

MULTI-COUNTRY LIMITED EMERGENCY OPERATION (LEO) FOR LATIN AMERICAN COUNTRIES IMPACTED BY THE SITUATION IN VENEZUELA

Multi-Country Limited Emergency Operation	
Number of beneficiaries	713,000
Duration	1 March – 31 August 2019
Cost to WFP	USD 49,986,831
Gender and Age Marker code	1 ¹

EXECUTIVE SUMMARY

Venezuela continues to face a troubled political and socio-economic situation, leading to hyperinflation, scarcity of food, medicine and other basic goods, as well as a rise in poverty and malnutrition indices. This has also triggered a large population outflow with more than three million Venezuelans already having left the country to Colombia, Ecuador and Peru - which have received more than 80 percent of the displaced - and other Latin American countries. The primary drivers for migration are the lack of access to food, employment, medicine and functioning health services.²

This Multi-Country Limited Emergency Operation will focus on two main strategic outcomes to respond to the situation: (1) Affected populations in Latin America are able to meet their basic food and nutrition needs in times of crisis; and (2) Operating partners have access to common services to ensure an effective response during the emergency. Strategic outcome 1 will support affected populations with unconditional food assistance to meet basic needs and prevent and address malnutrition among vulnerable groups. Strategic outcome 2 aims at providing common services, to ensure the ability of partners to respond to the needs of the population. These common services will include, but are not limited to logistics, infrastructure and supply chain services; emergency telecommunications and general connectivity services.

1. SITUATION

1.1. CONTEXT

1. The situation in Venezuela continues to deteriorate, marked by hyperinflation and a scarcity of basic supplies such as medicines and food. As a result, Venezuelans have seen their purchasing power significantly diminished, and income poverty has notably increased. The femininity index³ of poor households of 122 indicates that women are potentially more affected by this situation. Close to 10 percent of Venezuelans have migrated out of the country over the past three years, and these trends are expected to continue over the course of 2019. The Regional Migration Response Platform projects several million people will have left Venezuela by the end of December 2019, with some 3.6 million of those, including

¹ Reflects a temporary GAM assignment given WFP's lack of presence in countries, which will be reviewed to further integrate gender and age considerations based on the detailed operational context.

² <http://www.humanosphere.org/human-rights/2017/06/women-in-venezuela-suffer-greater-human-rights-violations/>

³ The femininity index in poor households compares the percentage of poor women and men from the age of 20 to 59 years, and thus shows the differential impact of efforts to reduce poverty on men and women

460,000 children, requiring assistance and protection. Most migrants (88 percent) are between the age of 15 and 59 and have limited prospects for return to their country in the short-to-medium term.

2. Three countries – Colombia, Ecuador and Peru – currently host 80 percent of departed Venezuelans. According to the Regional Migration Response Plan, there will also be an estimated 190,000 refugees and migrants from Venezuela in Brazil by the end of 2019, many of whom will arrive in poor condition and in urgent need of assistance. Countries in the Caribbean region, such as Guyana and Trinidad and Tobago, are also expected to see a significant rise in the number of refugee and migrant populations from Venezuela from 147,000 to over 200,000 by the end of 2019. Over 80 percent of these refugees and migrants are expected to require assistance.
3. The Regional Migration Response Plan also exposes critical challenges for migrants and vulnerable host communities across neighbouring affected countries such as Colombia, Ecuador, Peru, Brazil, Guyana, island states in the Caribbean, Mexico and Southern Cone⁴ countries. These include varying access to social services and labour markets due to their lack of official status and limited human, financial, technical and organizational resources of social systems in the face of large refugee inflows. Priority needs currently focus on shelter interventions, support and reception mechanisms, as well as basic services including food assistance, particularly in border and urban areas. There are also particular protection concerns as the number of children, unaccompanied or with single or young mothers and pregnant women, is expected to rise in incoming migration waves. As of 2018, a significant number of migrants living with HIV have also left Venezuela and require life-saving medical treatment and accompaniment. There have been limited assessments carried out in host countries for the time being, but the high levels of food insecurity (see section 1.2) outline urgent needs among migrant populations. Moreover, while successful integration of migrants holds economic benefits for the community at large, there is a risk that the stress placed on overburdened social and economic systems negatively impacts vulnerable host communities, sparking tensions and negative outcomes.

1.2. FOOD SECURITY AND NUTRITION NEEDS

➤ Access to food

4. In Venezuela, food is scarce and expensive, with 90 percent of households reporting that their income is insufficient to purchase basic food. Inflation is rising and had reached one million percent by the end of 2018.⁵
5. The latest survey on the living conditions in Venezuela (ENCOVI 2018) indicates that 87 percent of people are living below the poverty line, mainly due to hyperinflation. The same survey indicates that 80 percent of the population is food insecure.
6. In addition, the ENCOVI showed that most Venezuelans cannot cover their daily food needs. Eighty percent of the people interviewed reported having skipped meals regularly. Some 8.2 million Venezuelan were consuming less than 2 meals per day, consisting mostly

⁴ Southern most countries of South America, south of the Tropic of Capricorn

⁵ <https://blogs.imf.org/2018/07/23/outlook-for-the-americas-a-tougher-recovery/>

of tubers, while the consumption of protein was also very limited. On average, 64 percent of people had lost 11 kg over the previous year due to the scarcity of food.⁶

7. In Colombia, Ecuador and Peru, about one-third of migrants are moderately to severely food insecure, 72 percent rely on low paid jobs in the informal market, and 48 percent declared that they rely on help from relatives and family for their survival⁷. According to the study conducted in Colombia, over 40 percent of migrants spend more than 75 percent of their income on food, which makes them highly vulnerable to food insecurity. In Peru, 82 percent of migrants adopted emergency coping strategies to cover their basic needs, including depleting their savings, sending children to live with relatives and cutting medical expenses. The studies also highlighted that these populations often resort to negative coping strategies to meet their food needs, including reducing the number of meals, as well as the quality and quantity of food consumed.

➤ Nutrition

8. Despite scarce availability of recent official data on health, nutrition and food security,⁸ trends confirm deteriorating indicators. According to the Panorama of Food Security and Nutrition (FAO, WFP, UNICEF, PAHO, 2018), the prevalence of undernourishment rose from 3.6 percent to 11.7 percent between 2010-12 and 2015-17. Screening data from different NGOs operating in the country show a sharp increase in the proportion of moderately and severely malnourished children. Caritas recorded an increase from 8.7 to 15.1 percent in the number of children suffering from acute malnutrition who attended their centres in 4 parishes (Caracas, Miranda, Vargas, Zulia). Access to health services (including sexual and reproductive health), medicine, water and shelter, is lacking and dietary diversity is low. In the children's hospital of Los Rios, Caracas, 26 percent of cases of acute malnutrition diagnosed are kwashiorkor. The last edition of the epidemiological bulletin of the Ministry of Health (MoH) showed a 33 percent increase in infant mortality and a 65 percent increase in peri-natal maternal mortality between 2015 and 2016. Meanwhile, there seems to be little capacity in-country to address the nutrition and health challenges, both in terms of personnel and inputs.
9. It is expected that the health and nutrition situation has worsened over the past two years. As per standard practice, WFP plans to conduct assessments among local population and incoming migrants to assess their food security, nutrition, livelihoods and coping strategies. These assessments will determine the number and location of food insecure people and inform the nature and scale of the response, including the choice of activities and modalities of intervention.

1.3. NEEDS, PLANS, AND COORDINATION MECHANISMS

10. WFP's response is in-line with the UN's scale up strategy to: i) address immediate health, nutrition and protection needs, ii) support economic recovery, basic services and social protection, and iii) contribute to conflict prevention, citizen security and human rights.
11. Since April 2018, WFP has been responding to the needs of Venezuelan migrants in Colombia in three border departments: Arauca, Norte de Santander, and La Guajira through its Colombia country operations. WFP declared this intervention a level 2 emergency

⁶ <http://elucabista.com/2018/02/27/video-presentacion-resultados-encovi-2017/>

⁷ WFP Emergency Food Security Assessment 2018

⁸ The Ministry of Health (MoH) has stopped publishing its monthly epidemiological bulletin.

operation and is expanding its assistance to other affected departments. In Ecuador, WFP has stepped up its efforts to assist Venezuelan migrants through food vouchers, support at shelters and canteens and one-time food assistance at migration checkpoints along the northern border. In Peru, WFP has been providing technical assistance to assist migrants through the national social protection scheme.

12. As negotiations continue in Venezuela, WFP will closely monitor the evolution of the population's needs as well as migration patterns to prepare to meet the basic needs of the affected people in Latin America. At this stage, WFP plans to support Venezuelan migrants in countries where WFP has already established operations through their respective Country Strategic Plans.

WFP EMERGENCY RESPONSE

DIRECTION, FOCUS AND INTENDED IMPACTS

13. The deteriorating economic situation in Venezuela has had a high impact on the food security and nutrition of populations in Venezuela and other affected countries in Latin America, as well as on their access to other basic needs and medical services. With the heightened sense of political uncertainty, significant migration outflows have resulted in greater needs. The first phase of this regional response will be to be prepare and focus on addressing the immediate needs of the most affected men, women, boys and girls, in Venezuela and other affected countries in Latin America once authorization is granted. Under this Limited Emergency Operation, for up to an initial six months, WFP will adopt a dual strategy in support of enhanced food security and common services through the following strategic outcomes:
 - Strategic Outcome 1, aligned with WFP Strategic Result 1 and 2, will focus on ensuring the access of affected targeted populations to nutritious food.
 - Strategic Outcome 2, aligned with WFP Strategic Result 8, will focus on supply chain, telecommunications, food security analysis and other common services to ensure effective responses.

STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES

STRATEGIC OUTCOME 1: AFFECTED POPULATIONS IN LATIN AMERICA ARE ABLE TO MEET THEIR BASIC FOOD AND NUTRITION NEEDS IN TIMES OF CRISIS (SR 1)

➤ Outcome description

14. Strategic Outcome 1 seeks to provide emergency assistance to affected populations, supporting their access to nutritious food (Strategic Results 1 and 2). In this first phase, WFP's focus will be to provide in-kind food rations to meet the immediate basic food requirements of the population, including nutritionally vulnerable groups. In seeking to adapt and improve the assistance provided to beneficiaries and, based on assessments, WFP will explore opportunities to set up commodity voucher modalities and cash-based transfers, where market and other conditions including beneficiary preferences, are conducive.

➤ Focus Areas

Strategic Outcome 1 of this Limited Emergency Operation falls under crisis response.

➤ Expected outputs

This Strategic Outcome will be delivered through the following three outputs:

- ❖ Affected populations (Tier 1) receive unconditional food assistance (Category Output A1) to ensure their food security and nutrition and to support their recovery (SR 1)
- ❖ Affected vulnerable groups (Tier 1) receive nutritional support (Category Output B) in order to prevent malnutrition (SR 2)
- ❖ Affected vulnerable groups (Tier 1) receive nutritional support (Category Output B) in order to treat malnutrition (SR 2)

➤ *Key activities*

Activity 1: Provide emergency food assistance to affected populations (Food, CBT; Category 1).

Activity 2: Support vulnerable groups with malnutrition prevention activities (Food, Category 6)

Activity 3: Provide treatment to malnourished children under 5 (Food, Category 5)

15. WFP will use existing structures including civil society, faith-based, and if possible public structures, to provide assistance to affected population as well as nutritional assistance to vulnerable groups. Simultaneously, WFP will work with partners to identify the most vulnerable households and enroll them to receive food assistance support. If and where possible, design criteria will consider gender and age analysis to account for disparities between women, men, boys and girls in terms of nutrition and food security. WFP will explore options to introduce commodity vouchers and to scale-up cash-based transfers (CBT), when the environment becomes more conducive and will link these to existing national social protection systems to the extent possible. WFP will support health services as well as community-based organisations to prevent and treat acute malnutrition, including scaling-up screening and referral. In collaboration with UNICEF, this may include training health personnel and providing inputs and equipment for the treatment of acute malnutrition.

STRATEGIC OUTCOME 2: OPERATING PARTNERS HAVE ACCESS TO COMMON SERVICES TO ENSURE AN EFFECTIVE RESPONSE TO AFFECTED POPULATIONS (SR 8)

➤ *Outcome description*

16. Strategic Outcome 2 seeks to enable and improve the effectiveness of the emergency response through the delivery of common services (Strategic Result 8), contributing to SDG 17. WFP will support partners, complementing their actions with the provision of logistics, ETC and food security coordination services. This will facilitate the flow of supplies and resources across the region, as well as the coordination of the efforts of cooperating partners, which in turn will reduce the time needed to reach the most affected populations and increase the efficiency of operations.

➤ *Focus Areas*

Strategic Outcome 2 under this Limited Emergency Operation falls under crisis response.

➤ *Expected outputs*

This Strategic Outcome will be delivered through the following outputs:

- ❖ Affected populations (Tier 3) benefit from common logistics, infrastructure and supply chain services, (output category H) supporting humanitarian partners' effective and timely intervention, including the delivery of life-saving supplies (SR 8)
- ❖ Affected populations (Tier 3) benefit from humanitarian partners' increased emergency telecommunications and general connectivity (output category H), improving their delivery of life-saving assistance (SR 8)
- ❖ Affected populations (Tier 3) benefit from coordinated food security and nutrition information among humanitarian partners (output category H), supporting effective targeting and delivery mechanisms (SR 8)

➤ **Key activities**

Activity 4: Provide common logistics, emergency telecommunications and food security coordination services and platforms to operating partners (Service Delivery; Category 10).

17. WFP-led services could be activated in support of a large-scale emergency response in Venezuela and other affected countries in Latin America once authorization is granted, which is likely to trigger requests for transport and storage services. If activated, as lead for the emergency telecommunications cluster, WFP will seek to supplement existing capacities and resolve connectivity issues limiting the coordination of an effective response, setting up the infrastructure for internet, phone connectivity as well as radio equipment where needed. If requested, WFP will also launch coordination and information management services for operating partners, including specifically for food security and nutrition.

2.3. Transition and exit strategies:

18. Based on the evolving context on the ground and development of partnerships in the first phase of the response, WFP will regularly re-assess both the needs and the existing delivery systems to enable a gradual transition to national/sub-national implementers, wherever possible.
19. Given the extent of challenges, this Limited Emergency Operation may be extended, co-exist or be followed by other programmatic frameworks.
20. Every effort will be made to ensure that the provision of assistance strengthens future gender-inclusive social protection systems as much as possible and does not set up processes that are unlikely to be kept or transitioned to national ownership after WFP scales down its direct interventions.

2. IMPLEMENTATION ARRANGEMENTS

➤ **Right people**

21. *Beneficiary analysis.* Based on initial assessments, WFP will focus its targeting on the most vulnerable geographic areas and conduct gender and age analysis to consider the needs of food-insecure women, men, girls and boys. The needs of disabled people will be taken in to account when designing and implementing activities to ensure access to food. Where population data is available, WFP will further refine its targeting and prioritize families with: (i) malnourished children under 5; (ii) pregnant and lactating women and girls; (iii) a dependency ratio higher than 2; and assist unaccompanied children. Children under 5

diagnosed with moderate acute malnutrition will be eligible for treatment. Children under two living in families benefitting from general food assistance will receive nutritional support for the prevention of malnutrition. Social and behavior change communication will be embedded in all SO1 activities targeting the beneficiaries and communities they live in.⁹

Strategic Outcome	Activities	girls	boys	women	men	Total
Strategic Outcome 1	GFA	111,400	115,600	238,800	247,500	713,300
	NPA	17,500	17,500	0	0	35,000
	NTA	3,500	3,500	0	0	7,000
TOTAL		111,400	115,600	238,800	247,500	713,000

➤ *Right assistance at the Right time*

22. *Description:* WFP, together with partners including other UN agencies, will complement government assistance to meet the basic needs of 713,000 affected people in Venezuela and other countries in Latin America once authorization is granted. Based on the results of upcoming assessments, the beneficiary numbers may be adjusted through a revision to this Limited Emergency Operation.
23. *Rations:* The monthly general food assistance to targeted households covers 100 percent of the energy requirements of the population. As much as possible, WFP will procure rice and fortified maize meal to increase the provision of essential micronutrients, including iron, zinc and B vitamins. The Supercereal Plus ration for the prevention of malnutrition covers around 50 percent of the requirements for children under 2. The Plumpy Sup, used in the treatment of moderate acute malnutrition, is a ready-to-eat supplementary food specifically designed for this purpose, and will be administered on the basis of one sachet per child per day for the duration of treatment for a period of approximately three months. When using in-kind modalities for initial emergency response, WFP will seek to rely on regional purchases to the extent possible, and where cash transfers are introduced, the planned monthly transfer of USD 25 per person is in line with the transfer values established for existing cash-based interventions in neighbouring countries.

Strategic Outcome	Strategic Outcome 1		
Activity	General Food Assistance	Prevention of malnutrition	Treatment of acute malnutrition
Beneficiary type	Households	Vulnerable groups	Children under 5
Modality	Food/CBT	Food	Food
Maize Meal, whole grain	200		

⁹ In Venezuela, one out of every four babies are born to a teenage mother.

Rice, White, medium grain	200		
Black Beans	100		
Vegetable Oil	35		
Iodized Salt	5		
SuperCereal Plus		100	
RUSF- Plumpy Sup			100
Total kcal/day (to be completed for food and cash modalities)	2105	394	535
% kcal from protein ¹⁰	9.9	16.6	10.5
Cash (USD/person/day; use average as needed)	(or: USD 0.83)		
Number of feeding days per year	90	90	90

24. *Modalities*: WFP will distribute in-kind food assistance and potentially food commodity vouchers and CBT in affected countries of the region.¹¹ Depending on the context, needs and beneficiary preferences, WFP will use in-kind assistance, commodity vouchers, CBT or a combination. WFP will seek to scale up its use of CBT if market and other conditions are conducive and thus better respond to the preferences and nutritional needs of communities and support national economic development.¹²
25. If the situation allows for it, WFP will carry-out cash-based interventions on a pilot basis in countries where WFP has not yet an operational presence, such as Trinidad and Tobago, Guyana, and Brazil.
26. *Beneficiaries sensitization*: Food distributions will be complemented with communication and awareness raising activities to strengthen the impact of the response on the nutritional status of vulnerable populations. WFP will consider contracting professional communication companies to design and possibly implement the communications component and ensure that it is consistent with the norms and values of the beneficiary population.
27. *Supply chain*: The supply chain is designed to maximize the use of in-country resources whenever possible. Due to the lack of available up-to-date information on infrastructure and food supply capacities inside Venezuela and within other countries where WFP does not currently operate, the supply chain is designed to be flexible enough to deliver in evolving circumstances. When setting up its operation, WFP will immediately perform a rapid logistics assessment to update information and the Logistics Capacity Assessment.

¹⁰ A GFD ration should provide a basket of food commodities that covers the 'recommended mean daily per capita nutrient intake' (WHO, 1995). The GFD ration should therefore provide 10 to 12 percent of its Kcal (energy) from protein and at least 17 percent from fat (Food and Nutrition Handbook. Page 65, table 8.1).

¹¹ Activities responding to the regional crisis in countries where WFP has an existing presence will be conducted through additional instruments outside the scope of this M-LEO

¹² A plan of operations will be prepared outlining detailed procedures, steps, processes, assumptions, risks and limits governing the implementation of the cash and voucher component. It will clearly articulate the roles and responsibilities of WFP and its partners with regard to key operational arrangements.

28. The supply chain strategy is based on the following principles: (1) local and regional procurement where possible; (2) the use of local capacities where possible; and (3) the establishment of staging areas to preposition supplies if and when needed
29. *Sourcing/Procurement*: Initial sourcing is likely to concentrate on regional and international sources. The main sourcing countries in the region include Argentina, Brazil, Canada, Mexico and the US.
30. *Shipping*: Regional and international shipping lines still call at regional ports regularly but cover a limited number of locations, mainly Colombia (Cartagena), Panama (Colon) and Jamaica (Kingston). WFP will use a combination of charter vessels and liner shipment where possible. In tandem, WFP will establish staging areas as required. The Colombian ports of Santa Marta and Cartagena may also be used for containerized and bulk shipment and milling. Bulk shipments are expected to be the most cost-efficient given the high volumes of in-kind food assistance, but bulk commodity shipment will require in-country milling capacity.
31. *Logistics/Transport*: Cross-border road transport in the region is limited to a few crossings. Once authorization is granted, small volumes could be planned through countries such as Brazil; however, distances both inside Brazil from sourcing areas to borders are significant. Colombia offers more suitable possibilities provided authorization is granted there as well. WFP will engage with private sector companies operating to understand the transport market, its capacity, and how best to enter the market quickly. Security of road transport will be considered given the prevalence of checkpoints and the high risk of looting.
32. *Partnerships and coordination*: A deterioration of the situation, leading to increased emergency activities, is likely to generate a demand for coordination and information management for food security, telecommunications and logistics.
33. The Emergency Telecommunication Cluster, the jointly led Food Security Cluster and the Logistics Cluster would likely be activated in a large-scale response, together with the provision of strong sectorial coordination in the field, where other actors would look to WFP for leadership. WFP would also launch coordination and information management services for operating actors as well as transport and storage services.
34. WFP is exploring partnership with private companies to distribute food rations, using their significant supply and logistics capacities, as well as networks of retailers, to ensure appropriate food baskets, e.g., including maize meal.

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE

Food type / cash-based transfer	Total (mt)	Total (USD)
	Cereals	25 200
Pulses	6 300	3 465 000
Oil and Fats	2 205	2 205 000
Mixed and Blended	378	443 268
Others	315	94 500
TOTAL (food)	34 398	16 854 768
Cash-Based Transfers (USD)		997 460

TOTAL (food and CBT value – USD)	34 398	17 852 228
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➤ **Right way**

35. *Humanitarian principles*: This Limited Emergency Operation will be implemented in-line with WFP’s policy on humanitarian principles, namely the respect of humanity, neutrality, impartiality and operational independence in all interventions.
36. *Accountability to affected populations*: Inclusive participation of the affected populations in determining transfer modalities, eligibility criteria, management, logistical arrangements, distribution and monitoring will be ensured through regular consultations with a representative segment of the affected community, paying particular attention to the equitable involvement of both men, women, boys and girls of all ages and social origins, and ensuring the inclusion of particularly vulnerable groups, including the disabled. Information provision to affected communities will be ensured using available communication channels. A context-appropriate beneficiary complaints and feedback mechanism will be established taking into account beneficiary access and protection issues.
37. *Protection*: WFP, directly or through partners, will conduct a protection assessment prior to establishing distribution modalities. Identified risks will be matched with mitigation actions. WFP programmes will be implemented ensuring the integrity, safety and dignity of affected people.
38. *Gender*: To reach the goal of gender equality, women will be involved in all aspects of WFP’s response. This includes the active and leading participation of women in food distribution as well as in work planning committees tasked with improving implementation mechanisms, including transfer modalities, eligibility criteria, management, logistics, distribution and monitoring. Moreover, if warranted by the gender analysis, the provision of family rations will be made in the name of the women, whenever possible, in order to address inequalities related to discriminatory gender roles. In line with protection measures above, interventions will be designed to minimize safety risks, including gender-based violence, sexual exploitation and abuse.
39. *Conflict-sensitivity and peacebuilding*: WFP will monitor local tensions, and implement mitigating strategies should these arise, including programmatic interventions that seek to contribute to the peaceful coexistence of different groups.

PERFORMANCE MANAGEMENT AND EVALUATION

40. *Monitoring and evaluation*.
- WFP will institute a gender-responsive monitoring and reporting system to cover key emergency activities, which will be harmonized where possible with the monitoring and evaluation (M&E) activities of other agencies within any eventual cluster approach and captured through WFP’s corporate monitoring and evaluation tool, COMET. The M&E plan will be jointly developed with partners to define roles and responsibilities for outcome, output and process monitoring, frequency, sources, etc.
 - Key output indicators information on sex- and age-disaggregated beneficiary figures and amounts of food, cash and vouchers distributed will be provided by cooperating partners and verified by WFP. Targets have been set and are specified in the logical framework (Annex I). WFP monitors will assist where possible during food and/or cash

distributions and undertake beneficiary contact monitoring as well as post-distribution monitoring to measure operational performance and maximize accountability. A beneficiary feedback mechanism appropriate to the context will be established considering access and protection issues.

- Baselines from food security assessments will provide information for key performance indicators such as the food consumption score, dietary diversity score, and indicate the quality and frequency of the diet, against which WFP will be able to measure progress and results based upon a final survey among targeted beneficiaries upon termination of the intervention.
- Given the short duration of this Limited Emergency Operation, it is not expected that nutritional outcomes could be measured. However, if the response is extended beyond the initial six-month duration and supplementary feeding programmes continued, then supplementary feeding performance and nutrition indicators would be included where possible to assess the success of the programmes.
- A lessons learned exercise will be initiated shortly after the peak of the emergency operation in order to draw lessons from these WFP operations in the region, including regional and corporate support.

41. *Risk Management.* Arrangements will be made to ensure that timely risk assessments are carried out prior to implementing and scaling up the operation. WFP will conduct periodic risk assessments and communicate regular progress towards implementing risk mitigation actions to its key stakeholders. Timely communication to partners and other stakeholders on revisions to programme response, increase in beneficiary numbers, significant change in operational context, etc. will be ensured to maintain the high level of credibility of WFP's response. Attention will be paid to contextual risks related to security and access negotiations, as well as the anticipated increase in the food assistance caseload due to deteriorating conditions.

42. Failing to attend to gender, and to understand the context for women, men, girls and boys, raises the risk of designing gender-blind responses that do not meet emergency needs and potentially cause harm.

43. *Contextual risks:*

- Ongoing instability, the deteriorating socioeconomic situation and growing insecurity are expected to result in further pressure on an already severely affected population, leading to a continuous outflow of migrants and increased insecurity.
- Increasing levels of insecurity might affect WFP's ability to reach the most vulnerable people. To mitigate this risk, WFP will seek to preposition contingency stocks (food and non-food) close to, or in reasonably accessible areas, where affected populations are located. The volatility of food and fuel prices represents another important risk. WFP has corporately purchased and pre-positioned food supplies to reduce long lead-times to procure and deliver food, improve on-time deliveries and allow procurement of supplies at times when commodity costs are lowest.
- The United Nations Security Management System in countries affected will need to reassess the security levels following operational changes and the increase of lootings and robbery incidents. Security restrictions for travel of United Nations staff to and within these regions have been tightened. WFP will designate a Security Officer responsible for the liaison with UNDSS. WFP is committed to comply with the minimum operational security standards (MOSS) and the Mitigating Security Measures that arise from the process, as well as with minimum security telecommunications

standards (MIST). Any office premises will need to be assessed and relocated if necessary.

44. Programmatic risks:

- The speed of emerging events could impede the choice of the right intervention and achievement of the desired level of coverage. WFP will continue to use satellite imagery, remote sensing data and geographic information system technology to monitor and forecast the progress of the crisis to enable timely informed decision making.
- WFP will leverage partnerships and broker knowledge, including through South-South and triangular cooperation, and will provide technical and capacity strengthening to support provincial, national and regional actors, particularly those working towards SDGs 2 and 17. WFP will work closely with UNICEF to build partner capacity and interest as well as ensure that qualified and experienced WFP staff are deployed to this operation.

45. Institutional risks:

- The lack of immediate and adequate funding will hinder WFP's ability to meet the needs of the targeted population(s) under this Limited Emergency Operation. To mitigate the risk of a untimely response, advanced financing mechanisms will be activated to ensure that WFP responds effectively to this large-scale emergency.
- The situation has escalated over the last months and for the first time, was included in the UN Global Humanitarian Overview 2019 as a priority for the international community. The inability to appropriately respond could expose WFP to reputational risk.
- An important element of the response is readiness planning for any potential changes in the scenario required to ensure the rapid reinforcement of strategic and operational priorities in the region on behalf of the affected populations, the neighbouring governments and the wider community – especially considering the increasingly complex situation and concerns of further deteriorations of the protection and nutrition situation.

RESOURCES FOR RESULTS

TABLE 4: LIMITED EMERGENCY OPERATION BUDGET (USD)	
Strategic Outcome 1	41 438 321
Strategic Outcome 2	1 798 019
Total Direct Operational Costs	43 236 340
DSC	3 699 651
ISC (6.5%)	3 050 839
Total cost to WFP	49 986 831

43. *Resourcing outlook and prioritisation:* WFP is currently seeking targeted donor support. An appeal will be issued once the operation is approved. Concurrently, advocacy and communication plans will be put in place.

RECOMMENDATION

The Executive Director is requested to approve the proposed Emergency Response (Multi-Country Limited Emergency Response – XA 01).

APPROVAL

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David M. Beasley
Executive Director, WFP

Date:

ANNEX I: SUMMARY OF LOGICAL FRAMEWORK FOR THE LIMITED
EMERGENCY OPERATION (COMET)



ANNEX II: INDICATIVE COST BREAKDOWN FOR EMERGENCY REVISION

WFP Strategic Results / SDG Targets	SR 01	SR 08	Total
WFP Strategic Outcomes	Strategic Outcome 01	Strategic Outcome 02	
Focus Area	Crisis Response	Crisis Response	
Transfer	36 805 391	1 584 791	38 390 182
Implementation	4 632 930	213 228	4 846 158
DSC (%)	<i>(no figures in the grey cells)</i>		3 699 651
Sub-total			46 935 991
ISC (6.5%)			3 050 839
TOTAL			49 986 831