

## Crisis response revision of Haiti country strategic plan (2019–2023) and corresponding budget increase

	Current	Change	Revised
<b>Duration</b>	<b>July 2019– December 2023</b>	<b>No change</b>	<b>July 2019– December 2023</b>
<b>Beneficiaries</b>	<b>1 471 000</b>	<b>650 000</b>	<b>2 121 000</b>
<i>(USD)</i>			
<b>Total cost</b>	<b>203 862 542</b>	<b>64 499 522</b>	<b>268 362 064</b>
Transfer	137 310 322	51 211 930	188 522 251
Implementation	29 431 404	6 561 712	35 993 117
Adjusted direct support costs	24 678 501	2 997 633	27 676 134
<b>Subtotal</b>	<b>191 420 227</b>	<b>60 771 275</b>	<b>252 191 502</b>
Indirect support costs (6.5 percent)	12 442 315	3 728 247	16 170 562

Gender and age marker code\*: 3

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### Rationale

1. With 25 percent of people living below the extreme poverty line, an extremely unstable social, economic and political context has affected the ability of the most vulnerable to meet their basic needs. Agricultural production fell by 12 percent (2018–2019), the currency depreciated 30 percent (April 2018–2020), and the price of the food basket rose by 24 percent (February 2019–2020). As such, the Integrated Food Security Phase Classification (IPC) (October 2019) and the humanitarian needs overview (January 2020) registered a significant increase in people in need, from 2.6 to 3.7 million in October 2019, to rise to 4.1 million by March 2020. This includes 1 million people in IPC Phase 4 (1.2 million by March 2020), 207,000 of which live in Port-au-Prince.
2. With legislative elections postponed, Haiti continues to experience a protracted political crisis with protests against fuel shortages, rising prices, corruption, and calls for the President's resignation. The volatile security situation, periodic paralysis and freezing of bilateral support have slowed government action, leaving an increasing number of people with unmet needs.
3. While its full impact in Haiti is still under assessment, the COVID-19 outbreak significantly complicates the troubled operating environment. Containment measures are having both a severe impact on the livelihoods of vulnerable households, but also imposing modifications to the delivery of humanitarian assistance.
4. In response, the proposed revision will expand the country office's emergency food assistance (strategic outcome 1) for 2020.



## Changes

### Strategic orientation

5. This revision involves no strategic changes, only the expansion of strategic outcome 1 to increase assisted beneficiaries in light of the deteriorating socioeconomic situation.
6. In December 2019, the first revision to the Haiti country strategic plan (CSP) (2019–2023) activated strategic outcome 7 (Strategic Result 8): “The Government as well as humanitarian actors have access to common services to ensure an effective response during times of crisis”, for USD 1.5 million, while a second country director approved revision (January 2020) extended the duration of these services for a total of six months.

### Strategic outcomes

7. In line with the humanitarian needs overview and the country-wide food security deterioration, WFP will assist populations classified in IPC Phase 4, using the pre-existing Information System of the Ministry of Social Affairs and Labour (SIMAST) registry on very vulnerable households, where available, or community-based targeting as required – limiting interaction to reduce the risk of contagion. This approach will therefore consider demographic, health, education, income, food security and other factors, including high dependency ratios (disability, chronic illness, single-headed household including by young women, etc.), or particular household livelihood strategies.
8. The country office has maintained food and cash-based transfer (CBT) modalities, confirming these to be the best solutions in rural and peri-urban settings via market assessments of the Cash Working Group. Sequencing food then CBT distributions will address early market and financial service disruptions before promoting consumer choice and contributing to local economic activity. In selected areas of higher risk for increased global acute malnutrition (GAM) prevalence, WFP may deliver blanket supplementary feeding rations to pregnant and lactating women and girls and children between 6 and 59 months (6–23 months as well as pregnant and lactating women and girls if further prioritization is required). As a complement, social and behaviour change communication (SBCC) (capacity strengthening modality, replicated from activity 2) will also support households in meeting their specific nutritional needs, as well as promoting the empowerment of women and ensuring malnutrition referrals to local health centres. In Port-au-Prince areas in IPC phase 4, the country office will seek to establish voucher and e-money solutions to mitigate beneficiary protection concerns (including data privacy) and potential negative impacts on local markets. In collaboration with the Government, the country office has adjusted its standard operating procedures (SOPs) to reduce human interaction at registration, as well as ensure proper hygiene and social distancing at distribution points, including via extended hours and days of attention and multiplication of locations.
9. The country office has approximately 172 staff members, split across the main office in Port-au-Prince, the sub-office in Gonaïves and two antenna offices (Cap-Haïtien and Les Cayes). Additional human resources for this revision will focus on CBT expertise (programme, information technology (IT) and supply chain), security, partnerships, administrative support and additional field aid monitors, among others.
10. The country office will rely on a combination of in-country contingency stocks (to be replenished for the hurricane season), regional transfers and international procurements for additional requirements. WFP plans to receive commodities by sea either in Port-au-Prince or Cap-Haïtien, diversifying entry ports to lessen administrative delays and store commodities closer to final distribution points, diminishing the impact of prevailing



roadblocks on main axes out of Port-au-Prince. The supply chain strategy has been designed to leverage WFP's existing warehouse network (29,000 mt capacity; 25,000 fixed, 4,000 mobile), which should suffice with proper stock rotation. Under regular circumstances, WFP uses agreements with private sector transporters (700 mt capacity), supplemented with its 25 4x4 truck fleet as required (180 mt capacity) and three armoured vehicles. Another current mitigating measure is the lease of a barge or landing craft (500 to 1,000 mt capacity) to ship commodities from Port-au-Prince to Gonaives, Cap-Haïtien, Jérémie, Les Cayes and smaller destinations, circumventing roadblocks out of Port-au-Prince and reducing reliance on strained trucking capacities. Last-mile delivery would then be carried out by cooperating partners, or via WFP convoys with police escorts as required, while airlifts could be a last resort for remote communities. Supply chain is also supporting the set-up, development and progressive transition to CBTs, including retail assessments and contracting of providers for the development of voucher and mobile alternatives.

11. The proposed revision involves no modifications to ongoing service provision activities, in response to the deteriorating operational context and the transition from the United Nations Mission for Justice Support in Haiti (MINUJUSTH) to the United Nations Integrated Office in Haiti (BINUH) (a political mission with a lighter operational footprint).
12. The country office has taken measures to ensure the accountability to affected populations, ensuring they are informed and consulted with respect to their right to assistance, but also by giving them recourse for any potential claims via the dedicated complaint and feedback mechanism (CFM). The current CFM is being reinforced to include a two-way call centre to follow up on adequate selection and registration of beneficiaries. The country office also has an established monitoring and evaluation (M&E) system, though the expansion of operations to urban areas where WFP has no access may require the development of alternative solutions, including directly employing external labour to perform verification, or establishing remote or third-party monitoring where feasible
13. For successful implementation, the country office will leverage its partnerships with the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Children's Fund (UNICEF), among others. In selected overlapping communities, WFP and FAO's complementary assistance will enable targeted households to benefit from both emergency food and livelihood assistance to meet their essential needs both during and after the crisis. To secure the required operational capacity to serve this increased number of beneficiaries, WFP is expanding its existing field-level agreements (FLAs) and signing new agreements with organizations registered under its emergency roster. WFP's collaboration with UNICEF includes support for the analysis and targeting of communities at risk of malnutrition, along with referrals for malnourished children to health centres in combination with food security and SBCC interventions. Lastly, if and as required in the future, WFP will continue its response planning efforts in order to support treatment solutions in communities with the highest prevalence of acute malnutrition.
14. In parallel, WFP will continue to invest in resilience activities and the development of national long-term social safety nets, which will over time provide continued support to vulnerable populations, beyond the duration of the ongoing crisis.
15. The predominant risks currently relate to security and COVID-19, which could jeopardize planned distributions and continue to exacerbate the needs of vulnerable households. As such, WFP is reviewing its business continuity measures and security capacity and protocols, including access strategies for increased acceptance. Targeting, registration and distribution SOPs have been reviewed to limit the risk of contagion and sensitize personnel, partners and beneficiaries, while remote working modalities have been put in place. WFP is also



collaborating with the Government to maintain the humanitarian supply chain and delivery operations in compliance with containment and other risk-mitigating measures. The country office is also seeking to diversify its financial service partners and supply chain routes to avoid interruptions, while protection concerns for beneficiaries are key to the adaptation of transfer mechanisms: based on an enhanced accountability to affected populations framework, innovative third-party monitoring in WFP no access zones and a revamped CFM. In a context of unprecedented competing global demands for resources, this emergency response could face funding challenges but by maintaining significant engagement with donors at all levels, the country office has currently resourced 50 percent of its overall needs-based plan, with forecasts likely to exceed 100 percent.

### **Beneficiary analysis**

<b>TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND MODALITY</b>							
<b>Strategic outcome</b>	<b>Activity and modality</b>	<b>Period</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>
1	1 (food)	Current*	211 500	208 500	166 500	163 500	<b>750 000</b>
		Maximum increase*	154 090	139 175	99 410	104 385	<b>497 060</b>
		Revised*	365 590	347 675	265 910	267 885	<b>1 247 060</b>
	1 (CBTs)	Current*	105 750	104 250	83 250	81 750	<b>375 000</b>
		Maximum increase*	212 350	191 800	137 000	143 850	<b>685 000</b>
		Revised*	318 100	296 050	220 250	225 600	<b>1 060 000</b>
<b>Total (without overlap)</b>		<b>Current**</b>	<b>232 086</b>	<b>228 794</b>	<b>509 298</b>	<b>500 822</b>	<b>1 471 000</b>
		<b>Increase**</b>	<b>201 500</b>	<b>182 000</b>	<b>130 000</b>	<b>136 500</b>	<b>650 000</b>
		<b>Revised**</b>	<b>433 586</b>	<b>410 794</b>	<b>639 298</b>	<b>637 322</b>	<b>2 121 000</b>

\* Strategic outcome 1 current figures represent contingency planning for hurricane and other shocks. The beneficiary overlap will remain unknown prior to impact analysis. As such, strategic outcome 1 revised figures represent the maximum potential increase, assuming no overlap.

\*\* On the other hand, sum total beneficiaries assume 33 percent of the planned contingency caseload will overlap with new emergency beneficiaries. This estimate is up from 10 percent in the original CSP, given the augmented caseload increases the probability of overlap.



## Transfers

<b>TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY</b>					
	<b>Strategic outcome 1</b>				
	<b>Activity 1</b>				
<b>Beneficiary type</b>	<b>Shock affected (rural – first distributions)</b>	<b>Shock affected (rural – later distributions)</b>	<b>Shock affected (urban)</b>	<b>Shock affected (pregnant and lactating women and girls)</b>	<b>Shock affected (children)</b>
<b>Modality</b>	<b>Food</b>	<b>CBTs</b>	<b>CBTs</b>	<b>Food + targeted capacity strengthening</b>	<b>Food + targeted capacity strengthening</b>
Cereals	400				
Pulses	100				
Oil	35				
Salt	5				
Super Cereal				200	100
Total kcal/day	2 100	1 470	1 470	752	376
% kcal from protein	10			16.3	16.3
Cash-based transfers (USD/person/day)		0.55*	0.55*		
Number of feeding days per year	60	60	120	120	120

\* The initial CBT ration of USD 0.72 in the CSP – calculated on poor households' 38 percent average after shock deficit to the USD 1.9 per person per day poverty line – has been revised during implementation. Indeed, currently harmonized with the cash working group at 70 percent of the value of the food component of the minimum expenditure basket (December 2019), the new CBT value is set at USD 0.55 per person per day. In contrast to a sudden onset emergency destroying entire livelihoods, this gradual socioeconomic decline will enable WFP's response to compensate households' diminished income to meet essential requirements (2,100 kcals). Setting the transfer value in USD to be paid in Gourde at the prevailing exchange rate will help offset the erosion of beneficiaries' purchasing power as a result of inflation and currency depreciation while providing them with acceptable denominations for use in local markets.

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE						
Food type/cash-based transfer	Current budget		Increase		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	36 712	16 080 214	12 613	4 591 292	49 325	20 671 506
Pulses	9 178	3 828 935	3 153	1 236 117	12 331	5 065 052
Oil and fats	3 515	3 576 654	1 104	1 070 566	4 619	4 647 220
Mixed and blended foods	1 355	1 373 671	1 327	605 535	2 683	1 979 206
Other	917	220 080	158	37 840	1 075	257 920
<b>Total (food)</b>	<b>51 677</b>	<b>25 079 553</b>	<b>18 355</b>	<b>7 541 351</b>	<b>70 033</b>	<b>32 620 904</b>
Cash-based transfers		51 334 000		29 302 020		80 636 020
<b>Total (food and CBT value)</b>	<b>51 677</b>	<b>76 413 553</b>	<b>18 355</b>	<b>36 843 371</b>	<b>70 033</b>	<b>113 256 924</b>

## Cost breakdown

TABLE 4: COST BREAKDOWN OF THE REVISION ONLY (USD)		
	Strategic Result 1/ SDG Target 2.1	Total
	Strategic outcome 1	
Focus area	Crisis response	
Transfer	51 211 930	<b>51 211 930</b>
Implementation	6 561 712	<b>6 561 712</b>
Adjusted direct support costs		<b>2 997 633</b>
<b>Subtotal</b>		<b>60 771 275</b>
Indirect support costs (6.5 percent)		<b>3 728 247</b>
<b>Total</b>		<b>64 499 522</b>

	Strategic Result 1 / SDG Target 2.1	Strategic Result 1 / SDG Target 2.1	Strategic Result 3 / SDG Target 2.3	Strategic Result 4 / SDG Target 2.4	Strategic Result 5 / SDG Target 17.9	Strategic Result 8 / SDG Target 17.16	Strategic Result 8 / SDG Target 17.16	TOTAL
Strategic outcome	01	02	03	04	05	06	07	
Focus Area	Crisis Response	Root Causes	Resilience Building	Resilience Building	Resilience Building	Resilience Building	Crisis Response	
<b>Transfer</b>	81 016 174	56 952 025	13 440 502	20 043 923	10 852 205	2 744 204	3 473 217	<b>188 522 251</b>
<b>Implementation</b>	10 104 058	15 122 702	2 945 691	4 773 326	2 556 851	302 618	187 871	<b>35 993 117</b>
<b>Direct support costs</b>	9 533 840	9 922 320	2 276 477	3 393 503	1 831 180	366 799	352 016	<b>27 676 134</b>
<b>Subtotal</b>	100 654 072	81 997 047	18 662 670	28 210 752	15 240 236	3 413 622	4 013 104	<b>252 191 502</b>
<b>Indirect support costs</b>	6 542 515	5 329 808	1 213 074	1 833 699	990 615	0	260 852	<b>16 170 562</b>
<b>TOTAL</b>	<b>107 196 586</b>	<b>87 326 856</b>	<b>19 875 743</b>	<b>30 044 451</b>	<b>16 230 851</b>	<b>3 413 622</b>	<b>4 273 955</b>	<b>268 362 064</b>



## Acronyms

CBT	cash-based transfer
CFM	complaint and feedback mechanism
CSP	country strategic plan
IPC	Integrated Food Security Phase Classification