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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE MID-TERM EVALUATION OF THE ETHIOPIA PROTRACTED RELIEF AND RECOVERY OPERATION 106650 (2008–2010)

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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. The Secretariat appreciates the recommendations of the mid-term evaluation of Ethiopia PRRO 106650.
2. The country office and its partners have started to improve the management of relief, safety-net and supplementary food interventions and to evaluate the impact of relief and nutrition programmes. The country office will improve its capacity for field management and targeting for supplementary feeding programmes and will enhance linkages with other initiatives. The Secretariat takes note of the lessons learned in the HIV/AIDS component: in view of the available funding, WFP will assess its future contribution to the response to HIV in Ethiopia.
3. The attached matrix presents the Secretariat's responses to the recommendation of the evaluation.

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MID-TERM EVALUATION OF THE PROTRACTED RELIEF AND RECOVERY OPERATION ETHIOPIA 106650 (2008–2010)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>1. WFP should devote resources immediately to the establishment of a food management system capacity development strategy and task force. The strategy should include in-depth problem analysis, a clear and concise action plan and indicators to highlight improvements in performance. The task force should comprise the Government, relevant donors and WFP.</p>	<p>Country office</p>	<p>Agreed. In line with the corporate policies, the country office is developing a strategy with partners as part of the Food Management Improvement Project (FMIP), which started in July 2009. The strategy will enhance capacity for food management in the disaster risk management and food security sectors of the Ministry of Agriculture and Rural Development; based on an assessment of government capacity, it will identify the technical assistance and staff required to remedy shortcomings at all levels. A capacity development project with a performance measurement matrix of input requirements and output and outcome results, with interim benchmarks and performance indicators, will be developed.</p> <p>Some donors have expressed interest in working with WFP to develop the strategy and action plan. A task force reporting to the government Food Management Task Force will be formed to increase understanding of needs and options for effective response and coordination.</p>	<p>December 2010</p>
<p>2. WFP should work with donor agencies to commission the establishment of an impact evaluation framework for all relief-related programmes. The design of the framework should draw on lessons obtained from the Productive Safety Net Programme (PSNP).</p>	<p>Country office</p>	<p>Agreed. The country office is working with UNICEF and donors to evaluate the impact of relief food and nutrition response programmes. The country office will draw lessons from PSNP and organizations such as the Active Learning Network for Accountability and Performance in Humanitarian Action specializing in humanitarian impact assessment.</p> <p>Fundamental differences between the implementation modalities for humanitarian assistance and PSNP, however, limit the transferability of the PSNP approach. PSNP has had a fixed beneficiary caseload for the past five years in fixed locations, which enabled the use of statistical methods of comparing beneficiaries with non-beneficiaries. In view of the similarity between beneficiary and non-beneficiary households in many PSNP areas, the impact assessment only included beneficiaries who received complementary assistance under the food security programme. On the other hand, relief beneficiaries vary considerably from one year or season to the next. As a result of imprecise targeting, it is</p>	<p>June 2011</p>



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Recommendations	Action by	Management response and action taken	Implementation deadline
		<p>difficult to find a statistical method that compares beneficiaries with non-beneficiaries to assess impact of relief programmes.</p> <p>Following the corporate WFP requirements, WFP will work with UNICEF and donors to find suitable methods for assessing the impact of relief programmes.</p>	
<p>3. WFP should partner with the Office for the Coordination of Humanitarian Affairs (OCHA) and use its position as chair of the United Nations Development Assistance Framework (UNDAF) Humanitarian Response, Recovery and Food Security thematic group to be a leading voice in the process of establishing a joint impact evaluation of all future humanitarian activities in Ethiopia. This evaluation should cover humanitarian assistance provided by the Government, the United Nations and non-governmental organizations (NGOs).</p>	Country office	<p>Agreed. The country office has requested OCHA to lead the joint impact evaluation through the emergency humanitarian country team of United Nations organizations, NGOs and donors to take the initiative forward. WFP and OCHA will approach the humanitarian coordination group of the donor advisory group to develop terms of reference for an evaluation of the impact of the food and non-food relief system.</p> <p>Work on this can begin in 2011 on completion of the revision of the humanitarian assessment process, which aims to link assessment more effectively with timely and adequate response in all sectors.</p>	December 2011
<p>4. WFP should strengthen the relevance and appropriateness of the targeted supplementary food (TSF) programme through: i) improved targeting; ii) development of a mechanism to adequately respond to emergency requirements; and, iii) better links and communication across sectors – including basic health care workers and water and sanitation – and within the food/food security sector (PSNP and relief interventions).</p>	Country office	<p>Agreed. The country office and the Ministry of Health, UNICEF and other stakeholders will develop a sustainable approach to the management of moderate malnutrition. The first workshop, in June 2010, collected shortcomings in current approaches of the Government, United Nations agencies and NGOs; the focus is now on agreements for immediate and long-term action.</p> <p>i) This new approach will determine the targeting of TSF in terms of geographic coverage and age group. Relief targeting guidelines are being revised on the basis of discussion of a more coherent approach for applying a targeted or non-targeted supplementary feeding approach.</p> <p>ii) The new approach will include a mechanism for response to moderate acute malnutrition in relief situations.</p> <p>iii) The study commissioned by the PSNP donor working group on improving links with the nutrition response will improve the linkages between targeted supplementary feeding and PSNP. Dialogue with</p>	June 2011



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Recommendations	Action by	Management response and action taken	Implementation deadline
		partners will include the relationship of targeted supplementary feeding and the emerging social protection framework. In particular, inclusion error – which concentrates on the margin of the entry point – will be discussed in terms of the social protection aspects of inclusion as opposed to the costs of the programme and other social protection instruments.	
5. The urban HIV/AIDS component has been very successful; it should continue and, if funding allows, expand to new towns.	Country office	Agreed. Since June 2010, Save the Children US has been implementing an urban relief food programme supported by USAID and The United States President's Emergency Plan for AIDS Relief-funded Food by Prescription programme. WFP will determine its future support for HIV and AIDS interventions on the basis of the complementarity of the two programmes. If resources allow, WFP will investigate the possibility of expanding the project to new cities, developing regions and areas where prevalence rates are high.	June 2011
6. The critical importance of WFP's role and contribution to advocacy and the institutional and programming response to HIV in Ethiopia should be acknowledged and the HIV team should be supported with the technical capacity to continue this work.	Country office	Agreed. The country office acknowledges the need to improve its advocacy. The role of nutrition and HIV and AIDS response needs to be understood more fully by stakeholders. An action plan for policy advocacy and knowledge management will be developed that identifies influential stakeholders and the knowledge tools to be used. Staffing and support will be reviewed and enhanced as necessary.	June 2011
7. The country office should increase its commitment to HIV mainstreaming to ensure programming interventions are implemented.	Country office	Agreed. The country office will continue with HIV mainstreaming, particularly by training programme staff in the incorporation of HIV and AIDS considerations into programmes and advocacy. Support will be provided for logistics staff to enable them to continue interventions in the transport sector.	December 2011

