



Final Report

“Bread of Dignity” Project

Distribution of Flour to Displaced and Affected Households in
Southern Gaza Strip

Implementing Organization: FAJR Global

Implementation Period: 14/12/2024 – 22/01/2025

Project Code: FJ-BreadDignity-Flour-DEC2024-JAN2025

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1. Executive Summary :

Amid the peak of the food insecurity crisis in the southern Gaza Strip, and with rising indicators of famine risk and malnutrition, FAJR Global implemented the “Bread of Dignity” project as an emergency food intervention focusing on the provision of flour, a staple component of daily diets for the most vulnerable households.

The project targeted 12,000 households (approximately 84,000 individuals, assuming an average household size of seven) through the distribution of 12,000 flour bags, each weighing 25 kg, totaling 300,000 kg of flour, across the governorates of southern Gaza Strip. Priority was given to displaced families who had lost their homes, large households, families with young children, older persons, and individuals living with chronic illnesses or disabilities.

The distribution mechanism relied on updated beneficiary lists coordinated with community committees and local partners, alongside verification and documentation procedures designed to uphold integrity, transparency, accountability, and preserve beneficiary dignity.

The project contributed to:

- Alleviating the acute flour gap during a period of severe scarcity and unprecedented increases in the prices of basic commodities.
- Enabling households to prepare regular home meals and reducing reliance on negative coping strategies associated with persistent hunger
- Establishing a replicable model for rapid food interventions aligned with FAJR Global’s mandate in public health and reducing the risks of malnutrition.

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2. Humanitarian Background and Context

During the project implementation period, the southern Gaza Strip experienced exceptional humanitarian conditions, including:

- Disruption of food supply chains and severe restrictions on the entry of trucks and basic commodities, as reflected in reports by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) on the situation in Gaza.
- Scarcity of flour and sharp price increases to levels beyond the purchasing capacity of poor and displaced households, amid the collapse of income sources and damage to infrastructure.
- Rising indicators of malnutrition, micronutrient deficiencies, and anemia among children and other vulnerable groups, according to food security analyses (e.g., Integrated Food Security Phase Classification – IPC) and data from UN health and nutrition agencies, including WHO and UNICEF.

As a public health organization, FAJR Global's health teams monitored the impact of food insecurity on household health, particularly noting:

- General physical weakness among children.
- Reduced immunity and increased susceptibility to illness.
- Declining quality of daily meals and reliance on emergency consumption patterns lacking essential nutrients.



In response, the “Bread of Dignity” project was implemented as part of FAJR Global’s responsibility to protect the right to food and mitigate the worsening of hunger, by providing flour as a key input for preparing bread and household meals, while preserving human dignity as much as possible within the context of a prolonged conflict.

3. Project Description :

To contribute to reducing the risks of malnutrition and improving the health status of vulnerable populations in the southern Gaza Strip by enhancing access to flour as a staple food for the most vulnerable households during the crisis period .

Specific Objectives (with Measurable Indicators)

- Ensure sufficient flour for 12,000 households within a short timeframe, by distributing one 25 kg bag per household, totaling 300,000 kg of flour .
 - Indicator: Number of households that received a flour bag compared to the planned target (12,000 households) .
- Ensure equitable geographic coverage across southern areas (Khan Yunis, Rafah, Deir Al-Balah/Central) with priority given to high-density displacement areas .
 - Indicator: Percentage of beneficiary households in each area compared to the total number of displaced households in that area.
- Promote integrity, transparency, and accountability in beneficiary selection and distribution in accordance with FAJR Global’s policies, ensuring the preservation of human dignity.
 - Indicators: Presence of signed verification checklists; functioning complaints and feedback mechanism; no reported cases of misuse or unresolved complaints.

4. Scope of Intervention and Target Groups :

The project targeted **12,000 households** across the governorates of southern Gaza Strip, with a focus on the following groups:

- **Displaced families** who had lost their homes or were living in tents or shelters.
- **Households that had lost their primary breadwinner.**
- **Large households or those including:**
 - Children under five years of age,
 - Pregnant or lactating women,
 - Older persons,
 - Individuals living with chronic illnesses or disabilities.
- A limited number of **healthcare providers** working under high-risk conditions.

Preliminary beneficiary lists were compiled in coordination with community committees and trusted partners, then reviewed and cross-checked against available data to reduce duplication. **Vulnerability was used as the primary criterion** to ensure fairness and transparency in the selection process.

5. Implementation Methodology and Targeting Approach :

The “**Bread of Dignity**” project was implemented using a **rapid response approach** that balanced speed, governance, and quality of execution, through the following stages:

1. Procurement and Purchasing

- Contracting multiple external suppliers to reduce the risk of supply disruption and improve negotiating capacity amid rising prices and movement restrictions.
- Inspecting flour upon receipt to verify quality and weight according to pre-defined standards.

2. Storage and Handling

- Establishing temporary storage points to the extent possible to protect against moisture and adverse weather conditions.
- Organizing bags to facilitate loading and transport to distribution points, while minimizing losses.

3. Targeting and Verification

- Using updated beneficiary lists in coordination with community committees.
- Conducting field-level data verification to reduce the likelihood of duplication.
- Prioritizing displaced households and vulnerable health groups.

4. Field Distribution

- Selecting distribution points that ensure accessibility and consider security requirements.
- Phasing distributions into daily batches to reduce crowding and pressure at distribution sites.
- Organizing collection queues and assigning clear collection time slots, under the direct supervision of FAJR Global teams and with support from local volunteers.

5. Documentation and Oversight

- Using signature/fingerprint sheets for beneficiaries or their representatives.
- Conducting visual documentation of activities while respecting dignity and privacy, avoiding showing children's faces whenever possible.
- Performing regular reviews of invoices and financial records, with a clear separation of duties across preparation, verification, disbursement, and monitoring tasks

6. Activities Implemented vs. Plan :

- **Flour Procurement from Outside the Gaza Strip:**
Targeted quantities were procured within the available capacities and according to the procurement plan, taking advantage of multiple suppliers to minimize delays.
- **Storage and Handling Preparation:**
Temporary storage points were set up appropriately, and handling procedures were secured to ensure the safety of the stock.
- **Field Distribution:**
12,000 flour bags were distributed to **12,000 households** in Khan Yunis, Rafah, and Deir Al-Balah/Central, following an organized schedule.
- **Documentation and Reporting:**
Beneficiary lists were documented, executive summaries were prepared, and this **final report** was issued.

7. Outputs and Quantitative Indicators :

Indicator	Value
Number of bags distributed	12000 bags
Number of beneficiary families	12000 families
Estimated number of beneficiary individuals	84000 individuals (estimated)
Weight per bag	25 kg
Total quantity distributed	300,000 kg
Distribution scope	Southern Gaza Strip

Households by Area :

Area	Number of Families	Notes
Khan Younis	4,800	High- density displacement areas
Rafah	4,200	Displaced families and medically vulnerable groups
Deir Al-Balah / Central Area	3000	Residential clusters and shelter centers
Total	12000	—

8. Results and Humanitarian Impact :

Outputs:

- Delivery of flour to **12,000 targeted households** within a short timeframe, according to plan.
- Reaching the **most vulnerable groups** in line with the established targeting criteria.
- Implementation of an **organized distribution process** without major field incidents, with sufficient documentation supporting **transparency and accountability**.

Short- and Medium-Term Outcomes:

- **Relative improvement in food security** for beneficiary households during the project period by enabling them to prepare bread and basic meals.
- **Reduction of negative coping strategies**, such as:
 - Reducing the number of daily meals,
 - Relying on low-nutrient foods,
 - Excessive resort to borrowing.
- **Protection of children and older persons** from rapid deterioration in nutritional status and related health effects.

- **Enhancing beneficiaries' sense of dignity** by ensuring assistance was provided in a manner that preserves human dignity and maintains fairness in distribution

9. Monitoring, Evaluation, Accountability, and Learning :

FAJR Global implemented a **simplified MEAL framework** for this intervention, including the following components:

1. Verification and Documentation

- Using **updated beneficiary lists** in coordination with community committees.
- Documenting receipt through **signatures, fingerprints, or household representatives**.
- Archiving photos and documents in an **internal database** that respects privacy.

2. Quality Monitoring

- Conducting **visual inspections of flour bags** before distribution.
- Excluding any non-compliant or damaged quantities and replacing them when possible.

3. Feedback and Complaints

- Providing a **communication channel** (phone/digital platforms) to receive beneficiaries' complaints and inquiries during the distribution period.
- Recording complaints and addressing them within a **clear timeframe**, escalating sensitive cases when necessary.

4. Post-Distribution Monitoring (Simplified PDM)

- Conducting a **short survey** with a sample of beneficiaries to measure satisfaction, adequacy of quantities, and any access issues.
- Using survey results to **inform the design of future food interventions**.

5. Using MEAL Results for Learning

- Documenting **lessons learned** and integrating them into the planning of upcoming food and public health interventions to improve **targeting, governance, and the protection of human dignity**.

10. Challenges and Lessons Learned :

Key Challenges :

- **Fluctuating availability and delayed procurement** due to border closures and movement restrictions.
- **Difficulty accessing certain displacement areas** because of overcrowding and the constantly changing locations of households.
- **The need to unify beneficiary lists and improve verification mechanisms** to reduce duplication.
- **Managing crowds and organizing queues** amid high levels of need.

Mitigation Measures:

- Relying on **multiple suppliers** to reduce the risk of supply disruption.
- **Phasing distributions into daily batches**, with clearly defined delivery times and locations.
- Supporting field teams with **volunteers to manage crowds** and protect the most vulnerable groups in queues.

Lessons Learned:

- The necessity of developing a **unified beneficiary database** to be used across multiple projects, reducing duplication and improving targeting.
- The importance of **standardizing documentation tools** (signature sheets, daily batch reports, etc.) to enhance record quality and transparency.
- The need to **integrate simple post-distribution monitoring tools** in every food intervention to measure impact and improve program design.

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11. Financial Analysis :

The **estimated cost per flour bag** was approximately **USD 23.2**, which includes:

- The cost of **purchasing flour** in a highly volatile market with rising prices of basic commodities.
- **Procurement and transportation costs** within a complex security context and under strict movement restrictions.
- **Storage, handling, and stock protection costs** to prevent spoilage.
- **Operational and logistical wages** related to field coordination and distribution implementation.

Accordingly, the **total cost of the intervention** amounted to approximately **USD 278,000**, with transportation and logistical services estimated to account for around **10% of the total budget**—a level expected under the blockade and logistical constraints imposed on the Gaza Strip.

12. Governance, Transparency, and Accountability:

The “**Bread of Dignity**” project was implemented within the framework of **FAJR Global’s good governance system**, through:

- **Adherence to procurement and contracting policies and procedures**, maintaining all contracts, invoices, and supporting documents for audit purposes.
- **Separation of duties** across beneficiary list preparation, verification, financial disbursement, and field monitoring to minimize conflicts of interest and strengthen integrity.
- **Application of beneficiary protection standards**, respecting privacy and preventing the misuse of photos or data in inappropriate contexts.
- **Provision of channels for receiving complaints and feedback**, addressing them seriously within defined timeframes, thereby enhancing the local community’s trust in the project.

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13. Conclusion and Recommendations :

The “**Bread of Dignity**” project serves as a model for emergency food interventions that balance **rapid response, quality implementation, and the protection of human dignity**. The project successfully:

- Reached **12,000 households** (approximately 84,000 individuals) in the southern Gaza Strip within a short timeframe.
- Supported **basic food security** for the most vulnerable households under harsh conditions, amid famine risk indicators documented by UN agencies operating in the region.
- Established **governance and accountability practices** that can serve as a foundation for future food interventions.

Key Recommendations:

- Implement **complementary food interventions** (such as food baskets or micronutrient supplements) targeting children and nutritionally vulnerable groups.
- **Enhance post-distribution monitoring** in future interventions using simple quantitative and qualitative tools.
- Develop **flexible procurement plans** adapted to logistical constraints, while continuing to diversify suppliers and distribute in phased batches.



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