased 273 mt of assorted commodities including rice, sorghum and beans from five groups of smallholder farmers in Paoua, Bouar, Bocaranga, Ndim and Bozoum.

WFP-managed United Nations Humanitarian Air Service (UNHAS) provided safe and reliable transport services to the humanitarian community. Some 148 organizations relied on UNHAS to implement and monitor their activities. The number of destinations in country increased from 21 in 2015 to 28 in 2016. In partnership with UNHAS Democratic Republic of the Congo (DRC), UNHAS C.A.R opened a regular connection with Kinshasa, at the request of the users. UNHAS increased its fleet of aircraft since July, with the integration of one Cessna 208 Grand Caravan operated by the French non-governmental organization (NGO) *Aviation Sans Frontières*. This allowed UNHAS to gain flexibility. The aircraft is able to take off and land on very short airstrip. The aircraft was used mostly for medical evacuation and cargo transport.

WFP continued to provide support to the Food Security Cluster coordination mechanisms. The Logistics Cluster facilitated the rehabilitation of 64 bridges countrywide. The cluster also facilitated the maintenance of the runways in Sibut, Obo, Alindao, Rafai, Tiringoulou, Bouca, Bocaranga Bakouma, Boguila, Mboki and Birao. The Logistics Cluster transported 5,018 mt of non-food items by road for the humanitarian community – 19 partners in 25 destinations. Regarding air transport, the cluster facilitated the dispatch of 399 mt of light cargo from Bangui to the localities of Tiringoulou, Obo, Kabo, Berberati, Mobaye, Bouar, Paoua, Zemio, Kabo, Kaga-Bandoro, Bambari, Bria, Ndele, Batangafo, Berberati Bangasou and Bouca.

Through its network of partners, the Emergency Telecommunications Cluster (ETC) was able to continue providing shared internet connectivity and radio communication services in eight sites across the country in 2016. Over 300 humanitarian personnel have received radio user training, supporting their safety while carrying out their life-saving work in this complex and insecure environment.

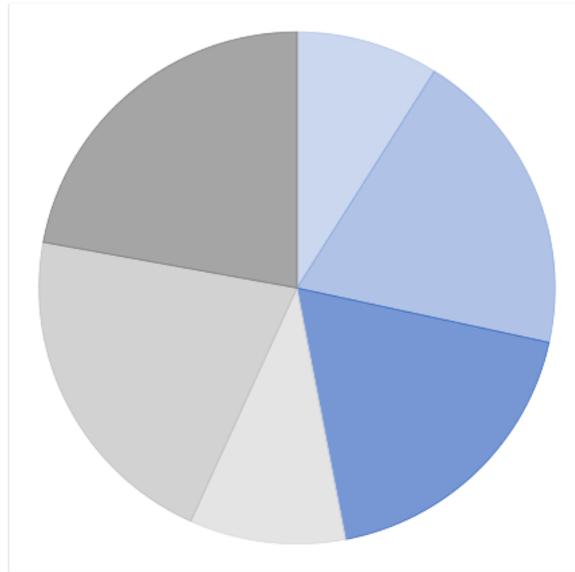


## Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	81,853	89,573	171,426
Children (5-18 years)	178,299	193,240	371,539
Adults (18 years plus)	169,938	202,675	372,613
<b>Total number of beneficiaries in 2016</b>	<b>430,090</b>	<b>485,488</b>	<b>915,578</b>

Country Beneficiaries by Gender and Age

- Children (under 5 years)
- Children (5-18 years)
- Adults (18 years plus)
- Children (under 5 years)
- Children (5-18 years)
- Adults (18 years plus)



## Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Regional EMOP	20,216	2,138	5,671	3,400	327	31,753
<b>Total Food Distributed in 2016</b>	<b>20,216</b>	<b>2,138</b>	<b>5,671</b>	<b>3,400</b>	<b>327</b>	<b>31,753</b>



## Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Regional EMOP	-	3,203,746	-
<b>Total Distributed in 2016</b>	-	<b>3,203,746</b>	-

## Supply Chain

The Central African Republic (C.A.R.) is a land-locked country. The entire country relies on the supply corridor route from Douala to Bangui for all imported cargo, including relief items. The transport lead time including custom clearance between the port of entry Douala in Cameroon and Bangui in C.A.R. is 25 days on average. For international purchase and in-kind donation, the shipping time varies from two to four months. During the rainy season between June/July to October/November, additional time needs to be factored in as the road conditions worsen.

As insecurity continues to be a key constraining factor affecting supply routes into C.A.R., WFP has identified the use of alternate supply corridors for humanitarian cargo, complementing the direct trucking from Douala to Bangui.

In 2016, WFP launched a new regional special operation to augment WFP and humanitarian agencies capacity to respond to the C.A.R. crisis. The regional special operation granted WFP the way to address, through enhanced coordination, some of the logistics gaps and bottlenecks on the main access route from the port of Douala in Cameroon by opening alternate supply corridors for humanitarian cargo. These routes included a combination of road and rail transport from Douala to Bangui via the transshipment location of Belabo in Cameroon, and the Ubangi river road from the Democratic Republic of the Congo (DRC) to Bangui (navigable from June to December).

The use of forward purchase facilities allowed WFP to procure readily available food in the region and reduce lead time to receive food in country. The use of WFP own fleet of offroad trucks was also key to ensure that food arrived in a timely manner to hard-to-reach locations in the country not covered by commercial transporters.



## Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Beans	100	-	100
Iodised Salt	-	347	347
Rice	32	-	32
Sorghum/Millet	80	-	80
<b>Total</b>	<b>212</b>	<b>347</b>	<b>559</b>
<b>Percentage</b>	<b>37.9%</b>	<b>62.1%</b>	

## Implementation of Evaluation Recommendations and Lessons Learned

Following the oversight mission carried out in January 2016 by the regional bureau to support the country office in identifying areas of improvement to enhance the quality of the assistance provided, WFP undertook a number of activities. This included a staff wellness project where WFP, with the support of the Swedish Civil Contingencies Agency (MSB), started a programme of rehabilitation and construction of office, accommodation and logistics facilities in the field offices.

An administrative consultant was also recruited for a three-month period to review all administrative processes including use of vehicle, travel and office management, and to see how they could be made more efficient to save time and allow a better use of the available resources.

WFP also worked with the United Nations Children's Fund (UNICEF) to complete the joint recruitment of a staff counsellor to support the staff of both organizations.

In an effort to improve food security analysis, the country office engaged in different activities. In June 2016 it conducted a country-wide market assessment. It also introduced mobile vulnerability and mapping (mVAM), a mobile phone surveys platform, to collect household food security data and food prices in remote areas to ensure close monitoring and preparedness for action, and to carry out market assessments to inform WFP's cash-based transfer (CBT) strategy in the country. WFP received the support of the regional bureau to train the teams and partners including telecommunications companies, government counterparts, Food Security Cluster and cooperating partners. The first mVAM took place in September 2016. Data on market functioning and food prices of about 66 key informants in 26 locations across the country were taken. With the direct support of the regional bureau VAM team, the first mVAM newsletter was published in October 2016.

The monitoring and evaluation (M&E) teams were reinforced at country office level and in all field offices. The regional M&E advisor was on mission to the Central African Republic (C.A.R.) in October to support the CO in: i) determining the M&E strategic orientation; ii) evaluating the monitoring matrix, mechanisms and tools; iii) assessing the monitoring plan; iv) defining the roles and responsibilities of the different functions in the monitoring of the activities; and v) providing training to staff from partner organizations and WFP in M&E including reporting.

In an effort to improve programme quality, WFP also recruited new programme staff to support the team in developing a new strategy for implementing CBT activities on larger scale.

WFP recruited a nutritionist to lead the development of WFP nutrition strategy in C.A.R. for 2016. The new strategy aimed to put in place measures to: (i) implement specific nutrition activities to have a high impact on acute malnutrition and chronic malnutrition; (ii) promote a multi-sectoral approach among all humanitarian actors to offer complementary essential services to vulnerable populations; and (iii) design and put in place a consistent M&E system to show the results in the targeted prefectures.

Beside the strategic work, the nutritionist helped to review all the information and communication materials used in the programme including the ration cards, index cards in the health centres, key messages for sensitising the beneficiaries on SuperCereal, and one-pager on the blanket supplementary feeding modality.

The nutrition officer also worked with the support from the Ministry of Health/Community Health Directorate to facilitate training workshops in WFP field offices to train both WFP and partner organization staff.

During the year, United Nations Humanitarian Air Service (UNHAS) C.A.R. received several external missions covering all areas of the operation including: an Aviation Security mission in June-July; an Aviation Quality Assurance mission in June-July; an Aviation Safety mission in July; the Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO) monitoring mission in September; and an Information Management and External Relations mission in September. All observations and recommendations were used to improve operational performance.

The quarterly User Group Committee meetings were held in January and March 2016, and the Steering Group Committee meeting held in May, as well as continuous bilateral collaboration with the Office for the Coordination of Humanitarian Affairs (OCHA) have also been used to align the operation to humanitarian imperatives.

# Project Objectives and Results

## Project Objectives

This Special Operation is established to provide access for the humanitarian community to hard-to-reach areas of the Central African Republic (C.A.R.).

Specifically, this Special Operation aimed to achieve the following objectives:

- to provide safe, effective and efficient access to beneficiaries and project implementation sites for non-governmental organizations (NGOs), United Nations agencies, donor organizations and diplomatic missions;
- to transport light cargo such as medical supplies, high energy foods, and information and communications technology equipment; and
- to provide timely medical and security evacuations for the humanitarian community in C.A.R.

Launched in January 2015 for an initial period of 12 months, the special operation was extended through a budget revision in January 2016 in order to ensure the continued provision of air transport services to the humanitarian community for another 12 months through December 2016.



## Approved Budget for Project Duration (USD)

Cost Category	
Capacity Dev.t and Augmentation	26,915,569
Direct Support Costs	1,462,798
Indirect Support Costs	1,986,485
<b>Total</b>	<b>30,364,852</b>

## Project Activities

In 2016, the highly volatile security situation in the country – coupled with the extremely poor road conditions and the lack of commercial air service providers meeting international aviation safety standards – continued to make access to beneficiary locations a challenge.

The United Nations Humanitarian Air Service (UNHAS) provided a safe, reliable, effective and efficient air transport service to facilitate the humanitarian community's access to populations in need.

## Operational Partnerships

The United Nations Humanitarian Air Service (UNHAS) Central African Republic (C.A.R.) maintained strong links with Civil Aviation Authorities and other relevant local authorities; UNHAS also maintained strong collaboration with United Nations (UN) agencies such as United Nations Department of Safety and Security (UNDSS). The regular security updates shared by UNDSS were key in keeping the staff informed of the security regarding the different destinations and were used to inform the planning of the activities.

UNHAS also collaborated closely with the other humanitarian actors active in the aviation sector, namely *Médecins sans frontières* (MSF) and the International Committee of the Red Cross (ICRC), in order to operate safely as well as efficiently. The collaboration with MSF and ICRC mostly consisted of information sharing on security and airstrip conditions, and lending and borrowing of fuel. UNHAS also operated specific flights for ICRC and MSF when their own aircraft were not available.

Since 1 July 2016, *Aviation sans Frontière* (ASF) became, with Air Tec and ALS, the third UNHAS operator in C.A.R. ASF operates out of Bangui the Cessna 208 Grand Caravan aircraft used mostly to conduct medical evacuation and transport cargo.

UNHAS consolidated a strong collaboration with Handicap International and the LONDO project [1] concerning the field airstrips maintenance.

MSF, ICRC, ASF, Handicap International and UNHAS are all members of the airstrip rehabilitation prioritisation committee. Facilitated by the logistics cluster, the committee meets regularly to revise the needs for rehabilitation of airstrips and agree on which airstrip to prioritise.

About 30 airstrips have been maintained in 2016, increasing significantly the flight safety.

The quarterly meeting of the User Group Committee and Steering Committee, as well as continuous bilateral collaboration with the Office for the Coordination of Humanitarian Affairs (OCHA) and regular consultation with users (NGOs, UN, donors), have also been used to align the operation to humanitarian imperatives.

UNHAS active participation in key coordination mechanisms, including the Logistics Cluster meetings and the Civil-Military coordination forum, was also key in ensuring that the services are aligned to the needs of the user organizations.

[1] Funded by the World Bank, the LONDO 'Stand-Up' Project for Central African Republic aims to provide temporary employment to vulnerable people throughout the entire territory of the country.

## Performance Monitoring

In 2016, the United Nations Humanitarian Air Service (UNHAS) Central African Republic (C.A.R.) received several external missions and audits including: aviation security mission in June–July; a quality assurance mission in June–July; two aviation safety missions in July and August–September; a monitoring mission from the office of the Directorate General for European Civil Protection and Humanitarian Aid Operations (ECHO) in September; and an Information Management and External Relations mission in September. The missions which covered all areas of the operation allow WFP to improve UNHAS services and contributed largely to a better transparency, visibility of UNHAS C.A.R. This was very much appreciated by UNHAS key stakeholders.

On a day to day basis, UNHAS C.A.R. monitored its performances in terms of effectiveness and efficiency with a value-for-money approach, using the Performance Management Tool (PMT). With the PMT, the Chief Air Transport Officer (CATO) was able to automatically visualise trends and the level of performance established – measured in terms of effectiveness and efficiency – in order to identify strategic and operational areas for improvement. This allowed the CATO to take appropriate, timely and informed decisions to enhance the service's value-for-money.

## Results/Outcomes

The United Nations Humanitarian Air Services (UNHAS) provided regular air services to support the ability of the humanitarian community to deliver life-saving assistance to the affected populations in areas inaccessible by road because of the insecurity and poor road infrastructure.

From January to June 2016, UNHAS augmented its fleet from three to five aircraft including one aircraft dedicated to the cargo transport.

UNHAS operated out of Bangui with one 35-seater Dash 8, one 9-seater Grand Caravan Cessna 8 and three 17-seater Let 410 aircraft.

Upon the request of the humanitarian community and following approval of the Steering Committee, the single engine aircraft, the Grand Caravan Cessna 8, was integrated into UNHAS fleet; after the end of the grant in June 2016, UNHAS continued to operate with a fleet of four aircraft for the rest of the year.

The airstrip rehabilitation allowed to increase the destinations served by UNHAS from 22 at the beginning of the year to 28 destination by the end of December 2016.

In total, in 2016, UNHAS transported 21,293 humanitarian workers and 399 mt of light cargo. This represents an augmentation of 26 percent and 16 percent respectively compared to 2015.

UNHAS also facilitated 35 medical evacuations and supported security evacuation of 182 aid workers from Kaga-Bandoro, Bria, Ndele and Bambari to Bangui.

One hundred and fifty (150) organizations comprising non-government organisations (NGOs), United Nations (UN) agencies, donor organizations and diplomatic missions relied on UNHAS to implement and monitor humanitarian activities in C.A.R. This represents an increase of about 35 percent compared to the previous year.

Overall in 2016, UNHAS achieved and often exceeded the planned results. UNHAS had to augment its operation to adequately respond to the increased need for air transport services from the humanitarian community that was scaling up the response to meet increasing humanitarian needs.

UNHAS continued to strengthen capacity among international and national staff, NGOs and key authorities as a major component of its capacity development and augmentation efforts at the local level. More than 70 Field Safety Focal Points from 21 NGOs and 10 UN Agencies were trained on topics such as Aviation security, handling of cargo, baggage identification, dangerous goods, use of VHF/Air Band radios and fuel provision.

The special operation ended in December 2016 after two years. However, humanitarian needs have remained high in the country due to continued violence, looting and displacement and aid organizations have maintained presence carrying out large-scale humanitarian efforts necessitating the need for UNHAS. The new special operation starting on 1 January 2017 will ensure the continued provision of air transport services to the humanitarian community.

## What partners say

On my second day in Bangui, I met with a representative of the United Nations Humanitarian Air Service's (UNHAS) partner organisation, Handicap International. Mr. Allan Bernard, a tall and cheerful Frenchman eager to talk about the ongoing local capacity development project he is managing in collaboration with UNHAS Central African Republic (C.A.R.). We entered his small office and began to discuss the airstrip rehabilitation programme and Allan's eyes lit up as he explained in detail the concept of the project whereby members of local communities are hired to mend airstrips across the country. Evidently proud of the work Handicap International and UNHAS are doing, and rightly so, Allan invited me to another room and pointed to an enormous map that covered most of the wall and depicted, with red dots, all the airstrips successfully rehabilitated so far, thanks to the project.

Leaning back and craning my neck to take in the entire map, I saw that there were many red dots. Allan pointed to roughly the centre of the country and told me this was Sibut airstrip, located in Kémo region and recently rehabilitated just three weeks ago, providing paid jobs for over 2,000 local people, many of which were women. Leaving the Handicap International office half an hour later, I was impressed that such schemes not only empower the people of C.A.R., but also serve to improve UNHAS operations and expand access for the entire humanitarian community.

In the following days, I spoke to many other humanitarian actors in Bangui from organizations such as *Médecins sans frontières*, Medical Corps and Agency for Technical Cooperation and Development (ACTED). One thing that they all had in common was a profound respect and appreciation for the support that UNHAS provides them and their organizations in C.A.R. Hearing their stories of the ongoing crisis in the country and ever-increasing humanitarian needs of the people, it became apparent that UNHAS is much more than just an airline. The reality is, UNHAS helps save lives.

# Figures and Indicators

## Data Notes

- Credit: Cover page photo © WFP/ Bruno Djoyo.
- Caption: UNHAS staff standing at UNHAS booth during the World Humanitarian Day fair organized by the humanitarian community in Bangui.

## Project Indicators

### Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>SO1: Special Operation (Air Ops)</b>				
Metric tons of cargo transported	metric ton	360	399	110.8%
Number of agencies and organizations using humanitarian air services	agency/organization	100	150	150.0%
Number of locations served	site	22	28	127.3%
Number of needs assessments carried out	assessment	4	6	150.0%
Number of passengers transported	individual	18,000	21,293	118.3%
Number of passengers transported monthly against planned (passengers transported)	individual	-	1,774	-
Number of requests for medical and security evacuations fulfilled duly	%	100	100	100.0%
Number of spot improvements	spot improvement	-	30	-
Percentage of passenger bookings served	%	95	95	100.0%
Tonnage of light cargo transported monthly	Mt	-	33	-