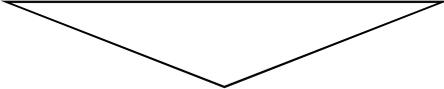




HAITI TRANSITIONAL INTERIM COUNTRY STRATEGIC PLAN (YEAR 2018)

Duration (starting date – end date)	1 January – 30 June 2018
Total cost to WFP	USD 24,032,279
Gender and Age Marker Code	

EXECUTIVE SUMMARY



- Haiti is the poorest country in the Americas and has one of the highest levels of food insecurity in the world; more than half of its total population is chronically undernourished. Poverty is profound and multi-dimensional, underlying drivers include frequent natural disasters and political crises.
- The World Food Programme (WFP) will maintain its humanitarian assistance capacity while continuing to provide institutional and policy support to the Government and sharpening its focus on building social protection and resilience platforms with a view to achieving zero hunger.
- The Transitional Interim Country Strategic Plan (T-ICSP) is scheduled to cover the period of January to June 2018.
- WFP will support the achievement of Sustainable Development Goals (SDG) 2 and 17 through the following five strategic outcomes based on its Strategic Results for access to food, smallholder productivity and capacity strengthening:
 - i) Households in affected areas have access to sufficient and adequate food to meet their basic food and nutrition needs after a shock.
 - ii) Nutritionally vulnerable households in areas with a high prevalence of chronic food insecurity have access to nutritious food during the lean season.
 - iii) Pre-primary and primary school-aged children have adequate access to nutritious food all year long.
 - iv) Food insecure vulnerable smallholders have more resilient livelihoods to meet their food security and nutrition needs throughout the year.
 - v) Governmental institutions and other organizations at national and local levels have enhanced capacities to address food insecurity and malnutrition among vulnerable populations by 2030.
- WFP has been working in Haiti since 1969. Its activities focus on long-term support of the Government to achieve sustainable safety nets, end chronic malnutrition and enhance government emergency preparedness and response capacity. Concurrently, WFP has been implementing recovery operations to support communities who have been affected by natural disasters; in 2016 this included responses to the prolonged drought and hurricane Matthew.

1. COUNTRY ANALYSIS

1.1. COUNTRY CONTEXT

1. With a per capita Gross Domestic Product (GDP) of USD 1,034, Haiti is the poorest country in the Americas. Seventy-eight percent of the population lives on less than USD 2 a day. Haiti is a food deficit country, it relies heavily on imported food: 50 percent of national requirements are imported. It is also one of the most unequal countries, with a Gini coefficient of 0.619. Haiti ranks 163 out of 188 countries on the 2016 Human Development Index, confirming Haiti's position in the 'low human development' category over the past decade.
2. The economic situation of women (42 percent of households are headed by women) in Haiti remains especially precarious. Challenges for women in engaging in sustainable livelihood activities center primarily on limitations to women's access to the market and credit systems. Women rarely own land but are the majority of those working the land.
3. In 2016, Haiti experienced its third consecutive year of drought and was hit by a category 4 hurricane, the worst registered in the past 10 years. Both crises severely affected the food production across the country and the food security of millions of people. Livelihoods relying on agriculture, livestock and fishing were almost totally eradicated in hurricane-affected areas.
4. After a political crisis that has lasted more than a year, Mr. Jovenel Moise was inaugurated in February 2017 as the President of Haiti. His predecessor stood down at the end of his term in February 2016, and was replaced by an interim President while rival political parties disputed the result of the elections. As a result of election-related tensions, politically motivated demonstrations and insecurity have affected the operating environment since mid-2015 against the backdrop of a decreasing humanitarian presence in the field due to the lack of funding. In the December 2016 legislative elections, only 2.6 percent of parliamentarians elected were women, a representation which is among the lowest in the world, with significant implications for the representation of interests of women.
5. Since 2004, WFP has been operating within an integrated mission, the United Nations Stabilization Mission in Haiti (MINUSTAH), which has played an important role in maintaining overall security and stability, particularly in sensitive areas and in cases of violent civil unrest. Given the relatively peaceful elections and inauguration of the new President, MINUSTAH's mandate will come to a close and all peacekeeping forces will be withdrawn by the end of 2017. MINUSTAH will be succeeded by MINUJUSTH¹ for an initial six-month period. MINUJUSTH will continue with a rule-of-law mandate, which includes strengthening the national police force and efforts to reduce community violence.
6. Haiti is also one of the lowest ranking countries in terms of its logistics capacity. Ranked at 159th out of 160 countries in the World Bank's Logistics Performance Index (LPI), mountainous terrain, poor transport infrastructure and poor logistics performance heavily hinders the country's economic development and emergency response capacity.

¹ United Nations Mission for Justice Support in Haiti

1.2. PROGRESS TOWARDS SDG 2

➤ *Progress on SDG 2 targets*

7. Haiti did not achieve the Millennium Development Goal (MDG) 1 target to halve the proportion of people who suffer from hunger and faces significant challenges to achieve zero hunger by 2030.
8. *Access to adequate food all year long:* Haiti has one of the highest levels of food insecurity in the world; more than half of its total population is chronically undernourished. Food insecurity in Haiti is related to high levels of extreme poverty. Recurring natural disasters exacerbate the fragility of the economy; natural disasters destroy productive assets and disrupt livelihoods, and access to food worsens.
9. *End all forms of malnutrition:* Poor nutrition status among children is another reflection of the severity of food insecurity in Haiti with 11 percent of children under five years of age underweight, and 22 percent stunted. Although these levels are alarmingly high, they are an improvement over 1990 levels when the the rate of underweight was 24 percent and that of stunting 40 percent. According to EMMUS V, about 13percent of women in Haiti suffer from malnutrition and half of all women are mildly, moderately, or severely anaemic.
10. *Double agricultural productivity and smallholder income:* agriculture provides 50 percent of jobs in the country and accounts for 25 percent of the GDP. For most of the 1 million small holder farmers, low agricultural productivity and land tenure insecurity are significant problems. Farms are small – averaging less than 1 hectare each – and increasing population puts pressure on farm size. The Government has put increasing agricultural production and local purchases of domestic production very high on its agenda.
11. *Sustainable food systems:* Haiti depends on food imports to satisfy internal demand; this dependence is increasing as the population continues to grow while agricultural productivity remains low. Food imports represented 44 percent of total food availability in 2010, compared with 19 percent three decades ago. About 80 percent of rice and 100 percent of wheat – staples that account for one-third of the calorie intake of the population – are sourced from international markets.

➤ *Macro-economic environment*

12. Haiti faces important challenges to generate faster growth and fight poverty. It has experienced a deteriorating economic dynamic due to the devaluation of the national currency and high inflation rates in recent years. Economic growth continued to decelerate from 2.8 percent in fiscal year 2014, to 1.2 percent in 2015 and 2016, and is expected decrease further to -0.6 percent in 2017.
13. Employment opportunities are scarce. Less than a fourth of the working age population has a stable income. The informal sector remains a major employer, but provides little job security to its workers. The proportion of workers having an insecure job is significant with 35 percent of workers self-employed and 8 percent working in family businesses. Wages are not enough to enable individuals to meet their own basic needs, as 45 percent of workers live on less than USD 1.25 a day. Women are significantly disadvantaged in the labor market; they are 20 percentage points more likely than men to be unemployed. Wages among women are also 32 percent lower than wages among men according to a World Bank 2015 report. In metropolitan areas, 43 percent of male-headed households have a bank account, while only 29 percent of female-headed households have one.

14. Over the past two decades, the economy has been affected by political crises and a series of devastating natural disasters. The January 2010 earthquake aggravated an already precarious economic situation and, in 2016, hurricane Matthew severely affected Haiti's economy with losses estimated at USD 2.778 billion (representing 32 percent of Haiti's GDP) according to the Post Disaster Needs Assessment.

➤ *Key cross-sectorial linkages*

15. Haiti ranks 163 out of 188 countries on the 2016 Human Development Index. Poverty is profound and multi-dimensional, evidenced by poor social outcomes for literacy, life expectancy, infant and maternal mortality, and gender inequality. Many people do not have direct access to electricity, water, sanitation or healthcare. The literacy level of the population above ten years of age is 61 percent, while 37.4 percent have no formal education and only 1.1 percent have reached university level. Adult men have, on average, two more years of education than women and are over 10 percentage points more likely to be literate. Half the population in Haiti will remain in extreme poverty in 2030 unless progress is hastened.

16. Underlying drivers of poverty include frequent natural disasters and environmental degradation. On the 2016 Climate Risk Index, Haiti is third amongst the countries most affected by extreme weather events. Haiti remains one of the countries with the highest annual incidence rate of cholera, accounting for nearly one fifth of worldwide cases. Limited resources for cholera treatment, poor access to safe water and sanitation and slow response to outbreaks has resulted in a resurgence of the disease since May 2016.

1.3. HUNGER GAPS AND CHALLENGES

17. Haiti has one of the highest levels of chronic food insecurity in the world; more than half of its total population is chronically undernourished according to FAO. Although this represents a decrease in the prevalence of undernourishment, from 61.1 percent at the beginning of the 1990s, the number of hungry people has increased from 4.4 million in 1990–92 to 5.3 million in 2012–14. Food security and poverty analyses in the country over the past decade show that an appropriate governance structure is essential to achieving food and nutrition security.

18. *According to the Millennium Development Goals 2013 report:* In terms of food security targets, it is necessary to build a consensus on nutrition policy, in particular to provide a coherent and holistic framework that takes into account the pillars of food security. To improve the implementation capacities and governance of social protection and food security interventions, the Government must accelerate and strengthen its beneficiary targeting methodology.

19. As extreme poverty rates in rural areas are particularly high, poverty reduction policies must aim to improve the living conditions of rural populations and eliminate structural and socio-cultural inequalities through the revitalization of agricultural production, the strengthening of agricultural services, including credit, and the improvement of agricultural techniques. An active gender-transformative employment policy can help to reduce the level of poverty and food insecurity in rural areas. There are opportunities to be exploited, such as the rehabilitation of production infrastructure, watershed management, reforestation, construction and repair of community infrastructure and road maintenance.

20. *According to the State of Food Insecurity in the World (SOFI) 2014:* Efforts to achieve multiple objectives – such as promoting growth in agricultural productivity, creating jobs, improving food security and nutrition, and supporting the sustainable management of natural resources while enhancing communities’ resilience to natural disasters – require strong institutions and sound governance mechanisms. Progress towards food security in Haiti depends heavily on having coherent policies, while the presence of multiple coordination mechanisms poses challenges.

1.4. KEY COUNTRY PRIORITIES

➤ *Government priorities*

21. The Government guides public policies to sustainably improve the food security of the Haitian people through the National Coordination for Food Security (CNSA). CNSA is responsible for the formulation and coordination of food security policies and programmes. To this end, WFP works in close partnership with CNSA to ensure a continuous assessment of the food security situation in Haiti to inform decision making.
22. The Government’s School Feeding Working Group (Table Sectorielle de l’Alimentation Scolaire) coordinates the support to the national school feeding program to avoid duplication of efforts. The Government sees school meals as a crucial investment in human capital, simultaneously contributing to improved access to education, health and nutritious food, local production, and, in the long-term, contributing to the reduction of extreme poverty and vulnerability. The Government of Haiti aims to build a strong public school system and a nationally owned, funded and managed school feeding program linked to local agriculture by 2030. This vision is embodied in the National School Feeding Policy, which was developed with WFP support and approved by the Government in 2016. In line with the government view of supporting local economies and agriculture, WFP is supporting the Ministry of Education (MENFP) and the Ministry of Agriculture and Rural Development (MARNDR) to link school meals with local markets and producers.
23. Through the Ministry of Social Affairs and Labor (MAST), the Government has developed, in partnership with WFP, a vulnerability database to better identify, target and register vulnerable households. Based on this experience, the goal is to develop with other partners, such as the World Bank and UNDP, a national information system to enable the Government to collect and analyze information on vulnerable households, centralize data management, facilitate the creation of a single registry of beneficiaries, improve social safety net coverage and reinforce coordination mechanisms. This information system will collect disaggregated data² so that individual-level vulnerability can be determined. It will support the implementation and management of social safety net programmes.
24. Strengthening national disaster management and preparedness is a priority for the Government of Haiti, which participates in the WFP-led Forecast-based Financing initiative in cooperation with the Governments of the Dominican Republic and Cuba. The initiative aims to improve South-South collaboration in disaster management, particularly in developing early warning systems to trigger early action to mitigate the impact of disasters and save lives by devising better contingency plans and measures.

➤ *United Nations and other partners*

² The information system will collect data on various observable characteristics of the household or its members to estimate their poverty level.

-
25. The Humanitarian Country Team (HCT), through the Humanitarian Response Plan (HRP), has agreed on four objectives for the period 2017 – 2018:
- Strengthen affected people’s resilience through improved access to basic services and immediate livelihood restoration.
 - Ensure a rapid and effective response (water, hygiene and sanitation, and health) to cholera outbreaks and other waterborne diseases.
 - Ensure protection, and promote the achievement of durable solutions for vulnerable persons returning from the Dominican Republic, remaining IDPs still living in camps and people affected by hurricane Matthew.
 - Strengthen the humanitarian-development nexus and support local emergency preparedness and response capacity.
26. The United Nations Country Team (UNCT) is developing a United Nations Development Assistance Framework (UNDAF) for the period 2017-2021 and outlines Haiti Key Country Priorities:
- Poverty reduction and employment.
 - Basic social services.
 - Gender equality and protection.
 - Resilience.
 - Governance.

2. STRATEGIC IMPLICATIONS FOR WFP

2.1. WFP’S EXPERIENCE AND LESSONS LEARNED

27. The World Food Programme (WFP) has been working in Haiti since 1969. WFP supports the Haitian Government in developing sustainable solutions to hunger and malnutrition, working with donors, UN agencies and NGOs.
28. In 2016, WFP implemented all project types: EMOP, PRRO, DEV, SO, IR Prep and Trust funds. This allowed WFP to cover a wide range of interventions and to support the Government of Haiti on a diverse set of topics: immediate emergency response to the drought and hurricane Matthew; recovery operations, social safety nets, nutrition and school meals; as well as providing logistics, telecommunications and aviation services to the humanitarian community. This was paired with a large capacity development and policy portfolio with several staff working in and with various ministries and government agencies.
29. Based on recent evaluations, audit, oversights and collaborations with its main partners in country, WFP assembled a comprehensive set of lessons learned. The most recent evaluations have confirmed the relevance of WFP’s activities to the Haitian context. The most important lessons learned from WFP’s interventions since the 2010 earthquake are:
- *Strategic partnerships for long term impact:* WFP needs to invest with the Government, other UN agencies and communities in longer-term and more strategic collaboration to ensure sustainable results;
 - *Targeting:* WFP should continue its work on refining the targeting of the most vulnerable;
 - *Monitoring:* WFP should work with the Government and cooperating partners to improve monitoring by adapting innovative monitoring methods and tools to the Haitian context;
 - *Local purchases:* WFP should strive to increase local purchases to reduce lead-time, stimulate the local economy and reduce warehousing requirements;

-
- *Cash-based transfers*: WFP has the technical platforms to improve cash transfer modalities to support the Government's leadership in expanding cash transfers in humanitarian and social protection programs.

30. Many of the lessons learned, especially on the emergency response to the 2010 earthquake, mention countrywide logistics as the major challenge to humanitarian response. The deteriorating logistics performance and continued lack of investment in infrastructure, coupled with the high risk of natural disasters, highlights the importance of capacity strengthening and emergency preparedness in logistics and supply chain. Expanding the logistics preparedness activities to include not only government and humanitarian actors, but also the private sector, will create a stronger foundation for building the country's resilience.

2.2. OPPORTUNITIES FOR WFP

31. The transition to a CSP will allow WFP Haiti to consolidate its portfolio and strive for an integrated and coherent approach, across all projects and activities. This will allow WFP to address a large number of the recommendations made by the independent evaluations of the PRRO and the DEV in 2016 and 2015, respectively.

32. A strategic workshop involving representatives of all units in the country office and the sub-offices was conducted in early 2017, to identify the domains in which WFP Haiti is seen as a strong, experienced partner and the areas that will have to be reinforced and demand additional scrutiny.

33. Areas identified as WFP key strengths were the following:

- Capacity to quickly respond to sudden onset emergencies, both in terms of WFP operations as well as a valued partner of the Government and the humanitarian community as a service provider.
- Country-wide school feeding programme reaching even the most remote and hard-to-access areas.
- Important role in reinforcing local procurement and supply chain as well as strengthening farmers' access to markets.
- Strategic partner for institutionalization of policies and capacity building: formulation of the National School Meals policy with MENFP, implementation of food security evaluations with CNSA, support to the development of the social protection policy with MAST, development of the fortification law with the Ministry of Health and Population (MSPP), support to the local purchase and resilience policies with MARNDR, etc.
- Corporate and locally developed innovations for Emergency Response Preparedness (EPR), Protection, and Vulnerability and Food Security Analysis as evidenced by, for example, the implementation of the Information System of the MAST database (SIMAST) and Forecast-Based Financing.

2.3. STRATEGIC CHANGES

34. The outcomes, outputs and activities during the transition period are aligned with the current DEV, PRRO and a corporate Trust Fund. A greater emphasis during the transition will be placed on:
- Development of a shared government and WFP vision for School Feeding (with MENFP), Social Safety Nets (with MAST), Emergency Preparedness and Response (with the Civil Protection Agency) to allow for strategic focus, integration and continuity of activities.
 - Increasing the scale and scope of social protection programmes and shock-responsive, food security focused and nutrition-sensitive social safety nets in close partnership with the Ministry of Social Affairs and Labour (MAST).
 - Dedicating resources to support the Government on defining and implementing public policies on: Nutrition, Food Security, School Meals, Social Protection, and Local Purchases.
 - Reassessment of WFP's current efforts and involvement in nutrition activities, paired with the necessary in-house capacity to regain a leading role in nutrition and secure a fruitful partnership with UNICEF, Scaling Up Nutrition (SUN) and MSSP.
 - Definition and implementation of a roadmap for the handover to the Government of mutually agreed activities (e.g. School Meals, SIMAST), including their institutionalization and knowledge transfer.
 - Reinforcing WFP's position as a strategic partner in fields such as resilience, and local purchases, where WFP has recognized expertise and experience, including through a strong support to smallholder farmers.

3. WFP STRATEGIC ORIENTATION

3.1. DIRECTION, FOCUS AND INTENDED IMPACTS

35. While remaining a 'partner of choice' for program implementation, this transitional interim Country Strategic Plan (T-ICSP) also positions WFP as a strategic and public policy partner, supporting government efforts to achieve SDGs 2 and 17. WFP will promote the food security and nutrition of vulnerable groups through activities integrated into broader social protection programmes and contributing to food sovereignty. WFP will integrate gender considerations across its portfolio; reducing inequalities and empowering the various at-risk groups of women, men, girls and boys.
36. WFP will support public policies and activities that the Government has prioritized based on evidence, knowledge, technical assistance, exchange of experiences – including through South-South cooperation – and partnerships for improving food security, nutrition and emergency preparedness and response. WFP will implement this T-ICSP in line with government priorities and the Humanitarian Response Plan (HRP), and in coordination with national institutions, contributing to the achievement of the Sustainable Development Goals (SDGs).
37. WFP will support the achievement of SDGs 2 and 17 through five strategic outcomes based on its Strategic Results for: (1) access to food; (2) smallholder productivity; and (3) capacity strengthening. Each strategic outcome includes activities corresponding to Government priorities and WFP's experience and expertise.

3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES

3.2.1 STRATEGIC OUTCOME 1: HOUSEHOLDS IN AFFECTED AREAS HAVE ACCESS TO SUFFICIENT AND ADEQUATE FOOD TO MEET THEIR BASIC FOOD NEEDS AFTER A SHOCK (SR 1)

➤ *Outcome description*

38. In line with government efforts to improve emergency preparedness and response, WFP keeps a contingency food stock to respond rapidly in case of hurricanes or other shocks. Most recently, the stock was essential to the swift and rapid response to initial needs during the hurricane Matthew emergency. The stocks are stored on WFP premises and, after a shock occurs, are distributed by WFP's cooperating partners in close collaboration with the Government and in particular with Civil Protection Agency (DPC) agents in the affected communes.

39. This outcome is aligned to the Government's national contingency plan for the hurricane season to ensure rapid response to food needs in case of large disasters.

➤ *Focus Areas*

40. This strategic outcome will be supported by WFP's response to maintain food security and nutrition after a shock. The primary focus of this outcome is 'Crisis Response'.

➤ *Expected outputs*

41. This outcome will be achieved through the following output:

- Affected populations (*Tier 1*) receive sufficient food assistance to enable them to meet their basic food needs (*SR 1*). (*Output Category A1*)

➤ *Key activities*

42. *Provide unconditional food assistance to food insecure households affected by shocks:* The activity will be put in place in line with the government priorities and plans during an emergency; cooperating partners will be pre-identified to provide food assistance in the zones hit by the disaster. Integrating a gender-transformative approach and based on the results of vulnerability analysis, WFP will focus relief efforts on women-headed households as well as households with children under 2 and pregnant and lactating women where blanket assistance is not needed and when resources are a major constraint to implementing blanket assistance. In addition, WFP will integrate a strong protection component into the programme by systematically involving local communities and authorities. WFP will also build on its experience acquired during the Matthew response in using community radios for the dissemination of information. Assistance will aim to improve food consumption and food access. WFP will also aim at linking this assistance with social safety nets, in particular for beneficiary targeting after a shock occurs. (*Activity 1; Category 1; Food*)

3.2.2 STRATEGIC OUTCOME 2: NUTRITIONALLY VULNERABLE HOUSEHOLDS IN AREAS WITH A HIGH PREVALENCE OF CHRONIC FOOD INSECURITY HAVE ACCESS TO NUTRITIOUS FOOD DURING THE LEAN SEASON (SR 1)

➤ *Outcome description*

43. WFP supports the Government, and in particular the Ministry of Health, in the implementation of the National Nutrition Policy and protocols to reduce chronic malnutrition to acceptable levels. In line with government strategic priorities, WFP will be exploring the possibilities to replace nutritious foods with targeted seasonal food assistance using cash-based transfers (CBT) to prevent chronic malnutrition in the areas with a high prevalence. WFP will base its intervention on the results of the evaluations of similar

projects in the country and will use gender analysis to design and implement its interventions.

44. WFP will also build on the lessons learnt in undertaking behavioural change communication sessions to accompany the targeted seasonal food assistance to maximize its impact. A strong collaboration with the Ministry of Health is planned to ensure an efficient and sustainable transition from food to CBT.

➤ *Focus Areas*

45. This strategic outcome will be supported by WFP's engagement with the Government to prevent chronic malnutrition through seasonal transfer programmes. The primary focus of this outcome is 'Resilience Building'.

➤ *Expected outputs*

46. This outcome will be achieved through the following outputs:

- Food insecure populations (*Tier 1*) receive cash-based transfers to enable them to meet their basic food needs (*SR 1*); (*Output category A1*)
- Nutritionally vulnerable populations (*Tier 1*) benefit of behavioural change communications to encourage the consumption of age-appropriate, nutritionally diversified foods and meet their nutrition needs (*SR 2*). (*Output category E*)

➤ *Key activities*

47. *Provide nutrition-sensitive, targeted seasonal food assistance to families with PLW/G and/or children aged 6-23 months*: The provision of the assistance to beneficiaries during the critical months of the year (February to June) will entail a strong collaboration with the Government and in particular the MSPP, MAST, CNSA as well as with UNICEF and local partners with proven experience in nutrition and gender-transformative programmes. Assessments will be conducted and behaviour change communication activities developed to prepare for a shift in the provision of assistance from food to cash-based transfers. Lessons learned from the implementation of similar activities by other actors in Haiti, as well as WFP global experience, will inform the design of this approach. (*Activity 2; category 1; CBT and CS*).

3.2.3 STRATEGIC OUTCOME 3: PRE-PRIMARY AND PRIMARY SCHOOL-AGED CHILDREN HAVE ADEQUATE ACCESS TO NUTRITIOUS FOOD ALL YEAR LONG (SR 1)

➤ *Outcome description*

48. WFP played a central role in supporting the development of the first National School Feeding policy. This outcome is aligned with the main objectives of the policy which are to ensure daily nutritious meals to all children in Haiti using local products.

49. In addition to the provision of daily meals in schools in nine departments, the Government also requested WFP's support to establish solid and efficient organizational structures, enhance managerial competencies and train staff to implement the policy. WFP will provide support to the Government in the areas of monitoring and evaluation, supply chain, communication, partnerships, nutrition in schools and environmental conservation. Moreover, WFP and its cooperating partners will provide support to schools on literacy and hygiene by delivering targeted training to school and government staff, as well as providing equipment and materials to improve hygiene practices and hygienic conditions in schools.

➤ *Focus Areas*

50. This strategic outcome will be supported by WFP's engagement towards the objectives of the government policy on school feeding. The primary focus of this outcome is 'Root Causes'.

➤ *Expected outputs*

51. This outcome will be achieved through the following outputs:

- Pre-primary and primary school children in targeted public schools (*Tier 1*) receive nutritious meals to reduce chronic hunger (*SR 1*), increase enrolment and improve educational outcomes (*SDG 4*); (*Output category A1*)
- Pre-primary and primary school children and their families (*Tier 3*) benefit from improved skills of government and school staff in nutrition to improve children's health (*SDG 3*), nutrition and dietary practices (*SR 2*); (*Output category C*)
- Pre-primary and primary school children receiving school meals (*Tier 3*) benefit from teachers' improved capacities to provide literacy trainings and materials to enhance students' educational outcomes (*SDG 4*). (*Output category C*)

➤ *Key activities*

52. This outcome is comprised of two activities:

- *Provide daily nutritious school meals, and training on hygiene, health and dietary practices to children of school age in targeted public schools in nine departments of the country (Activity 3; category 4; food and CBT); and*
- *Support policy implementation, analysis of school feeding models and provision of tools for the Ministry of Education, including literacy and education materials. (Activity 4; category 9; CS)*

53. WFP will provide assistance to the Government's school meals programme through in-kind and cash-based transfers in association with a strong capacity building component, in particular to reinforce the organizational structures, managerial competencies and training of programme staff at central and local levels, on topics ranging from analysis of school feeding models to literacy and education materials. Contributing to SO4 (Food insecure vulnerable smallholders have more resilient livelihoods to meet their food security and nutrition needs throughout the year) and SR3 (Smallholder improved productivity and incomes), CBT will be used to allow schools to procure locally grown products from smallholder farmers, farmers' associations or in the market. Ensuring that cooking practices have limited environmental impact and reinforcing sound monitoring and evaluation techniques and practices will also be central to these activities. Based on past experience, WFP is working with the Government and the World Bank to implement a harmonized complaints and feedback mechanism.

3.2.4 STRATEGIC OUTCOME 4: FOOD INSECURE VULNERABLE SMALLHOLDERS HAVE MORE RESILIENT LIVELIHOODS TO MEET THEIR FOOD SECURITY AND NUTRITION NEEDS THROUGHOUT THE YEAR (SR 3)

➤ *Outcome description*

54. This outcome will contribute to improving productivity, income and resilience capacity of the most vulnerable smallholders. The most vulnerable subsistence farmers will benefit from food assistance for assets, primarily aimed at building productive assets, while smallholder farmers with surplus production will participate in local procurement. In cooperation with the MARNDR, WFP plans to extend its support to smallholders, to expand their market access and increase the production and procurement of nutritious, locally-grown produce for its projects.

-
55. To increase smallholders' access to markets, WFP, with the MARNDR, will enhance farmer organizations capacities in post-harvest management, storage and value addition, engagement with buyers on the formal market (contracting, negotiation skills, access to market information) and quality control. This will be coupled with support to a more resilient agriculture through targeted asset creation, such as watershed management or creation of orchards and vegetable gardens. Asset creation activities will help farmers and their families be more resilient to natural hazards. WFP will develop with the Government (MARNDR and Ministry of Environment) a gender-transformative strategy to target, select and implement sustainable projects that increase the capacity of the smallholders to prepare for and cope with large natural disasters.
56. In partnership with organizations such as FAO and the Inter-American Institute for Cooperation on Agriculture (IICA), WFP will reinforce the capacity of local institutions to accompany smallholders in increasing and diversifying their production. WFP will also identify local partners with strong technical capability to deliver training and capacity strengthening.
- *Focus Areas*
57. This strategic outcome will be supported by WFP's engagement towards the objectives of the Government's policy on local purchases and its priority for development of local agriculture. The primary focus of this outcome is 'Resilience Building'.
- *Expected outputs*
58. This outcome will be achieved through the following outputs:
- Members of targeted vulnerable communities benefit from newly built or restored agricultural/rural productive assets to improve households' resilience to shock and ensure their food security (*SR 1*). (*Output category D*)
 - Smallholder farmers (*Tier 1*) benefit from increased sales of diversified nutritious food to local markets to improve their income (*SR 3*); (*Output category F*)
 - Smallholder farmers and organizations (*Tier 1*) receive training to strengthen value-chains and access local markets to increase their productivity and income (*SR 3*); (*Output category F*)
- *Key activities*
59. This outcome is comprised of two activities:
- Provide conditional food assistance for productive agricultural asset creation to food insecure households. (*Activity 6; category 2; CBT*)
 - Provide market support for smallholder farmers and organisations to aggregate and sell diversified agricultural products (*Activity 5; category 7; CBT and CS*)
60. WFP, in support to MARNDR's priorities, will put a strong focus on strengthening the capacity of the private sector and farmers' associations to manage the supply chain of local production. Links with the school feeding programmes and markets, including institutional markets, will be further established and reinforced. WFP will also contribute to the development of a government strategy on the support of local smallholders' production and marketing of diversified products.
61. In terms of asset creation and resilience activities, WFP will partner with the Government for the update of an asset creation / resilience strategy incorporating gender-sensitive components. This includes strengthening the capacity of partners and communities to identify risks and plan measures for mitigating the effects of natural disasters. WFP will implement the 3PA approach for its resilience projects which includes a strong community consultation component. WFP has already completed the Integrated Context Analysis and is planning to start the roll out of the Seasonal Livelihood Programming (SLP_ and

Community Based Participatory Planning in selected communities before its resilience projects start in September. Relying on MAST, WFP will link the targeting of asset creation and resilience activities with that of social protection programs thereby linking resilience-building to social safety nets.

3.2.5 STRATEGIC OUTCOME 5: GOVERNMENTAL INSTITUTIONS AND OTHER ORGANIZATIONS AT NATIONAL AND LOCAL-LEVELS, HAVE ENHANCED CAPACITIES TO ADDRESS FOOD INSECURITY AND MALNUTRITION AMONG VULNERABLE POPULATIONS BY 2030 (SR 5)

➤ *Outcome description*

62. Based on its commitment to support the Government to establish an integrated system to tackle acute and chronic food and nutrition insecurity, WFP will work with the Government to reinforce the capacity of national and local institutions.
63. WFP will continue the capacity development of MAST to establish a national social protection programme based on sound targeting mechanisms adapted to current and planned safety net programmes. WFP will assist the Government in setting up Social Protection governance bodies and develop the National Social Protection Policy. WFP and MAST will take the lead to introduce tested mechanisms linking emergency response and social safety net programmes. The information system used for the targeting of social protection programmes, developed by WFP and the Government, takes into consideration the specific needs and interests of men, women, boys and girls.
64. To further assist the Government in achieving Zero Hunger, WFP will provide its expertise to DPC to establish durable South-South cooperation in the field of Emergency Preparedness and Response, to CNSA for timely food security assessments, to MSPP for nutrition response to emergencies, to the National Meteorological Centre for improved weather forecast analysis and to all relevant national stakeholders for a more robust early warning system. Emergency Preparedness and Response will consider and be responsive to the particular needs of women, men, girls and boys. WFP will work with the MCFDF (Ministry for Women and Women's Rights) to ensure that its capacity strengthening work will include a strong gender component. In addition, WFP will continue to work closely with government partners to further develop guidelines and capacity to address the most pressing protection issues during emergencies.

➤ *Focus Areas*

65. This strategic outcome will be supported by WFP's engagement towards government priorities to establish better early warning systems and integrated solutions to food and nutrition insecurity. The primary focus of this outcome is 'Root Causes'.

➤ *Expected outputs*

66. This outcome will be achieved through the following outputs:
- Affected populations (*Tier 3*) benefit from government institutions' enhanced capacities to predict and prepare for emergencies to ensure their food security (*SR 1*); (*output category C*)
 - Affected populations (*Tier 3*) benefit from government institutions' enhanced capacities to target food insecure and nutritionally vulnerable populations to ensure their food security (*SR 1*); (*output category C*)
 - Vulnerable populations (*Tier 3*) benefit from government's enhanced resources, equipment and social protection programs to ensure their food security (*SR 1*); (*output category C*)

-
- Affected populations (*Tier 3*) benefit from reinforced national coordination mechanisms ensuring efficient and effective coordination of humanitarian responses to ensure their food security (SR 1). (*output category M*)

- **Key activities**

67. This outcome is comprised of two activities:

- *Provide technical assistance to the national social protection safety net programme on vulnerability targeting* through training and coaching, data management, and systems, policy and organizational development; (*Activity 7; category 9; CS*)
- *Provide technical assistance to the Government, the Red Cross and local NGOs in Emergency Preparedness and Response (EPR) and assessments*, with specific focus on early warning, emergency telecommunication systems, supply chain, gender, nutrition, protection, Integrated Context Analysis, Integrated Phase Classification and food security assessments and monitoring systems. (*Activity 8; category 11; CS*)

68. During the period covered by this T-ICSP, WFP will explore with the Government the possibility of financing social protection capacity building activities from the state budget. WFP will also continue to support decentralization of expertise and decision making, notably for targeting, by reinforcing local MAST, DPC and CNSA offices and expertise. WFP will coordinate all its EPR activities with a wide range of actors, including UNDP, the Red Cross and the Haitian civil society. South-South cooperation has become a preferred approach for EPR within the Haitian Government and WFP will continue to create partnerships within the Caribbean, in particular with Cuba and the Dominican Republic. This activity also includes support to the MENFP to reinforce, at central level, its capacity to monitor school meals activities.

3.3. TRANSITION AND EXIT STRATEGIES

69. WFP will ensure that activities are integrated into national development plans for gradual hand-over, while developing and transferring capacities to the Government and communities. Advancing toward gender equality will be a crucial component of that strategy. To ensure sustainability and ownership of programmes, communities will be active partners empowered to make decisions and ensure food and nutrition security with their own inputs and capacities.

70. A transition and handover strategy is an integral and continuous component of WFP-Haiti's School Feeding Programme which reflects the Government's vision to achieve universal school meals by 2030, financed by national resources, ensuring that schoolchildren are healthy and capable of learning, having access to a daily school meal prepared with local products. The detailed timeline for transition defined by the National School Meals Policy and Strategy includes three 5-year phases: (1) set-up and implementation; (2) scaling-up; and (3) consolidation.

71. To prepare a gradual transition of the Kore Lavi³ project under full leadership of the Government, a Memorandum of Understanding (MoU) was signed in August 2015 between MAST and the Kore Lavi programme. The MoU details obligations for each party to ensure proper implementation, a gradual transition of activities to the MAST, and strengthens its

³ The Kore Lavi programme is a consortium led by CARE supported by WFP and ACF since 2014. The objective of the programme is to establish a replicable social protection system, strengthen the national vulnerability targeting database, increase access of extremely vulnerable households to local and nutritious foods, improve maternal and child nutritional status; and enhance institutional capacity for safety net programmes.

ability to mobilize human resources. To ensure a smooth handover process, WFP has put emphasis on decentralizing capacities and creating stronger links between central and local levels.

72. WFP will also adopt the handover strategy and roadmap proposed in the HRP and UNDAF by the larger humanitarian and development community. WFP will be working closely with the Government to explore possibilities of gradual handover of activities and costs related common objectives and programmes.

4. IMPLEMENTATION ARRANGEMENTS

4.1. BENEFICIARIES ANALYSIS

TABLE 1: FOOD & CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME & ACTIVITY*				
Strategic Outcome	Activities	Female	Male	Total
Strategic Outcome 1	Provide unconditional food assistance to food insecure households affected by shocks	78,000	72,000	150,000
Strategic Outcome 2	Provide nutrition sensitive, targeted seasonal food assistance to families with PLW/G and/or children aged 6-59 months	21,000	20,000	41,000
Strategic Outcome 3	Provide daily nutritious school meals, hygiene, health and dietary practices to children of school age in targeted public schools in nine departments of the country	215,000	210,000	425,000
Strategic Outcome 4	Provide conditional food assistance for productive agriculture assets creation to food insecure households.	17,000	13,000	30,000
TOTAL		323,000	308,000	631,000

* 10% of SO1 beneficiaries are excluded from the total to remove overlap with other SOs.

4.2. TRANSFERS

4.2.1. FOOD AND CASH-BASED TRANSFERS

TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (US\$/person/day) BY STRATEGIC OUTCOME AND ACTIVITY				
Strategic Outcome	Strategic Outcome 1 - Households in affected areas have access to sufficient and adequate food to meet their basic food needs after a shock	Strategic Outcome 2 - Nutritionally vulnerable households in areas with a high prevalence of chronic food insecurity have access to nutritious food during the lean season	Strategic Outcome 3 - Pre-primary and primary school-aged children have adequate access to nutritious food all year long	Strategic Outcome 4 - Food insecure vulnerable smallholders have more resilient livelihoods to meet their food security and nutrition needs throughout the year
Activity	<i>Activity 1 - Provide unconditional food assistance to food insecure households affected by shocks</i>	<i>Activity 2 - Provide nutrition sensitive, targeted seasonal food assistance to families with PLW and/or children aged 6-59 months</i>	<i>Activity 3 - Provide daily nutritious school meals, hygiene, health and dietary practices to children of school age in nine departments of the country.</i>	<i>Activity 6 - Provide conditional food assistance for productive agriculture assets creation to food insecure households</i>
Beneficiary type	Households	Households	Primary school children	Households
Modality	Food	CBT	Food + CBT⁴	CBT
Cereals	400	-	120	-
Pulses	100	-	30	-
Oil	35	-	10	-
Salt	5	-	3	-
Sugar	-	-	-	-
Supercereal	-	-	-	-
Supercereal Plus	-	-	-	-
Micronutrient powder	-	-	0.4	-
Total kcal/day	2,100	-	626	-
% kcal from protein	91	-	27	-
Cash (US\$/person/day)	-	0.30	0.21	0.80
Number of feeding days	30	30	18	20

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE		
Food type / cash-based transfer	Total (mt)	Total (US\$)
Cereals	6,720	4,522,440
Pulses	1,680	838,185
Oil and Fats	582	641,745
Mixed and Blended Foods	0	0
Other	157	144,013
TOTAL (food)	9,139	6,146,383
Cash-Based Transfers (US\$)		3,969,000
TOTAL (food and CBT value – US\$)	9,139	10,115,383

4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION

73. WFP will pursue its efforts to be the ‘partner of choice’ for the implementation of quality emergency, social protection and nutrition programs. WFP will also continue to support capacity strengthening of the Government and of its partners in all strategic outcome areas based on the experience acquired over the past years with partner ministries and following the Government’s requests for increased technical assistance and knowledge transfer. Supporting capacity strengthening is a priority for WFP and a recognized added-value in Haiti. This was also an important recommendation of the evaluations of WFP’s PRRO and

⁴ 410,000 children will receive normal food basket; 123,000 will additionally receive MNPs; 15,000 children will receive a standard oil and salt ration as well as food valued at US\$0.21 through a cash-based transfer.

DEV. While outcome 5 will be achieved through capacity strengthening only, similar efforts are part of all other proposed strategic outcomes.

74. WFP's support aims to consolidate the foundations and strengthen the Government's emerging social protection programs. WFP is focusing its institutional and policy support in two priority areas identified by the Government:

- Support the transition towards a nationally-owned school feeding programme, working closely with the MENFP and the National School Meals Program (PNCS), among others; and
- Support the institutionalization and national ownership of the social safety net program, and strengthen the Government's capacity to better identify, target and register vulnerable households, working closely with the Ministry of Social Affairs and Labour (MAST), among other partners.

75. WFP institutional support extends also to a wide range of other areas, such as Disaster Risk Reduction and Emergency Preparedness and Response (including through South-South cooperation initiatives in the Caribbean), nutrition and health, and local agriculture. These areas are all highly interrelated and part of the broader social protection agenda in the country.

4.3. SUPPLY CHAIN

76. Supply chain in Haiti will primarily focus on food related activities. Procurement of locally grown food will be a priority for activity 3 (school meals). To meet the increasing needs in local food procurement, additional procurement expertise, in-country and from the region, will be sought by the Country Office. The supply chain unit will also strive to update its rosters of local and regional food suppliers that can be immediately contacted in the event of a sudden onset emergency, based on the recent experience gained during the hurricane Matthew response.

77. Contingency stocks for activity 1 (emergency response) will be allocated in WFP warehouses throughout the country, based on the estimated size of the population impacted by a natural disaster by geographic area. WFP will utilize commercial transporters for main road routes. Cooperating partners will organize transport from WFP warehouses to distribution points; However, WFP will maintain a fleet of 15 all-terrain 4x4 trucks to access difficult secondary and tertiary roads for nutrition-related activities and school-feeding. Workshops for the repair of the trucks and generators will be maintained in Port au Prince and Gonaives.

78. WFP will provide supply chain training to distribution partners at central and departmental level to ensure they comply with best practices in commodity transport, handling, storage, and accounting.

4.4. PARTNERSHIPS

79. In accordance with WFP's Partnership Strategy, a wide range of actors will work in an inclusive manner to deliver these strategic outcomes. WFP's primary partner is the Government and WFP will keep fostering extensive partnerships with United Nations agencies, particularly FAO and UNICEF, as well as local partners.

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1. MONITORING AND EVALUATION ARRANGEMENTS

80. WFP has drafted an M&E plan in line with the requirements of this T-ICSP to measure progress on corporate outputs, outcomes and cross-cutting results, with gender and protection being priorities. Evidence generated from previous program evaluations, reviews and lessons learned exercises will be taken into account to inform the CSP. The M&E unit will also reinforce its regular monitoring and data analysis to enable evidence-based and timely decision making in programme design and possible adjustments during implementation. M&E capacity strengthening of national partners, including the Government, will be a priority. WFP will also explore innovative ways to increase the efficiency and effectiveness of monitoring activities, including expanding the usage of its beneficiary hotline and remote data collection through electronic devices.

5.2. RISK MANAGEMENT

➤ *Contextual Risks*

81. A formal risk assessment is conducted at the beginning of each year during the development of the country office annual workplan and updated during the mid-year performance review. Mitigation actions are integrated into on-going planning processes to ensure risks are appropriately addressed and elevated if and when required.

82. The main contextual risk that may negatively impact WFP's operations is a sudden onset natural disaster. Each year, this risk is reviewed through the National Hurricane Season Contingency Plan under the leadership of the Government. The contingency plan is in line with WFP's Emergency Preparedness and Response Package.

83. The UN Security Council has approved the closure of MINUSTAH by October 2017 and the establishment of MINUJUSTH for an initial six-month period from 16 October 2017 to 15 April 2018. MINUSTAH has played an important role in maintaining overall security and stability, particularly in volatile areas and in cases of violent civil unrest. The withdrawal of MINUSTAH peacekeeping forces will necessitate a greater reliance on the national police (PNH), which despite MINUSTAH support to build their capacity, remains understaffed. One of the priorities of MINUJUSTH is the continuation of support to the PNH. Nonetheless, the absence of UN peacekeepers may lead to a higher number of security incidents and disruptions to operations, especially in the aftermath of emergencies.

84. All WFP offices, warehouses and vehicles comply with Minimum Operating Security Standards (MOSS) and minimum security telecommunications standards. WFP ensures that security awareness training is implemented and procedures relating to staff safety are followed. In extreme situations, WFP may need to operate at reduced staff levels and from alternate locations.

85. In developing countries, funds lost to corruption are estimated at 10 times the amount of official development assistance, according to the United Nations Development Programme. Corruption and fraud prevent sustainable development, divert funds intended to provide essential services, and stifle economic growth. Haiti is ranked 159 out of 176 countries on the 2016 Corruption Perceptions Index. WFP will reinforce its monitoring systems, and strengthen its selection of partners and segregation of tasks between and among WFP and its partners.

➤ *Programmatic Risks*

86. WFP will strive to identify the most suitable partners for the implementation of its activities. Nonetheless, the capacity of local partners to set up nutrition, social protection and school feeding activities is very limited and might prevent WFP to achieve its goals. WFP will develop a strategy for capacity reinforcement of its cooperating partners.
87. Funding shortfalls would necessitate a reduction in the number of beneficiaries being reached, reduced capacity strengthening activities and potentially a shift from higher cost locally produced commodities to lower cost imported commodities. Additionally, the office support structure, including the number or size of sub-offices, would have to be reduced. WFP will update its funding strategy, actively engage with donors and reinforce local cooperation with Governments, UN agencies and cooperating partners.

➤ *Institutional Risks*

88. Staff turnover and the ability to hire and keep local technicians and experts with the right skills and profile is a risk for WFP's operation. WFP will set up a training strategy for its staff to ensure the highest performance and capacity possible and work to establish robust rosters of local professional to be, for instance, ready for possible emergencies leading to staff surge.

6. RESOURCES FOR RESULTS

6.1. COUNTRY PORTFOLIO BUDGET

	Year 1	Total
Strategic Outcome 1	\$3,510,864	\$3,510,864
Strategic Outcome 2	\$3,567,303	\$3,567,303
Strategic Outcome 3	\$12,257,129	\$12,257,129
Strategic Outcome 4	\$2,634,349	\$2,634,349
Strategic Outcome 5	\$2,062,634	\$2,062,634
TOTAL	\$24,032,279	\$24,032,279

6.2. RESOURCING OUTLOOK

89. The cost of the T-ICSP is USD 24.1 million (including ISC). The current resourcing forecast provides funding for approximately 70 percent of the T-ICSP. Based on the long-term support WFP has received to date – USD 69 million in 2016 and USD 24 million in 2015—the resourcing of the T-ICSP budget is feasible. In 2016, the increased needs caused by the drought and the hurricane led to a significant rise in contributions. The increase reflected donor support and their willingness to increase contributions in the event of major crises. The T-ICSP is expected to be funded mostly by traditional government donors and, to some extent, by the private sector.

6.3. RESOURCE MOBILIZATION STRATEGY

90. WFP Haiti follows the resource mobilization strategy established in 2015 which focuses heavily on building the relationship with current donors, and emphasizes a value-for-money approach underpinned by results, transparency, accountability, and information sharing. Through this strategy, the office aims to secure unrestricted, multi-year contributions and advocate for long-term and flexible funding arrangements from traditional donors, the private sector and other donors.

ANNEX I: INDICATIVE COST BREAKDOWN

INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOME (USD)						
WFP Strategic Results / SDG Targets	SR 1, SDG 2.1	SR 1, SDG 2.1	SR 1, SDG 2.1	SR 3, SDG 2.3	SR 5, SDG 17.9	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	Strategic Outcome 5	
Transfer	\$2,418,011	\$2,420,740	\$9,120,792	\$1,677,930	\$1,501,109	\$17,138,583
Implementation	\$557,730	\$602,837	\$1,268,114	\$554,894	\$247,139	\$3,230,715
Adjusted DSC (%)	\$305,440	\$310,351	\$1,066,354	\$229,185	\$179,446	\$2,090,776
Sub-total	\$3,281,181	\$3,333,928	\$11,455,260	\$2,462,009	\$1,927,695	\$22,460,073
ISC (7%)	\$229,683	\$233,375	\$801,868	\$172,341	\$134,939	\$1,572,205
TOTAL	\$3,510,864	\$3,567,303	\$12,257,129	\$2,634,349	\$2,062,634	\$24,032,279

ANNEX II: ACRONYMS

Transitional Interim Country Strategic Plan (T-ICSP)
United Nations Development Assistance Framework (UNDAF)
Sustainable Development Goals (SDG)
Strategic Result (SR)
World Food Programme (WFP)
Gross Domestic Product (GDP)
United Nations Stabilization Mission in Haiti (MINUSTAH)
Millennium Development Goal (MDG)
Government of Haiti (GoH)
State of Food Insecurity in the World (SOFI)
National Coordination for Food Security (CNSA)
Ministry of Education and Vocational Training (MENFP)
Ministry of Agriculture and Rural Development (MARNDR)
Ministry of Social Affairs and Labor (MAST)
Humanitarian Country Team (HCT)
Humanitarian Response Plan (HRP)
United Nations Country Team (UNCT)
Scaling Up Nutrition (SUN)
Ministry of Health and Population (MSPP)
Emergency Preparedness and Response (EPR)
Cash based transfers (CBT)
EMOP (Emergency Operation)
PRRO (Protracted Relief and Recovery Operation)
DEV (Development Operation)
SO (Special Operation)
IR Prep (Immediate Response Account for Preparedness)
VAM (Vulnerability Analysis and Mapping)
M&E (Monitoring and Evaluation)
Civil Protection Agency (DPC)
Behavioural Change Communication (BCC)
UNICEF (United Nations Children's Fund)
FAO (Food and Agriculture Organization)
IICA (Inter-American Institute for Cooperation on Agriculture)
MoU (Memorandum of Understanding)
National School Meals Program (PNCS)
Haitian National Police (PNH)
Minimum Operating Security Standards (MOSS)
SIMAST (MAST information system)