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**Executive Board  
Annual Session**

**Rome, 8–12 June 2009**

## **EVALUATION REPORTS**

### *Agenda item 7*

*For consideration*



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## **MANAGEMENT RESPONSE TO THE SUMMARY EVALUATION REPORT LIBERIA PRRO 10454.0**

**Food Assistance for Relief and Recovery in  
Post-Conflict Liberia**

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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.

Director, OEDAM\*: Ms R. Hansen tel.: 066513-2008

Senior Performance Management Officer, OEDAM: Mr K. Owusu-Tieku tel.: 066513-3018

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

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## BACKGROUND

1. The Secretariat appreciates the evaluation recommendations and its observations that WFP has made good progress in implementing Liberia PRRO 10454.0 “Food Assistance for Relief and Recovery in Post-Conflict Liberia” to support livelihood recovery in a post-conflict environment.
2. The Secretariat recognizes the importance of improving the effectiveness of such livelihood recovery interventions and will address the issues identified by the report.
3. The Secretariat’s responses to the recommendations are presented in the matrix.

**RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX TO THE  
SUMMARY EVALUATION REPORT LIBERIA PRRO 10454.0**

	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
<b>Key issues for the future</b>			
1. Operations in Liberia need to take into account the difficult operating environment and the limited implementation capacity in the country. Future operations should therefore have more focused geographical targeting and fewer activities. Future operations should also pay greater attention to transition issues and activity phase-out strategies.	Country office	Agreed. The new protracted relief and recovery operation (PRRO) planned for September 2009 to August 2011 takes these recommendations into account. The current PRRO 10454.0 targets all 15 counties with 12 activities; the new PRRO will focus on 7 counties with 8 activities. Targeting reflects the results of the 2008 comprehensive food security and nutrition (CFSN) surveys. The new PRRO focuses on capacity development for the ministries of health and education as part of the strategy for hand-over to the Government.	September 2009
2. Future operations should address more directly some of the causes of food insecurity and vulnerability in Liberia. The design of future operations may need to be changed to: <ul style="list-style-type: none"> <li>• address the causes of chronic under-5 malnutrition;</li> <li>• ensure that food is available during the hungry season;</li> <li>• address short-term hunger among schoolchildren; and</li> <li>• ensure access to more remote areas, where food insecurity and vulnerability may be expected to be highest.</li> </ul>	Country office	Agreed. The new PRRO focuses on mother-and-child health (MCH) to address chronic malnutrition among children under 5 and includes a lean-season family ration targeting highly food-insecure counties. WFP is working with the Ministry of Education to improve the school meal schedule to address short-term hunger.  With respect to access to the remote areas, the country office is seriously constrained by poor infrastructure and lack of suitable vehicles. The country office is working with United Nations partners to address this issue.	September 2009  Ongoing
3. WFP has been particularly successful in strengthening county-level line ministries to monitor and manage food commodity usage. WFP should continue to prioritize these efforts and encourage government counterparts to apply the new skills to other areas of their work, as appropriate.	Country office	Agreed. As noted above, capacity-building will be a major feature of the new PRRO.	Ongoing



**RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX TO THE  
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	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
<b>Recommendations</b>			
<b>Headquarters and regional bureaux</b>			
4. It is recommended that the Programme Design Service (OMXD) strengthen PRRO guidance regarding the identification of different types of transition and appropriate indicators to guide the timing and phase-out of activities during periods of transition.	OMXD	Agreed. Guidance will be developed.	31 December 2009
5. It is recommended that OMXD review school feeding guidelines and provide greater guidance on the selection of appropriate objectives and indicators for school feeding activities in emergency, transition and development contexts. Guidelines should clearly address the design and implementation of school feeding in transitional contexts.	OMXD	Agreed. Guidance will be developed.	31 December 2009
6. It is recommended that WFP review its financial procedures to ensure that commodities transferred from one operation to another are accompanied by appropriate levels of funding for other direct operational costs, landside, transport, storage and handling, and direct support costs. In some cases it might be necessary to modify the current arrangement whereby cash is always linked to commodities.	Programming Service (OMXP)	OMXP believes that Directive OD2007/003 provides adequate guidance on procedures for project closure and guides project managers with regard to closing projects in a timely manner.  Directive OD2007/003: i) defines the procedures for operational and financial closure and resource transfers; ii) outlines the schedule for project closure, trigger dates for actions and their implications for the country office; iii) identifies the types of resource that may be transferred: undistributed food and related unspent cash balances, and other unspent cash balances; and iv) provides detailed guidance on treating these.	Ongoing



**RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX TO THE  
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	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
<b>Country office</b>			
7. It is recommended that the country office seek ways to simplify and focus future operations, to bring them more into line with operational constraints and WFP and partner capacities for managing and implementing food assistance. Regarding operation design, objectives must be clear, activities should be fewer, and indicators must be appropriate so that WFP and its partners can more easily collect and collate outcome data and measure progress in achieving objectives.	Country office	Agreed. In the new PRRO, targeting has been improved, activities reduced and indicators simplified to improve data collection and analysis.	June 2009
8. It is recommended that the country office significantly strengthen its capacity for programme monitoring and evaluation (M&E) to ensure that WFP is better able to measure progress towards achieving objectives and planned outcomes.	Country office	Agreed. In the new PRRO, the logframe has been simplified and a results-based management system is being established. An M&E expert has been recruited.	June 2009
9. It is recommended that the country office consider shifting the focus of its nutrition interventions from acute malnutrition to the causes of chronic malnutrition. The country office should investigate the feasibility of an expanded MCH activity to provide blended food to all pregnant and lactating women for up to six months and to all children aged 6 to 24 months, within a defined area with high chronic malnutrition rates. Such an intervention should be commenced provided that health facilities have the capacity to manage food assistance in addition to their other responsibilities.	Country office	Agreed. The new PRRO focuses on chronic malnutrition with an expanded MCH programme targeting counties where chronic malnutrition is greater than 40 percent. Women will receive a blended food ration during pregnancy and for six months after delivery; babies will receive a ration from 6–24 months. This programme will be conducted in collaboration with the Ministry of Health and in partnership with the United Nations Children's Fund and the World Health Organization, which are focusing on capacity-development for the Ministry.	September 2009



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## ACRONYMS USED IN THE DOCUMENT

CFSN	comprehensive food security and nutrition
M&E	monitoring and evaluation
MCH	mother-and-child health
OMXD	WFP Programme Design Service
OMXP	WFP Programming Service
PRRO	protracted relief and recovery operation