Logistics & Emergency Telecommunications Cluster Augmentation

Standard Project Report 2017

World Food Programme in Central African Republic (CF)

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Table Of Contents

Country Context and WFP Objectives

Achievements at Country Level

Despite serious funding constraints during the first quarter of the year, and amidst growing insecurity and poverty levels, WFP addressed the immediate food needs of 800,000 vulnerable conflict-affected people in 2017, reducing the use of negative and irreversible coping strategies. Humanitarian relief and recovery operations were crucial to support affected populations, but were themselves confronted by increasing insecurity, resulting in the evacuation of significant numbers of humanitarian staff in 2017 (an increase of 63 percent compared to 2016) and a temporary suspension of activities in some localities over security concerns. With the rising number of people requiring humanitarian assistance, particular efforts were made to reach conflict-induced people in hard-to-reach areas in the far southeastern part of the country where WFP had no activities, including through airlifts as a last-ditch option. From April onwards, WFP scaled up its operations to effectively respond to the increasing emergency needs resulting from the deteriorating security situation. The country office responded flexibly to evolving needs, reprioritising its resources and adapting its activities, using the most appropriate and context-specific transfer modalities and delivery mechanisms. This enabled WFP to provide immediate and vital relief assistance to conflict-affected populations in Bria, Bangassou, Alindao and surrounding villages when the crisis arose in May. The opening of a new land corridor from Uganda through the Democratic Republic of the Congo in October 2017 allowed WFP to augment its food delivery capacity in the hard-to-reach hotbeds in southeast Central African Republic (C.A.R.).

In 2017, WFP distributed 25,000 mt of assorted food (65 percent of the plan and roughly the same percentage of achievement as last year). WFP also provided USD 6.1 million of cash-based transfers in 2017, monitoring markets closely to ensure the economic volatility did not render beneficiaries assisted with these modalities more vulnerable.

The country office continued to roll out SCOPE, WFP's corporate digital beneficiary and transfer-management platform, registering the biometric details of 75,000 people by the end of the year. Extensive efforts are being made to lay the groundwork for a further scale-up in the use of this modality across C.A.R., including market assessments, retailer identification and transition to personalised vouchers with security parameters (barcodes). This will inject additional resources in the local economy, while stimulating local food production through increased demand.

Although C.A.R. poses a restrictive and volatile environment, WFP and its partners are steadily increasing the operational reach of the emergency food and nutrition assistance, including through the deployment of rapid response teams to enhance response capacity and the participation in the Rapid Response Mechanism to address critical gaps in humanitarian coverage and meet the needs of those hardest to reach.

Beneficiary categories with specific nutrition requirements, such as children aged 6-59 months and anti-retroviral therapy (ART) clients, received specialised nutrition assistance. The year 2017 saw further improvement in the continuum of care provided, as the United Nations Children's Fund (UNICEF) and WFP strived to align cooperating partners between preventative activities and treatment programmes for moderate and severe acute malnutrition, coordinating through the nutrition cluster.

Through its school meals programme, WFP provided daily school meals to 238,000 children, contributing to continued increasing enrolment in assisted primary schools, although worsening insecurity and displacement limited consistent attendance.

While much of WFP's work in C.A.R. was to provide life-saving assistance to populations affected by conflict and severe food insecurity, WFP was also able to continue strengthening smallholder farmer capacities and improve their access to markets, despite increased insecurity in the areas of implementation.

WFP continued its broad engagement with the clusters, working closely with the Office for the Coordination of Humanitarian Affairs (OCHA) which chaired the Inter-Cluster Working Group and managed the Humanitarian Response Plan process. WFP's active involvement in the Food Security Cluster, the food security and nutrition monitoring system, the Integrated Food Security Phase Classification process, regular market monitoring and a number of additional surveys enabled the humanitarian community to build their responses on solid information about needs.

The country office supported the National Zero Hunger Review, a consultative and participatory process carried out under the leadership of the Government to establish a hunger baseline, determine gaps in the national food security and nutrition response, and identify priority actions needed to achieve Sustainable Development Goal (SDG) 2. The findings of the Zero Hunger Strategic Review will inform the plans of national and international stakeholders, including WFP and other United Nations (UN) agencies.

The WFP-led Logistics Cluster continued to play a key role in enabling the humanitarian response, ensuring coordination and information sharing among partners, and the provision of common transport and storage services to user organizations. As the crisis in C.A.R. deepened, the Logistics Cluster scaled up its activities to include priority areas identified by the humanitarian community. Similarly, the WFP-led Emergency Telecommunications Cluster (ETC) continued to provide shared internet connectivity services and security telecommunications to the humanitarian community in eight locations across the country while expanding activities to three additional operational areas. ETC is working closely with partners on the ground to develop a transition plan to ensure sustainability of Information and Communication Technology (ICT) services in the long term.

The WFP-managed United Nations Humanitarian Air Service (UNHAS) continued to provide safe and reliable transport services to the humanitarian community. In 2017, 155 user organizations comprising non-governmental organizations (NGOs), UN agencies, donors, diplomatic missions and the Government relied on UNHAS to implement and monitor humanitarian activities in C.A.R.

Country Context and Response of the Government

The Central African Republic (C.A.R.) is a land-locked and least developed country with a population of 4.7 million people [1]. Despite a wealth of natural resources, C.A.R. has not yet realized its potential due to poor governance and recurrent political and security crises over the decades. The poverty rate stands at 76 percent with C.A.R. the lowest ranked country (188 out of 188) in the 2016 United Nations Development Programme (UNDP) Human Development Index. Incomes in the C.A.R. are among the lowest worldwide and the gross domestic product (GDP) per capita fell from USD 488 in 2011 to USD 382.21 in 2016 [2].

Plagued by successive coups and waves of violent conflict since its independence in 1960, which culminated with the crisis that erupted in late 2013 and resulted in unprecedented levels of violence, C.A.R. successfully held its first peaceful elections in early 2016, raising hopes that the country was beginning to stabilize. However, two years after

the C.A.R. held free, peaceful and democratic elections for president and parliament, the country continues to struggle for stability and progress. Half of the country, 2.4 million people, remains in need of humanitarian assistance. Since September 2016, the increase in violent incidents has threatened to destabilize any progress made to date. One in four citizens are displaced either within or outside the country and insecurity continues to destroy livelihoods. The conflict in C.A.R. has increased the vulnerability of civilians. Women, in particular those at internally displaced person (IDP) sites lack security and access to quality shelter, food and education facilities, increasing their vulnerabilities to the effects of poverty and conflict-related sexual violence.

Disrupted livelihoods have caused a collapse in food production and weakened household purchasing power, resulting in a fall in food consumption and dietary diversity. It is estimated that 2.1 million people are affected by food insecurity, of which 6 percent are severely food insecure, as household resources and coping capacities have been eroded through the past four years of crisis. Sixty percent of households have unsatisfactory (poor and limited) food consumption, while a further 37 percent are likely to face food insecurity in the event of a shock [3].

Among children aged 6-59 months, the prevalence of stunting is 40 percent (of which 51 percent are girls), affecting 340,000 children. Global acute malnutrition (GAM) rates across the C.A.R. are currently estimated at 6 percent among children aged 6-59 months and, in eight sub-prefectures (out of 71 nationwide), the estimated GAM rate has risen from 6 to 18 percent over the last two years, above the SPHERE emergency threshold of 15 percent [4]. Severe acute malnutrition is also above the 2 percent emergency threshold in 11 sub-prefectures and reached 4.9 percent in Vakaga prefecture in 2016. Thirty-four percent of children under the age of 7 months are exclusively breastfed. Despite more than 72,500 pregnant and lactating women and girls were estimated to be suffering from moderate acute malnutrition (MAM) in 2014, only 38 percent of them had regular antenatal consultations.

Gender inequality in C.A.R. is high with the country ranking 149 out of 155 on the 2016 Gender Inequality Index. Persistent gender disparities continue to challenge development, especially in literacy, mortality, morbidity, access to assets, gender-based violence and early marriage. The country is characterised as having high levels of gender discrimination under the Social Institutions and Gender Index [5]. Women, especially in rural areas, are overloaded with domestic chores and are particularly affected by food insecurity. It is estimated that households headed by women are 10 percent more likely to be food insecure than households headed by men. Women often have limited power in household and community decision-making, as well as limited access to and control over resources, which tends to influence access to food, both for them and for members of their household.

The crisis has further increased the exposure of women and girls to protection and health risks, especially those related to gender-based violence. The breakdown of already limited services further hinders women and girls' access to reproductive health care, education and livelihood opportunities, leading to associated problems such as unwanted pregnancies, forced and/or early marriage and widespread food insecurity, and resorting to survival sex and other negative coping mechanisms. The crisis is also affecting the livelihoods of men and boys alike which has increased the likelihood of their engagement in negative coping mechanisms such as joining armed groups, resorting to drugs and participating in other criminal activities.

C.A.R. has been ranked as the worst country in the world to be a young person (183 out of 183 nations) [6]. With 60.25 percent of the population under the age of 24, the unpredictability of violence has increased the vulnerability of children to ongoing and future shocks, with higher incidences of hunger and malnutrition. Girls are increasingly tied to the domestic sphere with child labour, forced recruitment into armed groups and early child marriages limiting their options for upward mobility. Boys are also at risk of child labour in mines and forced or voluntary recruitment into armed groups.

The ongoing conflict in C.A.R. has debilitated the social infrastructures. According to the United Nations Children's Fund (UNICEF), one in four primary schools in the conflict-hit areas (around 500) are not functioning and a third of school-age children are not going to school, highlighting the need to strengthen access to primary education for them. Only 7 percent of the population has access to secondary school [7].

With a 4 percent HIV prevalence [8], the HIV epidemic in C.A.R. is far from abating and additional efforts are required to curb it. C.A.R. is one of the six countries worldwide that face the triple threat of a high HIV burden, low treatment coverage and little or no decrease in HIV infections [9]. According to the Joint United Nations Programme on HIV/AIDS (UNAIDS), the overall prevalence rate among women 15-49 years old was at 4.7 percent, while for men it was 3.3 percent in 2016. Less than 25 percent of people living with HIV are on anti-retroviral therapy (ART). Among pregnant women living with HIV, 81 percent were accessing treatment or prophylaxis to prevent transmission of HIV to their children. In 2016, 130,000 people were estimated to be living with HIV in C.A.R. – out of this, 54 percent are women and 7 percent are children [10]. An estimated 100,000 children have been orphaned by AIDS [11]. People living with HIV are at increased risk of malnutrition, which is associated with increased mortality and poor clinical outcomes.

In 2016, UNAIDS named C.A.R. as being a country where HIV responses for young women should be prioritised. Girls and women face high levels of gender inequality and gender-based violence, both of which increase HIV

vulnerability. This is exacerbated by the crisis in C.A.R. which makes women – and particularly younger women – vulnerable to sexual violence. Knowledge about HIV among young people is also alarmingly low and girls are particularly disadvantaged.

Lack of access to health care is a reality for most people in C.A.R., but it is even more difficult for HIV patients who need uninterrupted, lifelong daily treatment. Those who have been displaced by the violence do not know how they can get back on treatment.

Internal transport is a challenge in the country. The conflict has caused widespread damage to already dilapidated infrastructures, including roads, and an almost total collapse of the transport sector. Limited logistics assets, insufficient local transportation systems and an inadequate number of storage service providers render much of the country inaccessible. Only about 650 km of primary roads out of 25,500 km are paved. For humanitarian workers and relief items, access to the provinces outside of the capital, Bangui, is further hindered by widespread insecurity.

Smallholder agriculture supports 50 percent of national incomes and provides 75 percent of the food consumed nationally. An absence of investment has led to just 5 percent of the 15 million ha of suitable arable land being cultivated, and only 1,000 ha of a potential 1.9 million ha of land under irrigation. There is little modernisation in the use of seed varieties, fertilisers, cultivation equipment or soil conservation strategies. These constraints particularly affect women, who make up 55 percent of rural smallholders.

To address the underlying and inter-related problems of poverty, hunger, food insecurity and malnutrition, in 2016, the Government of C.A.R. agreed upon a National Recovery and Peacebuilding Plan (RCPCA) 2017–2021. It prioritises the three pillars of (i) Peace, security and reconciliation; (ii) Renewing the social contract between the state and its citizens; and (iii) Ensuring economic recovery and the revitalisation of C.A.R.'s productive sectors.

Under the RCPCA, the Government prioritises the establishment of agile mechanisms for effective and coordinated response to emergencies, while addressing the longer-term, structural challenges of malnutrition, low agricultural productivity and weak markets in the C.A.R. This framework commits to advancing gender equality in the provision of basic services to the population, to the resettlement of IDPs and refugees, and to the use of community dialogue for peace and reconciliation. An integrated school meals and nutritional supplement programme aims to reduce malnutrition among children and patients undergoing ART.

Each of the RCPCA priorities is a reflection of lessons learned from the inter-agency humanitarian evaluation of the response to the crisis in the C.A.R. To draw on the ambitions of the RCPCA, WFP will use its technical, diagnostic and logistic capacities to promote partnerships around a national agenda of advancing gender-equal household and community recovery, in line with RCPCA and the United Nations Development Assistance Framework (UNDAF) priorities. A Zero Hunger Strategic Review, led by the Government with support from WFP, commenced in March 2017 to evaluate the current food security and nutritional situation, the ongoing interventions and the gaps to be addressed. This will support common approaches through the RCPCA coordination and monitoring platform.

[1] World Bank C.A.R, online country page.

[2] World Bank Data, 2016.

[3] National Food Security Assessment (ENSA), 2016.

[4] Rapid Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey, WFP, 2016; and Office for the Coordination of Humanitarian Affairs (OCHA), *Aperçu des besoins humanitaires,* 2017.

[5] Social Institutions and Gender Index (SIGI), 2016.

[6] Commonwealth Secretariat Index, October 2016.

[7] *Annuaire Statistique* 2015/16.

[8] Central Intelligence Agency (CIA), The World Factbook, last update on 9 July 2017.

[9] Out of Focus, *Médecins sans frontières* (MSF), April 2016.

[10] UNAIDS, C.A.R. online country page, AIDSinfo, 2016.

[11] Ibid.

WFP Objectives and Strategic Coordination

WFP's response to the Central African Republic (C.A.R.) crisis is coordinated with a vast array of stakeholders, including United Nations (UN) agencies, international and local non-governmental organizations (NGOs) and government entities. Together, WFP and other stakeholders are providing a comprehensive and harmonised strategy towards attaining Sustainable Development Goal (SDG) 2. WFP's use of strategic partnerships is in line

with SDG 17, to revitalise the global partnership for sustainable development, which strengthens the means of implementation and maximises the impact of WFP interventions.

The Regional EMOP 200799 (2015–2017) provides critical support to populations affected by the ongoing crisis in the C.A.R. and its regional impact in Cameroon, Chad, the Democratic Republic of the Congo (DRC) and the Republic of the Congo (RoC). In 2017, the operation (C.A.R. component) had an approved budget of USD 88 million. In light of ongoing violence, population displacement and widespread food insecurity among the affected population, WFP continued to maintain a strong emergency relief focus, providing monthly food entitlements to families otherwise unable to meet their food requirements. WFP intended to reach 700,000 highly vulnerable people, including internally displaced persons (IDPs), refugees, vulnerable host communities and food-insecure people.

In safer and more stable parts of the country, WFP introduced interventions to restore and protect livelihoods, thereby improving household food security and promoting social cohesion. WFP's livelihoods strategy seeks to revitalise the agricultural sector through targeted interventions, boosting demand through an increased use of cash-based transfers (CBT) and local food procurement, therefore stimulating the local economy.

WFP addresses the dire nutritional situation in C.A.R. through nutrition-sensitive and nutrition-specific activities aimed at preventing or treating moderate acute malnutrition in children aged 6-23 months or 6-59 months respectively, and at treating malnutrition in people living with HIV.

In support of the Government's "Back to School" campaign, WFP worked closely with the United Nations Children's Fund (UNICEF), the Ministry of Education and other partners to reverse the dramatic impact of the conflict on the education sector, implementing activities aimed at incentivising enrolment and regularising attendance among pre-primary and primary schoolchildren, while contributing to improving their micronutrients intake.

WFP seeks to create an enabling environment for promoting gender equality and the empowerment of women in addressing food and nutrition challenges. Through its interventions, WFP is promoting women's equal participation in decision-making bodies as well as women's increased access to food by making them the holders of food entitlements. Women are empowered in terms of benefiting from WFP assistance to improve their livelihoods, and the collection of sex-disaggregated data is becoming routine. WFP works also to prevent violence against women, girls and children in its operations by making WFP distribution sites safe for women and girls; and using WFP's field presence and staff to encourage local initiatives aimed at ending violence against women and girls.

Special Operation 200997 (August 2016 – December 2017) provided Logistics Cluster and Emergency Telecommunications Cluster (ETC) services in C.A.R. with an approved budget of USD 4 million for 2017. Through this operation, WFP continued to fulfil its mandate as the lead agency for the two clusters, providing essential transport, storage and telecommunications support to the wider humanitarian community operating in C.A.R, including guaranteeing reliable emergency telecommunications and data connectivity. The Logistics Cluster provided a platform for common storage services to enable a swift emergency response and to ensure efficient and effective use of common cargo airlift for humanitarian agencies. The Cluster further facilitated increased access to populations in need through airstrip rehabilitation and maintenance, as well as emergency spot repair of infrastructures across the country (bridges and barges).

Special Operation 201045 (January 2017 – December 2017) ensured United Nations Humanitarian Air Service (UNHAS) in C.A.R. with an approved budget of USD 15 million in 2017. Through UNHAS, which commenced activities in C.A.R. in 2006, WFP continues to provide critical air transport services to the humanitarian community in order to reach the most vulnerable populations. A total of 155 organizations rely on UNHAS to implement and monitor humanitarian activities in C.A.R with the service remaining vital for medical and security evacuations. In August 2017, the air cargo services enabled humanitarian organizations to deliver life-saving assistance in priority areas like Zemio and Bangassou.

The Government is WFP's primary partner in the country. WFP has developed strong partnerships with several line ministries, including the Ministry of Economy, Planning and Cooperation, Ministry of Agriculture and Rural Development, Ministry of Education, Ministry of Health, and Ministry of Social Welfare and National Reconciliation.

Through the National Recovery and Peacebuilding Plan (RCPCA) 2017–2021, the Government has proposed the implementation of sectorial working groups to gradually replace the cluster approach that is currently in place, and thus coordinates the humanitarian and early recovery interventions across the country. Despite governmental efforts, the sectorial working groups were not fully effective in 2017. Coordination activities have, therefore, essentially been completed through the Humanitarian Country Team (HCT) and United Nations Country Team (UNCT). Many partners, including the European Union, the World Bank and UN agencies have supported the initiative for these working groups to take the leadership in the coordination process.

WFP worked with the Government, NGOs and other UN agencies to support the development of key documents to guide the humanitarian and development assistance in C.A.R. These include the 2017 Humanitarian Needs

Overview (HNO), the 2017–2019 Humanitarian Response Plan (HRP) and the 2018–2022 United Nations Development Assistance Framework (UNDAF). WFP also supported the mid-term review of the HNO and 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.

WFP continued to play a key role in supporting the inter-agency coordination. Beyond leading the Logistics Cluster and ETC, WFP was co-lead for the food security cluster, helping to coordinate the food security analysis and response. WFP worked with the Government and the cluster partners to conduct the National Food Security Assessment in October 2017, with results anticipated in 2018. Under the facilitation of the Office for the Coordination of Humanitarian Affairs (OCHA), an Inter-Agency Cluster Coordination was established to ensure the overall consistency and efficiency of the interventions among the clusters and adequate resource allocations.

WFP works closely with the UNCT to provide nutritional assistance to moderately malnourished HIV affected people and their families.

Country Resources and Results

Resources for Results

In 2017, WFP's operations in the Central African Republic (C.A.R.) were 57 percent funded, excluding resources carried-over from 2016. Funding levels decreased in comparison to 2016 when WFP received 60 percent of its total budget for the year. The Regional EMOP activities attracted 52 percent of total requirements while United Nations Humanitarian Air Service (UNHAS) and the Emergency Telecommunications and Logistics clusters operations were better resourced, receiving 73 percent and 95 percent of the total annual requirements respectively.

Although a significant majority of funding in 2017 was provided by traditional donors to WFP C.A.R., the projects were supported by a broader donor base in comparison to 2016. WFP will continue to engage with non-traditional resource partners to further expand the donor base in 2018. Proactive and regular engagement at the local level, with transparent communication about operational needs, challenges and achievements created a shared understanding of priorities and enabled the donor community to provide advocacy support that helped to ensure that urgent funding requirements could be met. WFP ensured best practices on fund management by analysing project resources, expenditure and projected expenditure to identify possible surpluses and deficits, taking necessary actions to fully utilise all resourced funds within the grant validity period.

During the first quarter of the year, resource shortfalls affected WFP's ability to operate at planned scale, resulting in a food basket reduced to 25 percent between January and March. Moreover, access and other operational challenges meant that some activities, particularly livelihoods, nutrition support for children aged 6-59 months and, in some months, school meals, could not be implemented at planned scale, which partially absorbed the impact of the funding shortfalls on the overall operation.

Despite very limited resources at the beginning of the year, the deterioration of the security situation during the first months of 2017 forced WFP to review its priorities. The country office increased the geographic coverage of the intervention to cover the localities affected by the uptick of violence in 2017; focused on most vulnerable populations targeting first newly displaced people; refocused its intervention to prioritise life-saving assistance; and adjusted the rations distributed. The planned scale up of cash-based transfers (CBT) could not be implemented due to security reasons as well as the lack of functioning markets and of banking and financial services in most parts of the country.

From the second quarter of the year, increasing donor pledges provided WFP with improved and more predictable funding levels, and consequently a healthier food and CBT pipeline. This was aided by an appeal from the President of C.A.R and the Humanitarian Coordinator to the international community for support to WFP. As a result, from April, WFP was able to distribute 75 percent of the planned food basket and maintain similar transfer levels for the rest of the year. WFP made strategic use of advance financing mechanisms to compensate the long procurement lead times, two to three months on average, hence, avoiding pipeline breaks and ensuring the continuity of the operations throughout the year.

WFP continued to adopt measures to ensure cost-effectiveness. Global and local food supply agreements were in place for most food, allowing WFP to mitigate the impact of price fluctuations in the global market. In alignment with WFP strategy to scale up local purchases, the country office provided market opportunities to farmers groups involved in Purchase for Progress (P4P) activities. By the end of 2017, the share of local procurement had quadrupled compared to 2016. Initially limited to beans, local procurement was extended to rice, sorghum and maize grains, with plans to gradually scale up to 3,000 mt in 2018.

In 2017, 95 percent of the foods were procured internationally or regionally and 5 percent locally. To support a scale-up in local procurement, WFP is conducting a countrywide capacity assessment and expanding the number of shortlisted local suppliers. This is expected to significantly increase local purchases in C.A.R.

WFP pursued efforts to select partnerships that can deliver the greatest value and lead to increased cost-effectiveness of WFP operations. As such, WFP reduced the number of cooperating partners from 33 in 2016 to 24 in 2017, including 17 international non-governmental organizations (NGOs) and 7 national NGOs, to ensure partnerships were strategically based on capabilities and concrete operational capacities. WFP plans to further decrease the number of cooperating partners to 11 in 2018. This approach is providing opportunities for reduced transaction costs, stronger collaboration with cooperating partners and enhanced monitoring of activities. It also establishes a sound basis for improved capacity strengthening of partners by WFP.

Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	77,858	88,553	166,411
Children (5-18 years)	200,780	205,678	406,458
Adults (18 years plus)	149,257	164,180	313,437
Total number of beneficiaries in 2017	**427,895**	**458,411**	**886,306**

52%   48%
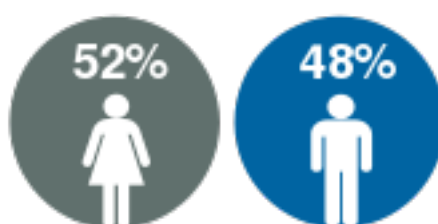
Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Regional EMOP	16,416	1,751	4,206	2,415	256	25,043
Single Country IR-EMOP	-	-	-	2	-	2
Total Food Distributed in 2017	**16,416**	**1,751**	**4,206**	**2,416**	**256**	**25,045**

Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Regional EMOP	-	6,114,989	-
Total Distributed in 2017	**-**	**6,114,989**	**-**

Supply Chain

The Supply Chain context in the Central African Republic (C.A.R.) is particularly challenging. C.A.R. is a land-locked with limited or non-existing transport infrastructure. Almost the entire country becomes inaccessible by road during the rainy season, as all-weather roads are scarce, limiting connectivity between the capital and other main towns. It is also a food-deficit country despite agricultural potential, and local food procurement options are limited. The situation is further exacerbated by conflict and insecurity, hampering the movement of commercial and humanitarian goods alike. These challenges, combined with burgeoning humanitarian needs, require careful planning, good coordination, prioritisation and risk management to ensure the delivery of assistance through the most efficient and effective means possible.

In 2017, WFP deployed road and air transport to deliver its assistance, and used two main logistics corridors to bring goods into C.A.R.:

- The main supply corridor through Douala: food is dispatched from Bangui to Bambari, Kaga-Bandoro and Paoua with commercial transporters escorted by the United Nations Multidimensional Integrated Stabilization Mission in the C.A.R. (MINUSCA) (one weekly escort each Wednesday) up to far east locations, central and northern locations if the security allows.
- The corridor through the Democratic Republic of the Congo (DRC) from Kampala (Uganda): operational since October 2017 to supply the southeastern part of the country, food is dispatched from Obo to Zemio (in the far southeastern part of C.A.R.) by commercial transporters. Since October, 2,000 mt of mixed foods have been and are being delivered to beneficiaries, at a more cost efficient and timely manner as compared to the western corridor. Options to move food from Obo to Bangassou (southeast C.A.R.) are being explored.

Upon arrival into C.A.R., pre-packed foods are stored in three warehouses and ten mobile storage units strategically situated in 13 locations, with a total storage capacity of approximately 15,350 mt (with plans to extend to additional 4,800 mt), before being delivered to partners in-country.

For delivery to partners, WFP utilises its own fleet or existing commercial transport settings, encouraging local capacities where possible. However, the local transport system is below capacity, following the destruction of vehicles and the withdrawal of private operators from the country. For areas affected by security constraints and/or security challenges, WFP is escorted by MINUSCA or uses airlifts. Between 2016 and 2017, the overall number of companies contracted to move food to partners' warehouses across C.A.R. increased from 32 with a capacity of 2,700 mt to 33 with a capacity of 3,500 mt. One of the Supply Chain priorities for 2018 is to extend the transporters shortlist to external private companies willing to establish in C.A.R. to allow the country office to downsize the WFP fleet in C.A.R. whose maintenance cost is very high.

WFP's logistics operation in C.A.R. delivered 26,000 mt to partners for distribution. Despite efforts to avoid losses between delivery and distribution, post-distribution losses were incurred due to the instability in C.A.R., particularly the occurrence of looting by armed elements who took advantage of frequent truck breakdowns and the dilapidated road infrastructure. Post-distributions losses were under 2 percent. To mitigate losses, WFP's transport contractors were required to comply with the convoy system run by MINUSCA. Furthermore, WFP worked closely with the Civil-Military Coordination structure chaired by the Office for the Coordination of Humanitarian Affairs (OCHA) for the latest information on access on routes in areas where security was an issue. Any unjustifiable losses during transport were deducted from transporters' accounts.

In total, 97 percent of food items were transported on roads and 3 percent by air. Because overland access is limited during the rainy season, pre-positioning food and nutrition commodities in strategic locations around the country during the dry season is critical for the continuity of assistance. It also enhances cost-efficiency by limiting the need to use the more expensive air transport options. To support road transport and ensure efficiency, WFP has negotiated long-term contracts of uninterrupted fuel supply for WFP light vehicles and the fleet of 56 trucks.

The country office is working to increase the storage capacity using mobile storage units (for instance in Kaga-Bandoro, Bambari and Bouar) or opening new storage locations (for instance in Obo, Alindao and Bangassou). The aim is to keep at least a one-month food pre-positioning in each sub-office and identified hotspot.

The country office purchased nearly all of the food items from the Global Commodity Management Facility (GCMF), benefiting from improved lead times, as the main procurement process had already been carried out by the time funds were available in C.A.R., and from enhanced cost-efficiency and economies of scale, as the GCMF had purchased food in bulk at favourable market prices. The food items purchased by the country office through the GCMF included rice, pulses (beans and yellow split peas), fortified vegetable oil, Super Cereal and Super Cereal Plus, iodised salt, high-energy biscuits, and the ready-to-use supplementary food, Plumpy'Sup. The food purchased through the GCMF was sourced from the regional hubs of Douala, Las Palmas and Uganda – representing 80 percent of the sourcing option – and played a key role in C.A.R.'s supply chain performance. Regional purchases in Cameroon and Uganda represented 15 percent of the tonnage procured in 2017.

The inclusion of maize meal into the GCMF inventory would be useful for C.A.R. as maize meal is the first cereal preference, and regional maize meal sources either have very limited production capacities, are restricted to

seasonality or are fully engaged to produce and meet competing regional needs. Through its Purchase for Progress (P4P) activities, WFP was able to buy rice, sorghum and beans locally, contributing to the development of C.A.R.'s agricultural sector and smallholder farmer livelihoods.

To accommodate the complexity of the C.A.R. operations, WFP adopted an integrated supply chain approach, which ensures time-sensitive and cost-effective operations by promoting robust coordination between logistics, procurement, resource management and shipping activities, involving teams at country, regional and headquarters levels. These efforts translated into enhanced communication across each link of the supply chain, encouraging joint rather than unit-specific planning. The Logistics Execution Support System (LESS) provides a solid platform to facilitate the integrated approach, particularly at the downstream level. LESS is a corporate system that enables real-time tracking of WFP food they move along the supply chain, from the point of receipt up to the final delivery point for distribution, and ensures full traceability of individual food items in each ration delivered.

Increased resourcing levels enabled a more stable and predictable pipeline, with sufficient stock levels available in-country for most of 2017. However, the timing and conditions of contributions continued to affect the supply chain. The introduction of the new customs procedures by the C.A.R. Government in April 2016 increased the lead time for in-country deliveries from 3-4 weeks to 5-6 weeks. WFP has appealed for a six-month renewable waiver by the C.A.R. Government to exempt the flow of humanitarian cargo from this new customs procedure, ensuring faster deliveries from Douala and other points in Cameroon into C.A.R. Granting direct delivery from Douala, Cameroon to various inland storage hubs compensated for the low transporters' capacity within C.A.R.'s transport sector.

The Logistics Cluster, led by WFP and active in C.A.R. since 2013, filled some logistics gaps faced by the humanitarian community by providing common services including transport, dedicated storage, coordination and information management support. To enhance humanitarian partners' response, the Cluster is setting up common logistics hubs in Bangassou, Alindao and Bria in order to decentralise logistics services from the capital city (Bangui). The Logistics Cluster is also exploring the possibility of making common usage of existing resources such as fuel for road transport through service level agreements with full cost recovery.

WFP's supply chain management included cash-based transfer (CBT) modalities. In close coordination with Programme and Vulnerability Analysis and Mapping (VAM) teams, the logistics team conducted retailer assessments, reviewed wholesaler capacities and identified market supply chain risks to support modality selection. It also supported retailer monitoring and the physical management of paper vouchers. A Macro Financial Assessment was conducted to assess the potential financial service providers that WFP could partner with to scale up the CBT modality in its operation in order to be part of the countries worldwide that increase adoption of CBT as central elements of their social protection and poverty reduction strategies.

As more and more CBT interventions use banks, micro financial institutions, mobile network operators, remittance companies and other financial channels to provide assistance to beneficiaries or make payments to retailers, the Finance unit has played an increasingly critical role accessing the country's financial sector and providing valuable input to the CBT Working Group on the most appropriate delivery mechanisms and the payment modalities to adopt to ensure WFP C.A.R. partners' funds are safeguarded throughout the distribution cycle.

Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Beans	528	-	528
Iodised Salt	-	240	240
Maize Meal	-	703	703
Rice	196	1,689	1,885
Sorghum/Millet	660	-	660
Total	**1,384**	**2,632**	**4,015**
Percentage	**34.5%**	**65.5%**	

Annual Global Commodity Management Facility Purchases Received in Country (mt)

Commodity	Total
Corn Soya Blend	138
High Energy Biscuits	102
Rice	520
Split Peas	87
Vegetable Oil	63
Total	**910**

Implementation of Evaluation Recommendations and Lessons Learned

An inter-agency humanitarian evaluation was conducted in the first quarter of 2016 – covering the period from December 2013 to July 2015 – to assess WFP's response to the Central African Republic (C.A.R.) crisis, in order to facilitate learning and strengthen accountability. Among other findings, the evaluation highlighted the followings:

- The response made a large positive impact on the crisis.
- Despite major efforts to scale up, coverage remained unsatisfactory in C.A.R.
- The response focused on the immediate term only. The lack of early recovery and linkages with development was a significant weakness, and remains a challenge for addressing the country's chronic crisis.
- Performance monitoring systems were highly unsatisfactory. Stakeholders all highlighted weaknesses in monitoring and evaluation (M&E), no framework or system existed for monitoring the response.
- The response did not listen well to the affected population, increasing the potential for frustration, fraud and violence. Accountability to affected populations was a major area of weakness and remained a key challenge to strengthening accountability and integrity.
- Coverage of specific needs was inadequate. In assistance to populations, the specific needs of vulnerable groups, such as people with disabilities, were not addressed.

To increase coverage to reach people in need, WFP is working with the United Nations Children's Fund (UNICEF) and other actors to initiate a pilot Rapid Response Mechanism (RRM), incorporating a food component from March 2018. Working as a multi-sector joint mechanism, the RRM will trigger immediate action to address critical gaps in the humanitarian coverage and meet the needs of those hardest to reach populations. The integration of WFP's emergency food assistance will complement the programmes implemented by UNICEF and other partners. RRM will use existing mechanisms, without altering process workflow, and engage logistics chains. This multi-sectoral emergency response is designed to address gaps in the RRM structure with a view to better supporting internally displaced persons (IDPs) and providing transitional assistance for groups of populations temporarily displaced and/or in movement.

Despite considerable logistical and security challenges, WFP has been putting particular efforts into expanding the geographical coverage of its activities to address the increasing needs linked with the uptick of violence in 2017. Rapid response teams have been formed to supplement cooperating partners' capacity and facilitate direct distributions in strategic locations. The opening of a new sub-office in Bria in Haute-Kotto prefecture is expected to improve WFP's operational footprint in southeast C.A.R. In addition, WFP has initiated a review of its structures and processes to assess its capacity development needs. Key roles and responsibilities have been identified and some adjustments to WFP's staffing structure are anticipated. Planned improvements include increasing staff strength in key areas and in field operations. Investments are being made to improve staff welfare, including office and living conditions in the country office and sub-offices.

WFP is exploring ways to develop the Purchase for Progress (P4P) activities to address food insecurity in C.A.R. while establishing the basis for medium-term resilience and sustainable development. In December 2017, an oversight mission was conducted by the regional bureau, providing the required guidance and technical support in strengthening the intervention. The mission noted the good partnership established with the Ministry of Agriculture and Rural Development, and the effective engagement with the smallholder farmers who are mainly women. It highlighted the relevance of the P4P in rebuilding the livelihoods and increasing the vulnerable rural households'

incomes. Recommendations from the mission included: strengthening the market monitoring system; reinforcing WFP and the cooperating partners' capacities in monitoring the P4P programme in line with the new guidelines and directives; and ensuring a global partnership with the other actors engaged in supporting the agricultural production in the targeted areas, under the coordination of the Ministry of Agriculture and Rural Development.

WFP is increasingly moving towards the digitalization of the monitoring process to improve the quality of data collection and speed up the reporting process, effective in early 2018. WFP is strengthening its accountability to affected populations by adopting participatory approaches to identify protection concerns without creating additional risks. Women's committees and representative of vulnerable groups are consulted to identify their concerns and discuss mitigation measures to be put in place. WFP and partners continue to put in place mechanisms to inform beneficiaries and provide channels for feedback and complaints. To strengthen these mechanisms, WFP has worked with the Government to establish toll-free numbers that anyone can call to provide feedback, comments or complaints about any of WFP-supported operations. The use of these numbers, which has already been authorised by the Government, will enable beneficiaries to raise any concern or offer feedback on the operation, with an element of anonymity. The hotline will be operated by both women and men staff speaking the local language, and will be available in all prefectures of C.A.R. Similarly, a help desk will be available at distribution points, ensuring a continuous open dialogue with the beneficiaries.

Since September 2016, WFP has established a food security monitoring system to regularly monitor the situation in the country, producing and disseminating regular monthly food security bulletins. Through the mobile vulnerability analysis and mapping (mVAM), WFP is implementing a food security monitoring system that provides up-to-date and almost real-time data about people that live in remote and hard-to-reach areas. Key informants in 40 localities were contacted monthly via live calls and asked to respond to questions about food prices, market functionality, food availability, security and population movements. The mVAM surveys allow for faster and more accountable humanitarian response and generate evidence about the most vulnerable zones of the country and the most vulnerable population groups. This ensures WFP is in a better and more informed position to amend programmatic decisions and to improve the appropriateness and timeliness of the response by providing accurate, timely and, due to the security situation, otherwise unobtainable data. The mVAM surveys support systematic vulnerability-based targeting.

Under the new Interim Country Strategic Plan (I-CSP), WFP will strengthen the implementation of this vulnerability-based targeting exercise which will involve a systematic process with a strong community engagement to identify the most food-insecure households and individuals. WFP will partner with the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNICEF to strengthen targeting through regular joint food security and nutrition gender analysis and monitoring. However, in order to ensure that families with vulnerability characteristics associated with greater risk to food insecurity are not removed from assistance, households with a person with a serious injury, disability, medical condition, chronic disease involving functional limitation as reported by stakeholders engaged in the targeting exercise, will be automatically included in the selection of beneficiaries.

Gender analysis will continue to be systematically incorporated in programme design and implementation. A gender decentralised evaluation is planned in 2018 and will better inform WFP's operations.

Project Results

Activities and Operational Partnerships

Since the outbreak of conflict in December 2013, insecurity has further damaged the already precarious infrastructure and incapacitated transport sector in the Central African Republic (C.A.R.), leaving the humanitarian community with limited options to deliver life-saving assistance to conflict-affected populations across the country. The Logistics Cluster and Emergency Telecommunications Cluster (ETC) provided and facilitated the access across C.A.R. for the entire humanitarian community. A total of 75 organizations benefited from the clusters services. Both clusters were activated at the onset of the crisis in 2013 providing: logistics coordination and information management; common warehousing and transport services; and reliable emergency telecommunications and data connectivity.

The Logistics Cluster has played an essential role in enabling the humanitarian community to deliver their emergency response programmes, especially as conflict erupted in previously stable regions of the country throughout 2017. The cluster, in response, adapted and expanded its activities. For a network of over 70 partner organizations, including United Nations (UN) agencies and non-governmental organizations (NGOs), the Logistics Cluster provided coordination and information management as well as logistical services in receiving, handling and storing humanitarian commodities, including food, shelter and medicine.

As the lead agency of the Logistics Cluster, WFP deployed a dedicated Logistics Cluster Coordinator and Information Management Officer to engage with humanitarian partners in C.A.R.: to avoid duplication of efforts and resources for assets and services; to identify logistics gaps, bottlenecks and needs; and to ensure that they were appropriately addressed.

Information management and geographic information system (GIS) mapping services were provided to ensure that timely and relevant logistics information was shared with the humanitarian community directly and via the Logistics Cluster's website. Furthermore, the cluster facilitated common storage services for the humanitarian community to enable the pre-positioning of stocks in Bangui, Bambari, Bossangoa and Kaga-Bandoro, therefore increasing the effectiveness of the emergency response.

From August, in order to respond to the lack of access in the priority hotspots, the Logistics Cluster facilitated the transportation of humanitarian cargo utilising a Logistics Cluster-chartered aircraft, in conjunction with the United Nations Humanitarian Air Service (UNHAS). The Humanitarian Coordinator and the Office for the Coordination of Humanitarian Affairs (OCHA) identified hotspots and the sectors in need through consultations with the humanitarian actors.

The Logistics Cluster facilitated the rehabilitation of road infrastructures and airstrips to ensure that humanitarian aid gets to people in need, even in remote locations. Mobile rehabilitation teams were deployed into the most remote areas to restore physical access.

Through bi-weekly meetings, attended by an average of 20 organizations, the Logistics Cluster supported coordination amongst its partners. Coordination and information sharing helped partners to optimise the use of resources available at the local level and to identify gaps, while avoiding duplication of efforts. The Logistics Cluster worked with Handicap International and *Première Urgence Internationale* to provide storage and transport services to the humanitarian community in C.A.R. Other organizations, such as Agency for Technical Cooperation and Development (ACTED) and *Fondation Suisse de Déminage,* carried out rehabilitation of dock-crossing ferries and bridges. The Logistics Cluster continued to liaise closely with WFP Logistics and UNHAS to maximise existing air transport capacity.

The ETC deployed a full-time coordinator in C.A.R., and a dedicated information management officer, based in Dubai, to share regular and accurate operational information and products with partners and the wider response community. A variety of information products, including maps, situation reports and meeting minutes were regularly produced and disseminated, and available on a range of easily accessible communications platforms for the humanitarian community.

In partnership with the United Nations Children's Fund (UNICEF), Office of the United Nations High Commissioner for Refugees (UNHCR), International Organization for Migration (IOM) and OCHA, the ETC under the leadership of WFP, coordinated the deployment and implementation of security communications and internet connectivity services, and fulfilled the role of 'Provider of Last Resort' of information and communications technology (ITC) services in eight locations across the country. The ETC led the deployment of vital communication services and managed the information technology operations in collaboration with UN agencies and (NGOs).

The ETC worked closely with the lead agency on the ground, the United Nations Department for Safety and Security (UNDSS), to establish a very high frequency (VHF) radio network and support the scale-up of resources at the UNDSS communications centres. The close collaboration with the WFP information technology team had a vast impact on the timely delivery of services and their maintenance.

A Memorandum of Understanding with the United Nations Multidimensional Integrated Stabilization Mission in the C.A.R. (MINUSCA) was signed to use their towers for deployment of ETC antennas and host communication centres (HF/VHF bases stations) in areas where UN agencies and NGOs offices could not host the ETC infrastructure.

Regular maintenance missions were conducted to existing sites to ensure that services were not interrupted. Assessment missions were carried out in four hotspots in the southeast part of the country to address the communications needs in those areas. To ensure the continued safety and security of personnel, the ETC continued to offer radio training on request to humanitarian workers, sometimes in collaboration with the Logistics Cluster.

Weekly joint local cluster meetings were held with the Logistics Cluster to discuss plans and issues with partners, including the frequency allocation to NGOs. Through close collaboration, NetHope – a consortium of over 15 large NGOs – agreed to handover all of its remaining equipment, including handsets and repeaters, to the ETC. This equipment will be used to support NGOs in VHF voice security communication.

The ETC continued to engage with OCHA and participated in all relevant inter-cluster meetings to ensure visibility and inclusion in key documents, such as the Humanitarian Response Plan.

Due to the critical funding situation and long-term requirements of ICT services in common operating areas, the ETC is in the process of transitioning its activities and implementing a long-term cost sharing arrangement for the humanitarian organizations using the services, starting in January 2018. As part of this transition plan, the ETC team has handed over the security telecommunications services to UNDSS in two locations in June and July 2017.

Results

In line with previous years' activities and its mandate, the Logistics Cluster continued to fill identified logistics gaps with the provision of services that allowed humanitarian organizations in Central African Republic (C.A.R.) to conduct their life-saving operations. The number of cluster service users increased by 83 percent, compared with 2016.

With the escalation of the crisis in 2017, the reliance of the humanitarian community on logistics services increased, as growing insecurity and impassable roads during the rainy season made many areas inaccessible. The response in 2017 extended to areas previously not covered by the cluster, and the overall number of locations served increased.

Throughout the year, the Logistics Cluster facilitated the storage of 3,000 m³ of cargo for humanitarian actors in C.A.R. The humanitarian storage capacity was enhanced with the deployment of four mobile storage units (MSUs) in Bangui, Bossangoa, Kaga-Bandoro and Bambari managed by *Action contre la Faim* (ACF), *Solidarités International*, Handicap International and *Première Urgence Internationale* on behalf of the humanitarian community. The MSU in Bangui forms part of a bigger platform managed by *Première Urgence Internationale* with a total storage capacity of 1,520 m³. The provision of the storage service allowed humanitarian organizations to maintain urgent stocks of key items, as an alternative to shipping them in at very short notice or flying them in through the United Nations Humanitarian Air Service (UNHAS).

Transportation continued to be a core service provided by the Logistics Cluster. Humanitarian transport capacity was improved through the establishment of three transport platforms in Bangui, Bambari and Bossangoa. Handicap International worked with local transporters to deliver humanitarian aid to the most remote areas on a free-to-user or partial cost-recovery basis. This common service was scaled up during the year as a response to growing needs. In total, 8,590 mt of goods (compared to 280 mt in 2016) were delivered throughout the country via 316 convoys (compared to 43 in 2016) on behalf of 21 organizations including non-governmental organizations (NGOs) and United Nations (UN) agencies.

In conjunction with UNHAS, the Logistics Cluster facilitated cargo airlifts to access the hotspots across the country. Fifteen rotations were carried out from August to December 2017, enabling humanitarian organizations to deliver life-saving assistance in priority areas like Zemio and Bangassou.

Road infrastructure rehabilitation suffered considerable constraints due to the security situation, making it impossible for the mobile teams to carry out the planned activities. Despite these limitations, 8 airstrips were

rehabilitated, and 11 bridges as well as 2 dock-crossing ferries were repaired.

Four logistics capacity assessments were conducted in Bangassou, Alindao, Zemio and Bria with a view of establishing logistics hubs in hard-to-reach areas in 2018.

To minimise the duplication of efforts within the humanitarian community and to support operational decision-making, the Logistics Cluster facilitated information management and coordination in C.A.R. In addition to the production of 50 information products – including 12 maps and 7 infographics – 18 coordination meetings bringing together 70 user organizations, were held in Bangui and bi-weekly working group meetings were organized in Bambari. Information management efforts included the maintenance of information sharing platforms, such as a common mailing list and a dedicated C.A.R. operations webpage on the Logistics Cluster website.

An Emergency Telecommunications Cluster (ETC) coordination cell established in Bangui supported the overall coordination of the ETC operations in C.A.R. The active presence and key coordination role of the ETC, liaising with government authorities and local partners on the ground, contributed to the successful delivery of services. Information management activities such as the production of maps and situations reports, as well as the coordination of meetings, enhanced the overall coordination effort and allowed humanitarian actors to make better informed decisions. Seven coordination meetings with all partners including the United Nations Children's Fund (UNICEF), Office of the United Nations High Commissioner for Refugees (UNHCR), International Organization for Migration (IOM), United Nations Department of Safety and Security (UNDSS), Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Multidimensional Integrated Stabilization Mission in the C.A.R. (MINUSCA) were organized under the leadership of WFP, and ten information products were produced and disseminated, including five situation reports, three factsheets and two service maps.

With very limited resources, the ETC continued to provide essential connectivity and security telecommunications services, supporting life-saving activities of humanitarian partners and WFP's own logistics and programme activities.

Operational communications centres were maintained in crucial locations including Bangui, Bambari, Bossongoa, Bouar, Kaga-Bandoro, N'Dele and Paoua, and a new communication centre was established in Bria. Over 500 humanitarian actors were regularly availed of the security telecommunications services. In response to the increased needs linked to the uptick of violence in 2017, the ETC increased the number of operational areas where it provided vital data and communications services to the humanitarian community, further contributing to supporting humanitarian actors on the ground. However, due to funding constraints and increased insecurity, the security telecommunications coverage could not be extended to Bangassou and Alindao, hindering the ETC response on the ground. To mitigate this, the ETC has deployed services in alternative locations, like Zemio and Bria, to support humanitarian operations in those areas. Funding constraints further affected the delivery of trainings, field assessment missions and the migration to the digital mobile radio networks.

In coordination with the Logistics Cluster, 15 humanitarian workers from NGOs were provided with global positioning system (GPS) and ETC service location training. The ETC also held radio training for UN agencies and NGOs, ensuring humanitarian workers understood how to operate very high frequency (VHF) radios. A total of 108 staff from UN agencies and NGOs were trained in Bambari and Bangui.

Performance Monitoring

The Global Logistics Cluster commissioned a lessons learned exercise in the Central African Republic (C.A.R.) in October 2015. The objective was to draw lessons learned from the Logistics Cluster operation, assessing the relevance, appropriateness, efficiency and effectiveness of the Logistics Cluster response in C.A.R. Thirty key stakeholders were interviewed, while 32 respondents, mainly from international non-governmental organizations (NGOs) and United Nations (UN) agencies, most of them Logistics Coordinators/Officers, took part in two user surveys. Findings from this exercise contributed to the development of the Logistics Cluster strategy for the period 2016–2018 and are being actively pursued in moving forward with Logistics Cluster operations in C.A.R. Based on the feedback from the surveys and interviews, two periods were identified: one between August 2013–December 2014 characterised as 'weak performance' for the Logistics Cluster, while the period January–October 2015 was characterised as 'good performance'. The exercise stressed the need to ensure WFP proactive leadership of the Logistics Cluster and identify ways to strengthen continuity while asserting its competitive advantage.

Throughout 2017, the Logistics Cluster held two coordination meetings a month in Bangui, providing a platform for participating organizations to give and receive feedback, particularly on the activities of the Logistics Cluster and its effectiveness. The Logistics Cluster maintained open communication channels with participating organizations, including a dedicated mailing list with over 160 recipients and a LinkdIn group with over 200 members. The Logistics Cluster Coordinator and other key staff carried out frequent site visits to key locations, such as the

common storage facilities, to receive direct feedback from the cooperating and participating partners. Some key points of the feedback from the partners highlight that there are opportunities for improvement within the Logistics Cluster. There are large gaps in predictable leadership primarily due to the high turnover rates of cluster coordinators. There is also a perception of the value of a stronger field presence and of the need for a stronger support from the capital Bangui. The Logistics Cluster is working to address these recommendations: Logistics Coordinators are now being offered longer term contracts and a dedicated desk officer based in headquarters is available on a continuous basis to provide support as needed. The Information Management Officers are increasingly being recruited from a pool of internal qualified candidates to ensure they have the required skills and experience. After the recruitment is completed, the Information Management Officers go through a three-week intensive induction training programme at headquarters to improve their communications skills and knowledge of the logistics cluster role and strategy.

Moreover, logistics working groups at sector level have now been established with support from a co-facilitator designated from the participating NGOs to better address partners' needs.

Since the start of this project, monitoring processes have been in place under the three pillars of the Emergency Telecommunications Cluster (ETC) activities – coordination, information management and service provision. A continuous tracking of the identified Key Performance Indicators (KPIs) was conducted throughout the implementation phase. The KPIs included the number of operational areas where the ETC provided security related telecommunications services, the number of operational areas provided with data connectivity services, and the number of humanitarian personnel that receive ETC services. These KPIs consist of quantitative methods that monitor results and help identify corrective measures if the proposed targets are not foreseen to be met.

Figures and Indicators

Data Notes

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A common storage site managed by *Première Urgence Internationale* in Bangui.

Project Indicators

Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
SO1: Special Operation (Cluster)				
Number of Logistics Capacity Assessments developed or updated	assessment	4	4	100.0%
Number of agencies and organizations using coordination and logistics services	agency/organization	72	75	104.2%
Number of bridges built/rehabilitated	bridge	40	21	52.5%
Number of national and field cluster coordination meetings conducted	instance	25	20	80.0%
Percentage of logistics service requests fulfilled	%	85	60	70.6%
Quantity (mt) of cargo transported	Mt	3,000	8,590	286.3%
Quantity (mt) of humanitarian cargo moved through logistics common services	Mt	180	210	116.7%
Total storage space made available (m2)	unit	4,460	3,000	67.3%
SO1: Special Operation (ICT)				
Number of UN agency/NGO staff members trained in radio communications	individual	120	20	16.7%
Number of agencies and organizations using Logistics coordination services	agency/organization	15	55	366.7%
Number of operational areas covered by common security telecommunication network	operational area	12	9	75.0%
Number of operational areas covered by data communications services	operational area	12	6	50.0%