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SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— EMERGENCY OPERATIONS DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA 5959.00 AND 5959.01

This document should be read in conjunction with the document Evaluation Report—Emergency Operations Democratic People's Republic of Korea 5959.00 and 5959.01 (WFP/EB.3/2000/5/3).

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WFP RECOMMENDATION (APRIL 2000)	IMMEDIATE MANAGEMENT RESPONSE	ACTION OFFICER/ UNIT	REVIEW OF ACTION TAKEN
Vulnerable Group Feeding			
<p>1. Targeting should be simplified with the ultimate aim of providing nutrition supplement for vulnerable groups through one comprehensive distribution system.</p>	<p>1.1 Food assistance is targeted to the most vulnerable groups: Women (during pregnancy and nursing period with close follow-up by section doctor and clinics) and children (orphanages, nurseries/kindergartens, schools), where the government primary health network provides necessary health care.</p> <p>1.2 The country office feels that the well established Public Distribution System (PDS) is in many cases the best channel for distributing food to beneficiary groups.</p>	Country office	<p>Food assistance has been reviewed and the following was found most feasible in the DPRK context:</p> <p>1.1 Pregnant women receive food rations only after having confirmation of pregnancy by a doctor. Rations are given from the fourth month of pregnancy and up to six months after delivery. During this period, regular pre- and post- natal medical consultations take place.</p> <p>1.2 DPRK has extensive primary health care coverage for all child institutions. Children in nurseries, kindergartens, orphanages and schools receive rations and also regular medical check-ups.</p> <p>1.3 The PDS has been used by the Government for food distributions in the country. WFP can benefit from its experienced staff and extensive logistical network (warehouses and transportation links).</p>
<p>2. Food distribution for hospital in-patients should be limited to institutions where other required facilities are also available. WFP may explore possibilities to assist in rehabilitation of hospitals through food for work.</p>	<p>2.1 Distribution of food assistance currently planned only for referral pediatric hospitals (UNICEF also supports pediatric hospitals).</p> <p>2.2 Initial discussions on assessment of FFW possibilities in hospitals were held with UNICEF in January 2000 and pursuit of it became part of a WFP/UNICEF joint action plan.</p>	Country office	<p>2.1 General hospital feeding projects have been suspended. WFP will provide food assistance to pediatric hospitals. These hospitals are often located at the provincial level and far from patients' homes, making it difficult for patients to receive support from family members. Pediatric hospitals receive support from other international agencies.</p> <p>2.2 Initial proposals were discussed with UNICEF and their feasibility and cost-effectiveness will be carefully assessed before approval.</p>
<p>3. Awareness about the use and nutritional qualities of blended foods should be further raised. Achievements with regard to production of blended foods, biscuits and noodles should be assessed in 2002.</p>	<p>3.1 A CSB recipe booklet was developed jointly with a child nutrition institute and UNICEF for distribution to all child beneficiary institutions. Its distribution and use are being followed up.</p> <p>3.2 Compilation of information on achievement with regard to the production of blended foods, biscuit and noodles is ongoing, with the benefit of technical review and input provided during the mission of a Senior Programme Adviser in Rome.</p>	Country office	<p>3.1 77,000 CSB recipe booklets were distributed to all nurseries, baby homes, pediatric and maternity hospitals. Their use is being followed up.</p> <p>3.2 A tracking system has been set up to ensure adequate record-keeping on supplies of raw materials, production and distribution figures. This should assist in any future assessment of production achievements.</p>



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Food-for-Work Activities			
4. The relative vulnerability and rehabilitation needs of counties should be established to facilitate targeting.	4.1 WFP's internal county-level vulnerability analysis has been shared with FDRC and other partners, and is serving as a reference for geographical targeting. 4.2 Consultation with FDRC on classifying rehabilitation needs has started.	Country office	4.1 The vulnerability analysis is being refined. 4.2 Joint assessment and consultation with FDRC on rehabilitation needs continue.
5. The Project Review Committee (PRC) should be strengthened to ensure that technical criteria are given due consideration in the identification and selection of projects. Collaborative projects should be further expanded. Collaboration with NGOs and others with proper technical expertise should be encouraged.	5.1 A technical person from UNDP is now a member of the PRC. 5.2 Joint project with UNDP and UNICEF continues. EU recently became a full partner to this same FFW project, and has expressed willingness to collaborate on other projects. 5.3 Support to an OPEC-supported scheme is being initiated.	Country office	5.1 The UNDP technical expert attends all PRC meetings. 5.2 Joint projects with UNDP, UNICEF and EU continued for the rehabilitation of salt pans in North Hamgyong and Nampo. 5.3 OPEC-supported project received WFP food assistance on a pilot basis in July 2000. 5.4 WFP and IFAD agreed on joint FFW project for the environmental protection component of IFAD's Upland Food Security Project.
6. To ensure that WFP and FDRC staff use the same monitoring indicators, joint workshops should continue to be organized. WFP should also arrange study tours for WFP staff and project implementation officers.	6.1 One workshop planned for Kangwon province. 6.2 Study tour planned at the end of 2000.	Country office	6.1 Workshop completed in Kangwon province, May 2000. Further training workshops are being considered. 6.2 Planning for viable study tours continues.
7. Particular attention should continue to be paid to the programming of activities in order not to interfere with essential farm activities. Programming should be more comprehensive, also covering possible follow-up activities. More elaborate cost/benefit analyses should be undertaken for larger projects and measures taken to ensure that required non-food items (NFIs) are available at the start of a project.	7.1 The long-standing practice is for project implementation activities to be routinely planned to avoid overlapping with planting and harvesting time and to facilitate labour mobilization. 7.2 Basic cost-benefit analyses are done on some projects, and the country office agrees that it should be done on all. Technical advice on agricultural projects will be obtained from a UNDP technical expert for larger projects. Proposals for large projects are assessed by FDRC/WFP/UNDP.	Country office	7.1 Adequate timing to avoid overlap between FFW activities and planting/harvesting seasons continues. 7.2 Measures are under way to ensure all new FFW projects have cost-benefit analyses. 7.3 NFIs for FFW are procured by the procurement unit according to WFP standard policies and procedures. 7.4 Procurement mission from headquarters is scheduled to take place in October 2000.



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	7.3 Efforts are being made to expedite procurement process; an Emergency Officer (EO) has been assigned to follow up on procurement activities; and a procurement mission has been requested from headquarters in order to streamline country office procurement procedures. Use of stored NFIs is being rationalized in order to support timely NFI availability. FDRC is being encouraged to make transport available for NFIs on a timely and priority basis.		7.5 Most NFIs have been transported to the designated province/counties to support timely project implementation. Specific guidelines are being prepared to ensure regular and consistent submission of requests, as well as timely purchase and delivery.
8. The ongoing transition from relief to recovery-based activities should at least be continued, if not strengthened.	8.1 FFW and local production initiatives continue to develop and grow. 8.2 WFP reported to the Executive Board in May 2000 that WFP would no longer pursue implementation of the DPRK PRRO due to the Government's non-signature of the LOU.	Country office	8.1 Local food production activities continue and will expand in 2001. Under FFW, added emphasis is being placed on recovery and rehabilitation activities. 8.2 The PPRO remains suspended.
9. There is a need to further involve women as team leaders and project managers in FFW activities and also to increase female staff involvement at the level of project identification, formulation and implementation. Projects that specifically benefit women in the longer term should be identified.	9.1 Discussion continues with county/provincial/central FDRC to increase women's participation at all levels of FFW activities. 9.2 Specific projects are being identified that are both amenable to implementation by women and benefit them in the longer term.	Country office	9.1 Discussions to ensure women's participation in FFW activities (as recipients and managers) continue. All FFW training programmes, conducted at the provincial and county levels, have included gender-specific components. Further training and continued dialogue with counterparts have been identified as priorities. 9.2 Three FFW projects have been implemented by women, on a pilot basis, and were considered successful. Projects with increased female participation are planned for the coming FFW season. 9.3 Reforestation project activities are being expanded as women's participation tends to be higher under these projects, with significant long-term benefits for women.
Monitoring and Evaluation			
10. WFP should define a monitoring strategy for the medium term, together with FDRC rationalize and simplify existing monitoring checklists, and identify DPRK monitoring systems to replace some of WFP's own. It is	10.1 A medium-term monitoring strategy is being worked on. 10.2 In June 2000 the first phase of checklist simplification took place. This process will continue as soon as sufficient testing of the monitoring database reveals which data are most useful.	Country office	10.1 A consultant has been recruited and will provide advice on monitoring issues. This will contribute to the preparation of a medium-term strategy. 10.2 Monitoring checklists have been reviewed and simplified. Country office database has been updated accordingly. Emphasis has been placed on streamlining of monitoring procedures and the input of monitoring results into reporting and management systems.



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recommended that a longer-term view be taken on the development of appropriate monitoring methods.	10.3 With regard to identification of DPRK monitoring systems to replace some of WFP's own, it is proposed that the Governmental Waybill System be adopted for up-country deliveries, replacing WFP's Consignment Note (CN) monitoring system. A headquarters logistics mission with appropriate expertise should be fielded to spearhead this change.		10.3 A series of meetings with FDRC have taken place to review and discuss government record-keeping systems. In addition, consideration is being given to ensuring that new food tracking systems are consistent with similar applications being developed in Rome under FMIP.
11. WFP should continue its efforts to get agreement for a follow-up to the 1998 nutritional survey. In order to better measure impact and further improve targeting and programming, WFP should explore possibilities to carry out follow-up surveys under the umbrella of UNICEF's global multi-indicator cluster surveillance (MICS) system.	11. In order for the MICS survey to take place, there need to be additional nutritional surveys. WFP, in collaboration with UNICEF and other partners, continues to raise this issue with DPRK at all levels.	Country office	11. The Government informed the United Nations that it was going to carry out its own survey in 2000 without international participation. WFP, in collaboration with other United Nations agencies and NGOs, continues to stress the need for and importance of a follow-up nutritional survey with international participation. Discussions continue for a follow-up survey with international participation.
Institutional and Staffing Aspects			
12. The CAP and WFP appeals should be harmonized.	12. WFP agrees with the recommendation.	Country office/ headquarters	12. New EMOP DPRK 5959.02 will take place from January to December 2001, bringing it in line with the CAP cycle.
13. WFP should continue to expand its efforts to undertake collaborative initiatives with United Nations and NGO partners. The ongoing shift towards recovery activities will necessitate further involvement of DPRK technical expertise, particularly in the areas of food administration, public health, education and agriculture.	13.1 Efforts in this area are ongoing, as opportunities arise. WFP-DPRK has collaborated extensively with other agencies/NGOs, such as: <ul style="list-style-type: none">➤ With EU and European NGOs on NGO-administered food projects in 1999. WFP hopes this programme may be reinstated in 2001.➤ WFP/UNICEF joint action plan for 2000.➤ WFP's FALU has collaborated with 18 non-resident and 2 resident NGOs during the period reviewed by the evaluation report.	Country office	13.1 Efforts in this regard continue: <ul style="list-style-type: none">➤ WFP/UNICEF joint action plan for 2000 reviewed and possible areas of further FFW joint projects discussed.➤ The American PVOs left the country in June 2000. Meetings were held with WFP staff prior to their departure. They have also shared with WFP their final report of FFW activities for 1999-2000.➤ WFP continues to support FALU which has coordinated assistance from 35 different NGOs amounting to US\$37.6 million since 1995.



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	<ul style="list-style-type: none"> ➤ WFP has worked with an American Private Volunteer Organization (PVO) Consortium on NGO implementation of US-sponsored FFW. The Consortium was accommodated in the WFP offices, participated in WFP senior staff meetings, received training and advice from the WFP FFW team, etc. ➤ WFP has been regularly involved in exchange of information and advice with United Nations agencies, IFRC, resident NGOs and visiting NGOs and missions. <p>13.2 With regard to involvement of DPRK technical expertise, there is significant involvement of technically competent people in the implementation of FFW projects, and in the management of local food production (LFP). WFP plans to continue efforts to encourage further technical inputs in other areas.</p>		<ul style="list-style-type: none"> ➤ Joint WFP/FALU/Government workshops have been held on hospital feeding programmes. ➤ WFP participates in regular meetings with other United Nations agencies and NGOs on food aid coordination, agriculture rehabilitation, health/nutrition assistance in DPRK. <p>13.2 Involvement of DPRK technical experts and technical inputs in FFW and LFP activities continues and is encouraged.</p>
<p>14. It is proposed that, on a trial basis, some national staff be assigned to WFP on the basis of consultation between FDRC and WFP. WFP management responsibility for all country office staff needs to be explicitly recognized.</p>	<p>14. This issue has been continually raised with FDRC over the past 2 years.</p>	<p>Country office</p>	<p>14. WFP continues active discussions with FDRC concerning WFP's interest in having a greater role in the assignment and selection of national staff.</p>
<p>15. For the creation of a mutual understanding between new international staff and concerned DPRK officials, it is seen as essential that staff continue to choose to be assigned to DPRK. It may also be advantageous to diversify the responsibilities of staff, EOs in particular.</p>	<p>15.1 WFP agrees with the recommendation.</p> <p>15.2. Government has allowed diversification of responsibility of EOs' 'team' structure. This started in May 2000 within the context of a monitoring team structure.</p>	<p>Country office/ headquarters</p>	<p>15. Diversification of EOs' responsibility was made under regional monitoring team and agreed upon by the Government in June 2000. EOs now carry out monitoring under VGF, FFW and LFP activities.</p>

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16. Considering the size of the DPRK operation, it is recommended that WFP management be strengthened by adding a Deputy Country Director and a Personnel Officer of sufficient seniority.	16. WFP agrees with the recommendation.	Headquarters	16. Follow-up is under way.



**ORIGINAL LIST OF ACRONYMS PROVIDED FOR DOCUMENT
WFP/EB.3/2000/5/3**

AREP	Agricultural Recovery and Environmental Protection
CAP	Consolidated Appeals Process
CSB	Corn-soya Blend
DPRK	Democratic People's Republic of Korea
EMOP	Emergency Operation
EO	Emergency Officer
EU	European Union
FALU	Food Aid Liaison Unit
FDRC	Flood Damage Rehabilitation Committee
FFW	Food-for-Work
LFP	Local food production
MICS	Multi-indicator Cluster Surveillance
PDS	Public Distribution System
PRC	Project Review Committee
PRRO	Protracted Relief and Recovery Operation
PVO	Private Volunteer Organization
R&R	Rest and Recuperation

