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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – SOMALIA COUNTRY PORTFOLIO

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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BACKGROUND

1. This document presents the management response to the recommendations of the Somalia country portfolio evaluation (2006–2011). The evaluation does not cover the response to the Somalia famine declared on 20 July 2011.
2. The Secretariat appreciates the findings and recommendations, which have informed the preparation of the new Somalia protracted relief and recovery operation (PRRO). As WFP shifts from emergency assistance towards longer-term, targeted programmes, it seeks to develop capacities of communities, partners and local governments and enhance the ability of vulnerable households to withstand recurrent shocks.
3. Many of the recommendations have been implemented. The country office will continue to refine its capacity development and partnerships as recommended.
4. The Secretariat's responses to the recommendations are presented in the attached matrix.

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT –
SOMALIA COUNTRY PORTFOLIO**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 1: The vulnerability analysis and mapping (VAM) Unit in the Somalia country office should be strengthened to provide food and nutrition security information that complements the assessments and analysis undertaken by the Food Security and Nutrition Analysis Unit-Somalia (FSNAU), the Famine Early Warning Systems Network (FEWS NET) and other contributors. The information should mainly support WFP's capacity to make relevant and decisive strategic programme decisions, but should also contribute to improving the knowledge of both state actors and other humanitarian partners in planning and responding effectively. Specifically:</p>	<p>Country office</p>	<p>Agreed.</p> <p>For several years the country office has been working to strengthen VAM. It conducted food security and vulnerability assessments for the regions covered by WFP area offices in Somaliland in October 2008; in Puntland in April 2007; in Galkayo in January 2011; in Mogadishu in August 2011; and in border areas in April 2012. WFP and the FSNAU also carried out joint assessments in Mogadishu in December 2011, April 2012 and July 2012. The VAM assessments in Mogadishu and border areas included a focus on nutrition. In 2011/12 several rapid assessments on food security and nutrition were conducted, inclusive of clan-related issues.</p> <p>After the evaluation period a second international VAM officer joined the unit, focusing on assessments.</p> <p>A market analyst post was advertised internally and then externally, but no qualified candidate was found. The post is to be re-advertised if funding allows.</p>	<p>Ongoing</p> <p>Implemented</p> <p>December 2012</p>
<p>1a) Carry out independent studies with technical support from the regional bureau and Headquarters, to determine: i) the benefits that households of different compositions, wealth groups and livelihood zones derive from food assistance; ii) the impacts of food assistance on local agricultural and pastoralist economies, including the effect on labour markets within Somalia; and iii) the situation of the urban poor, as opposed to traditional internally displaced persons (IDP) communities, with particular reference to gender and clan affiliation, to inform WFP's future targeting strategy. <i>(by mid-2013)</i></p>	<p>Country office in collaboration with the Regional Bureau Nairobi (East and Central Africa – ODN) and the Food Security Analysis Service (ODXF)</p>	<p>Partially agreed.</p> <p>Under PRRO 200443, evaluations and impact studies – some internal and some external – will be conducted on: education activities (2012); the blanket supplementary feeding programme (seasonally beginning in 2013); targeted supplementary feeding family rations (2014); coping capacities (2014); and the mother-and-child nutrition activity (2015). Regular market analysis, a Somalia pastoral study (2013) and additional rapid assessments will be conducted as needed.</p> <p>Clan affiliation has recently been included as one aspect of assessments.</p> <p>The country office does not agree fully with the recommendations concerning different economies.</p> <p>Together with local food security experts it monitors variables such as market prices, terms of trade and labour rates that could be affected by humanitarian responses. This allows the</p>	<p>2012–2015</p> <p>Implemented</p> <p>Implemented</p>



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<p>1b) Improve the collection and analysis of data on food market economics in Somalia with technical support from the regional bureau and Headquarters, focusing on markets' capacity to respond to changes in demand through market-based responses, such as cash and vouchers, and the implications of cross-border trade flows on household access to essential food commodities, in collaboration with FEWS NET and FSNAU. <i>(by end 2013)</i></p>	<p>Country office in collaboration with ODN/ODXF</p>	<p>country office to adjust its programming to minimize undesirable impacts; existing analyses are sufficient to monitor the potential impact of assistance. In addition, Version 2 of the Integrated Food Security Phase Classification (IPC) system – used by the FSNAU and other partners for seasonal assessments – incorporates humanitarian assistance and its impact as a factor for classifying the food security situation.</p> <p>Full functioning of IPC Version 2 will allow deeper understanding of the effects of humanitarian assistance on local economies.</p> <p>Agreed.</p> <p>Price analysis tools are being reviewed and improved in the context of emergency operation (EMOP) 200281. The regional bureau, the Food and Agriculture Organization of the United Nations (FAO) and FEWS NET are tracking cross-border trade flows; data will continue to be collected if funding and regional capacities are available.</p> <p>WFP conducted market assessments to inform the use of vouchers under EMOP 200281 and uses assessments to review the cost-effectiveness and efficiency of different transfer modalities and to determine how well markets function.</p> <p>As with recommendation 1a), the full roll-out of IPC Version 2 will provide better information on markets.</p>	<p>Mid-2013 (depending on the FSNAU)</p> <p>End 2013</p> <p>Implemented</p>



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<p>Recommendation 2: WFP should base the country strategy – developed within the framework of the overarching United Nations Somalia Assistance Strategy (UNSAS) – on area-level strategies that take into account: i) the different political and security contexts of each area; ii) the diversity of livelihood zones; iii) the different emphases across the relief-development continuum, including contingency planning, emergency preparedness and response, recovery and transition; iv) alternative transfer modalities for food assistance – food-based, voucher based and cash-based – that can be applied in different rural and urban situations; and v) the variable capacities of state authorities, institutions and humanitarian partners. Specifically:</p>	<p>Country office, in collaboration with ODN/the Programme Division (ODX)/ the Performance and Accountability Management Division (RMP)</p>	<p>Agreed.</p> <p>EMOP 200281 was based on analysis conducted with local authorities through a series of area-level strategy development sessions in February 2011 to determine the relevant policies, strategies and objectives of each authority. Analysis at the area office level was also conducted to determine the underlying causes of food insecurity in different livelihood zones and understand local capacities and social/political contexts.</p>	<p>Implemented</p>
<p>2a) Where feasible, WFP area-level strategies should concentrate more on addressing the underlying causes of malnutrition through collaboration with principal partners – FAO, the International Fund for Agricultural Development (IFAD), the International Labour Organization (ILO) and the United Nations Children’s Fund (UNICEF) – that offer different and complementary expertise and competencies, thus ensuring: i) a concerted approach to building household and community resilience to shocks in the most vulnerable areas of Somalia; ii) better programming synergies and more effective use of resources, such as by integrating food for assets (FFA) into broader agricultural and pastoral development projects, and integrating targeted supplementary feeding (TSF) into the Outpatient Therapeutic Programme (OTP); and iii) prioritizing interventions such as school feeding in areas of higher food and nutrition insecurity where coverage is low. <i>(by end 2013)</i></p>	<p>Country office in collaboration with partners and ODN/ODX</p>	<p>Agreed.</p> <p>Each year in February reviews are conducted with government/local authorities, other United Nations agencies and non-governmental organizations (NGOs) in each area to identify synergies; seasonal response analysis and internal reviews are also conducted. In August 2012, greater attention was paid to transfer modalities in the seasonal response analysis.</p> <p>For the development of PRRO 200443, a trend analysis of the food and nutrition security was conducted that took into account political and security contexts, livelihood zones and shocks. It was discussed with FAO, Somalia Water and Land Information Management (SWALIM), FSNAU and FEWS NET and informed decision-making on the appropriate types of responses for different areas.</p> <p>In March to May 2012, a joint strategy for enhancing resilience was developed with FAO and UNICEF. An operational plan was developed in July to August 2012 and presented to donors.</p>	<p>Implemented</p> <p>Implemented</p> <p>Implemented</p>



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		<p>WFP conducted an evaluation of its school feeding programme, which included household surveys that the country office will review, along with education school feeding indicators, to determine potential hand-over strategies over the course of 2013, possibly phasing out some schools. While the country office is shifting to a PRRO – and recognizing that school feeding is WFP’s priority in highly food-insecure areas – it is important to continue to do rigorous food security assessments. However, these trend analyses are a contribution to better understanding food security contexts for programme design, and as an entry point for partner discussions and consensus-building.</p>	<p>Implemented February 2013</p>
<p>Recommendation 3: There should be a paradigm shift within WFP, increasing the emphasis on and incentives for measuring results. Information and analysis generated by the Monitoring and Evaluation (M&E) Unit should be more than a compliance tool; it should more effectively inform and support WFP programming by providing first-hand information on the relevance and impacts of different interventions on different socio-economic groups, and should rely less on relatively weak secondary data. Specifically:</p>	<p>Country office in collaboration with RMP/ODX</p>	<p>Agreed. This shift is already well under way. As pointed out in the evaluation report, the M&E Unit and systems in the country office have undergone several changes during the evaluation period. The compliance-oriented systems were enhanced from late 2010 to 2012, and processes have been put in place to ensure the M&E system informs programming effectively. The country office does not agree with the evaluation’s general conclusion that secondary data is “weak”, but does agree that this data should be improved and supplemented by primary data to the extent possible. Under the PRRO, WFP will continue to work with ministries and partners in education, health and other sectors to strengthen national capacities in assessments, implementation and reporting as an integral part of the activities in the EMOP 200281 and PRRO 200443 (see Recommendation 4). WFP and partners will continue to focus on national authorities’ capacities to report on outcome-level data.</p>	<p>Ongoing</p>



ACRONYMS USED IN THE DOCUMENT

CAP	Consolidated Appeal Process
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
FEWS NET	Famine Early Warning Systems Network
FSC	food security cluster
FSNAU	Food Security and Nutrition Analysis Unit – Somalia
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
M&E	monitoring and evaluation
NGO	non-governmental organization
ODN	Regional Bureau Nairobi (East and Central Africa)
ODX	Programme Division
ODXF	Food Security Analysis Service
PRRO	protracted relief and recovery operation
SPR	Standardized Project Report
TSF	targeted supplementary feeding
UNICEF	United Nations Children’s Fund
VAM	vulnerability analysis and mapping