



A Report from the Office of Evaluation

Evaluation of WFP response to Hurricane Felix in Nicaragua

**Nicaragua Immediate Response Emergency Operation 10695.0
“Assistance to victims of Hurricane Felix in the North Atlantic
Region (RAAN)” 05 September 2007 to 05 December 2007**

**Nicaragua Emergency Operation 10700.0 “Emergency Food
Assistance to Victims of Hurricane Felix”
01 November 2007 to 30 July 2008
(planned extension to 31 October 2008)**

Rome, January, 2009

Ref.OEDE/2009/002

Acknowledgement

The team would like to thank all those who facilitated its work in the field and in Headquarters.

Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed

Team Composition

Commissioned by WFP

Independent Consultants

- John Kirkby, Team Leader
- Carlos Calderon, Team Member
- Jacqueline Frize, Team Member

Fact Sheet

Title of Evaluation **Evaluation of WFP response to hurricane Felix in Nicaragua (2007)**

Number and Title of the Operation	Nicaragua Immediate Response Emergency Operation 10695.0 "Assistance to victims of Hurricane Felix in the North Atlantic Region (RAAN)"				
Approval Date	04-Sep-07				
Objectives	To provide immediate food aid, as well as fund logistical and other non-food costs, in an emergency situation				
Operation specs	Start date	End date	Beneficiaries	Metric tons	USD
Approved design	05-Sep-07	05-Dec-07	38,000	410	499,925
At the time of evaluation	05-Sep-07	01-Nov-07	38,000	410	499,925
Activities			Beneficiaries	Metric tons	% of MT
GFD			38,000	410	100%
Main Partners					
Government	Municipal Committee for Disaster Prevention, Regional Committee for Disaster Prevention, Ministry of Agriculture, Civil Defense				
Concurrent WFP Operations	Regional PRRO10400, NICCP 10597.0				
Number and Title of the Operation	Nicaragua Emergency Operation 10700.0 "Emergency Food Assistance to Victims of Hurricane Felix"				
Approval Date	08-Nov-07				
Objectives	To stabilize and prevent the deterioration of the nutritional status of the affected population, with special attention to pregnant and lactating women and children under five				
	To preserve assets and restore livelihoods and community infrastructures through FFW				
Operation specs	Start date	End date	Beneficiaries	Metric tons	USD
Approved design	01-Nov-07	30-Jul-08	80,000	8,647	10,208,828
At the time of evaluation	01-Nov-07	30-Nov-08	80,000	8,647	10,208,828
Activities			Beneficiaries	Metric tons	% of MT
FFW			55,000(+20,000)	3,780	44%
GFD/TFD			80,000	4,032	46%
Supp. Feeding			35,000	835	10%
Main Partners					
Government	Municipal Committee for Disaster Prevention, Regional Committee for Disaster Prevention, Ministry of Agriculture, Ministry of Health, Ministry of Social Action, Autonomous Government of RAAN, Civil Defense				
NGO	13 NGOs				
Communities	422 communities in RAAN				
Multilateral	FAO, Unicef, UNFPA, UNDP, PAHO				
Donors	CANADA, EUR. COMMISSION, FINLAND, FRANCE, GREECE, ICELAND, IRELAND, ITALY, LUXEMBOURG, PRIVATE DONORS, UN CERF Common Funds and Agencies, U.S.A., MULTILATERAL				
Concurrent WFP Operations	Regional PRRO10400, NICCP 10597.0				

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Acronyms and Abbreviations

CD	Country Director
CERF	Central Emergency Response Fund
CFSVA	Comprehensive Food Security and Vulnerability Assessment
COMUPRED	Municipal Committee for Disaster Prevention Mitigation and Response
COREPRED	Regional Committee for Disaster Prevention, Mitigation and Response
CP	Country Programme
CSB	Corn-Soya Blend
DOC	Direct Operational Costs
DSC	Direct Support Cost
ECHO	European Community Humanitarian Office
EFSA	Emergency Food Security Assessment
EMOP	Emergency Operation
EQAS	Evaluation Quality Assurance System
FDC	Food Distribution Committee
FFT	Food for Training
FFW	Food for Work
GFD	General Food Distribution
GNI	Gross National Income
GoN	Government of Nicaragua
HQ	WFP Headquarters, Rome
IP	Implementing partner
IR-EMOP	Immediate Response Emergency Operation
ISC	Indirect Support Costs
LACERN	Latin America and Caribbean Emergency Response Network
LU	Logistics Unit
MAGFOR	Ministry of Agriculture and Forestry
MCH	Maternal and child health
MINSA	Ministry of Social Action
MUAC	Mid upper Arm Circumference
M&E	Monitoring and Evaluation
NGO	Non-governmental Organisation
ODOC	Other Direct Operational Costs
PAHO	Pan American Health Organisation
PMR	Pre-mission Report
PRRO	Protracted Relief and Recovery Operation
PRSP	Poverty Reduction Strategy Paper
RAAN	North Atlantic Autonomous Region
RAAS	South Atlantic Autonomous Region
RB	Regional Bureau Panama
SFP	Supplementary Feeding Programme
SINAPRED	National System for Disaster Prevention, Mitigation and Response
TC/IT	Telecommunications and information technology
UN	United Nations Organisation
UNDP	United Nations Development Programme
UNICEF	United Nations Children's s Fund
USAID	United States Agency for International Development
VGs	Vulnerable Groups
WFP	United Nations World Food Programme
YSP	Yellow Split Peas

Executive Summary

On 04 SEP 2007, a Category 5 hurricane, 'Felix', hit the coast of the Northern Autonomous Region (RAAN) in Nicaragua. WFP responded immediately by distributing emergency relief from existing stocks and launched an immediate response emergency operation (IR-EMOP) to assist 38,000 victims, and a nine-month emergency operation (EMOP) to assist 80,000 persons with a general food distribution (GFD) followed by a supplementary feeding programme (SFP) for 35,000 beneficiaries. WFP also planned food for work (FFW) for 55,000 persons. It is unlikely that the under-funded protracted relief and recovery operation (PRRO) could have achieved the same results. The EMOP was resourced 90 per cent against the appeal. A no-cost extension to NOV 30 2008 was made.

The evaluation objectives were: first, to assess the achievement of objectives, the effectiveness of the means employed, and account for expenditures; and second, to draw lessons to improve hurricane responses in Nicaragua and the region, make recommendations, and highlight good practice. The evaluation used stakeholder discussions, particularly beneficiary perspectives, field observations and secondary data. Some WFP staff were no longer in post and some key informants were not in country, but the evaluation is confident that it succeeded substantially in establishing the facts and securing valid interpretations. The anticipated lack of baseline data on location-specific nutritional status and food security data was a limitation.

The EMOP was designed to assist half of the Government's highest estimate of affected people. The design related well to the livelihood strategies and priorities of beneficiaries by addressing immediate food needs and then recovery of damaged infrastructure and production systems. It accorded with WFP, donor and Government policies and priorities.

Thanks to its previous activities, which contributed directly to preparedness, WFP was able to intervene immediately with GFD, and within a week identified priority needs through an emergency food security assessment (EFSA). A second EFSA in Mar 2008 reviewed progress and changing need.

Efficient staffing and administration were achieved by using existing country office (CO) staff, recruitment of local people in RAAN, and four targeted secondments. Appropriate training for the EFSA's strengthened the response. The logistics unit performed well in a very difficult environment. Sourcing was efficient and without negative effects on local markets or production. Transport was inevitably expensive. Working with the Ministry of Agriculture and Forestry (MAGFOR) was a strength, particularly in view of the scarcity of other partners.

There was a two-month gap between GFD and FFW phases partly due to shortage of implementing partners (IPs), but eventually they implemented a wide range of FFW activities, restoring and building assets, though achievement of food security was difficult because some beneficiaries prioritized housing recovery over food production. Possibly the nutritional objective was too ambitious given the short time frame, chronic malnutrition and continuing food insecurity.

The ration was nutritionally appropriate, culturally acceptable and delivered equitably throughout targeted communities without marginalization. Nutritional impact could not be measured because the proxy indicators for nutritional status in the logical framework (MUAC and weight-for-height) were not collected. Food covered basic needs for some of the time and reduced expensive food purchases. Rations were smaller than planned, but delivered to more people. Communities used both GFD and FFW to support their recovery. Food provided to vulnerable groups was perhaps less effective than the GFD and FFW, as it did not necessarily contribute to community activities, though it revived use of maternal and child health (MCH) clinics.

The extension recommended by the EFSA was justified by the reduced GFD and FFW food and the time needed to get FFW projects started with few implementing partners. Food assistance will have strengthened self-sufficiency by 30 NOV 2008, but this depends on a successful harvest and restart of the PRRO. There was no aid dependency, but community structures endured.

The EMOP exit strategy was based on the expectation that nutritional status and food security would have improved, rather than on measured nutritional well-being or food security status. On the field evidence of the evaluation, the EMOP is likely to achieve this improvement, but, due to division of affected areas between WFP and other agencies, outcomes depend on other actors. Partnerships have strengthened, infrastructure improved and local capacity developed: these will be of value in the post-EMOP PRRO. Communities have been resilient, self-reliant and able to use food aid in recovery. But chronic malnutrition remains. WFP's challenge in RAAN is, with limited PRRO resources, to respond to chronic food problems while preparing future emergency interventions in a marginalised area with few other actors.

Both timely EFSAs were acknowledged by other agencies to be valuable snapshots of emergency conditions; they also provided sound data for WFP plans and programmes. WFP must maintain its present capacity to carry out emergency need monitoring, and should incorporate these capacities into other programmes to monitor trends. This will provide baselines both for normal conditions (i.e. chronic emergency) and extreme emergency conditions. EFSAs built on the comprehensive food security and vulnerability assessment (CFSVSA) baseline by using some of the same variables; this allowed trend data to be updated.

The logical framework had weaknesses in indicators and in risk assessment; consequently monitoring and reporting varied in quality. WFP must ensure: first, that indicators are suitable for EMOPs; second, that monitors are competent to use the indicators; third, that monitoring partners are fully *au fait* with WFP norms in monitoring and reporting; fourth, that selected indicators accord with the practices of IPs such as clinics; and fifth that reports to key partners are delivered on time. Indicators must be suitable to emergencies, but relate to those routinely used so as not to be completely novel. Specific nutritional and food security indicators are needed for EMOPs.

Because, using FFW, some beneficiaries prioritised rebuilding homes before agricultural recovery, food production recovered slowly. The EFSAs showed that this was likely and WFP should ensure the use of FFW to secure recovery of food production and purchasing power.

CO had to make a choice between provision of larger numbers of people with smaller rations to improve food security, even at the expense of nutritional objectives. This choice between coverage and nutrition and between nutritional and food security objectives raises the question of whether a short-term EMOP can realistically have the nutritional impact stated in the project objectives.

WFP's partnership with MAGFOR benefited both agencies and allowed WFP to step up effectively from earlier PRRO activities in which they had been involved with WFP. Further development of MAGFOR's monitoring capacity should strengthen the partnership for both emergency and non-emergency work. Other implementing partnerships were strengthened but more implementing partners must be sought.

The EMOP mechanism allows exit strategies to be extended if necessary. Such extensions need explicit justification, whether because more time is needed to complete activities, or whether changing circumstances led to further unmet needs. In the Felix EMOP it appears

both changing circumstances and delay in implementation contributed to the need for extension, albeit at no additional cost.

There are 19 recommendations covering preparedness, EFSAs, logical framework, monitoring, partnerships and programme delivery. Under preparedness a major recommendation is to maintain and improve the state of preparedness for emergency through building on experience in the IR-EMOP and EMOP. At the end of the EMOP, with MAGFOR, and possibly with RB and IPs, WFP should undertake an after-action review of WFP and IP performance. This review should be used in the design and modification of the Contingency Plan. The quality of initial EFSAs should be maintained by training in anticipation of emergencies, and the quality of subsequent EFSAs maintained by training, such as was carried out for the second EFSAs.

Logical frameworks and monitoring should be improved by linking monitoring and reporting systems to logical framework planning, and with consideration of the capabilities and capacities of monitors. Risk assessment must be more thorough, and assess criticality, probability, urgency and priority of risks. The Programme Support Division of HQ should develop nutritional and food security indicators for EMOPs. If these are not technically possible, proxy indicators such as food consumption surveys or household interviews could be developed. In addition to routine monitoring, CO should consider permanently monitoring in more depth a few sentinel sites, representative of livelihood systems, environments and social structures. These could also identify food sources other than WFP.

WFP should support the institutional development of MAGFOR, by training for monitoring, and implement a computerized monitoring and evaluation (M&E) System, including database management that allows collection of timeline data. CO should plan EMOP exit strategies in relation to harvests so that the probability of recovery is increased.

1. Background

1.A. Context

Country / regional situation overview

- 1.A.1 On 04 SEP 2007, a Category 5 hurricane “Felix” hit the coast of the Northern Autonomous Region (RAAN) in Nicaragua, affecting some 185,000 persons, damaging homes, farming infrastructure and fishing equipment. Much agricultural crop and stored food was lost. Because small-scale agriculture and artisanal fishing are the main sources of income in RAAN and the many indigenous people have few material resources, the effects were particularly severe; the most-affected households faced both shortage of income and decreased food reserves.
- 1.A.2 Nicaragua is a Low-income Food Deficit Country and ranks 110th of 177 countries in the United Nations Development Programme (UNDP) Human Development Index¹; RAAN is one of the poorest areas of Nicaragua. In common with the rest of Central America it often experiences natural hazards such as volcanic eruptions, earthquakes, floods, pest infestations and droughts. Nicaragua and RAAN in particular also suffer damaging tropical storms and hurricanes of which there may be several each year. These hurricanes bring destructive winds, intense rain and sometimes both. Depending on local topography they may cause rapid flooding and/or landslides. In RAAN the coast was affected by destructive waves and raised sea levels. Hurricane tracks are unpredictable; they may quickly strengthen, with little time for adequate warning of such changes. Transport in RAAN is extremely difficult due to the lack of surfaced roads, the effects of wet season floods and the need to use slow and expensive river and sea transport.

Initiatives of actors

- 1.A.3 The President of Nicaragua declared a State of Emergency in RAAN on 04 SEP and the National System for Disaster Prevention, Mitigation and Response (SINAPRED) assessed damage, calculating 100,000 people were affected, (reassessed as 162,373 victims on 12 SEP). World Food Programme (WFP) responded on 02 SEP by starting emergency preparations. On 04 SEP emergency teams were prepared and stand-by arrangements made for air and land transport. Also on 04 SEP WFP distributed emergency relief from existing Protracted Relief and Recovery Operation (PRRO) and Country Programme (CP) stocks and launched an Immediate Response Emergency Operation (IR-EMOP 10695.0 from 05 SEP 2007 to 04 DEC 2007), to be followed by an Emergency Operation (EMOP 10700 from 01 NOV 2007 to 30 NOV 2008). On 5 SEP WFP airlifted 4.5 MT of food to Puerto Cabezas. Through the Latin American and Caribbean Emergency Response Network (LACERN), WFP Regional Bureau responded to the alert by sending a logistics expert to RAAN. LACERN had previously provided training for Civil Defence and GoN personnel in disaster preparedness. In its actions WFP had to coordinate at all times with COMUPRED and SINAPRED. The United Nations (UN) Country Team, UN Disaster Management Team and UN Emergency Team coordinated the UN response, in which WFP had a significant role, including leadership of the damage assessment on which the Flash Appeal was based.

¹ http://hdrstats.undp.org/countries/country_fact_sheets/cty_fs_NIC.htm

1.B. Description of the operation

Previous assistance

- 1.B.1 WFP had a CP (10044.0) for 2002-2006 and 2008-2012, designed to:
- improve the nutritional status of vulnerable women and children;
 - relieve short-term hunger; increase school enrolment and attendance at primary level; and
 - help poor rural households to reduce vulnerability to recurrent disasters.
- 1.B.2 WFP EMOPs, notably Central America EMOP 6079.00 (Hurricane Mitch), had previously covered Nicaragua, as did Regional PRRO 10212.0, and as does current Regional PRRO 10444.0.

Main features of the operation

- 1.B.3 IR-EMOP Nicaragua 10695.0 planned to assist 38,000 victims of Hurricane Felix in RAAN for three months to 4 DEC 2007 with 410 MT of food at a cost to WFP of USD 499,925. Individual rations of 540 grams per person for 20 days, were to be distributed to families in refuges. It was initially planned to use PRRO stocks already in RAAN and further stocks from the WFP's main country warehouse on the Pacific coast at Corinto. Subsequently, due to the high price of local commodities, WFP would use internationally sourced commodities.

Objectives of the operation

- 1.B.4. EMOP Nicaragua 10700.0 was planned to follow on directly from the IR EMOP and to assist:
- 80,000 persons with a general food distribution (GFD) and supplementary feeding Programme (SFP) for 35,000 beneficiaries to stabilize and prevent deterioration of the nutritional status of the affected population, with special attention to women and children under five; and
 - 55,000 persons through a food for work (FFW) component (including additional assistance to some 20,000 persons who had not recovered their livelihoods) to preserve assets and restore livelihoods and community infrastructure.

Budget

- 1.B.5 Annex 5.1: NIC-EMOP-10700.0 Budget, gives details of all components of the budget, which was developed to distribute 8,647 MT of food commodities in three modalities:
- GFD with 4,032 MT, (46 per cent of budget);
 - SFP, with 835 MT, (ten (10) per cent of budget);
 - FFW with 3,780 MT (including 1,008 MT for additional assistance to 20,000 that had not restored their livelihoods), (44 per cent of budget).

The components of Direct Operational Costs are detailed in Annex 5.2 Direct Operational Costs. The overall budget structure is as in Table 1.

Table 1 Structure of budget

Direct Operational Costs (DOC)	8,646,991 USD
Direct Support Costs (DSC)	925,618 USD
Indirect Support Costs (ISC)	670,083 USD
Total WFP Costs	10,242,691 USD

- 1.B.6 Donors quickly offered strong support for an EMOP. As of 2 May 2008, the operation was resourced some 90 per cent against the total appeal.

Timeframe and implementation

- 1.B.7 Within one week of the hurricane, after a brief *ad hoc* phase, WFP responded through an IR-EMOP, which lasted until 1 OCT 2007, to be replaced by EMOP10700.0, which was planned to be implemented for nine (9) months in five (5) municipalities of RAAN, in conjunction with MAGFOR and traditional community organisations. An EFSA would be carried out in NOV 2007 to assess recovery and orientate FFW activities.
- 1.B.8 The first (Relief) GFD phase of the EMOP lasted three (3) months until Jan 2008, with distributions primarily to women. In Feb 2008 the Recovery Phase was planned to take over from relief activities, with FFW activities being selected with community participation, and implemented with MAGFOR. A programme of supplementary feeding was also planned for the Recovery Phase.
- 1.B.9 These Recovery activities were initially planned to last until 30 JUN 2008, but following an EFSA in Mar 2008, a three-month extension to 30 SEP 2008 was recommended. In fact this extension, at no additional cost, has been made to 30 NOV 2008.

Resources

- 1.B.10 Initial resources for both IR-EMOP and EMOP 10700.0 were planned to be from commodities already in country for CP 10044.0 Act 3, PRRO 10444.0, and PRRO 10212.0. EMOP 10700.0 initiated distribution by borrowing food from CP 10044.0 Act 3, PRRO 10444.0, and PRRO 10212.0. Some 1,201.60 MT was borrowed, as described by food commodity in Annex 5.3. (See also Annex 5.4: Borrowing – Repayment).
- 1.B.11 Distributed food consisted of rice and/or maize, yellow split peas (YSP), vegetable oil enriched with vitamin A and D, and corn-soy blend (CSB). MAGFOR and WFP modified the food ration for GFD and FFW as shown in Table 2. (See Annex 5.5: Rations for general food distribution, supplementary feeding and food for work in EMOP 10700.0).

Logical framework, assumptions and risks used by the evaluation team.

- 1.B.12 During the pre-mission phase the evaluation examined the logical framework in the planning document for EMOP 10700.0 and identified some limitations which were discussed in the Pre Mission Report (PMR). Because the evaluation considered it inappropriate to attempt to create a logical framework without first-hand experience of the field, it briefly discussed the logical framework with CO staff before the field mission, but pending detailed discussions with CO staff, the evaluation used the logical framework in the ToR as the working document.

Main stakeholders in the evaluation

- 1.B.13 The main stakeholders of the evaluation are: WFP Nicaragua CO, WFP Regional Bureau (RB) staff; donors, including CERF, ECHO and USAID; the Government of Nicaragua (GoN) particularly SINAPRED, Regional Committee for Disaster Prevention (COREPRED), Municipal Committee on Disaster Prevention (COMUPRED), MAGFOR, The Ministry of Health (MINSAs), and the Autonomous Government of RAAN; UN partners, particularly the Food and Agriculture Organisation (FAO), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP) and the Pan American Health Organisation (PAHO); WFP's implementing partners, including some 13 NGOs (listed in detail in Annex 5.6), and 422 communities in the affected areas.

1.C. Evaluation Features

Objective of the evaluation

- 1.C.1 The evaluation has two objectives: first, to assess the extent to which EMOP objectives have been achieved, the effectiveness of the means employed, and account to stakeholders for expenditures. Second, it draws lessons from experience to improve future performance in hurricane response in Nicaragua and the region, with recommendations, guidance and highlights good practice to stakeholders. These findings may influence the way WFP Regional Bureau and neighbouring Country Offices develop and implement responses to hurricanes in Central America and the Caribbean.

Rationale

- 1.C.2 Because Hurricane Felix is the largest single-country emergency operation in Central America and well-funded, lessons may be learned for response to future hurricanes in the region.

Scope

- 1.C.3 This evaluation covers preparedness, design of the operations and response to the hurricane in RAAN through IR-EMOP 10695.0 and EMOP 10700.0; and the extent to which objectives were achieved. Particular reference is paid to the period 01 SEP 2007 – mid SEP 2008, but preparedness before and during the hurricane season from 1 JUN 2007 is also examined. Objectives of the two EMOPs include the provision of immediate food aid, including logistical and non-food costs in the IR EMOP.

Methodology

- 1.C.4 The evaluation uses a range of traditional methods based on programme theory and logical frameworks, with stakeholder discussions, particularly beneficiary perspectives, and secondary data. Details of methodology are provided in Annex 4 and the PMR.

Limitations

- 1.C.5 The evaluation was able to interview most of the main stakeholders in Managua, a representative range of communities and stakeholders in RAAN and had a telephone interview with a key informant in the RB. Some WFP CO staff were no longer in post, and some key informants were not in country.

The evaluation is confident that it succeeded substantially in establishing the facts and securing valid interpretations. The anticipated lack of baseline data on location-specific nutritional status and food security was found to be a limit. See also Annex 4 for limitations and responses to them.

Quality assurance

- 1.C.6 WFP has developed an Evaluation Quality Assurance System (EQAS) based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products including the terms of reference (ToR). EQAS will be systematically applied during the course of this evaluation and relevant documents were provided to the evaluation team.

2. Main Findings

2.A. Operational design: relevance and appropriateness

Objectives, including targeting, relevance, appropriateness

- 2.A.1 The objective of IR-EMOP 10695.0 was to provide immediate food aid to 38,000 hurricane-affected people, for 90 days, using regular operation stocks for the first 20 days. Thereafter, commodities would be brought into RAAN via Corinto warehouse. Logistical and other non-food costs were to be covered.
- 2.A.2 EMOP 10700.0 objectives are: to provide immediate food assistance, to prevent deterioration of the nutritional status of the affected population, especially pregnant and lactating women and under fives, and to preserve assets and restore livelihoods and community assets, through FFW supported activities.

Food security situation in Nicaragua and RAAN

- 2.A.3 Food insecurity levels in Nicaragua partly reflect recurrent natural hazards² but also links to poverty, with per capita gross national income (GNI) of USD 980 in 2007 (World Bank). Poverty is greatest in RAAN. Adverse economic and political factors also cause food insecurity, for example the rising in food prices in 2007 and large disparities in access to land and other factors of production: the poorest 80 per cent of the Nicaraguan population gain 32 per cent of GNI; half the RAAN population live on less than one dollar a day. There is however a National Food Security Strategy and donor interest in providing support for activities to improve the situation. WFP has policies to reduce child under-nutrition and that caused by pregnancy and breast-feeding, and also to prioritise poor households.
- 2.A.4 Half of the population in RAAN is classified as food insecure even in normal times³ and two thirds of household income is spent on food because people in RAAN are not self-sufficient in food production. Food prices are 20-25 per cent higher than in the rest of the country, but local markets for farm surpluses are limited. RAAN is difficult to access due to poor transport infrastructure, and its distinctively different culture alienates it from the core areas of Nicaragua and power in central government. People in RAAN have little access to formal credit and farming inputs; informal loans and buying of food on credit are common coping strategies.

² Natural hazards, many relating to climatic extremes, are so frequent that, even if an EMOP is not warranted, the area is in a more or less continuous state of alert or moderate level emergency.

³ Information in paragraphs 2.A.3-2.A.5 is from the "Food Security and Livelihoods Survey in the Autonomous Atlantic regions" VAM 2005 and field interviews.

Subsistence farmers and fishermen are unable to produce their own food needs for the year, and so depend on a very limited market system. WFP has responded to chronic food insecurity in RAAN since 2002 with a school-feeding programme, and since 2005 with the Regional PRRO.

Needs of food insecure population

- 2.A.5 In addition to these pressing chronic needs caused by food shortage, the poor provision of safe water and adequate sanitation, and the limited provision of health services lead to poor health, which contributes to further malnutrition. Maternal mortality rates are the highest in Nicaragua. Water-borne disease prevalence is high and contributes to the low nutritional status of children who are exposed to both disease and inadequate diets throughout their early years.
- 2.A.6 In this context of severe chronic food insecurity, high levels of chronic malnutrition⁴ and ill health, particularly among mothers and children, few agencies are willing to work in the challenging conditions of RAAN.
- 2.A.7 The immediate and pressing food needs caused by the Felix demanded a quick and forceful WFP response to these needs in an already food-insecure population. This was true of the IR-EMOP, responding to immediate nutritional needs of a displaced population with few food reserves; but it is also true of the EMOP, which responded to continuing severe nutritional problems, and sought to aid recovery. Whether the Regional PRRO could have been used rather than EMOP is discussed below (2.A 8-11) in relation to internal coherence with other WFP interventions.

Internal coherence with WFP policies

- 2.A.8 The IR-EMOP and EMOP have been designed using standard WFP EMOP response mechanisms to meet increased food needs created by a natural disaster in an impoverished rural area with chronic food insecurity and malnutrition. The operations were planned on the basis of the 2005 VAM assessment, the first EFSA, and very significantly the knowledge and response systems provided by the ongoing CP and PRRO. The IR-EMOP and EMOP are in line with WFP's Strategic Objective 1 (Saving Lives in Crisis Situations) and Strategic Objective 2 (Protecting Livelihoods in Crisis Situations and Enhance Resilience to Shocks.) Section 2D considers coherence with other WFP policies.

Internal coherence with other WFP interventions in country

- 2.A.9 Before the hurricane WFP was implementing the CP and Regional PRRO in Nicaragua. The EMOP responded through GFD and mirrored the PRRO in two modalities: targeted FFW and supplementary feeding of vulnerable groups. The PRRO included a Food for Training (FFT) component not directly planned in the EMOP⁵. PRRO activities in Nicaragua took place in the three most food-insecure administrative departments in the country, which included RAAN, providing FFW for about 70,000 people and SFP for about 6,000 individuals in the RAAN. The PRRO in the RAAN (but not elsewhere in Nicaragua) was suspended during the life of the EMOP to avoid duplication.

4 A WFP 2006 nutritional study of six RAAN municipalities showed chronic malnutrition at 32 per cent

5 In practice through FFW communities also received training in, for example, improved house-building methods

- 2.A.10 The CO proposed an EMOP rather than amending the PRRO. This was discussed for some time with the RB and HQ. Within HQ (see Project Review Committee Comments) several units argued strongly for using the PRRO mechanism. After some weeks delay⁶ the EMOP response was agreed. The case given to the evaluation for the use of an EMOP was: first, that the severity of the hurricane and immediate threat to food security necessitated a rapid response; second, that communications had been severely disrupted - RAAN is, at best, logistically very difficult so an expensive and immediate response was needed; and third, that key donors were willing to support an EMOP, while the PRRO was weakly supported⁷ and would continue to be so.
- 2.A.11 The PRRO SFP criteria for identifying 6,000 beneficiaries had been the selection of children aged 7-36 months, and pregnant and lactating mothers, as nutritionally vulnerable groups, and not the vulnerability of household level food security. The EMOP uses the same criteria, identification and implementation methods⁸, though the ration composition differed. (See Table 2) The EMOP SFP ration is simpler and more generous in quantity, providing 60 percent more kcals/person/day for the SFP though 12 percent fewer kcals/person/day, for FFW (Annex 5.5). This change to the planned ration was appropriate for the EMOP response where needs were expected to be more acute and delivery systems needed to be more agile. Maintenance of the same group of beneficiaries was justified and sensible since it allowed direct continuity into the EMOP, and in the future, back to the PRRO. It also saved time in identifying other VGs, and avoided probable resentment over a change in beneficiaries.

Table 2 Compositions of Planned EMOP and PRRO Rations

Daily ration per person	Planned SFP ration						Planned FFW ration			
	EMOP children 7-36 months & pregnant and lactating women		PRRO children 0-24 months		PRRO pregnant & lactating women		EMOP FFW		PRRO FFW	
	G	kcals	G	kcals	G	kcals	G	kcals	G	kcals
CSB	150g	570	100g	380	150g	570	100g	380	0	0
Oil	15g	133	25g	221	25g	221	20g	177	80g	708
Rice / Maize	100g	350	0	0	0	0	400g	1400	400g	1400
Pulses	0	0	0	0	0	0	40g	134	80g	268
TOTAL		1,053		601		791		2,091		2,376
Kcals from protein		13%		12%		14%		8%		9%
Kcals from fat		21%		46%		39%		12%		37%

- 2.A.12 In addition to these three food assistance modalities, the CP feeds children in 703 schools in RAAN, the EMOP response area. School feeding food stocks to cover the end of the school year (AUG-NOV 2007) were in place by the eve of Felix, and immediately used in the IR-EMOP, a valuable food reserve because of its location in communities. The CP was able to resume at the start of the school year, in Feb 2008 with undisrupted supplies.

⁶ Though planning of the EMOP continued throughout the period

⁷ As late as 24 JUN 2008 the Regional PRRO 01 JUN2007-31 MAY2009 was resourced at no more than 15.63 per cent against the Appeal. (Resourcing Update)

⁸ The EMOP had planned to support children under 60 months, while the PRRO criterion was children under 36 months

WFP vulnerability analysis and need assessments

- 2.A.13 To support the CP and PRRO, WFP surveyed food security and livelihoods in the Autonomous Atlantic Regions in 2005. This informed on the population profile, highlighted chronic malnutrition and food insecurity, and led to disaster preparedness activities. PRRO monitoring provided excellent contextual information relevant to the operation area of the EMOP. Within a week of the hurricane a five-person WFP team carried out the first Emergency Food Security Needs Assessment (EFSA), following WFP methodology standards. Previous training in assessment methodologies through LACERN facilitated the EFSA process. This EFSA enabled quick decision-making and identified priority intervention areas for WFP. Other stakeholders, including ECHO and USAID, used this EFSA in their planning.
- 2.A.14 A second EFSA with a twenty-person team, mainly UN Volunteers and including MAGFOR, trained by a seconded RB staff, made a more in-depth analysis in Mar 2008, six months after the hurricane. The timing and the methodology of this EFSA were strong elements in the EMOP response, identifying the level and types of nutritional needs and recommending a three month extension to the EMOP from the end of JUL, to provide food through the hungry season and wait for the *primera* harvest which is the main harvest season in the RAAN.
- 2.A.15 The 2005 CFSVA, and the two EFSA's provided timely and relevant data to the EMOP including information on: food consumption patterns; livelihood profiles; and access to food assistance. Both EFSA's were used by other agencies. The second EFSA was welcomed by other agencies but does not appear to have been disseminated as widely as the first. This can be seen as a missed opportunity to improve coordination and a consistent response by stakeholders.
- 2.A.16 An important finding of these assessments was that two thirds of the food consumed in RAAN is purchased (not produced), highlighting the importance of the food market in the population's food security. This consideration will be of utmost importance to WFP's EMOP exit strategy in view of raised food prices locally, nationally and internationally throughout 2008. The EMOP implementation period has been extended to 30 NOV 2008. At this time WFP will need to consider new and accumulated vulnerabilities. Factors to be weighed include the nutritional status of the population, the effects of price increases, the productivity of the *primera* harvest, as well as the level of success of the interventions of other actors.

See Recommendations 1, 2, 3, 17

External coherence of objectives with GoN, partners and other donor policies

- 2.A.17 WFP coordinated with SINAPRED and the Autonomous Government of RAAN, both of which had responsibility for the GoN response, to identify their separate areas of food distribution. In the UN Emergency Response Team and under the Consolidated Appeal process WFP played a key role in the preparing the Flash Appeal, for example in leading the needs assessment, and in addition to food provision and food security accepted lead responsibility for: emergency telecommunications; safety and security; and logistics. The WFP intervention was in accord with UNDAF in prioritizing: food support; disaster prevention; alliance building with GoN and NGOs; support for poverty reduction, participation, environmental improvement, advocacy and emphasis on a mainly rural area. Similarly the EMOPs supported the PRSP. WFP actions in the EMOP supported the recommendations of UN Common Country Assessment of 2000, in strengthening national capacities, building alliances with GoN, disaster prevention and advocacy with GoN and civil society.

- 2.A.18 The EMOP has two main objectives, the first nutritional and the second covering food security. In the nutrition objective, there is overlap between WFP's nutritional objectives for vulnerable group and those of UNICEF. UNICEF provided different supplementary foods to a different age group (6-24 months), but geographical division between the two agencies ensured that there was no duplication. It is, however, not clear from data available to date, whether the overall impact of having two different approaches had any negative impact or to show which one may have been most successful in meeting nutritional objectives. It is also noteworthy that UNICEF appears to be the sole UN agency under the Nutrition section of the Flash Appeal.⁹

Project design

Learning from previous evaluations

- 2.A.19 Staff of the CO, some of whom are no longer in post, led by the CD, designed the project. The RB and HQ contributed to the project design proposed by the CO by reviewing it and seconding critical skilled staff. There had been no recent evaluations of local EMOPs so that important inputs to the design process were the 2005 VAM report and the two EFSAs, the first for the initial design of the EMOP and the second for its modification after six months.
- 2.A.20 But the critical input to preparedness and the design process was the considerable base of knowledge of the physical, cultural, social, economic and infrastructural environments, links with the Government of RAAN, links with communities and individuals that had been built up during the implementation of the CP and PRRO. Successes in the design of and preparedness for the EMOPs depended greatly on the groundwork provided through these earlier activities: previous WFP operations in an environment of severe chronic food insecurity and malnutrition were critical to project design for the emergency.
- 2.A.21 In accord with international practice for dry take-home rations, the SFP ration is doubled to account for intra-household sharing of the food. This overall increase should increase the probability that intended beneficiaries would receive more, and the ration would be nutritionally adequate.
- 2.A.23 Rations planned for FFW were the same as for GFD: this is good practice, nutritionally, culturally and logistically. When necessary, WFP substituted YSP for beans, and some maize for rice. Although these are less liked by beneficiaries, maize is increasingly familiar. More effort had to be devoted for the acceptance of the YSP, and WFP invested time into appropriate awareness and recipe provision activities to encourage uptake.
- 2.A.24 It is unusual for emergency responses with nutritional objectives to use non-emergency nutritional indicators, as was done in the EMOP, because it is well known that it is very difficult to prove any nutritional impact on a short six to nine month intervention unless weight-for-height data, mid upper arm circumference (MUAC) or micronutrient status indicators using biochemical markers are used. The EMOP logical framework does not specify what nutritional indicator will be used to measure against this objective for children, but programme data indicate that weight-for-age is used; this is a generic nutritional indicator used globally for children under five years of age and not specifically suitable for emergency conditions in which wasting (rather than stunting) is a more relevant indicator.

⁹ WFP actions will determine nutritional status; WFP would have benefited by making its nutritional aims clear using this mechanism, but another UN agency, UNICEF, has responsibility for nutrition.

The EMOP logical framework specified MUAC and weight-for-height as proxy indicators for nutritional status, but the programme did not collect these, and used weight-for-age - an inadequate indicator for emergency conditions - to estimate nutritional impact. The institutional weakness of MINSA, the IP, limited the possibility of thorough monitoring.

- 2.A.25 The nutritional value of the planned GFD and FFW ration met international standards in protein and fat content, and CSB added micronutrients. The ration was therefore adequate, if the four food commodities were supplied together. It seems that there were pipeline breaks but these were not captured in WFP records. No data exist to show the nutritional adequacy of the SINAPRED ration delivered to its communities. SINAPRED rations included seven commodities, in contrast to WFP's four commodities, but SINAPRED was able to supply for fewer days than WFP's 60 days of GFD.
- 2.A.26 While the evaluation acknowledges that the nutritional indicators of choice may be those of the SFP of the PRRO and that this makes for smoother transition from PRRO to EMOP and back to PRRO, it does however raise the question of whether the PRRO could have been stepped up to meet new needs. On the other hand the continuity of methodology between EMOP and PRRO is helpful, even if it cannot measure outcomes.
- 2.A.27 Although the logical framework includes MUAC for pregnant women; which is an appropriate indicator for emergency programmes, the evaluation found no monitoring data on MUAC.
- 2.A.28 The food security objective is well formulated, and includes indicators that can be collected through household and community level monitoring and assessment. This food security objective allows for clear identification of WFP's role within the Flash Appeal as well as identifying how food provided under the FFW could complement early recovery activities of other agencies.
- 2.A.29 The food security objective to be met through FFW did not specify activities to be carried out by food assistance beneficiaries, but includes three elements which allowed WFP, in negotiation with IPs, to chose activities on a case by case basis, rather than be prescriptive; the purposes of the activities were: preserving assets, restoring livelihoods, and restoring community infrastructures. This flexibility was advantageous in view of the range of implementation partnerships, particularly where the community was the main partner.

See Recommendations 1, 23

Strengths and weaknesses of the logical framework and consequences for evaluation; risks and assumptions made in the logical framework.

- 2.A.30 Members of the core team in the CO produced the logical framework; RB and HQ then commented and suggested modifications. The logical framework is more restricted than in 'ideal' models, omitting some components such as inputs, activities and budget; the rest of the project document covers these adequately, but consideration of activities and inputs within the actual logical framework document would have strengthened the emphasis on relevant and appropriate indicators.

- 2.A.31 Appropriately, CO used the first two WFP strategic objectives to provide a sound basis for planning the EMOP. Both strategic objectives: first to save lives and second to protect livelihoods in crisis situations are particularly relevant to EMOPs and relate well to changing emphases during implementation. It would, however, have been advisable, in relation to the SFP component, to include also the third strategic objective: to support the improved nutrition and health status of children, mothers and other vulnerable groups. The 2005 WFP Indicator Compendium provides helpful advice on the derivation of appropriate indicators for these three objectives, stressing that they must be context-specific. It would also have been helpful to specify indicators more precisely in relation to the separate components of activities: an advantage of listing activities in the logical framework.
- 2.A.32 Feedback from the Project Review Committee on the logical framework does not seem to have been incorporated in the framework seen by the evaluation. This would have addressed some of the issues related to use of indicators to turn them into more appropriate and standard formats.
- 2.A.33 Under its Third Management Objective, the WFP Indicator Compendium lists basic preparedness tools for EMOPs and PRROs. These include early warning analysis, contingency planning and logistic capacity assessments; it also emphasizes the use of CFSVAs for priority countries. Appropriately, the CO and RB had carried out all these activities in anticipation of an emergency and following the alert.
- 2.A.34 It is essential that logical frameworks be living documents rather than blueprints, informed and updated by progress monitoring, particularly the EFSAs process. The evaluation found no evidence of updating of the initial logical framework.
- 2.A.35 The limited scope of the indicators allows for superficial monitoring and evaluation. Whereas the PRRO and CP have standardised monitoring forms for collecting relevant data, monitoring of the EMOP has focused on logistics, rather than outcome or output. The EFSAs are exceptions to this and indicate the direction that monitoring could take. This lack of system is not a reflection on the level of knowledge of WFP and partner staff but on a failure to link the design of the monitoring system to that of the logical framework.
- 2.A.36 Risks and assumptions appropriately consider events and conditions outside the control of the project, but fail to consider factors that WFP staff would have been aware of through their work in CP and PRRO, for example the high probability of adverse climate conditions during the EMOP affecting logistics, production, food security and nutrition and slowing recovery. In addition, nutritional vulnerability and its relation to underlying causes such as child care, health care and water and sanitation conditions could have been identified as aggravating factors that a food assistance response alone could not address.
- 2.A.37 A more realistic analysis of risk, focused on the actual activities planned could have identified the risk that the understandable community emphasis on housing recovery, identified in the EFSAs, might compromise their attention to agricultural production recovery.

See Recommendations 5, 6, 7, 8, 9,

Appropriateness of planned operations with respect to needs

- 2.A.38 WFP's responded to the extreme event by rapid provision of GFD, then through targeted feeding of VGs to recovery activities, in a 'funnel approach': a standard EMOP structure leading from progressively selective relief, according to the severity of need, to a recovery phase.
- 2.A.39 This structure was appropriate to the circumstances, given WFP's existing detailed knowledge of communities' chronic food insecurity, its knowledge that communities stressed collective responses and its ability to access remote areas through strong logistics. WFP selectively used existing PRRO VGs and FFW modalities. In implementation WFP was flexible in increasing coverage even while decreasing the ration.
- 2.A.40 Selection of MCH for VGs targeted those most likely to be at nutritional risk. In view of the loss of the rice harvest, the planned nine-month EMOP would not be enough to achieve food security, but the no-cost extension should help towards this aim.

2.B. Outputs and implementation: elements of efficiency

Levels of outputs: quantitative and qualitative.

- 2.B.1 The EMOP planned to serve 80,000 of the 185,000 people SINAPRED estimated to be affected out of the total RAAN population of 324,340. This SINAPRED estimate of affected is almost identical to the number of people VAM in 2005 estimated to be food insecure in normal times (See 2A4). WFP coverage (approximately half the affected) was based on the principle of a shared responsibility for total coverage with SINAPRED, but GoN asked WFP to increase this to 98,000 for GFD. This they achieved though with some reduction in ration. Due to the difficulty of finding implementing partners WFP was slow in starting FFW and with shortfalls in deliveries. In SFP, taking into account the likelihood of double counting, WFP coverage of the planned figure was possibly as low as ten per cent of the planned figure of 35,000, probably reflecting an overestimate of need. The effectiveness of coverage was greatest in GFD, less in FFW and least in SFP.
- 2.B.2 Because WFP and SINAPRED agreed to distribute food separately to different hurricane-affected communities the modalities in geographical targeting of the EMOP are unclear. WFP distribution records show that WFP covered logistically less accessible communities, with increased delivery costs. Available data does not allow identification of overlaps or omissions due to shared coverage, though it is known that WFP took over some communities that SINAPRED was unable to cover so that eventually the split was approximately 60 per cent WFP to 40 per cent SINAPRED. SINAPRED rations were smaller and less regularly delivered than WFP's. The distribution statistics suggest the following:
- 2.B.3 WFP served 262 communities in 8 municipalities. (See Annex 5.9) Of these 102 (39 per cent) mainly in sub-Littoral Prinzapolka, Terrestre, Raudales, Rosita, and some in Puerto Cabezas and Bonanza, received only the first GFD.
- 2B4 Of the remaining 160 communities, 23 (14 per cent) received three complete GFD, and 39 (24 per cent) mainly in Litoral Norte and Waspan Rio Arriba municipalities received three complete GFD and two FFW distributions. Some 98 communities (61 per cent) received more than one GFD and one of two FFW distributions, but not the complete possible set of five. Some 13 (8 per cent) communities received two FFW distributions only and no GFD. Two received one FFW distribution only and no GFD. The areas served by WFP and SINAPRED were the most severely affected. Some communities were transferred from SINAPRED to WFP and this

accounts for WFP's having supplied a smaller number of distributions. According to the EMOP strategy the number of beneficiaries would reduce through time and distribution would be planned according to need. The evaluation had insufficient information on the circumstances in each community to judge precisely why decisions were made on the number of distributions, but the overall EMOP strategy required this reduction through time in the number of communities served. At times the unavailability of resources such as CSB required replacements.

- 2.B.5 SFP coverage corresponds to municipalities with functioning MCH centres and spans a new administrative area known as Las Minas. Available data does not allow identification of these communities to check overlap with GFD and FFW distribution areas.
- 2.B.6 The evaluation analysed food assistance modality distribution lists to ascertain what was delivered, to which communities, and how many times (See Annex 5.14). These data show which communities WFP served, but not the extent to which WFP fulfilled its planned commitments.
- 2.B.7 Some communities had one distribution only, but this is not evidence of failure, because WFP may no longer have had responsibility for the community and handed over to another actor. Conversely, WFP may have taken over responsibility from SINAPRED because the latter was unable to supply rations. It is possible that there was no delivery because there was no longer need, or delivery was not possible because of access problems or there were limited stocks available.
- 2.B.8 The evaluation understands that WFP distributed even-sized food rations to between 92 and 262 communities for each of the five main distributions (three GFD, two FFW). A documented rationale for variations would allow better analysis of the effectiveness of coverage and also how WFP food responded to need.

See Recommendation 19

- 2.B.9 Annex 5.14 summarises coverage by municipality and clearly shows the tapering off of distributions as planned in the EMOP and the concentration of FFW in a restricted number of municipalities. Table 3 shows the percentage coverage of communities by WFP in each affected municipality. WFP assisted some three quarters of the communities identified by SINAPRED as affected by Felix. Table 4 summarises GFD and FFW distributions to total numbers of communities, families, households and individuals. In contrast with the marked decline in coverage of communities, the number of rations and tonnages distributed increased.

Table 3 Numbers of Affected Communities in Municipalities, showing Numbers of Communities Assisted by WFP in each Municipality

	Number of Communities by Municipality	Estimate of Affected Communities according to SINAPRED	Communities Assisted by WFP	Coverage Percentage of WFP Benefited Communities
Puerto Cabezas	87	87	64	73.56
Waspam	112	105	99	94.29
Bonanza	51	46	33	71.74
Rosita	94	86	37	43.02
Prinzapolka	43	9	7	77.78
TOTAL	387	324	240	74.07

Table 4 GFD and FFW Distributions to Communities, Households and Individual Beneficiaries, Daily rations and Total Tonnage Distributed

	GFD1	GFD2	GFD3	FFW1	FFW2
Number of communities	239 or 262 *	125	125	120	92
Number of families	19,730	14,112	14,112	12,447	8,745
Number of beneficiaries	98,649	70,562	70,562	62,385	42,375
Number of reduced daily rations	1,972,980	1,411,240	1,411,240	5,614,650	3,178,125
TOTAL MT distributed	777.35	550.38	541.92	2,161.64	1,347.53

* Different data sources give different numbers.

2.B.10 Overall, WFP sought a wide geographical coverage, ensuring that more communities benefited from some food assistance rather than fewer communities getting full 90 days worth of GFD and 90 or 180 days worth of FFW rations. These two approaches involving 'deeper' and 'broader' coverage would produce different nutritional and food security impacts. Briefly, deeper coverage would provide more to fewer people, broader coverage less to more people. The evaluation considers that the selection of a broader distribution strategy was appropriate since beneficiaries were able to supplement WFP supplies from other sources, but also because chronic food shortage meant that large numbers would benefit from some additional food.

General Food Distributions

2.B.11 GFD was planned for 80,000 beneficiaries over 90 days, providing 2,131 kcals/person /day. WFP achieved GFD to between 70,562 and 98,649 over 60 days. This provided between 1,534 and 1,887 kcals/person/day. Thus WFP distributed less food over a shorter time but to more people¹⁰ for the first GFD and to fewer people for the second and third distribution. Over the three distributions the total number served met the 80,000 x 3 planning figure¹¹. A total planned individual's GFD ration was 50.4kg of four commodities. The actual GFD ration available to distribute to individuals corresponded to 23.36kg, so that GFD was 54 per cent short of the planned ration. (See Table 5). The delay in the arrival of internationally-sourced commodities explains some of the shortfall. These shortfalls will have affected the expected outcomes in relation to the two EMOP objectives.

¹⁰ The GoN requested that WFP increase the number of beneficiaries from the EMOP target

¹¹ These calculations are based on logistics reports of food assistance deliveries rather than monitored distribution data.

Table 5 Shortfall in GFD Ration per Person over Planned 90 days of GFD

Total Planned GFD Ration Per Person for 90 Days (kilos)		Actual GFD Ration For 60 Days (kilos)	Percentage Shortfall
RICE	36k	19.9	44.8
CSB	9k	0	100
OIL	1.8k	1.6	10
PULSES	3.6k	1.9	47.8
MAIZE	0	0	0
Total Per Person	50.4	23.4	53.7

- 2.B.12 It is not possible to determine how this shortfall may have affected nutritional status since nutritional status was not monitored. The risk of nutritional inadequacy will, however, have been minimized since it is likely that individuals had access to other sources of food including WFP school feeding (from Feb 2008) and food provided by other actors, some of which are unknown. Distribution data suggests that the food was supplied to all communities in three distributions. This regularity of supply is as important as the actual ration. WFP was certainly very quick in getting food to affected people in the immediate aftermath of the hurricane.

Food for Work Distributions

- 2.B.13 WFP planned FFW for 55,000 beneficiaries over 90 days (2,131 kcals/person/day), and FFW for 20,000 beneficiaries over 90 days (2,131 kcals/person/day). It achieved FFW for 62,385 over 90 days, providing 1,339 kcals/person/day and FFW for 42,375 individuals over 75 days, providing 1,665 kcals/person/day. See Table 6.

Table 6 Shortfall in FFW rations per Beneficiary over Planned 90 Days of FFW1 and 90 Days of FFW2

Total Planned FFW1 Ration Per Person Over 90 Days (kilos)		Actual FFW1 Ration delivered For 90 Days (kilos)	Percentage Shortfall FFW1 Ration	FFW2 Ration delivered For 75 Days (kilos)	Percentage Shortfall FFW2 Ration
RICE	36	25.2	30.1	21.4	40.6
CSB	9	6.0	32.9	7.7	14.2
OIL	1.8	1.9	-6.0	1.6	12.5
PULSES	3.6	1.5	57.7	1.1	68.8
Total Person	50.4	34.7	31.3	31.8	36.9

- 2.B.14 Thus the WFP FFW scheme provided 31 per cent less food than planned. However, the FFW1 distribution exceeded planned beneficiaries by 13 per cent and the FFW2 distribution by 111 per cent. Food was distributed through 15 WFP partners at varying dates, so records do not allow assessment of any time gap between GFD and FFW modalities. Delays in the implementation of FFW early in 2008 can be explained by the late arrival of international aid, caused by the 60 – 90 days needed for arrangement of the purchases and the delayed arrival of USAID assistance-in-kind. It had been anticipated that international sourcing would be necessary, but local sourcing was made very expensive by shortages in-country and the effects of speculation.

Vulnerable Group Distribution

2.B.15 WFP planned SFP for 35,000 individuals over 90 days providing 1,063 kcals/person/day and achieved SFP for 6,764¹² over 90 days providing between 1,050 and 1,177 kcals/person/day. Table 7 shows the difference between planned and actual distributions for an individual beneficiary. The overall shortfall for SFP was about three per cent.

Table 7 Shortfall in SFP for Individual Beneficiaries over 30 Days

Total Planned SFP Ration per Person over 90 Days (kilos)		Actual SFP1 Ration for 90 Days (kilos)	Percentage Shortfall SFP1	SFP2 & SFP3 ration Delivered for 90 Days (kilos)	Percentage Shortfall SFP2 & SFP3
RICE	9.0	9.1	-1.2	8.4	7.0
CSB	13.5	7.2	46.7	10.8	20.0
OIL	1.35	2.7	-97.5	1.8	-33.3
PULSES	0	4.1	0	2.1	
Total	23.9	23.1	3.1	23.0	3.4

Table 8 Categories of SFP Beneficiaries in Three Trimesters of 2008

Beneficiary category	SFP1 FEB-APR	SFP2 MAY-JUL	SFP3 AUG-OCT	TOTAL (9 months)
Pregnant women	397	657	772	1,826
Lactating women	317	564	667	1,548
Boys 7-36 months	762	1,303	1,333	3,398
Girls 7-36 months	754	1,288	1,324	3,366
TOTAL	2,230	3,812	4,096	10,138

2.B.16 The total number of SFP beneficiaries assisted with SFP 90 day rations is estimated at 10,138,¹³ which is less than one third of the EMOP figure of 35,000. (See Table 8). In fact the monitoring form data do not make clear whether there is double counting, so that the 10,138 total SFP could be made up of those who received three month rations plus those who received nine month rations; this would involve unacceptable double counting. Neither monitoring form data nor interviews with field staff could clarify whether there had been double counting. It must be stressed that the geographical coverage of MINSA strictly limited the areas in which the support to targeted women and children could be achieved.

2.B.17 A planned figure of 35,000 beneficiaries corresponds to 19 per cent of the 185,000 people reported by SINAPRED to be affected by hurricane Felix.¹⁴ This appears to follow the common practice in planning SFP programmes of using a standard percentage on the basis that 18-20 per cent of the total population will be under the age of five; SFP criteria would only accept half of these (those aged 7-36 months) but five per cent pregnant and five per cent lactating women would also be added. Uncertainties about planning figure may explain why the actual number of SFP beneficiaries is much lower than expected, as may reasons related to the institutional limitation of the SFP service providers, or by an overestimated planning figure.

¹² This figure is from FEB – OCT 2008, and cannot be a record of actual delivery since it was given to the evaluation in SEP 2008. A figure of more than 6,000 can be assumed.

¹³ This is an estimate because data collected in SEP 2008 included SFP beneficiaries in the AUG to OCT period. This MAY mean that the total figure for that period MAY correspond with a planning figure based on food allocated to the programme based on those registered in AUG, or it could be a figure that increases if new beneficiaries register.

¹⁴ The EMOP addressed the needs of 80,000 needy people.

- 2.B.18 An effect of the reduced number of beneficiaries is that of the 835MT of food planned for SFP rations, only 242MT (29 per cent) was needed: a significant reduction. In addition, the EMOP planned a SFP ration of three commodities (CSB, oil and rice), but YSP were included (93g per person in the first SFP distribution and 23g in the second and third). The nutritional reasons for this could not be ascertained. Furthermore, YSP, though nutritionally acceptable are not common foods in the region.
- 2.B.19 Monthly SFP rations were distributed in Feb, Apr and Mar 2008 through: 14 health centres, one hospital and two *casas maternas*¹⁵. The geographical coverage of these 15 centres is different from that of the GFD and FFW because only MCH clinics and *casas maternas* are able to run a SFP programme. This institutional limitation means that some hurricane-affected communities did not have SFP rations available to them. During the first three months of SFP provision, the SFP ration contained no CSB, which was replaced with YSP, and by increasing the rice and oil components to make a ration of 1,172 kcal/person/day. This provided only ten per cent protein; lower than the 13 per cent recommended by international standards. The fat content at 16.4 per cent was closer to planned and international standards.
- 2.B.20 The second and third SFP rations were modified as CSB was available and less YSP and oil were given, providing a 1,050 kcal/person/day ration. The nutritional rationale for substituting commodities when there is a pipeline break is well founded, even though CSB contains micronutrients (particularly calcium, iron, vitamin A and Vitamin C) that YSP do not provide at the same levels; moreover, its cooking needs less time and water, and it is easier to feed to young children because it is made into a porridge. WFP ensured that the SFP ration continuously brought in more food to the family pot.
- 2.B.21 Annex 5.7 shows that prices estimated in the initial EMOP 10700.0 budget increased, in comparison with international procurement prices. The price of rice increased by 18 per cent, CSB by three per cent, vegetable oil by 18 per cent; the largest increase was for yellow split peas (YSP) with a 21 per cent increase. In consequence, the commitment balance of 41,732 USD to purchase 1,286.691 MT will not take place; Nicaragua's CO will need to adjust the commodity basket for the last distribution of commodities.
- 2.B.22 Annex 5.8 shows that 74 per cent of the products distributed by WFP were purchased externally because of the high prices in Nicaragua's market.
- 2.B.23 Rice contributes 71 per cent of the EMOP 10700.0 basket in GFD and FFW; its impact on imports corresponds to two per cent, and domestic procurement accounts for one per cent of the annual rice production, which is approximately 185,000 TM per year; this percentage is marginal and does not influence the Nicaraguan market. Quantities of oil and CSB are small and do not require analysis.
- 2.B.24 The number of days for SFP was as planned (3 x 90 days); however, GFD was allocated for 60 out of a planned 90 days (33 per cent less) and the actual ration was always less than planned. This was justified by pipeline issues and an increased case-load, at the request of GoN, from a planning figure of 80,000 to an actual figure of 98,000. Provision for FFW was 15 days short of the planned 120 days total.

¹⁵ Centres for safe childbirth delivery.

Implementation mechanisms

- 2.B.25 In the MoU between WFP and GoN, MAGFOR, through the Implementing Unit MAGFOR-WFP, is the executing entity in charge of coordinating partnership commitments. SINAPRED coordinates key actors during emergencies at national level. Although SINAPRED lacks funds for field implementation it directed and coordinated the activities of key actors such as geographical areas of intervention, community lists, quantities of food to be distributed, food rations and so on. All reports on the emergency were submitted to SINAPRED for consolidation.

Identification of individual beneficiaries

- 2.B.26 Distribution Committees consisting of community leaders known as ‘judges’, other community leaders, teachers, elders, and pastors, and with women’s participation, organise delivery to beneficiaries. Committees are responsible for storing commodities in offices, schools or similar places until distribution.
- 2.B.27 WFP delivered food according to census data so that all community members would be entitled to the same ration. Women normally receive rations. Communities accepted, stored and distributed WFP food according to their individual circumstances, community leadership styles, other agency contributions and community expectations.
- 2.B.28 The GFD and FFW component were focused at community level. Distribution committees varied in their approach to beneficiary identification. In two communities visited, the FFW was distributed in the same manner as GFD, so that even those unable to work were provided, and in one case a person unwilling to work on recovery activities received a half ration¹⁶. The SFP component directly supplied mothers and children through institutions. Thus the food assistance modality determined the target group, with a gender-aware focus that involved women in collecting the GFD and FFW ration for their households and as beneficiaries with their children for the SFP ration.
- 2.B.29 In practice communities did not distinguish between GFD and FFW rations, in fact the evaluation found that all food tended to be called ‘food for work’. As communities explained, even before the FFW phase they used food to allow them to work on recovery activities such as clearing roads and debris, and repairing damaged houses. Allocation practices varied between the communities visited, but FFW was generally distributed in the same way as GFD and not tied to the ability to work. If WFP partners distributed the food, the FFW component linked more closely to specific FFW outputs. In contrast, SFP rations and distribution were more regulated through the institution and the need to record growth monitoring data for the child receiving the ration.
- 2.B.30 Successful MCH clinic targeting relies on outreach activities of health staff, while the food ration was an incentive for attendance, though difficulty of access to clinics may have limited the coverage.

¹⁶ He was earning money through charcoal burning.

Service delivery: logistics and procurement

Logistics

- 2.B.31 During the initial response, WFP, in coordination with SINAPRED, and transport agents, made effective use of helicopter transport free of charge; this allowed quick access to otherwise inaccessible areas. Transport was severely hindered by the destruction of a key ferry link to Puerto Cabezas. Subsequently WFP showed ingenuity in using sea and river transport for access to littoral and riverside sites. Many boats had been destroyed in the hurricane and transport costs were high. WFP arranged for coastal communities to collect commodities from Puerto Cabezas using their own small boats, thus saving WFP considerable distribution expense. In JUN and JUL 2008 river floods again hindered transport and also destroyed crops.
- 2.B.32 The CO Logistics Unit (LU) is responsible for transporting food from Corinto warehouse to distribution points. The LU established rational routes for transport to beneficiaries, with competitive bidding from transport companies on WFP conditions; these are updated for each distribution.
- 2.B.33 Annex 5.10 shows services rendered by Logistics, volume accomplished, and service value of EMOP 10700.0.

Procurement

- 2.B.34 The CO Procurement unit receives all requested requirements for programming conducted jointly by MAGFOR and WFP; revises pending agreements, and draws up the Import Parity Form, which evaluates the product's local and international costs, ways and means of delivery, and the distribution timeline. On approval by HQ, the unit prepares direct invitation biddings for vendors registered in the WFP Registered Supplier Roster. Upon endorsement by the Local Procurement Committee, the unit prepares supporting documentation to submit to HQ Procurement, which approves procurement for submission to HQ CCTI, which in turn approves the procurement. Upon HQ Procurement approval, procurement contracts are drawn and submitted to the Logistics Unit. The Logistics Unit monitors the vendors' fulfilment of the contract.

Monitoring and Evaluation

- 2.B.35 Available monitoring data focuses on logistics and on partner activities in FFW. No monitoring formats have been created for nutrition and food security, though monthly logistical reports and brief narratives of progress are available. Data on vulnerable group monitoring is based on the PRRO SFP model, using the same recording forms and analysis techniques. Fortunately the 2005 CFSVA and the 2007 and 2008 EFSA data provided a lucid account of the situation and allowed effective decisions, but it is clear that there are significant gaps in monitored data.
- 2.B.36 No nutritional indicators for SFP women were collected. No analysis of the child nutritional data was made available to the evaluation team. There is, however, gender disaggregated data available for the SFP. Links between nutrition and food security are missing as no food security component has been added to the SFP data and no nutritional data was collected during EFSAAs. While the EMOP has distinct nutrition and food security objectives, their inter-relation through food prices and household purchasing power is not documented, and may affect the exit strategy as the seasonal calendar dictates how households use assistance.

- 2.B.37 MAGFOR collected market price trend data, but no attempt has been made to relate this to household purchasing power. Informal knowledge of prices exists among staff and could be documented.

See Recommendations 10, 11, 12, 13, 14,

Adaptation to changing needs

- 2.B.38 WFP's previous knowledge of the local area, for example relating to the effects of floods in 2008, which impaired recovery allowed them to adapt quickly to changing needs. The second EFSA of Mar 2008 identified the slow rate of recovery and recommended project extension to 30 NOV 2008 and the main harvest. This was the most significant adaptation to changing need. The lack of routine nutritional monitoring, however, meant that some changes could not be identified with certainty.
- 2.B.39 Inability of some other actors to supply food consistently increased the demands on WFP. One example is the several NGOs that were present only for a short time before distributing their limited supply of commodities. WFP inherited the burden in the IR EMOP and EMOP. WFP was allocated about half of the communities affected by the hurricane by the Government of RAAN, and SINAPRED was allocated the rest of the affected area. The exact list of communities to be served fluctuated, largely because WFP was asked to take over those that SINAPRED could not supply. This can be seen in the distribution plan with some communities receiving only one WFP distribution and no more, and others having between three and five. No exact data exists to track the extent of WFP's flexibility here and its ability to reach the communities most difficult to access.

External institutional arrangements

- 2.B.40 WFP has sought for several years to develop the capacity of the GoN to respond to emergencies, particularly by capacity building in SINAPRED and support for their emergency planning activities. Through LACERN, WFP had previously trained GoN staff in emergency preparedness and response. WFP and SINAPRED agreed a geographical division of responsibilities for provision of food. Initially this was approximately 50:50 but SINAPRED's inability to fully satisfy demand led to WFP's taking over some of their responsibilities. So that the division became WFP 60: SINAPRED 40.
- 2.B.41 Over several years in the CP WFP has developed a sound working relationship with MAGFOR, which is responsible for supervising and monitoring field activities, and this carried on during the EMOP. MAGFOR also continued non-emergency activities in RAAN supporting food production. Coordination with other UN agencies was close, as in the preparation of the Flash Appeal, with clearly defined and complimentary areas of activity, and WFP coordinated with UNICEF on the most appropriate supplementary food to be provided by each agency. CSB could not be sourced and each agency sought a different solution to providing alternatives to the population.
- 2.B.42 MAGFOR and WFP supervised the three EMOP food assistance modalities: communities, partnered by MAGFOR, distribute GFD; WFP partners distribute FFW, and MCH clinics distribute SFP. Annex 5.11 identifies 36 different food assistance partners, including three collaborative ventures without a Memorandum of Understanding. Individual communities are additional to these figures. Apart from individual communities, most partners are NGOs or health units. German Agro Action and Oxfam worked through local NGO partners.

- 2.B.43 WFP made cooperation agreements with the municipalities of Puerto Cabezas, Waspan, and Bonanza and written commitments with community leaders for the municipalities of Rosita and Cuenca Media del Rio Coco. These agreements are summarized in Annex 5.12

See Recommendation 15

- 2.B.44 Though several NGOs made small *ad hoc* uncoordinated distributions during the first two weeks, relatively few international or local NGOs remained in RAAN as potential EMOP partners, so that WFP, with MAGFOR, had to be more directly involved in programme delivery, and community partnerships were particularly important. In these community partnerships the strength of indigenous communal structures with traditions of communal responsibility and action, and a norm of equitable and responsible leadership, were advantages for WFP. See, however, Annex 5.11 for the long list of implementing partnerships that WFP achieved.

See Recommendation 16

Internal Institutional arrangements

- 2.B.45 The 2008 Contingency Plan intends that 5,040 MT of commodities will always be available in country in case of emergency. This is sufficient to feed 100,000 for ninety days. This is very valuable in allowing immediate emergency response but also permitting the maintenance of CP and PRRO programmes.

- 2.B.46 During Feb 2007 WFP had provided contingency planning training as part of ongoing emergency preparedness. In SEP 2007 WFP responded to the emergency, using the regional Emergency Roster, by the international secondment of five staff for: EFSA training (RB), communications (RB), logistics (RB), telecommunications (Rome), and an emergency Officer (RB). The number of secondments was small, but relevant to specific needs at the time; it demonstrated appropriate proportionality in the WFP response and avoided the problems of excessive numbers of inappropriate secondments.

- 2.B.47 On 05 SEP 2007 The CO deployed an emergency officer to RAAN to coordinate activities until DEC 2007; and allocated 19 CO staff to emergency response, with some staff taking on responsibilities additional to their normal ones, for example coordination with air transport. Intense planning activity lasted for about one month. Within one week the CO completed an EFSA, and a second three-week EFSA was carried out in Mar 2008. Field offices in Matagalpa and Ocotal were able to continue CP and PRRO activities, which were temporarily suspended in RAAN.

- 2.B.48 CO staff recruited and trained additional staff for the Puerto Cabezas office, which had been operating the CP since 2002, and PRRO since 2005. Puerto Cabezas staff increased from four to twelve. Recruitment was difficult because few suitable candidates were available and intensive training was needed.

- 2.B.49 The Logistics Unit provided technical support to the Field Office throughout the development of EMOP 10700.0, including 35 days by the Senior Assistant, 20 days by the Logistics Assistant and 70 days by staff of Corinto Warehouse. Field Office staff and Counterpart staff undertook four day training and refresher courses on logistics. WFP's Corinto Main Warehouse staff addressed EMOP 10700.0's needs without disrupting CP and PRRO's distribution requirements.

See Recommendation 17

Cost and funding of the operation

- 2.B.50 EMOP 10700.0 funding provided by donors was 91 per cent of the total requested. WINGs Project Management Overview report shows the levels of programmed and confirmed contribution; see Annex 5.13
- 2.B.51 The funding flow for EMOP 10700.0 is shown in Annex 5.14 WINGs RR tracking rpt EMOP 10700.0
- 2.B.52 Costs in Table 9 which are based on: the value of the product in the Corinto Warehouses; cost of transportation to the final delivery destination; and distribution activity based on the costs of the three GFD and two FFW deliveries, are calculated to show the costs per ration per person. The big increase between GFD and FFW reflects the significantly larger number of days over which FFW was delivered.

Table 9 Food Provision Cost in USD per Person per Day for GFD and FFW in Four Municipalities

Distribution	Days	Region / Municipality			
		Waspam	Rio Coco	Siuna	Pto Cabezas
1st distribution GFD	20	0.41	0.43	0.39	0.42
2 nd distribution GFD	20	0.47	0.49	0.46	0.48
3rd distribution GFD	20	0.47	0.48	0.45	0.47
1st distribution FFW	90	0.38	0.39	0.37	0.38
2 nd distribution FFW	75	0.41	0.43	0.40	0.42

2.C. Results

Effectiveness

- 2.C.1 EMOP 10700.0 was successful in achieving its first objective: to provide immediate food assistance. The EMOP was planned to serve 80,000 of the 185,000 hurricane-affected while SINAPRED covered the rest, but GoN asked WFP to increase their coverage of GFD to 98,000. This they achieved with reduced rations.
- 2.C.2 The second objective: to prevent deterioration of the nutritional status of the affected population, especially pregnant and lactating women and under fives, was also achieved by a SFP through 14 health centres, one hospital and two *casas maternas*. The number of beneficiaries was considerably less than planned; SFP coverage was possibly as low as ten per cent of the planned 35,000. This probably reflects an over-estimate of need, but also the fact that not all communities had health centres.
- 2.C.3 The third objective: to preserve assets and restore livelihoods and community assets through FFW supported activities, was also achieved. FFW started slowly, with shortfalls in deliveries but FFW activities were relevant to recovery and appropriate to contexts. Several supported livelihood recovery, others rebuilt infrastructure. Communities prioritized housing though this took longer than planned, reducing time for farming. Overall, the effect of FFW was to contribute to a sense of normality and progress.
- 2.C.4 WFP initially distributed food to 262 communities, reducing to 92, in five distributions (three GFD, two FFW). These communities received 20 -240 days of food over 300 days, equivalent to 6.7 - 80 per cent of daily needs. This range makes measurement of nutritional impact impossible, but it can be assumed that other food was available.

Nutritional value of ration related to nutritional outcomes

- 2.C.5 Whilst EMOP 10700.0 planned to stabilize and prevent the deterioration of the nutritional status of the affected population, and whilst regular delivery of rations was achieved for the first three months, communities served under the EMOP received anything between 20 and 240 days of food over a 300-day period (OCT 07 to end JUL 08). This would be equivalent to 6.7 - 80 per cent of daily food needs for that period of time. This range is considerable and makes the measurement of nutritional impact of food distributions almost impossible. WFP food could not have covered the total nutritional needs of the population, had it been the only food source available to them during the 10 month period, especially since the actual ration distributed provided an average of 1,700kcal/person/day instead of the planned 2,131 kcal/person/day. No data are available on other sources of food accessible to communities, but it must be assumed that other food was available, even if not regularly, and not to all in need. Undoubtedly WFP rations helped communities cover their food needs for a significant amount of time.

See Recommendation 9

Livelihood outcomes

- 2.C.6 The EMOP's second objective was to preserve and restore livelihoods and community assets through two sets of 90 day FFW supported activities. In the event 102 communities received FFW1 and 92 communities received FFW2; 56 communities (more than half) received both FFW1 and FFW2.
- 2.C.7 Livelihood outcomes depend on the restoration and extension of livelihood activities. The FFW-supported activities included: repair and construction of houses and other buildings, wells, latrines, sewers, roads, bridges, and culverts. Beneficiaries cleared land and a blocked access canal to allow access and farming; they planted crops, forest trees and seedlings; made firebreaks and protected forests; they undertook training on farming and livestock, disaster management, carpentry. Recovery of farming production was helped by FFW, though the amount of damage to crops, difficulty of accessing land and difficulty of finding fodder for animals slowed agricultural recovery. Psychosocial therapy was provided for traumatised families and youths.
- 2.C.8 Because other actors, in addition to those supported by WFP and MAGFOR, contributed to livelihoods restoration it is not possible to identify the discrete impact of WFP FFW activities. Also, as well as its emergency response, MAGFOR continued its extensive non-emergency work in the region providing support for the planting seasons immediately after the hurricane. These include provision of bean seed for *apante* planting in NOV 07 to 26,923 families; provision of rice seed for *primera* planting in Mar 08 to 1,822 families; providing 3,776 RAAN families with agricultural inputs based on poverty criteria in 2007 and 2,035 families in 2008. See Annex 5.16.
- 2.C.9 During the field visit the evaluation witnessed FFW activities, examined products of activities, and discussed the processes, community priorities and effectiveness of the activities with individuals and communities. The range of activities was impressive in the communities seen and clearly contributed to recovery, even though this was not yet complete, and, for example some people still had not achieved acceptable housing. Within the same settlements some now had much improved housing, while others had gained much less, depending on WFP partners' priorities and activities. Food production recovery still had some way to go. Overall, though, there was a definite sense of normality, change was in a positive direction and though beneficiaries asked for an extension of aid until the end of the year, there was no sign of dependency.
- 2.C.10 In conclusion, WFP's FFW activities began later than expected, partly due to the difficulty of finding implementing partners, and the ration was less than planned. The range of activities was relevant to recovery and appropriate to the local context. Several of the activities specifically supported livelihood recovery; others related more broadly to reconstruction of infrastructure. Communities prioritized the construction of houses and WFP's FFW allowed this, though housing reconstruction has taken longer than any agency planned, impinging on time that should have been available to communities for tending their crops. In some communities, at the time of the evaluation visit, women were undertaking farming activities, to allow men to continue house construction.

Impact

- 2.C.11 In general impacts were positive. WFP food helped to stabilise populations in their homes; there was little migration to towns and people have returned to their villages. Supportive community structures have been maintained and there have been some positive changes in settlements: better housing and building methods; improved water and sanitation; improved attendance of MCH centres; some diversification of agriculture; some strengthening in the position of women. Community disaster awareness has increased.

Sustainability

- 2.C.12 The design of the EMOP acknowledged that GFD would not in itself ensure recovery, and that some sectors of the population would need support through the recovery period. WFP modelled SFP and FFW on existing PRRO activities: this provides continuity and allows easier transition into and back from EMOP to PRRO.
- 2.C.13 It is not surprising that an extension was needed to meet EMOP aims. In reality, slow recovery of food security is the best that can be hoped for in the medium term. Until the DEC 2008 harvest recovery of food production would be slight, so that extension of the EMOP was always likely to be necessary. That it is a no cost extension may reflect implementation delays: these have slowed down the restoration process. It must be borne in mind, however, that even in non-emergency times, as the 2005 CFSVA showed, food insecurity and malnutrition are the norm - the past was a hungry one in RAAN and the future is likely to be so. The lack of data on nutritional status makes it difficult to comment on the short-term effect of the EMOP, but whether the present status is sustainable depends first on the quality of the DEC 2008 harvest and then on circumstances after the EMOP. Response to chronic food insecurity demands long-term intervention through development programmes; improvements to farming systems through FFW have made some contribution to production but these will need support through development activities.
- 2.C.14 The FFW component, should have lasting effects because of the infrastructure it leaves and the maintenance of community cohesion. The 'build back better' element of housing will make houses more resistant to future hurricanes; new houses should not need much repair or replacement for a decade¹⁷. Safer housing may set a precedent for future housing construction¹⁸; as new skills have been acquired: a 'build back better' principle adopted by the community. Consequently more time will be available for food production. Some innovations in farming, such as: increased planting of maize; planting of fruit trees, to allow sale of surplus; and some diversification of crops in new garden production near settlements offer the hope of better food security.
- 2.C.15 Physical infrastructural damage, led to agricultural rehabilitation being a lower priority than housing in many communities. DEC 2008 harvests may thus be reduced so that they will need to spend more on food in markets, at a time of high prices.
- 2.C.16 MCH clinic attendance for the SFP ration may have revitalised the maternal mortality reduction programmes at health centres. SFP food may have encouraged mothers to attend growth-monitoring schemes and receive nutritional and medical attention. The number of SFP beneficiaries has almost doubled between Feb and AUG 2008, so that programme success may spill over into normal PRRO activities, though the PRRO food ration is half the EMOP's. Improved women's and under

¹⁷ Opinion of beneficiaries

¹⁸ Beneficiaries told the evaluation that they would build to better standards in future using training they had received.

threes' health should also lead to better nutritional status.

- 2.C.17 In relation to connectedness, new partnerships with NGOs have developed and they are now stronger¹⁹. Women have had a wider role than traditionally and thus, to some extent, have been empowered. Local capacity in settlement management and construction skills has increased.

See Recommendations 12, 16, 18, 19

2.D. Cross cutting issues

Gender

- 2.D.1 With the exception of the CD, women occupy the senior positions in the CO. In the power structures of rural areas of RAAN, however, women are subordinate. Few women attended or participated in four of the six community meetings in the field held by the evaluation, but were numerous and vocal in the fifth meeting, particularly in relation to food issues; in the sixth meeting women members of the food distribution committee (FDC) were major contributors to discussions and clearly their views were significant. Women were present in all FDCs, though in public it seemed that decision makers were men. In few, if any, communities were half of the FDC members women.
- 2.D.2 WFP stipulated that deliveries of food should normally be to women, though women considered it right that men be in charge of the physical process of distribution. In communities the evaluation visited it was said that women secured the title to houses constructed through FFW. WFP prioritised Pregnant and lactating women, in accord with key principles, but also supported women as critical agents in the management of food and nutrition. WFP prioritised women's participation throughout implementation of the EMOP, at community and staffing levels. The effects of this, in a region like the RAAN where gender roles are traditional, may be longer lasting so that communities more openly acknowledge contributions made by women.

Transition from relief to recovery

- 2.D.3 Closely in line with WFP programming principles on linking relief to development (LRD) the EMOP design emphasised LRD, though ensuring that vulnerable groups continued to receive relief. The six FFW sites seen by the evaluation showed that much progress had been made in the reconstructing houses, and to a lesser extent, recovery of safe water, improved sanitation and activities linked to food production livelihoods. FFW supported the maintenance and recovery of community structures. It is anticipated that the Regional PRRO will succeed the EMOP; the use of PRRO modalities in the EMOP will facilitate continuity.

Partnership

- 2.D.4 In the challenging environments of RAAN, with few partners, the difficulties of intervention can be overcome only by effective partnerships. UNDP, UNICEF and FAO were also operating in RAAN and coordinating with WFP: see Paragraph 3B11 for reference to the need for further coordination with UNICEF. There were few NGO partners and WFP compensated by maintaining the strong existing relationships with MAGFOR and with SINAPRED, and using partnerships with communities. Partnerships with communities were facilitated by linkages and knowledge developed in the CP and PRRO.

¹⁹ In the opinion of NGOs interviewed in Puerto Cabezas.

Capacity development

- 2.D.5 Thorough training of the participants in the Mar 2008 EFSA ensured that limits to the recovery were clear and a modification of the programme recommended. EFSA training also contributed to some extent to the capacity of GoN staff to assess situations relating to food need. This development of GoN capacity was shown in the performance of MAGFOR, though improvements in their reporting are still needed. The FFW programme supported improved construction techniques and the skill base of communities. The SFP revitalised the Ministry of Health and *casa materna* capacities.

Advocacy

- 2.D.6 Information from WFP was effective in alerting the GoN, media and donors to the need to support a well-funded EMOP. It also contributed strongly to the Flash Appeal, and linked to the GoN focus on food. The RB seconded staff to support advocacy, including that for its long-term aim to support child nutrition; this has been an element in advocacy with the GoN. One aspect of the building of GoN emergency response capacity was to raise awareness of food-related problems within GoN agencies.

Protection

- 2.D.7 With minor exceptions, protection against physical violence has not been a significant issue in this emergency, but the EMOPs successfully addressed the broader protective WFP policies of: enabling young children and pregnant and nursing mothers to meet their nutritional needs; mitigating the effects of natural disasters; responding to sudden calamities; targeting aid to VGs and protection of women's interests through gender-sensitive action.

Environmental impact/coping with climate change

- 2.D.8 Replacement of destroyed trees and clearing of storm damage through FFW contribute to environmental rehabilitation. Improved housing will be more resistant to future hurricane events. Local people have become more aware of hurricane hazard²⁰: this awareness is the necessary first step to community disaster preparedness. In an inaccessible area like RAAN effective disaster preparedness and response must depend on the active participation of local communities.
- 2.D.9 Some progress had been made in creating disaster awareness before Felix²¹, but with the knowledge that other hurricanes will certainly impact the area, and with the possibility that climate change could be creating an increased hurricane risk, it is important to foster community based disaster response. WFP might support this through FFT in coordination with other agencies such as UNDP and local government.

²⁰ Some people are still traumatised by the fear of violent storms

²¹ Immediately before Felix SINAPRED and UNDP had provided some coastal villagers with radios for emergency use and some training had been provided.

3. Conclusions and Recommendations

3.A Overall assessment

Relevance and appropriateness

- 3.A.1 The EMOP was designed to assist half of the highest estimate of the affected communities with food. This design is well suited to the context of emergency response for a rural population affected by a rapid onset disaster, and fitted well with the livelihood strategies and priorities of beneficiaries in that after addressing immediate food needs it supported recovery of damaged infrastructure and of production systems. It accorded with WFP, donor and GoN policies and priorities.
- 3.A.2 Thanks to its previous activities, which contributed directly to preparedness, WFP was able to intervene immediately with GFD, at a time of intense need and within a week identified priority needs through an EFSA. A second EFSA reviewed progress in relation to changing need.
- 3.A.3 There were shortfalls in delivery of planned quantities of food in the three modalities, though WFP managed to distribute smaller rations to more people than initially planned.
- 3.A.4 Communities participated actively in the distribution of food and its targeting to needy people; they also achieved their own recovery through use of both GFD and FFW to support recovery. The food assistance provided to VGs was perhaps less effectively delivered than the GFD and FFW as this modality required the use of institutions to distribute; MINSA was not able fully to support the process. Moreover the use of health facilities did not necessarily contribute to community activities. Community volunteers and leaders were, however, involved in distribution committees and SFP revived the PRRO's support to MCH clinics and thus to nutrition.

Effectiveness

- 3.A.5 EMOP Nicaragua 10700.0 supported more than the planned 80,000 persons with GFD and many fewer than the planned 35,000 with SFP. Though it is not possible, through lack of monitoring data, to assess the aim to stabilize and prevent deterioration of the nutritional status of the affected population, with special attention to women and children under five, WFP assistance certainly contributed to these objectives. It also significantly exceeded the target of assisting 55,000 persons through FFW to preserve assets and restore livelihoods and community infrastructure.
- 3.A.6 Possibly the nutritional objective was too ambitious considering the time frame, the choice of indicator to measure success and the chronic malnutrition and food insecurity. Although nutritional impact cannot be measured, communities made effective use of food during the 11 months. The food security objectives set included measurable indicators of success, but these still need to be collected.

Efficiency

- 3.A.7 Timely emergency preparedness was undertaken in four days after the alert, but routine planning had already laid foundations. The EMOP was well-funded, partly due to effective WFP advocacy, and able to start quickly, because the CO maintains stocks in country sufficient to feed 100,000 for ninety days. There may have been some delay through the discussion of whether to use the PRRO or an EMOP. It is very unlikely, however, that the under-funded PRRO could have achieved the same results.

- 3.A.8 Transport was inevitably expensive in the remote environment but imagination was used in response to logistical problems. Staffing and administration was achieved efficiently by the use of local staff, with few expensive expatriates. Targeted secondments and appropriate training for the EFSA strengthened the response, as did the effective working relationship with MAGFOR.
- 3.A.9 There was a two-month gap between GFD and the start of FFW. This was due to the 60 to 90 days required for overseas purchase, the delayed arrival of USAID stocks-in-kind, the need to maintain other projects elsewhere in Nicaragua reduced and the time needed to transport within RAAN to distribution sites in remote communities without roads and the need for intermodal transport.
- 3.A.10 Improved monitoring indicators in the logical framework would significantly improve efficiency. An acute malnutrition indicator is needed. In relation to the food security objective, it would be advisable to involve community participation to access their perceptions of their recovery and prospects. The second EFSA indicates the methods that can be used. There is need to develop indicators of livelihood recovery.

Impact

- 3.A.11 Impacts were largely positive. Food provision helped stabilise people, with little migration to towns. Community cohesion has been maintained and there have been improvements in settlements: better housing and building methods; improved water and sanitation; improved attendance of MCH centres; some diversification of agriculture; some strengthening in the position of women.
- 3.A.12 A nutritionally valid and culturally acceptable ration was planned, and delivered with some shortfalls, for fewer days and smaller quantities than initially planned. This food assistance was delivered equitably throughout the targeted communities with no evidence of marginalization. Food covered basic needs for some of the time and helped reduce beneficiaries' need for expensive food purchases.
- 3.A.13 The four-month extension recommended by the EFSA was justified by the reduction in food distributed in the GFD and FFW and the length of time FFW projects take. Communities have used food assistance well and will be in a more self-sufficient by the time the EMOP ends in NOV, depending on the success of the current harvest and ability to restart the PRRO. There was no evidence of aid dependency, and evidence of community structure maintenance.

Sustainability of results or connectedness of processes

- 3.A.14 The exit strategy for the EMOP is based on the expectation that nutritional status and food security will have improved rather than on measured nutritional well-being and food security status. On the field evidence of the evaluation, the EMOP is likely to have achieved this, but it is still being implemented, with two months to go at the time of the evaluation, and outcomes have depended on other actors due to the division of territory between WFP and others. Partnerships have strengthened, infrastructure improved and local capacity developed: these should be of value both in any future emergency and in the post-EMOP PRRO and CP. Communities have shown resilience, self-reliance and ability to make effective use of food aid. But chronic problems relating to food will require longer-term solutions related to underlying and basic causes of malnutrition, and not simply lack of food.

3.B. Key issues for the future

Preparedness

- 3.B.1 RAAN is an environment of chronic food insecurity and malnutrition so WFP's challenge is, with limited PRRO resources, to respond to these chronic problems while preparing for different problems of emergency intervention in an area marginalised by central government and with few other actors. Although ideally, for continuity, the same modalities are used, in practice different indicators are needed in emergencies and these need to be designed in non-emergency conditions.
- 3.B.2 Build-up of knowledge of social, cultural, political, logistical and environmental contexts and the quality of relations with communities and local government through long-term implementation of other programmes constitute a critical element of preparedness. Contingency plans can use this heritage in improvement to preparedness. In particular the CFSVA, which was also valuable to the CP and PRRO, can provide extremely useful knowledge for both need assessment and knowledge of opportunities in EMOP planning. The quality of the EFSAs, noted and used by other agencies, was a further valued aspect of preparedness as well as intervention design.
- 3.B.3 Other countries in the region, and more widely would benefit from the lessons on the value of deep long-term engagement; the use of CFSVAs in emergency-prone but inaccessible areas, the value of updated contingency plans, and the importance of well-planned and well-supported EFSAs. It may be worth HQ's considering the advisability of CFSVAs in all countries where WFP is active.

See Recommendation 1

Advocacy

- 3.B.4 Well-supported and timely advocacy helped CO raise resources, and EFSAs were significant for the responses of GoN and other agencies. WFP could consider ways in which it could widen the timely dissemination of information from EFSAs.

See Recommendation 4

Intervention design

EFSA

- 3.B.5 The two timely EFSAs were widely acknowledged by other agencies to be valuable snapshots of changing emergency conditions and collected relevant data for CO's planning and programming. Challenges here are: first, to maintain the capacity to carry out such activities, and second, to incorporate them into other programmes in order to monitor trends. As such they will be valuable as baselines both for normal conditions (i.e. chronic emergency) and extreme emergency conditions. The EFSAs build on the baseline CFSVSA for the RAAN by using some of the same variables, which allows trend data to be updated and facilitates interpretation.

See Recommendations 2, 3, 9,18

Logical framework

- 3.B.6 The logical framework had weaknesses both in indicators and in risk assessment. Capacity to develop logical frameworks for EMOPs cannot be deferred until the next emergency. Careful consideration must be given to the identification of indicators that are suitable to emergencies, but relate to those used in more normal conditions so as not to be completely novel. Emergency nutritional and food security indicators are needed. As an example, SFP programmes using nutritional indicators designed for chronic contexts are unlikely to demonstrate nutritional impact in emergency situations.

See Recommendations 4, 5, 6, 7, 8, 9

Implementation

- 3.B.7 Many beneficiaries understandably prioritised rebuilding homes before recreating other aspects of their lives, for example through agricultural recovery, so the hoped-for recovery of food production was slowed in some areas. The EFSA's included questions on this topic and information from these could have been used to advocate for more support for speedier housing reconstruction. Undoubtedly housing recovery was essential, and is attractive to agencies, but WFP must seek their support for recovery of food production and purchasing power in communities who spend so much of their income on food. An important lesson is that in the design of programmes such as FFW WFP must anticipate the likely effect of community priorities and seek to make positive use of these priorities in implementation.
- 3.B.8 CO needed to decide whether providing more people with less food would improve food security at the expense of nutritional objectives. This choice between coverage and quality of nutrition, and between nutritional and food security objectives occurred in a well-funded EMOP; it is always likely to arise and raises the question of whether short term EMOPs can realistically have the desired nutritional impact stated in the project objectives. In this intervention WFP chose to provide more people with less food, which was on balance, the more appropriate option.

Monitoring

- 3.B.9 Monitoring and reporting varied in quality. This was partly because some logical framework indicators were imprecise or unsuitable. CO must ensure: first, that indicators are suitable for EMOP conditions; second, that monitors are competent and able to use the indicators; third, that monitoring partners are fully *au fait* with WFP norms in monitoring and reporting; fourth, that MCH indicators accord with the practices of IPs such as clinics; and fifth that reports to key partners are delivered on time.
- 3.B.10 Monitoring of PRRO and CP activities seems to be more structured, and the EMOP design could have learned more from these. When monitoring is by the main partner, MAGFOR, WFP could provide standardised monitoring forms and ensure that monitoring is not limited to reporting activities, but includes the analysis of information necessary for decision making.

See Recommendations 9, 10, 11, 12, 13,

Partnerships

- 3.B.11 A strong existing working relationship with MAGFOR allowed WFP to step up from PRRO activities rapidly to respond to hurricane Felix; the relationship could be further strengthened through a monitoring system that informs on and allows response to the changing situation as well as programme activities. These two distinct elements need to be clearly differentiated in reports.
- 3.B.12 WFP's relationship with MAGFOR has been beneficial to both agencies and should be further developed. A future challenge is to find and develop other implementing partnerships; this should be for both normal and emergency conditions.
- 3.B.13 Both WFP and UNICEF are concerned with nutritional outcomes, though UNICEF is identified as UN lead agency for nutrition. Both were operating in RAAN in response to Felix, but with different operational practices. It is important that there be a coordinated effort between the agencies to provide the same standards of service in relation to nutrition.

See Recommendations 14, 15

Exit strategy

- 3.B.14 The EMOP mechanism allows for exit strategies to be modified through extensions if necessary. Such extensions need clear justification, whether because more time is needed to complete activities, or whether changing circumstances lead to further unmet needs. In the Felix EMOP it appears both changing circumstances and delay in implementation contributed to the need for extension, albeit at no additional cost.

See Recommendations 18, 19

3.C. Recommendations

There are 19 recommendations; prioritised ones are in bold. The WFP Nicaragua Country Office should:

Preparedness

1. **Maintain and improve their state of preparedness for emergency through systematically building on experience in the EMOPs. As soon as feasible after the end of the EMOP, CO and MAGFOR should undertake an after-action review of WFP and IP performance, possibly with RB, and also possibly including IPs. This review should be used in the development and modification of the Contingency Plan. The review will inform preparedness activities and also inform planning of post-EMOP activities.**

Intervention design

EFSA

2. **Maintain the quality of initial EFSAs by training in anticipation of emergencies, and of subsequent EFSAs by training, as carried out for the second EFSA.**
3. Continue involving MAGFOR in EFSAs and consider multi-agency EFSAs.
4. Develop a communications strategy, including the quick dissemination of EFSA results, to provide support to advocacy, inform other agency activities, and avoid duplication. Formal and informal networks may be used.

Logical framework

5. Consider the selective participation of IPs and particularly MAGFOR in preparing logical frameworks.
6. **Explicitly link programme monitoring and reporting systems design to logical framework planning, with consideration of capabilities and capacities of implementers and monitors, and with pre-disaster capacity building as needed to support this.**
7. **Undertake thorough risk assessment of emergencies, with consideration of the criticality, probability, urgency and prioritisation of risks.**
8. **The Programme Support Division of HQ should develop appropriate nutritional and food security indicators for short-term interventions.** If these are not technically possible proxy indicators such as food consumption surveys or household interviews could be developed.
9. Continually review the logical framework in the light of EFSA findings and routine monitoring of food security and nutrition, other contextual risk factors and information on other actors' activities.

Implementation

a) Monitoring

10. **In addition to routine monitoring, consider monitoring in more depth a few sentinel sites, representative of livelihood systems, environments and social structures, to identify food sources other than WFP.** This would inform on the extent of recovery. The methodology of the second EFSA is a model; and the sentinel sites could be monitored in the CP and PRRO. This data would need to be interpreted with seasonality in mind.
11. Negotiate the design of the monitoring system with partners in anticipation of emergency activities, but to the extent feasible be compatible with PRRO and CP activities.
12. Ensure that monitoring be more outcome-related.
13. Prioritise monitoring of market prices, in view of the dependence of the community on market purchases of food (67 per cent).
14. Ensure that the quality of the products of FFW is monitored and that FFW activities support the full range of necessary recovery activities.

b) Partnerships

15. That CO continue to seek for suitable longer-term partnerships to strengthen EMOP and PRRO interventions.
16. **Support institutional development of MAGFOR, in training for monitoring and implement a computerized M and E system, including database management that allows collection of timeline data.**

c) Programme Delivery

17. Factor seasonal aspects of food security into interventions for example **plan EMOP exit strategies in relation to harvests so that the probability of recovery is greater.**
18. Aim in EMOPs, where feasible, to maintain modalities from pre-emergency activities so as to secure continuity.
19. Record the rationale for variations in the coverage of distributions, for example in modifying EMOPs through extensions, specifying whether this is necessary because of changing or unmet needs or delay in implementation of activities.

Annex 1 – Modified Terms of Reference WFP OEDE Evaluation

Evaluation of WFP response to Hurricane Felix in Nicaragua

- **Nicaragua Immediate Response Emergency Operation 10695.0 “Assistance to victims of Hurricane Felix in the North Atlantic Region (RAAN)” 05 SEP 2007 to 05 DEC 2007**
- **Nicaragua Emergency Operation 10700.0 “Emergency Food Assistance to Victims of Hurricane Felix” 01 NOV 2007 to 30 JUL 2008 (planned extension to 31 OCT 2008)**

1. Background

1.A Context of the evaluation

On September 04, 2007, a Category 5 hurricane “Felix” hit Nicaragua, affecting some 185,000 persons. Numerous infrastructure, fishing equipment and agricultural crops were lost. Agriculture and fishing are the main sources of income in the region; the most-affected households faced an aggravated income shortage as well as a decrease in food reserves. WFP responded with distribution of emergency relief using existing PRRO stocks, launched an Immediate Response Emergency Operation (IR-EMOP 10695.0 – 05 Sep 2007 to 04 Dec 2007) which was followed by an Emergency Operation (EMOP 10700 - 01 Nov 2007 to 30 Jul 2008) with plans of extension until 31 Oct 2008.

The IR-EMOP 10695.0 planned to assist 38,000 hurricane victims through the provision of 410MT of food, with a total cost to WFP of USD 499,925. EMOP 10700 plans to assist: (1) 80,000 persons with General Food Distribution (GFD) and a supplementary feeding component for 35,000 beneficiaries to stabilize and prevent de deterioration of the nutritional status of the affected population, with special attention to women and children under five; and (2) 55,000 persons through a Food-for-Work (FFW) component (including additional assistance to some 20,000 persons who have not recovered their livelihoods) to preserve assets and restore livelihoods and community infrastructure.

The total cost of EMOP 10700.0 to WFP is of USD10,220,825 for 8,647MT of commodities and as of 28 May 2008, the operation is resourced some 90% against the total appeal.

This evaluation will take place in the final stage of the operations, as foreseen in the project document.

1.B Stakeholders

The stakeholders in this evaluation and their relation to the operation and evaluation are presented in Table 1. They include external and internal groups which have a stake in the operation and the evaluation.

The Government of Nicaragua and UN stakeholder groups are composed of the following organisations or ministries.

Government of Nicaragua:

- National System of Disaster Prevention, Mitigation and Attention (SINAPRED): government agency to coordinate disaster response at the national level, leads the plan of action for recuperation and construction;
- Regional Committee for Disaster Prevention (COREPRED): government agency at the regional level;

- Municipal Committee on Disaster Prevention (COMUPRED) government organization at the municipal level, involved in the implementation of the GFD;
- Ministry of Agriculture and Forestry (MAGFOR), involved in the implementation of the FFW;
- Ministry of Health (MINSA)

UN organizations:

- Food and Agriculture Organization (FAO),
- United Nations Children Fund (UNICEF) provides complementary assistance to the supplementary feeding component.
- United Nations Population Fund (UNFPA)
- United Nations Development Programme (UNDP), provides complementary assistance to the FFW / house and community infrastructure reconstruction
- Pan-American Health Organization (PAHO) provides complementary assistance to the supplementary feeding component.

Table 1 – Stakeholder Matrix

Key stakeholder groups	Interest in the subject of the evaluation	Interest in the evaluation	Implication for the evaluation
WFP NIC CO staff Management group, programme, logistics, nutrition and food security staff	<ul style="list-style-type: none"> • Main manager and coordinators of WFP emergency response and resources 	<ul style="list-style-type: none"> • Evaluation findings may have an impact on the design of future emergency response to hurricane in Nicaragua • Evaluation will provide an overall assessment of WFP NIC success in responding to hurricane Felix, as part of their mandate • Involved in management response to the evaluation 	<ul style="list-style-type: none"> • Main interlocutor for the evaluation • Evaluation will work in direct coordination with NIC CO, including logistic field support • Main source of data
WFP RB staff Emergency response, logistics, food security, preparedness	<ul style="list-style-type: none"> • Emergency response in a country within their region of responsibility • Country in an area prone to hurricanes, which is an important risk to the region 	<ul style="list-style-type: none"> • Evaluation findings may have an impact on the design of future emergency response to hurricane in the region • Evaluation will provide an assessment of WFP OMP success in providing assistance to WFP NIC CO as part of their mandate • Involved in management response to the evaluation 	<ul style="list-style-type: none"> • Keep informed • Source of information on support provided to NIC CO (cross-check) • Will be consulted through teleconference
FP HQ staff	<ul style="list-style-type: none"> • No specific role in this operation 	<ul style="list-style-type: none"> • Evaluation findings may provide relevant information to technical units (lessons) • Involved in management response to the evaluation 	<ul style="list-style-type: none"> • Keep informed

Key stakeholder groups	Interest in the subject of the evaluation	Interest in the evaluation	Implication for the evaluation
Government of Nicaragua SINAPRED, COREPRED, COMUPRED, MAGFOR, MINSA, MFA	<ul style="list-style-type: none"> Involved as recipient of emergency international assistance, including capacity development Cooperating partners in emergency response 	<ul style="list-style-type: none"> Evaluation findings may have an impact on the design of future emergency operation in Nicaragua Evaluation will look at partnership issues and may provide guidance to WFP and partners on future collaboration 	<ul style="list-style-type: none"> Important information for this evaluation Will be consulted through formal meetings at national and municipal levels
NGO partners FFW partners, Allistar, CRS, Vicariato, Oxfam, Red Cross Federation	<ul style="list-style-type: none"> Involved in the implementation strategy of the emergency response 	<ul style="list-style-type: none"> Evaluation findings may have an impact on the design of future emergency operation in Nicaragua Evaluation will look at partnership issues and may provide guidance to WFP and partners on future collaboration 	<ul style="list-style-type: none"> Important for this evaluation
UN partners FAO, UNICEF, UNFPA, UNDP, PAHO	<ul style="list-style-type: none"> Involved in the implementation strategy of the emergency response 	<ul style="list-style-type: none"> Evaluation findings may have an impact on the design of future emergency operation in Nicaragua Evaluation will look at partnership issues and may provide guidance to WFP and partners on future collaboration 	<ul style="list-style-type: none"> Important for this evaluation
Communities Littoral, coastal, inland, riverside, urban	<ul style="list-style-type: none"> Direct interest in the emergency response as main beneficiaries 	<ul style="list-style-type: none"> No direct interest in this evaluation Findings may influence design of operation, including improved services to beneficiaries 	<ul style="list-style-type: none"> Key informants on issue like relevance and effectiveness
Donors CERF, USA, ECHO	<ul style="list-style-type: none"> Contributors to the emergency response with cash and food assistance 	<ul style="list-style-type: none"> Evaluation results may affect donors' attitude vis-à-vis funding of WFP operations in Nicaragua 	<ul style="list-style-type: none"> Source of information on issues like relevance, including appropriateness Will be consulted through formal meetings at national level
WFP Executive Board	<ul style="list-style-type: none"> No specific role in the operation 	<ul style="list-style-type: none"> Interest in the evaluation as part of global strategy for learning and accountability (annual report) 	<ul style="list-style-type: none"> Keep informed

2. Reason for the evaluation

2.A Rationale

This operation is the largest WFP single country emergency operation in Latin America (as of May 2008), taking place in a hurricane prone area; Central America and the Caribbean have a high occurrence of such natural disaster and Nicaragua has experienced recurring events. It is also a well funded operation. The potential for learning from this operation is thus important. The selection of this operation falls within OEDE sample target for Latin America and for emergency operations.

The evaluation will provide an assessment of the degree of success or failure of WFP response to the needs of the affected populations. It will also provide recommendations, guidance and highlight good practice to stakeholders for the design and implementation of future emergency responses to hurricanes in Nicaragua. These findings may also have influence in the way responses to hurricanes in Central America and the Caribbean are being developed and implemented by WFP Regional Bureau and neighbouring Country Offices.

This evaluation is an end-of-project evaluation, as planned in the EMOP 10700.0 project document. The main users of this evaluation will be the government of Nicaragua, WFP NIC CO, neighbouring WFP CO, Latin America Regional Bureau (OMP) and the donor community.

2.B Objective

The objective of the evaluation is twofold. (1) It will assess the degree to which the objectives pursued have been achieved and the effectiveness of the means employed and account for aid expenditures to stakeholders. (2) It will also aim at drawing lessons from experience to improve future performance in Nicaragua and the region in the area of hurricane response.

3. Scope of the evaluation

3.A Scope

The evaluation will focus on preparedness for and the response to hurricane Felix. The scope of this evaluation will be the overall arrangements in place before the occurrence of the hurricane, the immediate response as described in the IR-EMOP 10695.0 and the operations as described in the project document WFP EMOP 10700.0.

The evaluation will focus on the time period from 01 Sep 2007 to mid-Sep 2008 (field mission) as illustrated in Diagram 1 below:

Diagram 1 - Evaluation Scope

Evaluation Scope						
Long term preparedness	Jun-07 Preparedness in hurricane season	Preparedness after internal alert (31 Aug)	05 Sep 07 IR-EMOP 10695.0	Nov-07 EMOP 10700.0	mid-Sep 08	31 Oct 08

The evaluation will review the preparedness to natural disaster, the design of the operations and the implementation of the response and determine the extent to which they contribute to reaching the objectives as defined in the project document.

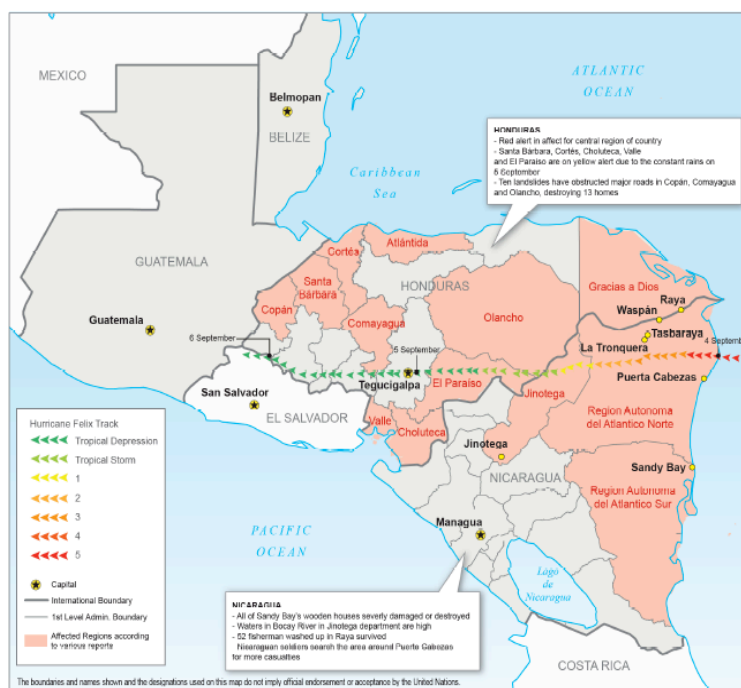
The stated objectives are:

- To provide immediate food aid, as well as fund logistical and other non-food costs, in an emergency situation (IR-EMOP²²)
- To stabilize and prevent the deterioration of the nutritional status of the affected population, with special attention to pregnant and lactating women and children under five (EMOP)
- To preserve assets and restore livelihoods and community infrastructures through FFW (EMOP)

The modalities for the delivery are stated as follows:

- General food distribution for 38,000 beneficiaries (IR-EMOP)
- General food distribution for 80,000 beneficiaries (EMOP)
- Supplementary feeding programme for 35,000 beneficiaries (EMOP)
- Food for work for 55,000 beneficiaries (EMOP)

The geographical scope of the evaluation will be the area of the National Autonomous Atlantic Region of Nicaragua (Region Autonoma del Atlantico Norte - RAAN) and include contacts in Managua, Nicaragua (seat of Government and WFP NIC CO) and in Panama Ciudad, Panama (OMP).



Map 1: Hurricane Felix (as of 7 Sep 2007)

3.B Evaluability assessment

The logic model (Annex 6) presented in the project document summarizes the objectives of the operation and establishes the link between them and the output indicators. However, it does not include target indicators for the outcome and outputs levels nor output statement. While output targets are readily available within project document, it may prove more difficult to establish outcome target. The objectives being of preventing deterioration and nutrition status and restoration of livelihoods, the VAM (2005) study will possibly provide baseline information for the review of the operation logic model.

While the VAM (2005) study should provide relevant baseline information about nutrition and livelihoods, the two Emergency Food Security Assessments (EFSA) (Sep and Apr 2008) in the affected area will provide information for impact measurement. (This needs to be confirmed through (1) a review of documents to be provided by NIC CO and (2) their views and suggestions on other possible sources of information)

4. Key issues/key evaluation questions

In addition to the issues to be analysed by the evaluation, as per the evaluation report template (Annex 3), the following key issues will be studied:

4.A Preparedness

The evaluation will review the level of preparedness, its adequacy and how it positively or negatively influenced the achievements of results. The emergency preparedness consists of knowledge, capacities and mechanisms in place before the hurricane season. It includes internal and external procedures, arrangements with providers and coordination mechanisms with other actors. The evaluation will look in particular at:

- Pipeline (stocks propositioning)
- Contingency Planning
- Government relations
- Early warning
- Local procurement
- Human resources
- Baseline – VAM

4.B Design

The response was designed as a stand-alone emergency operation while an active regional PRRO, covering Nicaragua had provisions to respond to the effects of natural disasters. The evaluation will assess to what extent the development of an emergency operation led to increased performance or gains.

4.C Implementation

The evaluation will assess resource adequacy, in terms of expertise, funding and food aid and review the quality of partnerships and coordination with others (inter agency, Government).

5. Evaluation design

5.A Methodology

The evaluation will implement traditional evaluation methods based on programme theory and logical framework approaches. It will use stakeholder discussions and secondary data to verify baseline information (the situation at the outset of the operation) and to understand intended outcomes.

The evaluation will employ internationally agreed evaluation criteria of relevance, coherence (internal and external), efficiency, effectiveness, impact, sustainability and connectedness.

The evaluation will use a range of data collection techniques such as key informant interviews, focus group discussions and other participatory approaches and structured document analysis. It will ensure that stakeholders with diverse views will be consulted to ensure the assessment, findings and recommendations are based on a comprehensive understanding of diverse perspectives on issues, performance and outcomes. Evaluators will act impartially and respect the code of conduct for the profession (Annex 1).

The views of beneficiaries on the operation's success to address their immediate food requirements and longer term rehabilitation needs will be captured through semi-structured interviews with community key informants during the field mission.

5.B Evaluation Quality Assurance System

WFP has developed an Evaluation Quality Assurance System (EQAS) based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products including the TOR. All these tools are available with OEDE. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team.

The evaluation team must implement quality assurance measures for data collected during the course of this evaluation.

5.C Phases and deliverables

The evaluation will be undertaken in the main phases presented in the Diagram 2. For each phase of the evaluation, a specific output which is under the responsibility of the team leader and an allocation of time for each team member are defined. The main phases/outputs are as follows:

Diagram 2 - Evaluation phases outputs and timeline

Description	Output	Team Leader (days)	Team member (days)	Jun				Jul				Aug				Sep				Oct				Nov				Dec			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Evaluation phase																															
1 Pre-mission report																															
Briefing	Briefing report	3	3																												
Prepare draft Pre-mission report	Draft pre-mission report	5	3																												
Revise pre-mission report	Revised draft pre-mission report	1	1																												
Final pre-mission report	Final pre-mission report	1	0																												
2 Evaluation Mission																															
Prepare field mission		1	1																												
Field mission	Aide memoir/debriefing presentation	16	16																												
Field mission debriefing	Debriefing	2	2																												
3 Evaluation report																															
Prepare evaluation report	Draft Evaluation report	8	6																												
1 st revision of evaluation report	Reviewed draft Evaluation report	1	0																												
Respond to stakeholder comments	Response matrix	2	1																												
2 nd revision of evaluation report	Reviewed draft Evaluation report	3	1																												
4 Evaluation summary report																															
Prepare summary report	Draft Summary report	4	0																												
Revise summary report	Reviewed draft summary report	1	0																												

Pre-mission report. The purpose of the pre-mission report (PMR) is two fold: (1) review and clarify the TOR and present the methodology to be used to undertake the evaluation; and (2) present the preliminary findings of the desk review and identify information gaps to be filled with data collected during the evaluation mission. The pre-mission report is produced by the evaluation team under the responsibility of the team leader, on the basis of a desk review of all available documents. The pre-mission report will follow WFP Evaluation Quality Assurance System.

The visit itinerary will be determined during the preparatory phase by the evaluation team, based on their selection criteria. The visit itinerary will include WFP units, partners and government counterparts to be met in the capital and during field visit, locations to be visited and participants, should the evaluation mission decide to split in sub groups. The country office will provide information on security and accessibility issues. The visit itinerary will be submitted to the country office for logistics and meetings arrangements.

The report will be shared with the WFP NIC CO before the evaluation mission, so that the country office is aware of issues and data needs.

Evaluation mission. Fieldwork will be undertaken in Nicaragua, both in the capital, Managua and in the operation area. It consists in 3 main phases:

Briefing. The mission will begin in the capital with start-up meetings with stakeholders to brief them about the evaluation.

Interviews. Data collection phase with interviews in the capital and at selected field sites will follow for a period of 2 weeks. The field visits will be used to discuss with a cross-section of internal and external stakeholders their views on WFP’s performance in providing assistance to affected population. During fieldwork a range of evaluation techniques will be employed as defined in the pre-mission report.

Debriefing. Finally, the evaluation mission present preliminary findings during the stakeholders’ debriefing to take place on the last day in country. Stakeholders in HQ will have the opportunity to participate via a teleconference.

Evaluation report. The pre-mission reports, team members' reports and aide-memoir are working documents of the evaluation.

The findings will be brought together in a succinct analytical evaluation report that will (1) respond to the objectives set out for this evaluation; and (2) report against evaluation criteria specified in these terms of reference. The outline for the final report is included in Annex 3.

The evaluation report will follow WFP Evaluation Quality Assurance System.

The draft final report will be shared with stakeholders for comments. To ensure transparency, the evaluation will document comments received and how they were responded to in the evaluation report (Comments matrix, Annex 6).

6. Organization of the evaluation

6.A Expertise of the evaluation team

Preliminary desk review evidenced the need for the evaluation team to include expertise in the areas: disaster recovery, nutrition / food security and logistics. This expertise will cover the core functions of WFP response to Hurricane Felix.

Disaster recovery. The team leader will have strong evaluation experience and a good understanding of WFP response to sudden onset natural disaster. He will have good conceptual, communication, and writing skills and the ability manage the team of evaluators.

Nutrition/ Food Security. Preservation of nutritional status and livelihoods recovery are the main objectives of WFP response. Expertise in this area will be valuable, particularly for the design review and impact measurement.

Logistics. WFP's ability to timely deliver commodities during emergencies is key to the success of its operations. Expertise in this area will particularly prove useful in assessing efficiency of response in terms of timeliness, costing, coordination with partners (logistic arrangements). Consultant has work with WFP for an extended period of time, bringing necessary knowledge. Team leader supervision will ensure impartiality in evaluation of logistics area.

A set of tasks is included in the Job Descriptions in Annex 4.

6.B WFP stakeholders' roles and responsibilities

This evaluation is led by the WFP office of evaluation, which appoints an **evaluation manager** who will have the responsibility of managing the overall process of the evaluation, including the following tasks:

- Preparation of evaluation terms of reference
- Selection and recruitment of evaluation team
- Budget preparation and management
- Evaluation team briefing
- Field mission preparation, in conjunction with receiving country office (see below)
- First level quality assurance
- Reports dissemination
- Principal interlocutor between evaluation team, represented by the team leader and WFP

The WFP NIC CO will host the evaluation mission, which entails the following main responsibilities:

- Make available to the evaluation team and the evaluation manager the information deemed relevant by the evaluation
- Provide logistic assistance to the evaluation (support in arranging lodging, airport pick ups and transportation arrangements to project areas)
- Provide support in organising meetings with relevant cooperating partners and government officials
- Allocate time as key informants to the evaluation
- Accompany evaluation to counterparts, cooperating partners or field visits if required by team leader

6.C Communication

The Pre-mission report, final evaluation report and summary report will be submitted in English. Contributions from team members to the evaluation will be provided in either English or Spanish.

The final evaluation report will be translated in Spanish by OEDE.

The final report of the evaluation will be presented to the Executive Board, in February 2009. The final report will be available by mid-DEC 2008 and posted on WFP internal web-site for consultation. As of February 2009, the reports will be posted on <http://www.wfp.org/operations/evaluation/>, for general access.

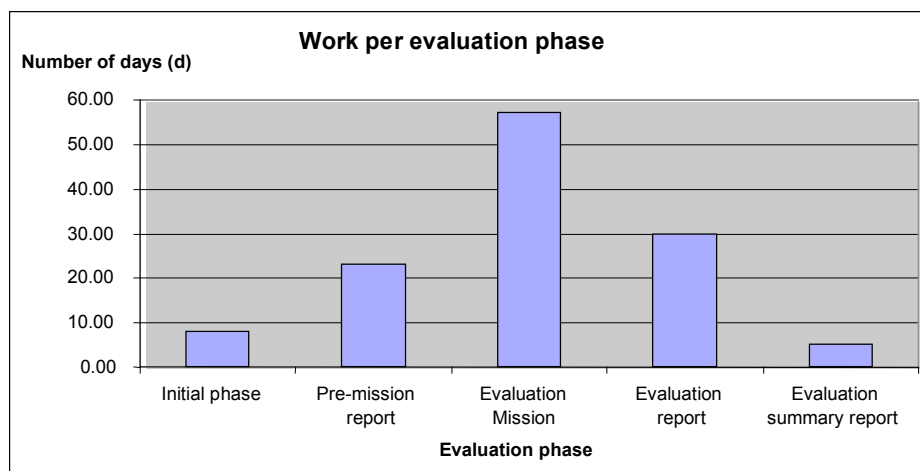
In addition, OEDE will maximize opportunities for learning through the publication of evaluation lessons in a compendium of good practices.

6.D Budget

The planned budget for the evaluation is USD74,121, covering consultant fees, travel, translation services and contingencies. The WFP NIC CO is entitled to WFP untied funds for the evaluation of EMOP 10700.0 for a maximum amount of USD80,000.

Consultant resources will be allocated to the different evaluation phases as follows:

Diagram 3 - Consultants work-days per evaluation phase



Annexes to ToR:

1. Background documents on evaluation concepts
2. Bibliography
3. Reports templates
4. Job Description (JD) evaluation team
5. Evaluation team CV
6. Other technical annexes

Annex 1: Background documents on evaluation concepts

The evaluation will abide by the following standards and code on the United Nation Evaluation Group (documents available in WFP OEDE):

Norms for Evaluation in the UN System
Standards for Evaluation in the UN System
Code of Conduct for Evaluation in the UN System

Annex 2: Bibliography

WFP Immediate Response Emergency Operation 10695.0: Assistance to victims of Hurricane Felix in the North Atlantic Region (RAAN)
WFP Nicaragua Emergency Operation 10700.0: Emergency Food Assistance to victims of Hurricane Felix, Oct 2007, Project document (English)
EMOP 10700.0 Project review committee comments, Sep 2007 (English)
UNDAF Nicaragua, 2001
CCA Nicaragua, 2000
UN Flash Appeal
Evaluacion de la Seguridad Alimentaria en las zonas afectadas por el huracan Felix, (EFSA) Sep 2007, (Spanish)
Vulnerability Assessment and Mapping (VAM) Study, 2005
Quarterly monitoring reports
Agreements with government, UN partners and or NGOs
Emergency Food Security Assessment follow-up, Apr 2008

Annex 3: Reports templates

Pre-mission report	Summary Report
Evaluation report	

Annex 4: Job Description (JD) evaluation team

Stakeholders	Evaluation matrix
Logical Framework	Comments matrix

Annex 6: Other technical annexes

Stakeholders	Evaluation matrix
Logical Framework	Comments matrix
Evaluation criteria	EMOP Logical Framework

Annex 2 - Bibliography

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- <http://www.sinapred.gob.ni/misionvision.html>

Annex 3 - Persons met and places of field visits

AGENCY	PERSON MET	TITLE
WFP Country office	William Hart	Country Director
	Rosario Sanabria	Programme
	Sandra Torres – Santiago Tablada	Logistics
	Georgina Barrera	Human resources
	Scarlett Lanzas	Senior programme assistant
	Eddy Morales	VAM
	Karla Somarriba	Senior Programme Assistant
	Francisco Alvarado	Senior programme assistant
MAGFOR	Ramon Noguera Sergio Perera	National Director Government Counterpart
WFP Puerto Cabezas Office	Orlando Mayorga And 9 others	Coordinator Finance, logistics(2), monitors, warehouse
Regional Government RAAN	Reynaldo Francis	Governor
	Miguel Navarro	i/c security
	Norman Sanchez	SINAPRED
Government Counterpart field staff level	Sergio Noemi	
LOCAL NGOS – partners	Rafael	Plan Internacional
	Emilio	Secretaria Produccion RAAN
	Raduel	PANA PANA
	Lucila	
	Margarita	
Puerto Cabezas market	Several storeholders (price information)	
DAKURA	Community leaders (seven)Community members	35 in meeting, several as individuals
Puerto Cabezas Community Health Centre	Maria	In charge, MINSA
SANTA MARTA	Community leaders (eight) Community members	Several as individuals
AHUYA PINHI	Community Leaders Community	
Waspam Community Health Centre	Sister Clinica Santa Ines	In charge
AWASTINGI	Community Leaders (seven) Community meeting (about 50)	Several individuals
TEE KAMP	Community Leaders (six) Community members (about 60)	Three individuals and a focus group
ALAMIKAMBA Health	Leonor Patterson	Hospital Director

AGENCY	PERSON MET	TITLE
centre	Saida Levy Two WFP monitors 2 mothers and children 6-36 months	WFP link officer MINSA
WFP and MAGFOR staff	Jose Dolores Telles Sebastian Martinez Miller Vazquez	MAGFOR MAGFOR WFP Siuna office
SINAPRED	Felix Hernandez Jose Martin Caldera	Jefe despacho de la secretaria del secretario ejecutivo Emergency Funds Unit
UNDP	Alfredo Missair	Resident Coordinator
PAHO	Guillermo Guevara	Emergency i/c
USAID	Steven Fondriest	Chief Commerce
NGOS – WF partners INVUR Dutch Red Cross Oxfam (Centro Humbolt)	Jorge Zuniga Ester Barren Abel Garcia and Luis	
WFP Corinto warehouse	Virgilio Hernandez Bladimir Rivera	i/c warehouse Administrator – COMPAS
UNICEF	Claudia Granja Leila Lara	
ECHO	Elena Ranchal Urco Dubois	Programme Programme
Julie Mc Donald (by telephone)		PRRO and programme

Annex 4 - Methodology / Evaluation Matrix

A number of changes were made in the methodology, partly due to necessity and partly to choice. Examples of changes due to necessity were the omissions of some planned interviews. Several senior potential interviewees, for example in the Canadian Embassy, were not in country during the visit; similarly some potential telephone interviewees were out of office at the time of the visit. Other senior interviewees, for example in SINAPRED, and in some NGOs and other organisations were unavailable – no doubt for good reasons.

In most, but not all, cases appropriately knowledgeable deputies were able to compensate for these absences by providing requested information by email or documents subsequent to the interview. The long telephone interview, after return from Nicaragua, with a staff member of RB who had been directly involved in the response to Felix is an example of the good detail that could be provided in the unavailability of intended interviewees.

The evaluation was fortunate in securing an unplanned additional interview of the Governor of RAAN before he left for the field. Several CO staff and a senior member of MAGFOR staff travelled to the field with the evaluation; some were present in most interviews and in visits to communities to witness FFW activities. This was particularly helpful because it allowed the provision of additional contextual information and numerous discussions and clarification of matters arising from interviews or observations. This could involve matters of fact or interpretation. In effect the evaluation thus secured many additional hours of interview with CO and MAGFOR staff.

Partly thanks to unseasonably good weather, all the planned field visits were achieved, though at the request of the evaluation additional time was made available for visits to communities to allow longer interviews and more time for observation. As intended, in the field, the evaluation split, often into three so that, while one member carried out an interview with community leaders and a group of beneficiaries, and representatives of implementing partners, others were able to interview individuals or groups. They could also examine and discuss the products of FFW activities and other aspects of the programme with selected community leaders, beneficiaries and CO, Sub Office and MAGFOR staff. In these ways the value of the visits to communities was made more useful.

The sections on the PMA relating to methodology are copied below with original numbering:

34. Deskwork and briefings have been used to build an understanding of the state of preparedness and conditions immediately following the hurricane, WFP's planned response in relation to other stakeholders and WFP's activities throughout the operation from preparedness to exit strategy. Visits to Managua and RAAN are used to amplify and test the validity of conclusions from the analysis based on data available in the deskwork phase. Critical examination of data obtained in the field will allow a review of perceptions and conclusions from the desk study.

35. Desk study, based on various forms of documentation supplied by WFP HQ and CO, and interviews in HQ, supplemented by internet and other sources, allows an initial review of the sequence of events and activities, and preliminary judgements on the evaluated subjects. Data in humanitarian emergencies may be limited or lacking, and therefore it is essential that it be cross-checked to ensure the best achievable reliability. The data is cross-checked for internal consistency to find discrepancies and aspects for further investigation in documents and in the field. Initial conclusions are checked against findings from different stakeholders and information sources in the field and necessary further data are found. The evaluation will use standard investigative methods such as key informant interviews, semi structured interviews, observation, group and focus group discussions that are appropriate to the stakeholders in 2D.
36. Findings in CO, SO, RB, donors and partners, beneficiary communities and individual beneficiaries will be triangulated and used to test the validity of initial findings from desk study. Field investigations will also provide new data to be incorporated with initial findings.

4.B Data collection strategy

37. Techniques to be used will be related to the specific source of information and the nature of the data to be collected. At field level observation of activities or evidence of their having taken place – as in FFW activities or the physical conditions in which people live and their current activities will allow judgement on the extent of recovery.
38. Though the existence of key questions determines that specific information is sought, in all cases the evaluation will ensure that interviewees/respondents are allowed and encouraged to provide information or opinions that had not been foreseen by the evaluation in the desk review process.
39. Annex 3 provides a timetable of activities during the visit to Nicaragua and examples of the different data gathering. Interviews will range from partially structured through semi-structured. Key informants will be used at each level. In communities there will also be group interviews and focus group interviews.
40. Field visits will be selected so as to provide five main livelihood and environmental contexts (see modified Table 1 in ToR). Within these categories, sub categories (women, men, ethnic minorities etc. will be investigated. A possible problem is that of access due to transport, distance etc.

The general approach is hybrid inductive and deductive: deductive in that questions, very roughly mini hypotheses, are developed in the desk study and these are tested in the fieldwork and interviews. But field investigations are also inductive in the assumption that the evidence from individual cases examined is representative of more general conditions. In fact the approach is probably better described as broadly pragmatic. Both quantitative and qualitative data are used, but judgements are, by definition, qualitative.

Data collection is based first on documentary evidence, which is examined critically, if not sceptically. Where feasible this data is cross-checked with other documents and field evidence. Field data is collected by a variety of interviews techniques, from the very closed to the very open and tuned to the nature of the interviewee(s)/ respondent(s). It is designed to check and elaborate on desk findings and to facilitate the eliciting of data and information that had not been predicted. Analysis is hybrid: partly through acceptance or rejection of hypothesis-related questions, reviewed by individual members and partly through discussion within the evaluation of the findings and new information that has become available.

Constraints to the data collection process relate principally to the availability of critical data, to the limits of time for observation and interviews, and to the probability that interviewees and respondents are not disinterested (they perceive have something to gain or lose by what they say). The evaluation has requested that critical data be made available, the design of the interview and field investigation strategy attempts to optimise available time. The team will be vigilant for evidence of bias in responses. And data, facts or opinions offered to them.

In Managua virtually all available stakeholders will be visited; the exception is donors where the three largest and one smaller donor will be interviewed, and NGOs where there will be an invitation to attend an open discussion, to be followed by selected interviews with those who appear to have most to offer. The sampling strategy for field visits is to identify five groups of beneficiaries related to livelihoods and environment type and sample each group in a travel-efficient model, with the possibility of sub-division of the team. Evaluation members will interview specialist respondents according to their specific interests.

Questions in the Evaluation Matrix were not answered separately and specifically, but were extremely valuable as sound preparation for interviews and field observations.

Evaluation Matrix

Issue / Question	Indicators	Main Sources of Information
PREPAREDNESS		
1. Had an adequate knowledge base (of need, capacity and likelihood of event) been developed?		
A. Had WFP access to an adequate amount of up-to-date data, specific to affected areas, sufficiently detailed to allow for adequate preparedness and the provision of a baseline?	<ul style="list-style-type: none"> ▪ List actual data sources used ▪ Planning staff specific views on adequacy/ limitations of data 	<ul style="list-style-type: none"> ▪ Documents²³ used in planning ▪ Interviews in CO and with RB
B. What preparedness activities were undertaken before the hurricane season, during the hurricane season and after the alert to ensure an appropriate response?	<ul style="list-style-type: none"> ▪ Timetable of discrete actions that contributed to preparedness, ▪ For example, for example coordination with UN and GoN. 	<ul style="list-style-type: none"> ▪ Main sources of information: ▪ Documents used in planning ▪ Interviews with GoN, CO, SO, RB and partners
2. How was human resource developed before the event?		
A. How did WFP ensure the existence of appropriate human resource, including that of partners?	<ul style="list-style-type: none"> ▪ Numbers of WFP staff at start of hurricane seasons ▪ In each pre-event time period timetable of and types of discrete actions that strengthened human resource of WFP or partners such as GoN for preparedness. 	<ul style="list-style-type: none"> ▪ Main sources of information: ▪ Examination of documentary evidence of HR ▪ Interviews with CO, GoN, S O, RB and partners
B. Was there any relocation of skilled staff in WFP or partners supported by WFP, before the hurricane event before and during the hurricane season, or after the alert?	<ul style="list-style-type: none"> ▪ Documented details of relocations of skilled staff before 1 June and 1 June – 5 September 2008 	<ul style="list-style-type: none"> ▪ Documented HR information ▪ Interviews with CO, RB, partners including GoN
3. What mechanisms were in place before the hurricane season?		
A. Had there been any stock prepositioning by WFP before the hurricane season, during the hurricane season or after the alert?	<ul style="list-style-type: none"> ▪ Timetable, identity, nature, location, volumes of any prepositioning. 	<ul style="list-style-type: none"> ▪ Documented information on commodities including PRRO and Country Programme, ▪ Interviews with CO, RB, SO, partners
B. Are there pre-identifiable risks to commodity resourcing and supply chain?	<ul style="list-style-type: none"> ▪ List of specific risks based on previous experience in Region and Nicaragua ▪ Details of changes in the logistical context (accessibility etc.) 	<ul style="list-style-type: none"> ▪ Interviews with RB, CO, GoN,
C. What arrangements for local procurement were made before the event?	<ul style="list-style-type: none"> ▪ Timetable and details of any investigations of and or actual local purchases. 	<ul style="list-style-type: none"> ▪ Documented information on local procurement ▪ Interviews with CO, RB, CO
D. Was any use made of an early warning system (EWS) or were developments made to the EWS?	<ul style="list-style-type: none"> ▪ Timetable and details of specific activities to develop or use EWS regionally, nationally or locally. 	<ul style="list-style-type: none"> ▪ Documented information ▪ Interviews with RB, CO, SO, GoN

²³ Throughout the annex in sources of information “document” refers to any form of document giving information on the topic. These may be planning documents, monitored information, minuted information on meetings etc. In interviews the mission will attempt to identify such information and seek access to documentary evidence as confirmation of interview findings.

<p>E. Was contingency planning and risk assessment carried out in the region, nationally and locally, and was use made of it?</p>	<ul style="list-style-type: none"> ▪ Evidence of modes of development and use of contingency plans and risk assessments in WFP, or supported by WFP in partners, contingency preparation activities evidenced. ▪ Modalities for and Timetable of preparation of plans and assessments. 	<ul style="list-style-type: none"> ▪ WFP Contingency plans ▪ Partner contingency plans ▪ Interviews with CO, RB, SO, GoN, other partners
<p>HOW RELEVANT, APPROPRIATE, EFFECTIVE AND WITH WHAT IMPACT WERE THE DESIGN PHASES OF IR EMOP 10695.0 AND EMOP 10700?</p>		
<p>1. Relevance</p>		
<p>A. Did the design of the two programmes complement other WFP programmes, especially the PRRO, the Country Plan and other external partners' activities?</p>	<ul style="list-style-type: none"> ▪ % of beneficiaries (GFD, FFW and SF) not covered by other interventions, detailed documented evidence of specific co-ordination activities with other programme areas internally and externally and evidence of the effects of this on WFP's design and programming 	<ul style="list-style-type: none"> ▪ Interviews with RB, CO, SO, UN, GoN, other partners ▪ Documents
<p>B. Were the programmes appropriately related to other hurricane response programmes?</p>	<ul style="list-style-type: none"> ▪ Documented evidence of co-ordination activities. (Listed) ▪ Evidence of synergies and any missed opportunities, or duplication of effort with others 	<ul style="list-style-type: none"> ▪ Interviews with CO, beneficiaries, RB, UN, GoN, partners, documentary evidence
<p>C. Was the WFP design process response well organised and timely?</p>	<ul style="list-style-type: none"> ▪ Detailed factual review of timing and timeliness, skilled staff involvement, information used. Details of the process, such as use of relevant data, organisation, coordination and participation in appropriate need assessments. 	<ul style="list-style-type: none"> ▪ Documented evidence ▪ Interviews with CO, RB, GoN, UN
<p>D. How nutritionally relevant was the food ration for each modality?</p>	<ul style="list-style-type: none"> ▪ Accordance with international standards, and relation to nutritional status of affected population. Macro and micronutrient of planned and actual ration (FFW, SF) 	<ul style="list-style-type: none"> ▪ Interviews with CO, RB, beneficiaries, SO ▪ Records of distributions
<p>2. Appropriateness</p>		
<p>A. What is the nature of the food provision infrastructure in RAAN other than WFP?</p>	<ul style="list-style-type: none"> ▪ Proportions of food provided by different sources, the nature of such food provision whether self-provision or by other means, commercial or otherwise. Details of commodities, volumes etc. 	<ul style="list-style-type: none"> ▪ Interviews with SO, CO, GoN, partners, communities ▪ Any available documentation of WFP or other agency investigations

B. Were there adequate investigations of the possibility of local sourcing of commodities?	<ul style="list-style-type: none"> ▪ Evidence of timing, location, commodities sought etc of any possibilities of local sourcing ▪ Documentary evidence of searches and prices 	<ul style="list-style-type: none"> ▪ Interviews with CO, RB, SO, GoN ▪ documentation
C. Are there laws concerning access to food in the country?	<ul style="list-style-type: none"> ▪ Existence and nature of any such restrictions or opportunities 	<ul style="list-style-type: none"> ▪ Interviews with CO and GoN ▪ documentary evidence
D. Were there restrictions on the import of commodities?	<ul style="list-style-type: none"> ▪ Evidence of any such restrictions ▪ Nature of restrictions ▪ Commodities involved 	<ul style="list-style-type: none"> ▪ Interviews with CO, and GoN ▪ Documentary evidence
E. How appropriate culturally was the ration?	<ul style="list-style-type: none"> ▪ Comparison with normal components of local food baskets 	<ul style="list-style-type: none"> ▪ Interviews with beneficiaries, SO, CO and (?) nutritional specialists in health service (?GoN/UN)
3. Effectiveness		
A. Were there any shortages of suitably skilled staff in WFP and implementing partners, and if so what was the WFP response?	<ul style="list-style-type: none"> ▪ Number of skilled staff available in CO and field evidence of programme failures relating to lack of skilled staff in WFP or partners 	<ul style="list-style-type: none"> ▪ Interviews CO, RB, SO, beneficiaries
B. Were there transport agents willing to accept WFP conditions for transport to RAAN?	<ul style="list-style-type: none"> ▪ Numbers of agents willing ▪ Number of contacted agents unwilling ▪ Evidence of contacts with agents, including unwilling 	<ul style="list-style-type: none"> ▪ Documented evidence ▪ Interviews with CO, RB, agents
C. Is the exit strategy feasible?	<ul style="list-style-type: none"> ▪ What were the planned components of exit strategy in a time frame and context of hand-over programmes, partners (resources, activities etc.). % of food insecure nutritionally at risk beneficiaries by activity (GFD, FFW), able to access to further support 	<ul style="list-style-type: none"> ▪ Interviews with CO, RB, partners ▪ Documentation
4. Impact		
A. Did the high level of funding cause problems? (such as threat to integrity of PRRO, Country Programme)	<ul style="list-style-type: none"> ▪ Identifiable and measurable benefits or disbenefits, such as reduction, postponement or reduced effectiveness of activities 	<ul style="list-style-type: none"> ▪ Interviews CO, RB, partners
HOW EFFICIENTLY, EFFECTIVELY, SUSTAINABLY AND WITH WHAT IMPACT WERE IR EMOP AND EMOP IMPLEMENTED?		
1. Efficiency		
A. How was targeting and beneficiary identification organised	<ul style="list-style-type: none"> ▪ Targeting criteria used per activity GFD, FFW, SF 	<ul style="list-style-type: none"> ▪ Monthly distribution reports, EFSA reports, VAM study 2005, nutritional study 2006 ▪ Interviews with partners, food distribution committees. Local authorities, SINAPRED, MAGFOR, MINSA. ▪ Beneficiaries and non-beneficiaries
B. Did the commodities reach all the targeted beneficiaries?	<ul style="list-style-type: none"> ▪ % of targeted beneficiaries receiving monthly ration, per activity and per age and gender as shown by monitoring and post-distribution monitoring 	<ul style="list-style-type: none"> ▪ Compare with EFSA recommendations ▪ Distribution plans and reports and Monitoring records ▪ Interviews MAGFOR, World Vision, SINAPRED MINSA, MINEDSO, beneficiaries.

C. Were distributions regular, timely and appropriately conducted?	<ul style="list-style-type: none"> ▪ Evidence of dates, quantities, qualities of commodities and nature of distribution process including timing and access 	<ul style="list-style-type: none"> ▪ Interviews beneficiaries, SO, CO, Partners, field observation of distributions
D. Were there any restrictions to the supply chain and if so how did WFP respond?	<ul style="list-style-type: none"> ▪ Number of such restrictions and WFP responses, ▪ Specific cases with dates, specifics of response 	<ul style="list-style-type: none"> ▪ Interviews with CO logisticians and WFP, beneficiaries in field.
E. Were WFP stores in the field adequately staffed, sufficiently large and suitably located?	<ul style="list-style-type: none"> ▪ Characteristics of each store, (staff, capacity, location related to distribution sites, distance and accessibility) 	<ul style="list-style-type: none"> ▪ Interviews CO,SO and partners, field observation ▪ Documentation
F. Were there well-organised committees, well supplied with scales etc. for reception and distribution, with appropriate level of female membership?	<ul style="list-style-type: none"> ▪ Number of committees, numbers, timing, membership 	<ul style="list-style-type: none"> ▪ Interviews with WFP field, committee members observation of equipment and if possible committee operation, field observation
G. Were there opportunities for beneficiaries to participate in the organisation of the food distribution process?	<ul style="list-style-type: none"> ▪ Numbers of beneficiaries participating details of mechanisms for participation 	<ul style="list-style-type: none"> ▪ Beneficiaries, SO, CO, observation in field ▪ Documentation
H. Was the performance adequately monitored?	<ul style="list-style-type: none"> ▪ Existence of detailed records of activities, evidence of the process and results 	<ul style="list-style-type: none"> ▪ Documents ▪ Interviews SO, CO, partners, observation
Issue / Question	Indicators	Main Sources of Information
2. Effectiveness		
A. Has the combination of General food distribution, supplementary feeding of target groups and Food for Work been a successful modality to stabilise and prevent malnutrition?	<ul style="list-style-type: none"> ▪ Change in nutritional status (acute malnutrition and MUAC) 	<ul style="list-style-type: none"> ▪ Interviews and data project partners and local authorities beneficiaries.
B. To what extent did the chosen activities: GFD, FFW, SF meet needs other than nutritional?	<ul style="list-style-type: none"> ▪ Drop out rates, dependency rates, products of FFW (Numbers, types), social structure recovery. 	<ul style="list-style-type: none"> ▪ Monitoring data ▪ Interviews WFP, partners, local authorities. ▪ Case studies of beneficiaries
C. To what extent were household assets preserved?	<ul style="list-style-type: none"> ▪ Change in Household asset (domestic and productive) ownership ▪ Compare with VAM 2005 and EFSA Reports 	<ul style="list-style-type: none"> ▪ WFP staff, partners, beneficiaries and non-beneficiaries in 5 locations.

Issue / Question	Indicators	Main Sources of Information
D. To what extent have livelihoods been restored?	<ul style="list-style-type: none"> ▪ % age Households relying on pre-hurricane livelihood activities, or other viable alternative livelihoods for food security. 	<ul style="list-style-type: none"> ▪ Monthly monitoring reports ▪ Interviews with WFP staff, partners ▪ Visits to commodity markets and food production sites (agriculture, livestock, fishing) observation and interviews. ▪ Case studies, beneficiaries and non-beneficiaries
E. Were women effectively prioritised?	<ul style="list-style-type: none"> ▪ Processes for women's prioritisation in distributions, committee membership and evidence of its happening 	<ul style="list-style-type: none"> ▪ Interviews with beneficiaries, distribution committees, SO, CO, observation.
3. Sustainability		
A. How did the ration affect food security?	<ul style="list-style-type: none"> ▪ Case studies of a range of individuals 	<ul style="list-style-type: none"> ▪ Interviews with focus groups, individual beneficiaries, SO, CO, partners, observation
B. How did FFW activities affect community and livelihood assets?	<ul style="list-style-type: none"> ▪ Evidence of type of asset and utility 	<ul style="list-style-type: none"> ▪ Interviews with focus groups, individual beneficiaries, SO, CO, partners, field observation
C. Has WFP adapted flexibly to changing needs and opportunities?	<ul style="list-style-type: none"> ▪ Evidence in monitoring system of identification of changing needs; evidence of actual changes in modalities that can be related to identified changing needs. 	<ul style="list-style-type: none"> ▪ Documentary evidence ▪ Interviews with CO, SO and beneficiaries
D. Is the exit strategy being successfully implemented?	<ul style="list-style-type: none"> ▪ Evidence of change in nature of activities through time 	<ul style="list-style-type: none"> ▪ Interviews SC, CO, beneficiaries, partners, observation
4. Impact		
A. How did food ration affect household expenditure patterns?	<ul style="list-style-type: none"> ▪ Change in %age of income spent on food 	<ul style="list-style-type: none"> ▪ Monthly monitoring reports, EFSA reports, VAM 2005, nutritional survey 2006 ▪ Case studies beneficiaries and non-beneficiaries
B. How did food rations affect alternative methods of sourcing food?	<ul style="list-style-type: none"> ▪ Numbers, types and proportions of non-aid food sources 	<ul style="list-style-type: none"> ▪ Monthly monitoring reports, EFSA reports, VAM 2005, nutritional survey 2006 ▪ Case studies beneficiaries and non-beneficiaries
C. Is there any evidence of food aid dependency?	<ul style="list-style-type: none"> ▪ %age of beneficiaries, by livelihood category, obtaining 50% of food from WFP 	<ul style="list-style-type: none"> ▪ Monthly monitoring reports ▪ Food price trends ▪ Interviews Food Distribution committees SO, beneficiaries and non-beneficiaries, partners, field observation
D. Were commodities available without deleterious effect on other programmes?	<ul style="list-style-type: none"> ▪ Specific cases of commodity unavailability for other programmes, dates and locations, cases of negative effects on other programmes. 	<ul style="list-style-type: none"> ▪ Interviews with CO and field logisticians.
E. Have the commodities borrowed from the PRRO been repaid?	<ul style="list-style-type: none"> ▪ Evidence of such repayment, timing and modality 	<ul style="list-style-type: none"> ▪ Interviews RB, CO

Annex 5 - Technical Details

Annex 5.1 NIC-EMOP 1070 Budget

Summary

Project Type:	EMOP	
Recipient Country:	Nicaragua	
Project Number:	10700.0	
Duration (months):	#VALUE!	
Start Date:	01.10.2007	
End Date:	30.06.2008	
<i>Total US \$</i>		
DIRECT OPERATIONAL COSTS (DOC)	\$ 8,646,991	
DIRECT SUPPORT COSTS (DSC)	\$ 925,618	
TOTAL WFP DIRECT COSTS	\$ 9,572,609	
INDIRECT SUPPORT COSTS (ISC) 7%	\$ 670,083	
TOTAL WFP COSTS	\$ 10,242,691	
Commodity Breakdown		
Cost Category	Tonnage	Value
Commodity		
Rice (intl)	4,895	\$ 2,202,750
Pulses (intl)	558	\$ 251,100
CSB (intl)	1,868	\$ 943,340
Vegetable Oil (intl)	326	\$ 423,800
Rice (local)	1,000	\$ 610,000
0	-	\$ -
0	-	\$ -
0	-	\$ -
0	-	\$ -
0	-	\$ -
Total Commodities	8,647	\$ 4,430,990
External Transport		\$ 1,147,050
ITSH		\$ 2,679,836
Overland		\$ -
LTSH		\$ 2,679,836
ODOC		\$ 369,115
<p>1/ This format should also be used for Project Budget Plan Revisions.</p> <p>2/ Please adapt your planning according to the Project Document (duration of the project).</p> <p>3/ This worksheet includes total amount for all years.</p> <p>4/ In the case of a Regional EMOP, this includes total amounts per country for all years. Different sets of this format have to be filled in per country.</p> <p>5/ The ISC is indicated here to provide a picture of the overall WFP costs even though they are not Project Costs per se. The ISC rate may be amended by the Executive Board during the Projects life.</p>		

Com. Ext, Trans, LTSH

		Year 1			Year 2		Year 3	
Commodities	Cost per mt (US\$)	Total Quantity	Quantity	Value	Quantity	Value	Quantity	Value
		(mt)	(mt)	(US\$)	(mt)	(US\$)	(mt)	(US\$)
Rice (mt)	450.00	4,885	1,880.00	\$ 846,000.00	3,015.00	\$ 1,356,750.00	-	\$ -
Pulses (mt)	450.00	588	288.00	\$ 129,600.00	270.00	\$ 121,500.00	-	\$ -
CSB (mt)	505.00	1,888	720.00	\$ 363,600.00	1,148.00	\$ 579,740.00	-	\$ -
Vegetable Oil (mt)	1,300.00	326	144.00	\$ 187,200.00	182.00	\$ 236,600.00	-	\$ -
Rice (local)	610.00	1,000	1,000.00	\$ 610,000.00	-	\$ -	-	\$ -
-	-	-	-	\$ -	-	\$ -	-	\$ -
-	-	-	-	\$ -	-	\$ -	-	\$ -
-	-	-	-	\$ -	-	\$ -	-	\$ -
-	-	-	-	\$ -	-	\$ -	-	\$ -
-	-	-	-	\$ -	-	\$ -	-	\$ -
Total Commodities		8,647	4,032.00	\$ 2,136,400.00	4,615.00	\$ 2,294,580.00	-	\$ -

Total External Transport	Overall Rate	Year 1	Year 2	Year 3	TOTAL
	150.00	\$ 454,800.00	\$ 692,250.00	\$ -	\$ 1,147,050

LTSH		Year 1	Year 2	Year 3	TOTAL
542110	-Port Operations Costs	\$ 32,288.33	\$ 64,576.67	\$ -	\$ 96,865
542120	-Landside Transport	\$ 347,825.00	\$ 696,650.00	\$ -	\$ 1,043,475
542130	-Air Transport	\$ -	\$ -	\$ -	\$ -
542140	-Transshipment Point Costs	\$ 45,304.00	\$ 90,608.00	\$ -	\$ 135,912
542150	-EDP Operations	\$ 146,301.33	\$ 292,602.67	\$ -	\$ 438,904
542160	-Distribution Costs	\$ 321,560.00	\$ 643,120.00	\$ -	\$ 964,680
542170	-Other LTSH Costs	\$ -	\$ -	\$ -	\$ -
Total LTSH		\$ 309.92	\$ 893,279	\$ 1,786,557	\$ 2,679,836

DSC	Overall Rate	Year 1	Year 2	Year 3	TOTAL
Total DSC		\$ 371,202	\$ 554,415	\$ -	\$ 925,618

ODOC	Overall Rate	Year 1	Year 2	Year 3	TOTAL
Total ODOC		\$ 155,515	\$ 233,600	\$ -	\$ 389,115

Remarks:

- 1/ In the case of a Regional project, this format should also be completed for each country.
- 2/ Planned costs should be included for each year of the project.
- 3/ Enter a relevant transport rate.

Staff and Staff-Related Costs		Year 1
551010	International Consultants (incl. Travel)	-
551020	National Consultants	5,000
551030	Temporary Assistance	8,750
551040	UNVs	-
552000	Non-WFP Staff Training	7,500
553000	Travel	3,750
Subtotal		25,000

Recurring Expenses		Year 1
554010	Rental of Facility	-
554020	Utilities General	-
554030	Office Supplies	-
554040	Communications and IT Services	-
554050	Insurance	-
554060	Equipment Repair and Maintenance	-
554070	Vehicle Maintenance and Running Costs	-
554080	Contracted Services	-
554090	Other Office Expenses	-
Subtotal		-

Equipment & Capital Costs		Year 1
555010	Agricultural Tools and Equipment	50,000
555020	Kitchen & Canteen Material and Equipment	17,000
555030	Health Related Material and Equipment	20,000
555040	School Related Material and Equipment	-
555050	Building Material	5,400
555060	Vehicles	10,000
555070	TC/IT Equipment	28,115
555080	Other Tools, Material and Equipment	-
556000	Food Transformation Costs	-
Subtotal		130,515

TOTAL OTHER DIRECT OPERATIONAL COSTS	155,515
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OTHER DIRECT OPERATIONAL COSTS (BUDGET PLAN PRIORITY AREAS)

TOTAL	Gender	Non Attributed
Staff and Staff-Related Costs		
-	-	-
5,000	2,500	2,500
8,750	4,375	4,375
-	-	-
7,500	3,750	3,750
3,750	1,875	1,875
25,000	12,500	12,500

Recurring Expenses		
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-

Equipment & Capital Costs		
50,000	25,000	25,000
17,000	8,500	8,500
20,000	10,000	10,000
-	-	-
5,400	2,700	2,700
10,000	5,000	5,000
28,115	14,057	14,058
-	-	-
-	-	-
130,515	65,257	65,258

155,515	77,757	77,758
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- 1/ Planned costs should be included for each year of the project. In the case of a Regional project, this format should also be completed for each country.
- 2/ This table facilitates the breakdown of project costs by Priority area for statistical purposes.
- 3/ The total in Column E41 is expected to tally with Column C41, as Total ODOC for the Project, for the Year.

Staff and Staff-Related Costs		Year 2
551010	International Consultants (incl. Travel)	-
551020	National Consultants	10,000
551030	Temporary Assistance	17,500
551040	UNVs	-
552000	Non-WFP Staff Training	15,000
553000	Travel	7,500
Subtotal		50,000

Recurring Expenses		Year 2
554010	Rental of Facility	-
554020	Utilities General	-
554030	Office Supplies	-
554040	Communications and IT Services	-
554050	Insurance	-
554060	Equipment Repair and Maintenance	-
554070	Vehicle Maintenance and Running Costs	-
554080	Contracted Services	-
554090	Other Office Expenses	-
Subtotal		-

Equipment & Capital Costs		Year 2
555010	Agricultural Tools and Equipment	100,000
555020	Kitchen & Canteen Material and Equipment	33,000
555030	Health Related Material and Equipment	40,000
555040	School Related Material and Equipment	-
555050	Building Material	10,600
555060	Vehicles	-
555070	TC/IT Equipment	-
555080	Other Tools, Material and Equipment	-
556000	Food Transformation Costs	-
Subtotal		183,600

TOTAL OTHER DIRECT OPERATIONAL COSTS	233,600
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OTHER DIRECT OPERATIONAL COSTS (BUDGET PLAN PRIORITY AREAS)

TOTAL	Gender	Non Attributed
Staff and Staff-Related Costs		
-	-	-
10,000	5,000	5,000
17,500	8,750	8,750
-	-	-
15,000	7,500	7,500
7,500	3,750	3,750
50,000	25,000	25,000

Recurring Expenses		
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-

Equipment & Capital Costs		
100,000	50,000	50,000
33,000	16,500	16,500
40,000	20,000	20,000
-	-	-
10,600	5,300	5,300
-	-	-
-	-	-
-	-	-
-	-	-
183,600	91,800	91,800

233,600	116,800	116,800
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1/ Planned costs should be included for each year of the project. In the case of a Regional project, this format should also be completed for each country.

2/ This table facilitates the breakdown of project costs by Priority area for statistical purposes.

3/ The total in Column E41 is expected to tally with Column C41, as Total ODOC for the Project, for the Year.

Staff and Staff-Related Costs		Year 1
611111 to 225	International Professional Staff	-
611231 to 234	International GS Staff	-
612100	National Professional Officers	-
612200	National GS Staff	9,791
613100	Temporary Assistance	71,520
613200	Overtime (in USD only)	3,600
613300	Incentives	-
621000	International Consultants	-
621100	National Consultants	18,221
622000	UNVs	-
631000	Staff Duty Travel	25,317
641000	Staff Training and Development	3,800
Subtotal		132,248

Recurring Expenses		Year 1
751000	Rental of Facility	3,600
752000	Utilities General	1,500
753000	Office Supplies	1,500
754000	Communications and IT Services	4,500
755000	Insurance	333
756000	Equipment Repair and Maintenance	1,333
757000	Vehicle Maintenance and Running Cost	8,670
758000	Other Office Expenses	20,000
782000	UN Organisations Services	47,000
Subtotal		88,436

Equipment & Capital Costs		Year 1
757050	Vehicle Leasing	39,144
762000	TC/IT Equipment	67,374
763000	Furniture, Tools and Equipment	44,000
Subtotal		150,518

TOTAL DIRECT SUPPORT COSTS	371,202
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DIRECT SUPPORT COSTS (BUDGET PLAN PRIORITY AREAS)

TOTAL	Security	Gender	Monitoring and Evaluation	Non Attributed
Staff and Staff-Related Costs				
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
9,791	2,448	2,448	2,448	2,448
71,520	17,880	17,880	17,880	17,880
3,600	900	900	900	900
-	-	-	-	-
-	-	-	-	-
18,221	4,555	4,555	4,555	4,555
-	-	-	-	-
25,317	6,329	6,329	6,329	6,329
3,799	949	950	950	950
-	-	-	-	-
132,248	33,061	33,062	33,062	33,062

Recurring Expenses				
3,600	900	900	900	900
1,500	375	375	375	375
1,500	375	375	375	375
4,500	1,125	1,125	1,125	1,125
333	333	-	-	-
1,333	333	333	333	334
8,670	4,334	-	4,336	-
20,000	5,000	5,000	5,000	5,000
47,000	11,750	11,750	11,750	11,750
-	-	-	-	-
88,436	24,525	19,858	24,194	19,859

Equipment & Capital Costs				
39,144	9,786	9,786	9,786	9,786
67,374	16,844	16,844	16,844	16,844
44,000	11,000	11,000	11,000	11,000
-	-	-	-	-
150,518	37,630	37,630	37,630	37,630

371,202	95,216	90,550	94,886	90,551
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1/ Planned costs should be included for each year of the project. In the case of a Regional project, this format should also be completed for each country.

2/ This table facilitates the breakdown of project costs by Priority area for statistical purposes.

3/ The total in Column E41 is expected to tally with Column C41, as Total DSC for the Project, for the Year.

Staff and Staff-Related Costs		Year 2
611111 to 225	International Professional Staff	-
611231 to 234	International GS Staff	-
612100	National Professional Officers	-
612200	National GS Staff	19,582
613100	Temporary Assistance	143,040
613200	Overtime (in USD only)	6,480
613300	Incentives	-
621000	International Consultants	-
621100	National Consultants	36,441
622000	UNVs	-
631000	Staff Duty Travel	50,633
641000	Staff Training and Development	7,600
	Subtotal	263,776

Recurring Expenses		Year 2
751000	Rental of Facility	7,200
752000	Utilities General	3,009
753000	Office Supplies	3,009
754000	Communications and IT Services	9,000
755000	Insurance	667
756000	Equipment Repair and Maintenance	2,667
757000	Vehicle Maintenance and Running Cost	17,340
758000	Other Office Expenses	20,000
782000	UN Organisations Services	93,000
	Subtotal	155,892

Equipment & Capital Costs		Year 2
757050	Vehicle Leasing	-
762000	TC/IT Equipment	134,747
763000	Furniture, Tools and Equipment	-
	Subtotal	134,747

TOTAL DIRECT SUPPORT COSTS	554,415
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DIRECT SUPPORT COSTS (BUDGET PLAN PRIORITY AREAS)

TOTAL	Security	Gender	Monitoring and Evaluation
Staff and Staff-Related Costs			
-	-	-	-
-	-	-	-
-	-	-	-
19,582	4,896	4,896	4,896
143,040	35,760	35,760	35,760
6,480	1,620	1,620	1,620
-	-	-	-
-	-	-	-
36,441	9,110	9,110	9,110
-	-	-	-
50,633	12,658	12,658	12,658
7,600	1,900	1,900	1,900
263,776	65,944	65,944	65,944

Recurring Expenses			
7,200	1,800	1,800	1,800
3,009	752	752	752
3,009	752	752	752
9,000	2,250	2,250	2,250
667	167	167	167
2,667	667	667	667
17,340	4,335	4,335	4,335
20,000	5,000	5,000	5,000
93,000	23,250	23,250	23,250
155,892	38,973	38,973	38,973

Equipment & Capital Costs			
-	-	-	-
134,747	33,687	33,687	33,687
-	-	-	-
134,747	33,687	33,687	33,687

554,415	138,604	138,604	138,604
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1/ Planned costs should be included for each year of the project. In the case of a Regional project, this format should also be completed for each country.

2/ This table facilitates the breakdown of project costs by Priority area for statistical purposes.

3/ The total in Column E41 is expected to tally with Column C41, as Total DSC for the Project, for the Year.

Staff Detail

Post Title				Year 1			Year 2			Year 3			TOTAL Months	TOTAL Cost
	HQ CO	Grade	Standard Annual Cost	Months in year	Nr. of Staff	Cost	Months in year	Nr. of Staff	Cost	Months in year	Nr. of Staff	Cost		
International Professional Staff														
	CO	P5				-			-			-	-	-
	CO	P5				-			-			-	-	-
	CO	P4				-			-			-	-	-
	CO	P4				-			-			-	-	-
	CO	P3				-			-			-	-	-
	CO	P3				-			-			-	-	-
	CO	P2				-			-			-	-	-
	CO	P2				-			-			-	-	-
	CO	P1				-			-			-	-	-
	CO	P1				-			-			-	-	-
Sub Total:						-			-			-	-	-
International General Service Staff														
	CO					-			-			-	-	-
	CO					-			-			-	-	-
	CO					-			-			-	-	-
	CO					-			-			-	-	-
Sub Total:						-			-			-	-	-
National Professional Officers														
	CO					-			-			-	-	-
	CO					-			-			-	-	-
	CO					-			-			-	-	-
	CO					-			-			-	-	-
	CO					-			-			-	-	-
Sub Total:						-			-			-	-	-
National General Service Staff														
Senior Logistics Assistant	CO	GS6	21,633	3.0	1	5,408	6.0	1	10,817			-	9.0	16,225
Finance Assistant	CO	GS5	17,530	3.0	1	4,383	6.0	1	8,765			-	9.0	13,148
	CO					-			-			-	-	-
	CO					-			-			-	-	-
	CO					-			-			-	-	-
Sub Total:					2	9,791		2	19,582			-	9.0	29,372
ODOC UNVs														
	CO					-			-			-	-	-
	CO					-			-			-	-	-
	CO					-			-			-	-	-
Sub Total:						-			-			-	-	-
DSC UNVs														
	CO					-			-			-	-	-
	CO					-			-			-	-	-
	CO					-			-			-	-	-
Sub Total:						-			-			-	-	-
Grand Total					2	9,791		2	19,582			-	9.0	29,372

1/ In the case of a Regional project, this form should also be completed for each country.

ODOC AND DSC ESTIMATES

ODOC: COST ESTIMATES

Description ODOC	N° of Work shops or weeks
MCH/EPR workshops Community	500 USD workshop
Weeks Nat. Consultant/ workshops	500 USD week
Travel costs workshops	250 USD workshop
Temporary assistance workshops	300 week
Building Materials community	1000 USD community
TC-IT Equipment community	see budget
Health tools community	500 USD per HP
Agricultural tools	500 US HP community
Kitchen canteen	500 US community

gl code	NICARAGUA	9 MONTHS			
		N° of Work shops/ weeks or communities/units	Cost	N° of Work shops/ weeks or	Cost
552000	MCH/EPR workshops in communities	45	22,500	0	22,500
551020	Weeks Nat. Consultant for workshops	30	15,000	0	15,000
553000	Travel costs per workshops	45	11,250	0	11,250
551030	Temporary assistance per workshops	53	26,250	0	26,250
555050	Building Materials per community	16	16,000	0	16,000
555070	TC-IT Equipment per community	2 implementing partners	28,115	0	28,115
555010	Agricultural tools and equipment	300	150,000	0	150,000
555030	Health tools per post or community	120	60,000	0	60,000
555020	Kitchen canteen and materials	100	50,000	0	50,000
555060	Three motorcycles for 2 I.Partners	3,333	10,000		10,000
	TOTAL		389,115		389,115

DSC ESTIMATES

STAFF AND RELATED COSTS

612200	Fixed term staff (senior staff)		GS STEP	Standard Annual Cost 1/	2007/2008	Months year	No. staff	Cost per 9 months	
	Senior Logistics Assistant	CO	GS/II	21,633.00		9	1	16,225	
	Finance Assistant	CO	GS/II	17,530.00		9	1	13,147.5	
	Total fixed term						2	29,372	
612200	Fixed term staff (Senior Contract)		Grade	Standard Annual Cost 1/	2007/2008	Months year	No. staff	Cost per 9 months	
	Field Office Coordinator PC and Suna	CO	SC	16583		9	2	24,875	
	Logistics Assistant	CO	SC	16583		9	1	12,437	
	Field Monitor PC and Suna	CO	SC	9750		9	2	14,625	
	Admin/Finance Clerk PC/Suna	CO	SC	9235		9	2	13,853	
	Drier PC/Suna	CO	SC	4986		9	2	7,479	
	Receptionist PC	CO	SC	4244		9	1	3,183	
	Cleaner PC/Suna	CO	SC	3148		9	2	4,722	
	Medical Insurance SC	CO						3,974	
	Total SC						12	85,148	
613100	Temporary Assistants SSA				2007/2008				
	Procurement Assistants	CO	SSA	9,407		9	2	14,111	
	Logistics Assistants	CO	SSA	9,407		9	2	14,111	
	Field Monitors	CO	SSA	5,779		9	6	26,006	
	Administrative Finance Assistants	CO	SSA	9,407		9	2	14,111	
	Driers	CO	SSA	3,853		9	4	11,559	
	Staff Assistants	CO	SSA	9,407		9	2	14,111	
	Information Assistant	CO	SSA	12,645		9	1	9,484	
	ICT Assistant	CO	SSA	12,645		9	1	9,484	
	Programme Assistants	CO	SSA	12,645		9	1	9,483	
	Total temporary assistants						21	122,457	
	Medical Insurance temporary assistants							6,955	
	Total cost temporary assistant plus medical insurance							129,413	
621100	National Consultants								
		CO	SSA	36,000		9	2	54,000	
	Medical Insurance Consultants							662	
	TOTAL COST CONSULTANTS/MED.INS.				2007/2008			54,662	
	TOTAL STAFF / CONSULTANTS						37	298,595	
								<i>monthly US\$</i>	
613200	OVERTIME - DRIVERS		CO	SC/SSA	280	2007/2008	9	4	10,080.00
TRAVEL EXPENSES									
631000	Destination	NO days	DSA US\$	Airtickets us\$	No of tickets	Total STAFF	TOTAL DSA	TOTAL US\$	
	MGA-RAAN-MGA	90	82	150	9	4	29,520.00	34,920.00	
	MGA-SIUNA-MGA	90	58	150	9	3	15,660.00	19,710.00	
	Other travel expenses PTY	30	161	500	4	4	19,320.00	21,320.00	
	TOTAL TRAVEL EXPENSES							75,950.00	
641000	TRAINING AND WORKSHOPS								
	Description	US\$ per sit	No. Of staff	No workshop	2007/2008			Total	
	Training EFSA	350	12	1				4,200.00	
	Training ICT	300	12	1				3,600.00	
	Training Monitors	300	12	1				3,600.00	
	TOTAL TRAINING US\$							11,400.00	

RECURRING EXPENSES		Rent/Fee	Offices	months	Total
751000	Rental of Fades PC/Suna/Waspam	400	3	9	10,800.00
752000	Utilities PC/Waspam/Suna	167	3	9	4,509.00
753000	Office supplies and materials	167	3	9	4,509.00
754010	Communications and IT services	500	3	9	13,500.00
	<u>phone, internet, telephone, radio</u>				
755000	Insurance	333.00	3	1 year	1,000.00
756000	Equipment repair & maintenance (photocopier, faxes, generators, printers)				4,000.00
757000	Vehicle maintenance and running cost (see data)				26,010.00
758000	Other office expenses 1/				40,000.00
782000	UN Organization services 2/				140,000.00
	TOTAL RECURRING EXPENSES				244,328.00
	1/ Visibility items: t-shirts, caps, flags, stickers, etc)				
	2/ RB assistance (\$120,000 and UN service fees \$20,000)				

EQUIPMENT AND CAPITAL COST								
	Vehicles leasing (Nissan Hux)	Monthly rental	Total	Months	freight per vehicle	Total freight	Freight	Total
761000	4	628.00	2,512.00	12.00	2,250.00	9,000.00	9,000.00	39,144.00
762000	<u>IT/IT Equipment (see budget)</u>							202,121.00
763000	<u>Furniture, tools and equipment</u>		<u>Quantity</u>	<u>Gross weight</u>	<u>Volume</u>	<u>Total weight</u>	Total volume	total CIF
	Office accommodation for 2 people	2	1198	8.26	2396	16.52	24000	24,000.00
	Furniture and equipment							20,000.00
	total furniture, tools and equipment							44,000.00
	TOTAL EQUIPMENT AND CAPITAL COST							285,265.00
GRAND TOTAL								925,617.88

I. Plan Overview

On 4 September 2007, at 4:45 am Category 5 Hurricane Felix, with winds of 270 kilometers per hour wrecked havoc on the northeastern coast of Nicaragua. Governments estimates indicated that approximately 185,000 persons were affected in the indigenous communities on Puerto Cabezas, Waspam, Rio Coco Bonanza, Rosita, Siuna and Prinzapolka.

This EMOP plans to assist 80,000 people for the first 90 days with GFC in Puerto Cabezas, Waspam, Rio Coco, Bonanza, Rosita and Prinzapolka. This will ensure that the basic food needs of the affected people are being met and acute malnutrition or even mortality can be prevented.

Then it will be followed by a Food for Work component assisting 55,000 persons for a duration of 90 days immediately after GFD and 20,000 people for those families who have not recovered livelihoods. A supplementary feeding for vulnerable groups for 35,000 persons for 90 days to be progressively implemented after GFD and as a phase-over of FFW families.

II. Direct Operational Costs

These are Food Rations by commodity and Beneficiary group (g/person/day)

Product/Ration	GFD	FFW	Supp
	g/per/day	g/per/day	g/per/day
RICE, POLISHED	400	400	100
PULSES	40	40	0
VEGETABLE OIL	20	20	15
CSB	100	100	150
total g/per/day	560	560	265
kcal/pas/day	2152	2152	1093

Food tonnage by commodity and beneficiary group

Product/ Ration	FFW1	GFD	FFW2	GV	TOTAL
RICE	1980	2880	720	315	5895
BLENDED FOOD (CSB)	495	720	180	473	1868
PULSES	198	288	72	0	558
VEGOIL	99	144	36	47	326
TOTAL	2772	4032	6804	835	8647

In ODOC funds, the CO has forecasted the purchase of 3 motorcycles for the implementing partners and ICT equipment in order to strengthen their capacity for monitoring and to improve their data information systems.

Agricultural tools and equipment for \$150,000.00 will be given to the affected communities taking into account that they lost their livelihood sources such as domestic animals, fishing tools and fish nets, and boats. This situation causes a severe impact on the food security of the families.

Affected families have also lost their kitchen utensiles, and therefore it has been budgeted the amount of \$50,000 to buy basic kitchen materials in order to ensure that they will have the necessary tools to cook and serve the meals. Children will be prioritized.

Health related materials for \$60,000 have been considered also a priority because of the poor hygienic conditions in the affected zones. One of the most serious effects of the hurricane was the destruction of water and sanitation systems and as a result the sanitary conditions are very poor in majority of the affected household posing a high risk of for the health and nutrition.

Travel expenditures are estimated for consultants and temporary assistants that will be working in trainings (file attached in ODOC)

III. Direct Support Costs

The CO has a very limited number of vehicles in good state, especially those assigned to RAAN are in very poor conditions due to the bad roads that are mostly unpaved and now destroyed after the hurricane. The vehicles in the field are too old therefore the CO has to incur in high costs of repair and maintenance of the old fleet.

Since it is not possible to buy new vehicles, it is needed to lease 4 pick up vehicles for PC, Siuna, Waspam and one for Managua office.

Staff members need to supervise and monitor the situation of the beneficiaries and the distribution of commodities, therefore it is necessary that the staff concerned such as logisticians, field monitors, admin and finance, ICT, CD, travel with frequency to the affected areas. The estimate figures are above.

The office considers necessary to procure Visibility Items as an activity related to advocacy. The estimated costs are \$40,000.00.

We can also add the following comments on the ICT budget explanation:

IN addition, the ICT esturcture need to be reinforced since we are considering to hire more personnel and therefore more equipment will be required.

1. Staff / Vehicles should be in accordance to MOSS compliance.

Annex 5.2 Direct Operational Costs

		USD 389,115
Commodity Purchase:	USD 4,430,990	
- Rice (international purchase)	4,895 MT	
- Pulses (international purchase)	558 MT	38%
- CSB (international purchase)	1,868 MT	13%
- Vegetable oil (international purchase)	326 MT	15%
- Rice (local purchase)	1,000 MT	4%
TOTAL	8,647 MT	8%
External Transport (Int. Purchase) overall rate 150 USD/MT	USD 1,147,050	22%
LTSH (port operations, landside transport, trans-shipment point costs, EDP operations, distributions costs) – overall rate 309.92 USD/MT	USD 2,679,836	
ODOC (Other Direct Operational Costs)		
Equipment & Capital Costs, 84% distributed for the first year and 79% for the second year		
- Agricultural Tools and Equipment		
- Kitchen & Canteen Material and equipment		
- Health Related Material and Equipment		
- Building Material		
- Vehicles		
- TC/IT Equipment		
National Consultants, 16% for year one, 21% for year two.		
- National Consultants		3%
- Temporary Assistance		6%
- Non-WFP Staff Training		5%
- Travel		2%
Direct Support Costs include:		
- Staff and Staff-Related Costs, (two National GS Staff: one in Logistics and one in Finance), with the budget being distributed 36 per cent in the first year and 48 per cent in the second year.		
- Recurring Expenses, (rental, insurance, communications), 24 per cent in the first year and 28 per cent year in the second year.		
- Equipment & Capital Costs (vehicle leasing, TC/IT equipments, tools) 40 per cent in the first year.		

Annex 5.3 Sources of borrowings for EMOP 10700.0

	Project	Rice	Maize	CSB	Peas	Beans	Veg. Oil	Total MT
Lender	10044.0 ACT3	805,60	-	-	-	-	45,79	851,387
	PRRO 10444.0	-	27,60	10,58	74,75	36,80	62,64	212,365
	PRRO 100212.0	-	40,50	15,50	81,85	-	-	137,850
								1.201,602

Annex 5.4 Borrowing Repayments

Prestamos que debe el E MOP 10700 al 22 de Agosto 2008												
Tipo Transacción	Date	Prestamo Entregado por				Prestamo Recibido por		Prestamos Reembolsados por				Balance
		Sino.	Projectno.	Commodity	Net	Projectno.	Sino.	Sino.	Projectno.	Commodity	Net	
LOAN	08-OCT-2007	81289901	10044.0.01.01.ACT3	CERRIC	7.200	10700.0.01.01	L0000181				-	7.200
LOAN	08-OCT-2007	81529102		CERRIC	724.100	10700.0.01.01	L0000185	82128001	10700.0.01.01	CERRIC	600.000	124.100
LOAN	08-OCT-2007	81529102		CERRIC	74.300	10700.0.01.01	L0000180				-	74.300
				Total Arroz	805.600						600.000	205.600
LOAN	08-OCT-2007	81319002		OILVEG	18.078	10700.0.01.01	L0000182				-	18.078
LOAN	08-OCT-2007	81529103		OILVEG	17.922	10700.0.01.01	L0000183				-	17.922
LOAN	25-OCT-2007	81529103		OILVEG	9.787	10700.0.01.01	L0000184				-	9.787
				Total Aceite	45.787						-	45.787
Total 10044.0 ACT3					851.39						600.000	251.387
LOAN	01-DEC-2007	82017406		10444.0.01.01.NIC	OILVEG	58.430	10700.0.01.01	L0000196	82149801	10700.0.01.01	OILVEG	43.798
LOAN	01-DEC-2007	81994201	OILVEG		2.645	10700.0.01.01	L0000201	82149801	10700.0.01.01	OILVEG	2.645	-
LOAN	01-DEC-2007	L0000212	OILVEG		1.565	10700.0.01.01	L0000213				-	1.565
			Total Aceite		62.640						46.443	16.197
LOAN	01-DEC-2007	82017405	PULBEA		7.300	10700.0.01.01	L0000197				-	7.300
LOAN	07-FEB-2008	82017405	PULBEA		18.450	10700.0.01.01	L0000220				-	18.450
LOAN	15-JAN-2008	82017405	PULBEA		11.050	10700.0.01.01	L0000219				-	11.050
			Total Frijol		36.800						-	36.800
LOAN	01-DEC-2007	81882204	MIXCSB		10.575	10700.0.01.01	L0000199	82175003	10700.0.01.01	MIXCSB	10.575	-
LOAN	01-DEC-2007	81756202	CERMAZ		27.600	10700.0.01.01	L0000200				-	27.600
LOAN	01-DEC-2007	81881104	PULSPY	58.750	10700.0.01.01	L0000202				-	58.750	
LOAN	22-NOV-2007	81868002	PULSPY	5.550	10700.0.01.01	L0000204				-	5.550	
LOAN	22-NOV-2007	81881104	PULSPY	5.000	10700.0.01.01	L0000205				-	5.000	
LOAN	10-APR-2008	81868002	PULSPY	5.450	10700.0.01.01	L0000227				-	5.450	
			Total Arveja	74.750						-	74.750	
Total 10444.0 NIC				212.37						57.018	155.347	
LOAN	08-OCT-2007	81868002	10212.0.01.01.NIC	PULSPY	72.050	10700.0.01.01	L0000175				-	72.050
LOAN	25-OCT-2007	81868002		PULSPY	9.800	10700.0.01.01	L0000179				-	9.800
				Total Arveja	81.850						-	81.850
LOAN	08-OCT-2007	81882204		MIXCSB	15.500	10700.0.01.01	L0000177	82175003	10700.0.01.01	MIXCSB	15.500	-
LOAN	08-OCT-2007	81690301		CERMAZ	40.500	10700.0.01.01	L0000178				-	40.500
Total 10212.0 NIC				137.850						15.500	122.350	
Total				1201.602						672.518	529.084	

Annex 5.5 Rations for General food distribution, Supplementary feeding and Food for Work in EMOP 10700.0

Ration (per*dia)	Programmed 90 days (in grs)		First distribution 20 days (in grs)		Second distribution 20 days (in grs)		Third distribution 20 days (in grs)	
GFD	rice	400	345	259	324		324	
	CSB	100		24		90		90
	veg. oil	20	21	21	30	30	30	30
	YSP	40	28	28	36	36	30	30
	maize			62		234		234
		560	394	394	390	390	384	384
			90 days		90 days		90 days	
SFP	rice/maize	100	117,54		93		93	
	CSB	150			120		120	
	V\veg. oil	15	48,88		20		20	
	YSP		91,93		23		23	
		265	258,35		256		256	
			90 days		75 days			
FFW	Rice/maize	400	279,728		285			
	CSB	100	67,136		103			
	Veg. oil	20	21,204		21			
	YSP	40	16,928		15			
		560	384,996		424		0	

Annex 5.6 Co-Implementing Food-For-Work Partners
EMOP 10700 HURRICANE FELIX RAAN

No.	Partner	Community	Activity
1	Netherlands Red Cross	Mosh Pan, Awastigni, Sisin, Betania, Wawa Boom, Krukira, Tuapi, Tuara, La Esperanza, Francia Sirpi, Tronquera, Santa Rita, Piñera, Dikuatara, Bodega	1207 bean parcels, 174.4 vegetable and tuber parcels, 29 disaster management training events, 70 new latrines, 240 restored latrines, 6 new wells, and 30 restored wells
2	Ministry of Housing and Urbanization	Yulutigni	26 dwellings
3	German Agroaction	Laguntara, santana, Wiwis, Krukira, Bulkiamp, Kisalaya, Leymus, Santa Clara, Tasbapain, Miguel Bikam, Kapri Irpitiigni, Polo Lakia Sirpi.	188 km road clearing, clearing 14 km dirt trail, 22 crossing points, 9 sewers, 50 ha land clearance
4	World Vision	Boom Sirpi, Awastigni	45 restored roofs 45 latrines built in Boom Sirpi, 66 restored roofs and 96 latrines built in Awastigni.
5	Municipality of Puerto Cabezas	Lidaukra, Tawasakia, Kahaka, Tasbaraya, Ninayari, Uskira, Awasyaris, Rahwawatlha, Kistawam, Dakura, Pahara.	1000 meters access canal cleared, and evacuation road for communities of Sandy Bay area.
6	Regional Government of the Atlantic Coast	Uskira, Kahaka, Waitnatingni, Kistawan, Rahwawatlha, Ninayaris, Lidaukra, Tawasakia, Tasbaraya, Awasyaris, Dakura, Awastara, Pahara, Sisin, Krukira, Tuara	600 ha - restored with agricultural inputs or livelihood, agricultural and poultry sectors. Community seedbeds, two trainings for agriculture and animal rearing, replanting with yucca, malanga, quequisque, musaceae and coconut. Tools.
7	(Foundation for the Development of the Atlantic Cost of Nicaragua)	Tuapi y Yulutigni	50 dwellings, 15 new wells, 5 new latrines, sowing of vegetables, musaceae roots, fruit trees, basic grains and vegetables. 12 training workshops.
8	PANA PANA (Friend to Friend)	Miguel Bikam, Iltara, Tee Kiamp, Tronquera, Awastingni, Piñera, Moshpan, Santa Rosa, y Santa Rita.	Three participatory Natural Resources Management Plans, Three forestry inventories, Forestry Development Plans. Self-build of 27 houses with latrines in Tee Kiamp, 89 houses with latrines in Moshpan, 15 houses with latrines in Piñera, 44 houses with latrines in Awastingni and 25 houses with latrines in Santa Rosa. 100 family groves, 3 qualified capentry workshops.

	Partner	Community	Activity
9	Atlantic Coast Indigenous Women Association	Krukira, Sisin, Santa Marta, Boom Sirpi, Tuara, Tuapi, y Pahara	In 3960 ha pine woods, sowing of 7234 pine plants, 30 ha land restored, ten improved dwellings, psychosocial therapy for 70 families, 40 young people trained in psychosocial therapy.
10	Ministry of Families	Betania, Boom Sirpi, Sagnilaya, Kuakuill, Tuara, Auya Pihni, Sisin, Ninayaris, Kahaka, Lidaukra, Tawasakia, Rahwawathla, Awasyaris, Tasbaraya, Uskira, Waitnatingni, Pahara, Awastara y Dakura.	7,500 ft. of board per CICO, total 17 CICOS constructed, one per community
11	Krukira Cooperative	Krukira	Training in coconut tree growth. One coconut tree seedbed (400 coconuts), Sowing of 4 ha root crops (yucca), Sowing of 3100 musaceae plants. Setting out of greenhouses and seedbeds.
12	Waspam Catholic Church	Tronquera, Santa Rita, Kisalaya, Tasbaraya, Francis Sirpi, Uthla Mathla, Living Creek, Uran , Shiran, Andris	Communal cleaning, 6 ha malanga (new cocoyam) and guineos (unripened banana), 8 ha plantains, 12 ha musaceae and basic grains, 1,000 meters firebreak, 1 ha forestry protection, vegetable sowing and one education module.

Annex 5.7 Comparison of planned output and actual output

	Planning			Open Planning			Open PR			Received		
	Quantity MT	Value USD	Unit Value USD/MT	Quantity MT	Value USD	Unit Value USD/MT	Quantity MT	Value USD	Unit Value USD/MT	Quantity MT	Value USD	Unit Value USD/MT
Rice	5.535	2.485.215	449	5.535	2.485.215							
				4.841	2.578.120	533				4.785	2.531.752	
Subtotal commodity group				694	(92.905)		56	46.368	828	4.785	2.531.752	529
Corn-Soy Blend	2.228	1.024.880	460	560	233.703					1.668	791.177	
Subtotal commodity group				560	233.703	417				1.668	791.177	474
Vegetable Oil	398	453.720	1.140	11	(63.611)					383	513.219	
Subtotal commodity group				11	(63.611)	5.671				383	513.219	1.340
Yellow Split Peas	486	218.700	450	486	218.700							
				(465)	(254.156)	547				465	254.156	

Annex 5.8 International and Local Commodity Sources

PRODUCT	In Kind	Import	Local	Total
	TM	TM	TM	TM
Vegetable Oil		383,000		383,00
Rice	2.080,00	816,000	1.890,00	4.786,00
Yellow Split Peas		465,000		465,00
Corn-Soy Blend (CSB)	680,00	989,000		1.669,00
Total	2.760,00	2.653,00	1.890,00	7.303,00

Annex 5.9 Humanitarian Assistance Focus and Co-Implementing Partners

Municipality	Number of Communities	Partners
Puerto Cabezas	65	Plan Internacional (Plan International) Gobierno Regional RAAN (Regional Government RAAN) FADCANIC ¹ , AMICA ² , Cooperativa de Pesca Artesanal y Servicios Múltiples Krukira (Artisan Fishing and Multiple Services Cooperative), Visión Mundial (World Vision), Netherlands Red Cross (Cruz Roja Holandesa), MIFAMILIA, INVUR, De Costa a Costa (From Coast to Coast)
Waspam / Río Coco	98	Miskito Tawan Pawanka ³ (MISTAP), Acción Médica Cristiana (AMC) (Christian Medical Action), Iglesia Católica de Waspam (Waspam Catholic Church) and PANA PANA,
Siuna	166	MINSA
Bonanza	33	Assistant Mayors, OXFAM
Rosita	37	Assistant Mayors, CEPS.
Prinzapolka	23	MINSA

1 FADCANIC: Fundación para la Autonomía y Desarrollo de la Costa Atlántica de Nicaragua. (Foundation for the Autonomy and Development of the Atlantic Coast of Nicaragua)

2 AMICA: Asociación de Mujeres Indígenas de la Costa Atlántica (Atlantic Coast Indigenous Women Association)

Annex 5.10 Summary of Fixed and Variable Costs in EMOP 10700.0

Description	to AUG 08	Percentage
Fixed Costs		
Fumigation services	6.545,74	0,49
Warehouse Rent	9.136,24	0,68
Ultranic WH	13.600,90	1,01
Utilities (Water, Energy, Phone)	4.427,50	0,33
Wages & Technical Cleaning	55.674,93	4,14
Other Costs	29.475,28	2,19
Sub Total Fixed Costs	118.860,59	8,84
Variable Costs		
Transport	647.169,28	48,13
Customs Services / transport	39.975,77	2,97
Distribution Costs	517.786,25	38,51
Fuel Expenses	0,00	0,00
Awning for Corinto WH	5.516,00	0,41
Plastic Bags to WH	15.398,97	1,15
Maintenance and Repair WH COR		0,00
Sub Total Variable Costs	1.225.846,27	91,16
GRAND TOTAL	1.344.706,86	100
Distribution (MT)	5.429,10	
EMOP Distribution rate	247,69	

Annex 5.11 WFP Partners for EMOP Food Assistance Modalities

IMPLEMENTING PARTNER		Food assistance modality			
		GFD	FFW1	FFW2	SFP
1	MAGFOR	X			
2	Atlantic Coast Indigenous Women's Association (AMICA)		X	X	
3	COPASEMIK		X	x	
4	COSUDE / Alcaldia Siuna		X	x	
5	Red Cross Netherlands			x	
6	Fadganic (Puerto Cabezas)		X	x	
7	INTA (instituto de Tecnologia agropecuaria)		X	x	
8	INVUR (instituto de Vivienda y Urbanizacion)		X	x	
9	MIFAMILIA (Ministry of the Family)		X	x	
10	MISTAP (German_Agro Action)		X	x	
11	Coast to Coast Organisation		X	x	
12	Oxfam GB (Humboldt)		X	x	
13	Pana Pana (Friend to Friend)		X	x	
14	Catholic Church San Rafael Parish, Waspan		X	x	
15	PAST/ Danida (Puerto Cabezas Municipality)		X	x	
16	Casa maternal Puerto Cabezas				X
17	Casa maternal Waspan				X
18	Hospital Alambikambe (Prinzapolka)				X
19-32	Las Minas health centres				X
TOTAL 32 partnerships					
1	Plan International		X	x	
2	World Vision		X	x	
3	GRAAN (Regional Government of the Atlantic Coast)	x			
TOTAL 32 partnerships and 3 collaborative ventures with no MOU = 36 partners					

Annex 5.12 - WFP Cooperation Agreements

Municipality	Number of communities	Partner
Puerto Cabezas	65	Plan International Regional Government RAAN Foundation for the Autonomy and Development of the Atlantic Coast of Nicaragua Association of indigenous Women of the Atlantic Coast Artisan Fishing and Multiple Services Cooperative World Vision Netherlands Red Cross MIFAMILIA, INVUR, De Costa a Costa (From Coast to Coast)
Río Coco	98	Miskito Tawan Pawanka" (MISTAP), Christian Medical Action Waspan Catholic Church PANA PANA,
Siuna	166	MINSA
Bonanza	33	Assistant Mayors, OXFAM
Rosita	37	Assistant Mayors, CEPS.
Prinzapolka	23	MINSA

Annex 5.13 Donor Funding in Relation to Budget

	Approved Plan (USD)	Confirmed Contribution (USD)	Shortfall in Resourcing (USD)	Remaining Project Balance (USD)
Commodity	4.182.515,00	4.152.631,74	29.883,26	1.586,13
Transport	1.375.089,23	787.645,90	587.443,33	1.773,73
LTSH	2.679.836,00	2.329.741,32	350.094,68	21.677,02
ODOC	389.115,00	248.821,93	140.293,07	62.764,38
DSC	925.617,25	904.630,14	20.987,11	33.794,43
Contributions confirmed but not programmed		265.674,77	265.674,77	
Total direct project costs	9.562.172,48	8.689.145,80	863.026,68	121.595,69
ISC	668.662,07	599.040,91	69.611,16	
Total Costs	10.220.824,55	9.288.186,71	932.637,84	121.595,69

Annex 5.14 RR WINGS

RR	Material	Material Desc	RR Qty	RR Del Dat	Ctry	Type	WBS	Project Description	P.Req	Rel	PR Material	PR Material Desc	PR Qty	PR Value	PR Del Dat	PR Fund	Alloc year
1010441	CLCCER RIC	RICE	816.00	23.01.2008	NIC	IEFR	10700.0.01.0 1	EMOP-NIC- EMERG.FOOD ASSIST. HURRIC.		X							
									10150385	X	CLCCERRIC	RICE Q+Q External Transport	816.00 816.00	366,384.00 1,632.00 107,989.44	08.02.2008	0000016440 0000016440 0000016440	2007
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund										
4500021883	X	CLCCER RIC	RICE	816.00	366,384.00	08.02.2 008	0000016440					LTSH	252,396.96			0000016440	
												ODOC DSC	36,720.00 87,344.64			0000016440 0000016440	
1010441	CLCOILV EG	VEGETAB LE OIL	129.48	23.01.2008	NIC	IEFR	10700.0.01.0 1	EMOP-NIC- EMERG.FOOD ASSIST. HURRIC.		X							
									10149204	X	CLCOILVEG	VEGETAB LE OIL Q+Q External Transport	129.48	153,630.61 517.92 28,142.48	25.01.2008	0000016439 0000016439 0000016439	2007
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund										
4500021627	X	CLCOILV EG	VEGETAB LE OIL	129.48	153,630.61	25.01.2 008	0000016439					LTSH	40,127.15			0000016439	
												ODOC DSC	5,826.60 13,859.54			0000016439 0000016439	
1010441	CLCPULS PY	YELLOW SPLIT PEAS	75.00	23.01.2008	NIC	IEFR	10700.0.01.0 1	EMOP-NIC- EMERG.FOOD ASSIST. HURRIC.		X							
									10149187	X	CLCPULSPY	YELLOW SPLIT PEAS Q+Q External Transport	75.00	32,231.25 225.00 8,403.00	25.01.2008	0000016438 0000016438 0000016438	2007
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund										
4500021709	X	CLCPULS PY	YELLOW SPLIT PEAS	75.00	32,231.25	25.01.2 008	0000016438					LTSH	23,243.25			0000016440	
												ODOC DSC	0.00 0.00			0000016440 0000016440	
1010753	CLCPULS PY	YELLOW SPLIT PEAS	275.00	10.03.2008	NIC	IEFR	10700.0.01.0 1	EMOP-NIC- EMERG.FOOD ASSIST. HURRIC.		X							
									10157897	X	CLCPULSPY	YELLOW SPLIT PEAS Q+Q External Transport	275.00	155,031.25 825.00 37,125.00	29.04.2008	0000016703 0000016703 0000016703	2008
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund										
4500022877	X	CLCPULS PY	YELLOW SPLIT PEAS	275.00	155,031.25	29.04.2 008	0000016703					LTSH	86,228.00			0000016703	
												ODOC DSC	12,375.00 29,436.00			0000016703 0000016703	

1010803	CLCPULS PY	YELLOW SPLIT PEAS	115.00	10.05.2008	NIC	IEFR	10700.0.01.0 1	EMOP-NIC- EMERG FOOD ASSIST. HURRIC.	X									
										10159194	X	CLCPULSPY	YELLOW SPLIT PEAS	115.00	66,893.20	12.05.2008	0000016677	2008
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund				X		External Transport	115.00	644.00	14,077.15	0000016438	0000016677
4500023030	X	CLCPULS PY	YELLOW SPLIT PEAS	115.00	66,893.20	12.05.2 008	0000016677						LTSH	35,537.30			0000016677	
													ODOC DSC	5,175.00	12,309.60		0000016677	0000016677
1010803	CLCOILV EG	VEGETAB LE OIL	122.13	10.05.2008	NIC	IEFR	10700.0.01.0 1	EMOP-NIC- EMERG FOOD ASSIST. HURRIC.	X									
										10159196	X	CLCOILVEG	VEGETAB LE OIL	122.13	187,308.34	12.05.2008	0000016677	2008
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund				X		External Transport	122.13	626.53	20,396.93	0000016438	0000016677
4500023025	X	CLCOILV EG	VEGETAB LE OIL	122.13	187,308.34	12.05.2 008	0000016677						LTSH	37,740.61			0000016677	
													ODOC DSC	5,495.85	13,072.80		0000016677	0000016677
1010803	CLCCER RIC	RICE	761.00	10.05.2008	NIC	IEFR	10700.0.01.0 1	EMOP-NIC- EMERG FOOD ASSIST. HURRIC.	X									
										10159195	X	CLCCERRIC	RICE	761.00	556,291.00	12.04.2008	0000016677	2008
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund				X		Q+Q LTSH	761.00	2,283.00	235,164.22	0000016677	0000016677
4500023157	X	CLCCER RIC	RICE	761.00	556,291.00	12.04.2 008	0000016677						ODOC	34,245.00			0000016677	
											X		DSC	81,457.44			0000016677	
1011559	CLCCER RIC	RICE	56.00	28.07.2008	NIC	IEFR	10700.0.01.0 1	EMOP-NIC- EMERG FOOD ASSIST. HURRIC.	X									
										10167306	X	CLCCERRIC	RICE	18.00	14,904.00	02.07.2008	0000016439	2008
											X		Q+Q LTSH	18.00	54.00		0000016439	0000016439
													ODOC DSC		5,578.38	810.00	0000016439	0000016439
															1,926.72		0000016439	0000016439
										10167374	X	CLCCERRIC	RICE	17.00	14,076.00	05.07.2008	0000016703	2008
											X		Q+Q LTSH	17.00	51.00		0000016703	0000016703
													ODOC DSC		5,268.64	765.00	0000016703	0000016703
															1,819.66		0000016703	0000016703
										10167382	X	CLCCERRIC	RICE	9.00	7,452.00	05.07.2008	0000016438	2008
													Q+Q LTSH	9.00	27.00		0000016438	0000016438
													ODOC DSC		2,789.28	405.00	0000016438	0000016438
															963.36		0000016438	0000016438
										10167385	X	CLCCERRIC	RICE	12.00	9,936.00	05.07.2008	0000016495	2008
											X		Q+Q LTSH	12.00	36.00		0000016495	0000016495
													ODOC DSC		3,719.04	540.00	0000016495	0000016495
															1,264.46		0000016495	0000016495

P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund									
1010441 CLCMIXC CORN-SOYA BLEND (CSB) 989.00 23.01.2008 NIC IEFR 10700.0.01.0 EMOP-NIC-EMERG.FOOD ASSIST. HURRIC. X																
								10150144	X	CLCMIXCSB	CORN-SOYA BLEND (CSB)	391.00	209,497.80	06.01.2008	0000016440	2007
									X		Q+Q External Transport	391.00	1,564.00		0000016440	
4500021750	X	CLCMIXC SB	CORN-SOYA BLEND (CSB)	391.00	209,497.80	06.01.2008	0000016440			LTSH		121,174.81		0000016440		
											ODOC DSC	17,595.00	41,852.64		0000016440	
10150303 X CLCMIXCSB CORN-SOYA BLEND (CSB) 598.00 320,408.40 07.01.2008 0000016440 2007																
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund		X		Q+Q	598.00	2,392.00		0000016440	
4500021750	X	CLCMIXC SB	CORN-SOYA BLEND (CSB)	598.00	320,408.40	07.01.2008	0000016440			External Transport		68,787.94		0000016440		
										LTSH		185,326.18		0000016440		
										ODOC DSC		28,910.00		0000016440		
												64,009.92		0000016440		
1010367 CLCCER RICE 2,078.90 03.01.2008 NIC IEFR 10700.0.01.0 EMOP-NIC-EMERG.FOOD ASSIST. HURRIC. X																
								10147606	X	CIKCERRIC	RICE External Transport	1,979.20	831,264.00	05.12.2007	0000016479	2007
											LTSH	613,373.87		0000016479		
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund									
4500021280	X	CIKCERRI C	RICE	1,980.00	831,600.00	05.12.2007	0000016479				ODOC	18,426.35		0000016479		
											DSC	211,833.78		0000016479		
10147631 X CIKCERRIC RICE External Transport 99.70 41,874.00 05.12.2007 0000016479 2007																
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund		X		LTSH	20,810.38		0000016479		
4500021284	X	CIKCERRI C	RICE	100.00	42,000.00	05.12.2007	0000016479							0000016479		
									X		ODOC	928.21		0000016479		
									X		DSC	10,870.89		0000016479		
1010367 CLCMIXC CORN-SOYA BLEND (CSB) 680.00 03.01.2008 NIC IEFR 10700.0.01.0 EMOP-NIC-EMERG.FOOD ASSIST. HURRIC. X																
								10147607	X	CIKMIXCSB	CORN-SOYA BLEND (CSB)	230.00	88,292.40	05.12.2007	0000016479	2007

P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund		External Transport							
4500021280	X	CIKMIX SB	CORN-SOYA BLEND (CSB)	230.00	88,550.00	05.12.2007	0000016479	X	LTSH	32,802.80	0000016479					
									ODOC DSC	2,141.30 24,610.00	0000016479 0000016479					
10147632	X	CIKMIXCSB	CORN-SOYA BLEND (CSB)	450.00	172,984.50	05.12.2007	0000016479		External Transport	80,239.50	0000016479					
4500021284	X	CIKMIX SB	CORN-SOYA BLEND (CSB)	450.00	173,250.00	05.12.2007	0000016479	X	LTSH	139,459.50	0000016479					
								X	ODOC DSC	4,189.50 48,150.00	0000016479 0000016479					
1010392		CLCOILV EG	VEGETABLE OIL	30.50	11.01.2008	NIC	IEFR 10700.0.01.0		EMOP-NIC-EMERG.FOOD ASSIST. HURRIC.							
								X								
								10148130	X	CLCOILVEG	VEGETABLE OIL	7.10	7,733.11	11.12.2007	0000016495	2007
								X			Q+Q	7.10	28.40		0000016495	
								X			External Transport		1,278.00		0000016495	
4500021303	X	CLCOILV EG	VEGETABLE OIL	7.10	7,733.11	11.12.2007	0000016495	X	LTSH	2,200.43	0000016495					
								X	ODOC DSC	319.50 759.98	0000016495 0000016495					
								10148132	X	CLCOILVEG	VEGETABLE OIL	23.40	26,209.74	11.12.2007	0000016495	2007
								X			Q+Q	23.40	93.59		0000016495	
								X			External Transport		4,067.98		0000016495	
4500021303	X	CLCOILV EG	VEGETABLE OIL	23.40	25,486.58	11.12.2007	0000016495	X	LTSH	7,251.51	0000016495					
								X	ODOC DSC	1,052.91 2,504.52	0000016495 0000016495					
1010413		CLCCER RIC	RICE	456.00	15.01.2008	NIC	IEFR 10700.0.01.0		EMOP-NIC-EMERG.FOOD ASSIST. HURRIC.							
								X								
								10148516	X	CLCCERRIC	RICE	456.00	297,243.60	17.12.2007	0000016361	2007
								X			LTSH		141,323.52		0000016361	
4500021594	X	CLCCER RIC	RICE	456.00	297,243.60	17.12.2007	0000016361	X	ODOC	20,520.00	0000016361					
								X	DSC	48,810.24	0000016361					
1010414		CLCCER RIC	RICE	113.00	16.01.2008	NIC	IEFR 10700.0.01.0		EMOP-NIC-EMERG.FOOD ASSIST. HURRIC.							
								X								
								10148615	X	CLCCERRIC	RICE	113.00	73,859.05	18.12.2007	0000016465	2007
								X			Q+Q	113.00	226.00		0000016465	
								X			LTSH		35,020.96		0000016465	

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4500021594	X	CLCCER RIC	RICE	113.00	73,659.05	18.12.2 007	0000016465		X	ODOC	5,085.00		0000016465				
									X	DSC	12,085.52		0000016465				
1010417		CLCCER RIC	RICE	356.00	17.01.2008	NIC	IEFR 1	10700.0.01.0		EMOP-NIC- EMERG FOOD ASSIST. HURRIC.							
									10148742	X	CLCCERRIC	RICE	356.00	232,058.60	19.12.2007	0000016522	2007
										X		Q+Q	356.00	712.00		0000016522	
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund			X		LTSH		110,331.52		0000016522	
4500021594	X	CLCCER RIC	RICE	356.00	232,058.60	19.12.2 007	0000016522		X	ODOC	16,020.00		0000016522				
									X	DSC	38,106.24		0000016522				
1010418		CLCCER RIC	RICE	204.00	17.01.2008	NIC	IEFR 1	10700.0.01.0		EMOP-NIC- EMERG FOOD ASSIST. HURRIC.							
									10148741	X	CLCCERRIC	RICE	204.00	132,977.40	19.12.2007	0000016441	2007
										X		Q+Q	204.00	612.00		0000016441	
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund			X		LTSH		63,223.68		0000016441	
4500021594	X	CLCCER RIC	RICE	204.00	132,977.40	19.12.2 007	0000016441		X	ODOC	9,180.00		0000016441				
									X	DSC	21,836.16		0000016441				
1010418		CLCOILV EG	VEGETAB LE OIL	100.90	17.01.2008	NIC	IEFR 1	10700.0.01.0		EMOP-NIC- EMERG FOOD ASSIST. HURRIC.							
									10148739	X	CLCOILVEG	VEGETAB LE OIL	100.90	139,071.48	19.01.2008	0000016441	2007
										X		Q+Q	100.90	403.60		0000016441	
P.Order	Rel	PO Material	PO Material Desc	PO Qty	PO Value	PO Del Dat	PO Fund					External Transport		18,610.00		0000016441	
4500021498	X	CLCOILV EG	VEGETAB LE OIL	100.90	139,071.48	19.01.2 008	0000016441					LTSH		31,270.93		0000016441	
												ODOC		4,540.50		0000016441	
												DSC		10,800.34		0000016441	

Annex 5.15 General Food Distributions and Food for Work Distributions to Municipalities

Coverage by municipality	GFD1	GFD2	GFD3	FFW1	FFW2
Litoral Norte	12	13	13	13	13
Litoral Sur /Prinz	7	0	0	2	0
Puerto Cabezas	52	32	32	0	0
W. Terrestre	31	0	0	0	0
W. Rio Abajo	14	15	15	0	0
W. Rio Arriba	40	40	40	0	0
W. Raudales	13	0	0	0	0
Rosita	37	9	9	9	0
Bonanza	33	16	16	0	16
Llano norte	0	0	0	20	20
Llano sur	0	0	0	2	2
Waspam Llanos sur/oeste	0	0	0	21	21
Number of communities	239 or 262, (varied source of data)	125	125	120	92

Annex 5.16 Data beans crop 2008

MINISTERIO AGROPECUARIO Y FORESTAL (MAGFOR) Mujeres Beneficiarias del Programa Hambre Cero/Bono Productivo Region Autonoma del Atlantico Norte (RAAN)		
RAAN	No. Beneficiarias que Recibieron el Bono Productivo	
	2007	2008
Rosita	447.00	125.00
Bonanza	375.00	120.00
Waslala	141.00	135.00
Siuna	300.00	300.00
Prinzapolka	150.00	200.00
Waspan	1,775.00	285.00
Puerto Cabezas	488.00	210.00
Mulukuku	100.00	125.00
Lote 14 (RAAN)	3,776.00	1,500.00
RIO COCO		
Cuenca Libre		170.00
Li Lamni		235.00
Wangki Mayara		130.00
Lote 15 (Rio Coco)		535.00

*Fuente: MAGFOR/BPA

AVANCE COSECHA FRIJO DE APANTE 2007/2008
DGDPET/DAP/Seguimiento al Ciclo Agrícola
MAGFOR/Programa Agroalimentario de Semilla

DELEGACION	No. FAMILIAS	AREA PROGR (MZ)	AREA SEMBRADA (MZ)	AREA PERDIDA (MZ)	AREA COSECHAR (MZ)	PRODUCCION ESPERADA (QQ)	AREA COSECHADA (MZ)	AVANCE DE COSECHA (%)	RENDIMIENTO (QQ/MZ)	PRODUCCION (QQ)	FECHA DE CORTE
Puerto Cabezas	4,038	3,125	4,038	90	3948	55,272	1400	34.7	14	19,600	28/03/2008
Pinzapolka	1,788	1,000	1,788	18	1770	31,851	40	2.2	18	720	
Waspam	5,500	2,875	5,500	567	4933	59,196	1200	21.8	12	14,400	
Rosita	3,728	1,625	3,728	18	3710	55,643	1000	26.8	15	15,000	
Bonanza	2,688	1,200	2,688	167	2521	35,287	1425	53	14	19,950	
Siuna	7,540	1,875	7,540	460	7080	84,960	4800	63.7	12	57,600	
Mulukukú	1,641	750	1,641	350	1291	18,078	890	54.2	14	12,460	
RAAN	26,923	12,450	26,923	1,670	25,253	340,287	10,755	39.9	13	139,730	

Fuente: MAGFOR

MINISTERIO AGROPECUARIO Y FORESTAL
PROGRAMA AGROALIMENTARIO - SEMILLA
INFORME DISTRIBUCION DE SEMILLA
EPOCA DE PRIMERA, CICLO AGRICOLA 2008 / 09

30-Jul-08

DEPARTAMENTOS	MUNICIPIOS	DISTRIBUCION DE SEMILLA (qq's)				
		Arroz				
		Semilla Recibida QQ	No. Productores	Area Sembrada Mz	Rendimiento QQ/MZ	Producción QQ
RAAN	Siuna	850	850	850	28	23,800
	Rosita	522	522	522	25	13,050
	Puerto Cabezas				22	-
	Waspam				28	-
	Mulukukú	250	250	250	22	5,500
	Pinzapolka				22	-
	Bonanza	200	200	200	22	4,400
	TOTAL	1,822	1,822	1,822	24	46,750

Office of Evaluation
Via Cesare Giulio Viola, 68/70. 00148 Rome, Italy
Tel +39 0665131

www.wfp.org

