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**LIMITED EMEERGENCY OPERATION****LIMITED EMERGENCY OPERATION**

<b>Limited Emergency Operation Bahamas</b>	
<b>Number of beneficiaries</b>	39,000
<b>Duration (starting date – end date)<sup>1</sup></b>	September 3 <sup>rd</sup> 2019 – December 3 <sup>rd</sup> 2019
<b>Cost to WFP</b>	USD 5,423,196

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<sup>1</sup> Limited Emergency Operations are initially restricted to 6 months and can be extended for a year, whereas a new [ICSP](#) could be developed if a continued presence and longer-term assistance is required.

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## EXECUTIVE SUMMARY

Hurricane Dorian has made landfall in the Bahamas on 1 September 2019, causing loss of life, destruction of livelihoods, homes and other key infrastructure, such as shops, roads, bridges and communication networks. This has resulted in population displacements, with initial reports estimating 76,278 people are directly affected as they reside within the areas of anticipated widespread devastation on the Grand Bahama and Abaco islands and neighboring cays.

Based on the forecast trajectory and intensity of the Hurricane, the Government pre-emptively requested humanitarian assistance on 29 August 2019, should it be necessary. Following this request, the World Food Programme immediately deployed technical experts in logistics, food security and emergency telecommunication to support pre-impact analysis and initial rapid assessments under the leadership of the Caribbean Community's Caribbean Disaster Emergency Management Agency (CDEMA) and in support of its Regional Response Mechanism (RRM). Over the first days of the storm, immediate priorities include clean water and sanitation, food, emergency shelter, medical services and supplies and logistics and telecommunications.

Through its partnership with CDEMA, WFP supports the Bahamas as a CARICOM country and a CDEMA Participating State via the WFP Barbados Office for Caribbean Emergency Preparedness and Response. WFP does not have an active physical presence in the Bahamas and therefore this emergency operation is launched through a 'no regrets' basis in order to ensure operational readiness to provide adequate and timely support to the National Emergency Management Agency (NEMA) and other national authorities, together with CDEMA.

While there is a provision for direct assistance to affected populations, the operation also aims to strengthen existing national and regional humanitarian coordination mechanisms and systems. It will allow WFP to embed key expertise in logistics, food security and emergency telecommunications within these mechanisms in order to address bottlenecks and improve coordination to facilitate assistance provided by the state and other actors to the affected population.

At the same time, as further information comes in from the affected areas through RRM networks, including missions of the CDEMA-led Rapid Needs Assessment Teams (RNATs), should a need for a more robust intervention be required on behalf of the international community, including WFP, having established this operation in advance will reduce the lead-time required to respond in a non-presence country. This is a key lesson-learned from WFP's response to the 2017 Caribbean hurricane season.

The various activities described in this operation will only be called upon based on a request from the Government and/or CDEMA and an identified need. The operation includes the ability to provide direct assistance to up to 39,000 shock affected people over an initial period of 3 months. This assistance is designed in phases, with the first focusing on the immediate procurement and distribution of ready to eat meals for the most affected populations on a no regrets basis. Beyond this transition ration, additional assistance through in-kind and/or cash based transfers will be delivered in line with evolving needs and in coordination with national authorities and regional partners, targeting people who are unable to access food through their normal livelihood means.

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WFP's emergency response will be channelled through:

- Strategic Outcome 1, which is aligned with WFP Strategic Result 1, and will focus on safeguarding the access to food and other basic needs of affected populations.
- Strategic Outcome 2, aligned with WFP Strategic Result 8, and will focus on providing logistics coordination and common services in support of the emergency response.

Based on the findings of further assessments, WFP will review the planning assumptions for this operation and make adjustments to the targeting and response strategy within 90 days.

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## **1. HUMANITARIAN SITUATION**

### **1.1. Emergency Context**

1. Hurricane Dorian has made landfall in the Bahamas on 1 September 2019, causing loss of life, destruction of livelihoods, homes and other key infrastructure, such as factories, shops, roads, bridges and communication networks. This has resulted in population displacements, with initial reports estimating 76,278 people are to be directly affected, on the Grand Bahama and Abaco islands as well as neighboring cays.
2. Rapid needs assessments are underway and will provide more accurate data on the structural damage and the total number of affected people. The emergency is expected to exceed the capacity of national social safety nets, leading to service interruptions and higher long-term vulnerability for impoverished households.

### **1.2. FOOD SECURITY AND NUTRITION NEEDS**

3. Despite a high overall income level, the Bahamas has among the highest levels of inequality in the Caribbean. National poverty rates stand around 12.5 percent of the population and vary from one island to another; in the Out Islands, some of which are likely to be most affected, the poverty is 17.2 percent.<sup>2</sup> Approximately one out of ten Bahamians is undernourished, which is among the four highest rates in the English-speaking Caribbean.<sup>3</sup>
4. While the emergency has disrupted food access for a large segment of the population, particularly on the Grand Bahama and Abaco islands as well as neighboring cays, the impact is expected to be greater and longer lasting for the most vulnerable populations who have lost their livelihoods and are ill-equipped to face further increases in the already elevated food prices. Documented and undocumented migrations are anticipated to be particularly vulnerable and likely to have been severely impacted. The situation of migrant Haitian populations in the Bahamas is of particular concern as surveys indicate 37.7 percent of them live in poverty. It is estimated that approximately 4,000 Haitian migrants live on the most affected islands, predominantly in precarious and fragile housing conditions.
5. Traditional gender roles in the division of domestic tasks and the unequal labour market opportunities risk to disproportionately place the burden of this emergency on women, as they tend to the needs of family members. Hurricane Dorian's impact risks jeopardizing

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<sup>2</sup> Household Expenditure Survey Report, 2013, p16. [https://www.bahamas.gov.bs/wps/wcm/connect/5312dd47-5cd9-45f5-bf6c-dea99f3a6226/Bahamas+Household+Expenditure+Survey+2013+Report\\_v2.pdf?MOD=AJPERES](https://www.bahamas.gov.bs/wps/wcm/connect/5312dd47-5cd9-45f5-bf6c-dea99f3a6226/Bahamas+Household+Expenditure+Survey+2013+Report_v2.pdf?MOD=AJPERES)

<sup>3</sup> FAO, IFAD, UNICEF, WFP and WHO. 2017. The State of Food Security and Nutrition in the World 2017. Building resilience for peace and food security. Rome, FAO

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significant development gains in this vulnerable small island developing state, setting it back years with significant economic losses.

### **1.3. HUMANITARIAN NEEDS, PLANS AND COORDINATION MECHANISMS**

6. On 29 August, the Government pre-emptively requested humanitarian assistance from the UN for the Bahamas should it become necessary and also requested the deployment of Regional Needs Assessment Teams (RNAT) led by the Caribbean Disaster Emergency Management Agency (CDEMA) with technical expertise from the international community, including WFP. WFP has initially deployed food security, logistics and emergency telecommunication officers to support the efforts of the Regional Response Mechanism (RRM). This CDEMA network coordinates and guides external responses and relief operations in support of impacted CDEMA Participating States, in line with the Regional Disaster Response Support Doctrine and in compliance with international humanitarian principles.
7. As part of this emergency, immediate priorities for both the Government and partners include clean water and sanitation, food, emergency shelter, medical services and supplies and logistics and telecommunications. Blocked roads and inoperable ports, damaged infrastructure, suspension of commercial flights, and gaps in communication networks are a significant constraint on the ability of responding organizations to meet the needs of the affected population across multiple islands.
8. Not having a permanent presence in the country, WFP supports the Bahamas' emergency response through its partnership with CDEMA and via its involvement in the RRM, launching this operation on a 'no regrets' basis in order to ensure operational readiness to provide adequate and timely support to the National Emergency Management Agency (NEMA) and other national authorities. As an integral part of the United Nations' response, where requested by authorities, WFP's staff embedded within national and regional mechanisms will support coordination in the Logistics; Emergency Telecommunications and food security sectors, as well as cash deliveries, while participating in other relevant sectors. WFP will leverage its expertise in these areas in order to address bottlenecks and support the delivery of the assistance provided by the state and other actors to the affected population. As such, these sectoral mechanisms will enable agencies and other stakeholders to pursue complementary interventions while the National Emergency Management Agency (NEMA) supported by CDEMA provides overall coordination and leads government activities to ensure a coherent response and avoid overlaps among partners.

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## **2. WFP EMERGENCY RESPONSE**

### **2.1. Direction, focus and intended impacts**

#### **Right objective**

9. In this first phase, in order to meet immediate national priorities around humanitarian needs, WFP's emergency response will have a duration of 3 months, and will be channelled through:
  - Strategic Outcome 1, which is aligned with WFP Strategic Result 1, and will focus on safeguarding the access to food and other basic needs of affected populations.
  - Strategic Outcome 2, aligned with WFP Strategic Result 8, and will focus on providing logistics coordination and common services in support of the emergency response.

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## 2.2. Strategic outcomes, focus areas, expected outputs and key activities

### 2.2.1. STRATEGIC OUTCOME 1: CRISIS-AFFECTED POPULATIONS IN THE BAHAMAS ARE ABLE TO MEET THEIR BASIC NEEDS DURING AND IN THE AFTERMATH OF SHOCKS.

#### ➤ Outcome description

10. With this outcome, WFP will provide emergency assistance to the most affected populations, supporting their access to basic needs (Strategic Results 1), upon the Government and/or CDEMA's request based on an identified need. In this first phase, WFP's focus will be to meet the immediate basic requirements of the population, initially via in-kind general food distributions followed by cash-based transfers according to market conditions.

#### ➤ Focus Areas

11. Designed as an emergency response, this outcome falls under the crisis response focus area.

#### ➤ Expected outputs

12. This strategic outcome will be accomplished through the following outputs:

- ❖ *Affected populations receive cash-based transfers or in-kind food assistance in order to meet basic food needs (SR 1). (Output Category: A)*

#### ➤ Key activities (right assistance at the right time)

*Activity 1: Provide emergency food assistance through cash-based or in-kind transfers to shock affected populations. (Act Category 1: URT)*

13. WFP's initial relief efforts will focus on providing ready to eat meals on a no regrets basis in the areas of Grand Bahama, Abaco, neighboring cays and other locations. According to further assessments, identified needs and Government or CDEMA requests under the RRM, these will be followed by in-kind general food distributions to affected populations, in order to cover their basic needs despite current access challenges. Under the RRM, WFP will work with partners and existing structures including civil society, faith-based organizations and public structures to identify and meet the needs of the most vulnerable households, taking into account pre-crisis vulnerabilities and the impact of the shock. Special consideration will be given to empowering women throughout this emergency response, in order to avoid reinforcing traditional gender roles. WFP's assistance will be combined with limited SBCC to address affected populations' vulnerability during the emergency response, as was done in Dominica in 2017.

14. Monitoring evolving needs, WFP will also explore options to introduce cash-based transfers (CBT), when market and other conditions are met, linking these to existing national social protection systems to the extent possible. During this phase, targeting will focus on the most vulnerable populations likely to require support beyond the initial in-kind distributions. WFP has engaged throughout the Caribbean on linking social protection systems and programmes with responses to emergencies. Recent engagement with the Bahamas has laid the groundwork for establishing appropriate mechanisms to meet lifesaving needs of the affected population while also strengthening national systems to be better equipped in the future. As with in-kind distributions, cash-based transfers will be delivered in coordination with national authorities and humanitarian actors providing complementary activities such as shelter and wash.

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**2.2.2. STRATEGIC OUTCOME 2: HUMANITARIAN AND DEVELOPMENT PARTNERS HAVE ACCESS TO RELIABLE SUPPORT, INCLUDING AIR TRANSPORT SOLUTIONS, SUPPORT TO THE LOGISTICS, EMERGENCY TELECOMMUNICATIONS AND FOOD SECURITY SECTORS THROUGHOUT THE CRISIS.**

➤ **Outcome description**

15. Upon identification of needs or request from authorities, in case of critical commercial supply chain interruptions due to the crisis, this strategic outcome seeks to enable and improve the effectiveness of the humanitarian response through the delivery of common services (Strategic Result 8). As such, and in coordination with CDEMA's Regional Response Mechanism (RRM), WFP will support partners, including humanitarian responders and national disaster risk management offices, complementing their actions with the provision of logistics, ETC, food security (including cash) coordination and humanitarian support. This will facilitate the flow of supplies and resources across the affected islands, as well as the coordination of the efforts of various partners, which in turn will reduce the time needed to reach the most affected populations and increase the efficiency of operations.

➤ **Focus Areas**

16. Designed as an emergency response, this outcome falls under the crisis response focus area.

➤ **Expected outputs**

17. This strategic outcome will be accomplished through the following outputs:

- ❖ *Affected populations benefit from logistics assistance to national disaster management mechanisms, humanitarian agencies and partners in order to timely receive life-saving food and other relief supplies. (Output Category: C)*
- ❖ *Affected populations benefit from emergency telecommunications assistance to national disaster management mechanisms, humanitarian agencies and partners in order to timely receive life-saving assistance. (Output Category: C)*
- ❖ *Affected populations benefit from technical assistance in food security, cash coordination and information management to national disaster management mechanisms, humanitarian agencies and partners in order to timely receive humanitarian assistance. (Output Category: C)*
- ❖ *Affected populations benefit from improved food security, cash coordination and information management by national disaster management mechanisms and other partners to timely receive humanitarian assistance. (Output Category: H)*
- ❖ *Affected populations benefit from air transport solutions to national disaster management mechanisms, humanitarian agencies and partners in order to timely receive humanitarian assistance. (Output Category: C)*
- ❖ *Affected populations benefit from air transport solutions to timely receive humanitarian assistance. (Output Category: H)*

➤ **Key activities (right assistance at the right time)**

*Activity 2: Provide technical assistance to the National Emergency Management Agency, CDEMA and other relevant partners to improve emergency logistics coordination and supply chain management. (Act Category 9: Institutional Capacity Strengthening Activities)*

18. Placing emphasis on developing national capacities, WFP will provide expertise, equipment and support to resolve logistic bottlenecks caused by damaged infrastructure

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and natural access challenges in remote and isolated areas. In doing so, WFP will ensure basic coordination and information management services as well as transport, storage and other services to partners. Upcoming assessments will determine the need for further assistance and repairs to strengthen the broader humanitarian supply chain and limit increases in transport rates while ensuring beneficiaries rapidly receive medicine, water and sanitation, food and non-food items and other humanitarian supplies.

*Activity 3: Provide technical assistance to the National Emergency Management Agency, CDEMA and other relevant partners to improve emergency communication infrastructure and coordination mechanisms. (Act Category 9: Institutional Capacity Strengthening Activities)*

19. Leveraging its expertise in emergency telecommunications, where needed, WFP will seek to supplement existing national capacities and resolve connectivity issues limiting the coordination of an effective response, rehabilitating and setting up the infrastructure for internet, phone connectivity as well as radio equipment on the two most affected islands initially. If required, WFP will ensure adequate provision of basic telecommunication services to humanitarian and development partners operating in the most impacted areas, in order to meet the needs of affected populations.

*Activity 4: Provide technical assistance to the National Emergency Management Agency, CDEMA and other relevant partners to ensure effective food and cash-based assistance during the emergency. (Act Category 9: Institutional Capacity Strengthening Activities)*

20. As global co-lead of the Food Security Cluster with FAO, WFP's staff embedded within national and regional mechanisms will help consolidate relevant analysis to adapt the overall food security response, placing a particular emphasis on the differentiated needs of affected populations, including their gender, age and disability. Additional priorities include ensuring resources for the coordination of joint rapid food security needs assessments and contributions to the Post Disaster Needs Assessment (PDNA); and carrying out regular field visits to support sector partners in monitoring and evaluation of sectoral activities and measuring collective impact according to pre-defined sector indicators.

*Activity 5: Provide Air Transport to the National Emergency Management Agency, CDEMA and other relevant partners to access areas of humanitarian interventions. (Act Category 9: Institutional Capacity Strengthening Activities)*

21. Should humanitarian needs exceeding the available transport capacity, WFP in coordination with national and regional authorities, will set up air transport corridors between operational hubs and affected areas, focusing on one small fixed wing and one medium sized helicopter during the first two weeks of operation. This will allow for passenger transport for operating partners, as well as medical and security evacuations if needed.

### **2.3. Transition and exit strategies**

22. During the initial phase of the operation, in close coordination with NEMA, CDEMA and other partners, WFP will review and monitor the activities activated with continued aviation, logistics, ETC and food security coordination needs and gaps and subsequently evaluate the need to extend the assistance offered after the initial two weeks, or to provide them on a full cost recovery basis if required to maintain continuity in operations.

23. Towards the end of the Emergency Response, more robust needs and damage will be available, allowing WFP to participate with the Government and United Nations agencies in the formulation of a recovery, rehabilitation and reconstruction plan for the affected areas and to support national counterparts and CDEMA to strengthen capacities on emergency preparedness and response, especially to recurring emergencies. This assessment will determine evolving needs in the affected areas and will inform whether and how WFP will continue to support existing needs following the termination of this Emergency Response.

### 3. IMPLEMENTATION ARRANGEMENTS

#### Right people

22. By providing assistance to partners in logistics, ETC, food security coordination and air transportation, WFP will contribute to the overall emergency response by the humanitarian community. With respect to the food security portion – if required – WFP’s Emergency Response will assist up to 39,000 beneficiaries, focusing on the most vulnerable households in Grand Bahama, Abaco and other areas targeting displaced households, those with children under five, pregnant and lactating women and girls, a high dependency ratio, as well as unaccompanied children. Should CBT assistance be required beyond the initial in-kind distributions, targeting will be further focus on those most vulnerable in coordination with other assistance programmes and according to market conditions. Ongoing rapid assessments will be the basis for subsequent revisions to adjust these beneficiary figures and meet the needs of affected populations.

<b>TABLE 1: FOOD &amp; CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME &amp; ACTIVITY</b>						
<b>Strategic Outcome</b>	<b>Activities</b>	<b>Women (18+ years)</b>	<b>Men (18+ years)</b>	<b>Girls (0-18 years)</b>	<b>Boys (0-18 years)</b>	<b>Total</b>
Strategic Outcome 1	General Food Assistance (in-kind - MRE)	13,780	12,075	7,005	6,140	39,000
	General Food Assistance (in-kind ration, one month)	9,540	8,360	4,850	4,250	27,000
	General Food Assistance (CBT)	5,300	4,645	2,695	2,360	15,000
<b>TOTAL (no overlap)</b>		<b>13,780</b>	<b>12,075</b>	<b>7,005</b>	<b>6,140</b>	<b>39,000</b>

#### Rations and Modalities

23. Where food is not available, WFP will immediately provide a 2 day transition ration of ready to eat meals for up to 39,000 displaced and isolated people (2 meals per day). These will be procured and distributed on a no regrets basis in order to ensure WFP’s capacity to meet the immediate needs of affected population, while additional assistance will be delivered in line with evolving needs and requests. Following the two day transition ration, current assessments anticipate the need for an in-kind ration for 27,000, covering over 100 percent of food needs for one month, until market conditions are expected to recover. WFP will strive to provide rice and other culturally accepted foods in the Bahamas. As the situation of affected communities evolves, and if recommended by further assessments, the composition of the food basket may be adjusted.



24. With markets expected to recover after one month, WFP will undertake market analyses and cash feasibility assessments in order to provide cash-based transfers for accessible affected populations if necessary. This would allow men and women beneficiaries to meet their differentiated preferences. Up to 15,000 beneficiaries still in need of assistance beyond the initial in-kind distributions will receive USD3.67 per person per day to purchase food locally, which is equivalent to the value of the minimum food basket on local markets and will support the recovery of livelihoods, while respecting beneficiaries' preferences. The transition will depend on the extent to which markets, financial and telecommunication services are functioning, and partners with previous experience in cash programmes are present, as well as the possibility to guarantee the security of beneficiaries. CBT will follow WFP guidelines<sup>4</sup> and will build on WFP Barbados investments in strengthening social protection systems to be shock responsive throughout the Caribbean in partnership with CDEMA. Cash transfers will be provided to affected populations by utilizing the administrative and operational mechanisms of existing social protection programmes and systems to meet the needs of the most vulnerable affected population while also contributing to strengthening national systems.

<b>TABLE 2: FOOD RATION<sup>5</sup>/ TRANSFER BY ACTIVITY (g or US\$/person/day)</b>							
<b>Commodity/cash</b>	<b>General Food Assistance</b>						
	Transition ration (MRE)	GFA -In-kind	Cash/voucher				
Cereals (rice)		467					
Vegetable oil		27					
Pulses (beans, dried)		67					
Super Cereal (with sugar)							
Canned fish (sardines)		67					
Plumpy Sup							
Salt							
MRE	1,089						
Cash/voucher (US\$/person/day)			3.67				
<b>Total</b>	<b>1,089</b>	<b>628</b>					
<b>Total kcal/day</b>	<b>2,400</b>	<b>2,287</b>					
% kcal from protein		<b>10.9</b>					

<sup>4</sup> 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.

<sup>5</sup> Verify that the ration is in line with WFP guidelines in terms of energy, protein, fat, and micronutrient content (use the NUTVAL food basket calculator on the PGM, along with specific WFP programmatic guidance). For commodity vouchers and cash-based transfer values see relevant manual.

% kcal from fat							
Number of feeding days	2	30	30				

#### Supply chain.

25. The supply chain is designed to maximize the use of in-country resources whenever possible, complemented regionally with available commodities. Nevertheless, given the dynamics of the crisis, WFP will procure additional food, and make use of an airlift in the initial response in order to limit delivery lead times. The airlift, combined with small tonnage required account for a high supply chain rate in that the operation will not reach economies of scale in staffing, storage and other management costs. WFP will immediately perform a rapid logistics assessment to update available information on infrastructure and will channel imports through a combination of chartered logistics, sea, air and land assets as needed. The supply chain will be designed with the necessary flexibility in order to deliver in evolving circumstances. To effectively support humanitarian supply chains, WFP will use its partnership with CDEMA and the RRM, utilizing the CDEMA sub-regional focal point of Jamaica as an operational hub with WFP's office in Barbados serving as the core operational centre, supported by the regional bureau.

#### WFP in-country capacity.

27. WFP had no presence in the country before the emergency, but the Bahamas is covered under WFP's office for Caribbean emergency preparedness and response based in Barbados. Responding to the Government's pre-emptive request for assistance, if needed, WFP is launching this operation in order to establish a temporary office and reduce the lead-time require to respond in a non-presence country, a key lesson learned from WFP's response to the 2017 Caribbean hurricane season. To do so, WFP will rely on the management, coordination and technical capacity of WFP Barbados, as well as the Panama Regional Bureau. According to evolving needs, WFP will first process surge requests for support through TDYs.

#### Partnerships.

29. Adequate coordination among stakeholders is essential to ensure effective and rapid responses with the appropriate modality to meet the needs of the most vulnerable people and avoid duplication and other inefficiencies. To this effect, WFP will implement the Emergency Response in close collaboration and under the leadership of the Government of the Bahamas National Emergency Management Agency and CDEMA through the RRM. With the aim to strengthen existing national and regional humanitarian coordination systems, WFP staff will be embedded within these mechanisms, supporting the following sectors to seek synergies with other partner interventions:

- Collection and coordination of geo-referenced data to align emergency and other food security interventions, including cash-based transfer programmes.
- Logistics assistance to help coordinate the arrival and transport of non-food items, including the establishment of temporary settlements or early infrastructure rehabilitation, all of which will ensure better alignment with partner activities.

- Similarly, emergency and telecommunications as well as aviation support will ensure adequate connectivity and access for all partners, facilitating decision making and the adaptation of coordinated responses according to evolving needs.

30. Having not had presence in the country prior to the crisis, WFP will establish partnerships with key NGOs and public entities, for the delivery and distribution of food assistance in the Bahamas. WFP will build on existing engagement with the National Emergency Management Agency and the Ministry of Social Services and Urban Development on the shock-responsive social protection agenda to facilitate CBT.

<b>TABLE 3: FOOD/CASH-BASED TRANSFER REQUIREMENTS &amp; VALUE</b>		
<b>Food type / cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (US\$)</b>
Ready to Eat Meal	85	687,039
Cereals (rice)	378	166,439
Pulses (beans, dried)	54	41,213
Vegetable oil	22	17,234
Canned fish (sardines)	54	137,303
<b>TOTAL (food)</b>	<b>594</b>	<b>1,049,228</b>
Cash-Based Transfers (US\$)	-	1,650,240
<b>TOTAL (food and CBT value – US\$)</b>	<b>-</b>	<b>2,699,466</b>

## **Right way**

Humanitarian principles.

31. In implementing its emergency operation, WFP will apply its policy on the respect of humanity, neutrality, impartiality and operational independence, both in its in-kind or cash-based distributions, and in common services provided in coordination with civil-military partners.

Accountability to affected populations.

32. Setting up its emergency operation, WFP will seek to apply the three key components of AAP,<sup>6</sup> engaging men and women equally when providing information to affected population, consulting them on programme design and implementation, and setting up appropriate complaints and feedback mechanisms (CFMs). Consultations will focus on transfer modalities, eligibility criteria, management, logistical arrangements distribution and monitoring, among others. Specific tools and processes will be defined when more information is available.

Protection.

33. WFP is analyzing the range of protection risks facing affected communities and will develop mitigating measures as part of its programme design. These measures will seek to guarantee the safety and dignity of affected populations by preventing discrimination and exploitation, ensuring well organized and safe programme sites with basic services, but also considering safety at and en route to distribution points, among others.

<sup>6</sup> The three key components include Information provision (Give account to), Consultation (Take account of), and Complaints and Feedback (Be held to account)

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Gender.

34. In an attempt to reach the goal of gender parity, WFP will seek to involve women in all aspects of its response. To the extent possible, this will include the active and leading participation of women in food distribution and CBT as well as in work planning committees tasked with improving implementation mechanisms, including transfer modalities, eligibility criteria, management, logistics, distribution and monitoring. The provision of family rations will also be made in the name of the women, whenever possible, in order to address inequalities related to traditional gender roles. In line with protection measures above, interventions will be designed to minimize safety risks.

#### **4. PERFORMANCE MANAGEMENT AND EVALUATION**

##### **Monitoring and evaluation.**

35. WFP's monitoring and reporting systems will be set up to cover key emergency activities and harmonized where possible with other monitoring and evaluation (M&E) systems within the sector approach and captured through WFP's corporate monitoring and evaluation tool (COMET).
36. Key output indicators information on gender disaggregated beneficiary figures and amount of food and cash distributed will be provided by cooperating partners and verified by WFP. Targets have been set and are specified in the logical framework (COMET). Monitors will assist as 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 taking into account access and protection issues.
37. Baselines from forthcoming assessments will provide information for key performance indicators, against which WFP will be able to measure progress and results based upon a final survey among targeted beneficiaries upon termination of the Emergency Response.
38. A Lessons Learned exercise will be initiated shortly after the peak of the emergency in order to draw lessons from WFP's response, including regional and corporate support.

##### **Risk Management**

39. Arrangements will be made to ensure that timely risk assessments are carried out prior to implementing and scaling 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, etc., will be ensured to maintain high credibility of WFP's response.
- *Strategic Risks:* Populations' reduced resilience to disasters and climate events due to infrastructure and environmental damages, are expected to leave them entirely dependent on humanitarian assistance. To address this situation, WFP will use regionally placed partnerships with service providers and as feasible stocks and take advantage of logistics assets and services to rapidly reach isolated locations. The volatility of food and fuel prices represents another important risk. WFP will use corporate purchase and pre-positioned supplies to reduce long lead-times to procure

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and deliver food, improve on-time deliveries and allow procurement of supplies at times when commodity costs are lowest.

- The lack of immediate and adequate funding will hinder WFP's ability to meet the needs of the targeted population under this Emergency Response. To mitigate this risk, WFP will draw on coordination mechanisms to develop and adapt its strategy and programme in-line with priorities of the Government and the broader humanitarian response. Additionally, WFP will access internal advanced financing mechanisms in order to ensure a timely and effective response to this large-scale emergency.
- WFP is recognized as a key actor in the Caribbean disaster risk management system in support of national and regional capacities. However, in times of crisis, the policies and strategies of partners and donors may result in a multitude of offers to assist the region, some of which offer overlaps with WFP areas of support and other barriers to effective implementation. As a mitigation measure, WFP will support strategic and operational partnerships to avoid overlaps and strengthen complementarities and facilitate CBT coordination. At the same time, WFP will maintain enough flexibility to adjust to changing partnership landscapes and support needs by integrating WFP resources and capacities within national response mechanisms to economize WFP's response.
- 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.
- *Operational Risks:* Speed of emerging events could impede choosing the right intervention and achieving the desired level of coverage. WFP will continue to use satellite imagery, remote sensing data and geographic information system technology in order to monitor and forecast the progress of the crisis to enable timely informed decision making. Cash interventions might face challenges that currently undermine markets from efficiently functioning such as high price volatility, market segmentation and unreliable supplies. Through its vulnerability analysis and mapping (VAM) unit, WFP will continue to closely monitor food prices on local markets and adjust the transfer value or the modality as needed. Additionally, WFP will assess the advantages and challenges associated with channelling its assistance through social protection programmes, recognizing past difficulties in providing rapid support to hurricane affected islands in the Caribbean. However, investments in the Caribbean following the re-establishment of a WFP office in Barbados in July 2018 will facilitate a more streamlined response using the national social protection system.
- Inadequate cooperating partner capacity to implement food security or other programmes may affect WFP's ability to deliver its emergency response. WFP's emergency operation will deploy experienced staff and use coordination mechanisms to build partner capacity, while also brokering knowledge to strengthen partners, through technical assistance.
- Disrespect of the "Do no harm" principle: If not designed and implemented with a protection focus, activities may also – although unintentionally – jeopardize people's safety and dignity (e.g. beneficiaries assaulted at the distribution point or while en route to/from the distribution point) or exacerbate discontent between beneficiaries and non-beneficiaries, particularly in displacement context between displaced persons and host

population. As such, activities will be screened for potential unintended harm to the well-being of beneficiaries and sustainability of their community, in search of preventive or remedial action.

- In line with WFP’s corporate emergency preparedness and response package, WFP will take minimum preparedness actions and emergency readiness actions to ensure it can enhance its operational capacity to meet any potential deterioration of the scenario and changing needs of affected populations, governments and the wider community.
- *Fiduciary Risks:* WFP will monitor the security situation and adhere to common and standard protocols in case of a deterioration in the situation. Security restrictions could include limiting the travel of United Nations staff or additional measures to reduce staff’s exposure to risk, including to gender based violence.
- 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 with the minimum security telecommunications standards (MIST). Any office premises will need to be assessed and relocated if necessary.
- Use of air assets for UNHAS and logistics operations will be carried out in line with UN Aviation Safety Standards (UNAVSTADs) and the International Civil Aviation Organization (ICAO) standards and best practices.
- WFP will take every precaution to prevent fraud and corruption in the context of its operations by ensuring adequate training and sensitization for its own staff, while also establishing rigorous monitoring processes.
- *Financial Risks:* With a dollarized economy, Bahamas faces little risk of currency or exchange rate fluctuation but WFP will closely monitor possible price hikes and set up alternate arrangements to limit its exposure as required. Continuous monitoring and feedback loops will help management adjust implementation in order to optimize use of assets.

## 5. RESOURCES FOR RESULTS

	<b>Strategic Result 1/ SDG Target 2.1</b>	<b>Strategic Result 8/ SDG Target 17.16</b>		<b>Total</b>
Strategic outcome	<b>1</b>	<b>2</b>		
<b>Focus area</b>	<b>Crisis Response</b>	<b>Crisis Response</b>		
<b>Transfer</b>	3,647,709	959,085		<b>4,606,794</b>
<b>Implementation</b>	199,548	43,375		<b>242,923</b>
<b>Direct support costs</b>	192,363	32,500		<b>242,486</b>
<b>Subtotal</b>	4,039,619	1,052,583		<b>5,092,202</b>
<b>Indirect support costs (6.5%)</b>	262,575	68,418		<b>330,993</b>
<b>TOTAL</b>	<b>4,302,194</b>	<b>1,121,001</b>		<b>5,423,195</b>

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Resourcing outlook and prioritisation.

40. 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.

## Annex 1: Line of Sight

BAHAMAS	
<b>SR 1 – Everyone has access to food (SDG Target 2.1)</b>	<b>SR 8 – Enhance global partnership (SDG Target 17.16)</b>
<b>CRISIS RESPONSE</b>	<b>CRISIS RESPONSE</b>
<b>STRATEGIC OUTCOME 1</b>	<b>STRATEGIC OUTCOME 2</b>
Crisis-affected populations in the Bahamas are able to meet their basic needs during and in the aftermath of shocks.	Humanitarian and development partners have access to reliable support, including Air Transport Solutions, support to the logistics, emergency telecommunications and food security sectors throughout the crisis.
<b>OUTPUTS:</b> 1.1 Affected populations receive cash-based transfers or in-kind food assistance in order to meet basic needs (SR 1). (Output Category: A)	<b>OUTPUTS:</b> 2.1 Affected populations benefit from logistics assistance to national disaster management mechanisms, humanitarian agencies and partners in order to timely receive life-saving food and other relief supplies. (Output Category: C) 2.2 Affected populations benefit from emergency telecommunications assistance to national disaster management mechanisms, humanitarian agencies and partners in order to timely receive life-saving assistance. (Output Category: C) 2.3 Affected populations benefit from technical assistance in food security, cash coordination and information management to national disaster management mechanisms, humanitarian agencies and partners in order to timely receive humanitarian assistance. (Output Category: C) 2.4 Affected populations benefit from improved food security, cash coordination and information management by national disaster management mechanisms and other partners to timely receive humanitarian assistance. (Output Category: H) 2.5 Affected populations benefit from air transport solutions to national disaster management mechanisms, humanitarian agencies and partners in order to timely receive humanitarian assistance. (Output Category: C) 2.6 Affected populations benefit from air transport solutions to timely receive humanitarian assistance. (Output Category: H)
<b>ACTIVITY 1</b> Provide emergency food assistance through cash-based or in-kind transfers to shock affected populations. (Act Category 1: URT; Food, CBT, CS)	<b>ACTIVITY 2</b> Provide technical assistance to the National Emergency Management Agency, CDEMA and other relevant partners to improve emergency logistics coordination and supply chain management. (Act Category 9: Institutional Capacity Strengthening Activities)
	<b>ACTIVITY 3</b> Provide technical assistance to the National Emergency Management Agency, CDEMA and other relevant partners to improve emergency communication infrastructure and coordination mechanisms. (Act Category 9: Institutional Capacity Strengthening Activities)
	<b>ACTIVITY 4</b> Provide technical assistance to the National Emergency Management Agency, CDEMA and other relevant partners to ensure effective food and cash-based assistance during the emergency. (Act Category 9: Institutional Capacity Strengthening Activities)
	<b>ACTIVITY 5</b> Provide Air Transport solutions to the National Emergency Management Agency, CDEMA and other relevant partners to access areas of humanitarian interventions. (Act Category 9: Institutional Capacity Strengthening Activities)