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SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— UGANDA PRRO 6176.00

This document should be read in conjunction with document
“Summary Report of the Evaluation of Uganda PRRO 6176.00”
(WFP/EB.1/2002/5/2).

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OEDE RECOMMENDATION (JUNE 2001)	IMMEDIATE MANAGEMENT RESPONSE (SEPTEMBER 2001)	ACTION OFFICE/UNIT	REVIEW OF ACTION TAKEN (JANUARY 2002)
1. The Uganda country office should develop with UNHCR and the Office of the Prime Minister (OPM) a definition of a "refugee hosting area", allowing WFP to focus its recovery interventions in areas populated by refugees. Once defined, both refugees and the host population could be embraced by food-for-assets (FFA) interventions.	The Joint Food Assessment Mission of October 2001 included the issue of defining "refugee hosting area" in its terms of reference (TOR); a recommendation will be forthcoming in the mission's final report. Discussions will continue at the district level, where required.	Country office	The country office has now adopted a definition of "refugee hosting area" as the sub-county hosting refugees in settlements.
2. All protracted relief and recovery operation (PRRO) project documents should include a description of the operation based on a logical hierarchy (the results hierarchy of a logical framework).	Logframes have not been mandatory in the PRRO preparation process so far. OHA is currently reviewing the modalities for use and application of the logframes in both emergency operations (EMOP) and PRROs. It is expected that the logframes will be integrated in the system in 2002/2003.	OHA	Introduction of logframes into PRROs is currently being reviewed with the involvement of all regional bureaux. The process is expected to be concluded in mid-2002. Nevertheless, the country office prepared a logframe for the expansion of PRRO 10121.0 (WIS no. 6176).
3. In collaboration with the Office for the Coordination of Humanitarian Affairs (OCHA) in Kampala, the Uganda country office should recommend to OPM that a six-month joint assessment process be introduced for internally displaced person (IDP) operations, mirroring the assessment process in place for refugees.	Annual Emergency Food Needs Assessments (EFNAs), with the participation of OPM staff, have already been done. Gulu EFNA was under way as of October 2001. Mini-EFNAs done at mid-year may be warranted.	Country office	An EFNA was conducted in Gulu District in October 2001, in collaboration with the OPM and 15 governmental and non-governmental organizations (NGOs). The need for a six-monthly assessment was endorsed in the final report. An EFNA in Bundibugyo is planned for the first quarter of 2002, with an anticipated gradual return of IDPs to their homes.
4. The Uganda country office should hold discussions with implementing partners (IPs) and other NGOs concerning the establishment of more methodical nutritional monitoring for IDP camps, to inform decisions regarding rations. This should be considered a core function and allocated the necessary budgetary resources.	Agreed. This commitment is incorporated into the expansion phase plan and is closely related to points 5 and 6 below.	Country office	ACF-USA conducted a nutritional survey of children under 5 in October/November 2001 in the IDP camps in Bundibugyo. The nutritional situation among children under 5 was reported normal. Nutritional monitoring is a priority in the 2002 Gulu and Kitgum sub-office work plans.



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5. In order to guide programming, the regional vulnerability analysis and mapping (VAM) office and regional nutritionist should help the Uganda country office determine how to combine or link emergency food needs assessment studies and nutrition surveys, both in terms of the information collected and the interpretation of findings.	The country office will follow up with the Great Lakes Support Unit (GLSU) nutritionist and the ODK VAM Adviser.	ODK/country office	The country office has recruited a national VAM Officer. In close collaboration with ODK, the EFNA methodology will be reviewed and streamlined during the first quarter of 2002. The VAM Unit at WFP Headquarters has secured funding for the review.
6. The Uganda country office should determine how many area-specific EFNA studies (mini-EFNAs) are required and can be managed in one year. The budget for the next phase should provide for these.	Agreed. This will be considered, based on the need for mini-EFNAs. These exercises could be accommodated under the PRRO expansion budget.	Country office	Five mini-EFNAs have now been planned for 2002.
7. In consultation with IDP representatives, district officials and IPs, the Uganda country office should clarify its strategy in relation to the seasonal adjustment of rations. If seasonal adjustments are endorsed as an appropriate strategy, careful consideration should be given to determining when and by what amount rations should be increased/decreased during an annual cycle.	Agreed. The seasonal adjustment of rations was endorsed by all parties at the district- and national-level workshops held in 8 districts and in Kampala from June through August 2001.	Country office	Seasonal adjustments of rations will be effected in 2002.
8. The Uganda country office should establish the World Health Organization (WHO)-recommended reference ration of 2,100 kcal in the next phase of the PRRO.	A reference ration of 2,100 kcal per person per day has been established for the expansion of the PRRO.	Country office	Same.
9. The Uganda country office should determine how the most food insecure cope, given that general rations do not meet their assessed (greater-than-average) food gap. Recommendations should be made for future programming, both in terms of reducing negative redistribution and enhancing positive social redistribution.	Agreed that a study on social redistribution is warranted. This is incorporated into the expansion phase document.	Country office	A study on social redistribution is in the 2002 work plans for Arua, Pakelle, Gulu, Kitgum and Bundibugyo Districts. The findings of the study will be used to strengthen the targeting of vulnerable groups.



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10. WFP should amend the PRRO guidelines to require a relief and recovery strategy to ensure planning for core mandate responsibilities related to meeting food relief needs, including the development of strategies for verifying beneficiary numbers, ensuring distributions are safe and equitable, monitoring final distributions and reaching the most food insecure.	OHA is planning to review and update the PRRO guidelines. One of the issues that will be addressed during this process is the design of a relief and recovery strategy for such operations.	OHA	The planned PRRO guidelines review will take place after the final thematic evaluation of the PRRO category is completed in the third quarter of 2002.
11. The Uganda country office should include in the PRRO relief and recovery strategy an approach for ensuring that a reasonably accurate estimate of beneficiary numbers is attained and maintained.	Agreed. Verification in Gulu is completed. Verification in Kitgum is scheduled for October 2001 and agreed upon by district authorities, who will conduct registration jointly with WFP and NRC. The refugee registration exercise was completed for all refugee caseloads in July 2001. This has been a priority of the country office for the past year.	Country office	Periodic verification of IDP and refugee numbers is planned in the PRRO logframe and the 2002 sub-office work plans.
12. The Uganda country office should continue to advocate for, and invest in, the registration of refugees and verification of all IDP numbers. Verification of IDPs should be conducted in close collaboration with district authorities through district disaster management committees.	Agreed and ongoing. See point 11 above.	Country office	This is an ongoing priority in the 2002 country office work plan. District authorities are fully involved in all verification exercises and EFNA assessments.
13. The Uganda country office, in collaboration with district authorities, distribution committees and IPs (and with UNHCR in refugee-hosting areas), should continue to review distribution systems in use with a view to improving their effectiveness, particularly in relation to equity and the safety of beneficiaries.	Under way. The distribution system in Gulu district has already been revised, with a positive response from all parties.	Country office	The joint food needs assessment mission/joint assessment mission (JFAM/JAM) of September and October 2001 recommended that all distribution systems be decentralized and strengthened. The recommended distribution system in the West Nile is based upon family-size grouping and is community based. This system will be adopted in Moyo, Adjumani, Rhino Camp and Imvepi settlements.

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14. As its first priority in relation to strengthening monitoring and evaluation, the Uganda country office should invest in the capacity of field staff to conduct post-distribution monitoring.	In process in sub-offices. Follow-up training to be scheduled.	Country office	Post-distribution monitoring is prioritized in the 2002 sub-office work plans and is currently conducted on a monthly basis in the West Nile.
15. The relief and recovery strategy for the next phase of the PRRO should provide more guidance on how to build recovery into relief interventions, and how to determine when to make the transition from relief to recovery activities given different scenarios.	Annual recovery strategy reviews are built into the next phase of the PRRO. This approach was fully endorsed at the National Planning Workshop for the expansion phase of the PRRO in August 2001.	Country office	With the recruitment of the national VAM Officer, the country office will further strengthen monitoring of food security indicators on a monthly basis to guide a shift in strategy from relief to recovery assistance as appropriate.
16. The expansion of school feeding should be based on (a) an overall strategy in the district concerned; (b) the capacity of sub-office staff to monitor the intervention; and (c) the capacity of the local government to accommodate the expansion of schools. In addition, baseline data should be collected on the schools currently in the pilot and any that are added.	School feeding baseline survey in process (29 September–15 October). Points (b) and (c) are being reviewed in preparation for the implementation of the School Feeding Initiative. Extensive consultative planning and development of district strategies have already been undertaken.	Country office	A national school feeding stakeholder workshop was organized by the country office in December 2001. A conceptual framework and a national strategy were developed by all stakeholders to guide the implementation and management of the expanded school feeding programme.
17. The principal beneficiaries of FFA should be IDPs and refugees, although it is acknowledged that in the case of refugees, the host population should be integrated in these activities and also benefit.	Agreed. Comprehensive food-for-asset guidelines, in draft form, are to be finalized shortly. Principal beneficiaries of FFA activities will be IDPs and refugees.	Country office	Comprehensive draft FFA guidelines are being discussed at the district level for introduction in February 2002.
18. The Operations Department should give priority to developing and distributing corporate guidelines on FFA.	The FAAD (Food Aid and Development) Task Force is working on corporate guidelines for food for work related to the creation of assets, with the aim of making those guidelines available to country offices in 2002. ODA is leading the work in discussion with the International Labour Organization (ILO).	ODA	The WFP/ILO consultant is currently revising the FFA guidelines. These should be finalized in early 2002 and made available on the internal WFP website WFP.go.





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19. Any project expansion to PRRO 6176.00 should clearly outline the support expected through activity 6100.00 under the Country Programme (CP) and include a local purchase strategy, setting realistic targets in terms of procurement from local farmers in the geographic areas covered by PRRO 6176.00.	Comprehensive development-oriented procurement guidelines are being finalized.	Country office	The synergy between the FFA component of the PRRO and CP activity 6180 is noted and will be pursued to ensure potential complementarities in programming, implementation and management.
20. Without neglecting to maintain its linkages with central authorities, the Uganda country office should explore opportunities created by government decentralization in Uganda and forge linkages on the basis of shared interests. It should also ensure that its activities are accounted for in district development plans.	In process. This requires continuous follow up. The country office consistently endeavours to forge linkages in all districts, and to work with district authorities to incorporate WFP activities into the district development plans.	Country office	WFP staff are now participating in planning and budgetary meetings at the district level. Food-for-asset activities will be consistent with the district and sub-county plans to take advantage of technical, financial, administrative and coordination support at the district level.
21. The Uganda country office should ensure enforcement of its zero-tolerance approach to using United Nations-registered vehicles (or any vehicle bearing a United Nations insignia/sticker) for transporting soldiers.	The security policy will continue to be enforced as recommended. A 60-day distribution cycle has been determined to be impractical as a result of trucking and storage capacity constraints.	Country office	A zero-tolerance policy is in place.
22. The monitoring and reporting obligations outlined in the Memorandum of Understanding (MOU) between WFP and its IPs in Uganda (including the Letter of Understanding with OPM) should be reviewed and revised in order to (a) standardize the relevant clauses; (b) clarify the specific monitoring roles of each party; and (c) provide standard report formats for each type of intervention (general food distributions, school feeding, FFA, etc.).	Agreed. A comprehensive review of MOUs is currently being undertaken in collaboration with the Great Lakes Support Unit (GLSU), M&E, and logistics staff. A working group has been constituted to review and update all reporting requirements and reporting formats, given the need to refine reporting obligations/needs in light of the ongoing WFP decentralization.	Country office	A comprehensive review of MOUs with partners has been finalized. Costs of services have been standardized and roles and responsibilities of partners clarified. Systematization of monitoring and reporting systems is ongoing, and is prioritized in the country office work plans.
23. Training needs of sub-office staff and IPs should be reviewed for the implementation of the next phase of the PRRO, ensuring that staff have the skills necessary to discharge WFP's core relief responsibilities as well as more developmental functions under a PRRO.	Agreed. A budgetary provision has been made for training in the expansion phase. An initial training plan for 2002 has been developed. IP staff will receive training jointly with WFP staff in many priority areas.	Country office	The country office programme unit work plan for 2002 addresses this issue.

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<p>24. The project document for the next phase of PRRO 6176.00 should reflect a clear strategy for implementing WFP's Commitments to Women. This should also be reflected in work plans and in Memoranda of Understanding with IPs. Gender-sensitive performance-monitoring indicators should be developed to enable measurement of achievements against the Commitments to Women and WFP Uganda's Gender Action Plan.</p>	<p>Agreed and in process. This will also be pursued by the country office with the gender specialist (GLSU) and with ODK.</p>	<p>Country office</p>	<p>Mainstreaming of gender and gender-sensitive targeting of WFP resources is prioritized in the 2002 country office and sub-office work plans.</p>
<p>25. The Uganda country office should undertake a follow-up survey to the 1999 WFP Uganda Gender Baseline Survey in order to measure progress against original baseline data in the geographical areas and sectors relevant to the PRRO.</p>	<p>This is under consideration and will be discussed and pursued with the GLSU gender specialist and with ODK.</p>	<p>Country office</p>	<p>The recently conducted school feeding baseline survey explored gender issues in education. This will be followed up with further baseline surveys in 2002.</p>
<p>26. The Uganda country office should participate in government and donor fora where resettlement is discussed and promote the need to develop a framework for resettlement involving the government, United Nations agencies, donors and NGOs. In addition, the Uganda country office should advocate in the appropriate forum that an IDP coordinator be appointed (possibly an OCHA representative).</p>	<p>Discussed during the National Planning Workshop, in August 2001, with all stakeholders.</p> <p>Continuing discussions with the Government, donors and United Nations sister agencies is required.</p> <p>It should be noted that this issue was raised clearly at the Gulu District WFP Planning Workshop, and based on this, the district convened a series of meetings to discuss the preparation of a plan for resettlement.</p>	<p>Country office</p>	<p>WFP actively participates in all government and donor fora where the resettlement of IDPs is discussed. A recent OCHA study on IDPs in northern Uganda recommends that the Government urgently define a clear IDP policy. The general consensus is that a phased resettlement of IDPs is likely to commence in 2002.</p>





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<p>27. The formulation of a Relief and Recovery Strategy for PRRO 6176 should include careful consideration of what type of IDP resettlement plan would be in the interests of the people and what type of plan WFP should promote and support.</p>	<p>Discussed extensively during the National Planning Workshop in August 2001 with all stakeholders; and at the eight district-level planning workshops held in June–August.</p> <p>Continuing discussions with the Government, donors and the United Nations required. A government-sanctioned recovery plan has still not been formulated, but discussions are ongoing at the district level in all IDP-hosting districts.</p>	<p>Country office</p>	<p>The OCHA study on IDPs makes reference to this concern and offers preliminary recommendations. It has been agreed that the phased return of IDPs to their homes will be voluntary. WFP endorses this approach and has initiated discussions with local authorities.</p>
<p>28. In line with recommendations in the UNHCR/WFP Memorandum of Understanding, joint plans of action consistent with the Self-reliance Strategy (SRS) should be developed at field level to forge stronger links between UNHCR, WFP, the Government and IPs.</p>	<p>Discussion ongoing with UNHCR. This is a complex exercise, particularly as the SRS is presently vague and requires considerable attention to clarify future directions, particularly with UNHCR's restricted funding potential. Danish International Development Assistance (DANIDA) may assume support for the SRS in Adjumani District. WFP will actively pursue this recommendation.</p>	<p>Country office</p>	<p>The West Nile sub-office work plans for 2002 address this issue and harmonize work plans with the UNHCR/IP work plan cycles.</p>
<p>29. WFP and UNHCR should give renewed consideration to entering into tripartite agreements with IPs in Uganda. In relation to nutrition monitoring, the country office should consider pursuing a tripartite agreement between WFP, UNHCR and the health IPs to streamline information needs and establish mechanisms for addressing problems.</p>	<p>WFP is anxious to enter into tripartite agreements with IPs and UNHCR. In the past, HCR has been less supportive in this regard. Such agreements are being pursued with a goal of tripartite MOUs with IPs, to take effect from early 2002.</p>	<p>Country office</p>	<p>The global WFP/UNHCR MOU is currently under discussion, which may affect tripartite IP agreements. Tripartite agreements for refugee operations in Uganda will be finalized by the end of January 2002. Concerning nutrition monitoring, WFP is awaiting the conclusion of a co-financed study of the underlying causes of malnutrition, which will guide future nutrition programme interventions for both agencies.</p>



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30. The Uganda country office should prepare simple criteria for selecting IPs for FFA, General food distribution, supplementary feeding programme/therapeutic feeding programme (SFP/TFP) and school feeding (SF) (including assessing their technical capacity) and consider assisting existing IPs to train their staff to improve the performance of the PRRO.	Agreed. Simple criteria can be developed, although field realities may limit the availability of IPs at the district level. IP training is included in plans and the budget for the expansion phase. Gender training for IP staff is scheduled for November 2001.	Country office	This activity is scheduled for the first quarter of 2002. A comprehensive review of WFP's IP in northern Uganda was conducted jointly in December 2001, resulting in mutually agreed upon decisions to enhance operational programme effectiveness.
31. As recommended in the 2000 JFAM, WFP should strengthen its relations with OLS in order to exploit windows of opportunity for common programming.	Agreed. The relocation of the OLS Koboko-corridor Emergency Officer to Kampala will facilitate this linkage.	Country office	Coordination at the field level is integrated in the 2002 West Nile Region work plans, based on the recommendation in the JFAM/JAM of September/October 2001. Modalities for coordination at the Kampala level will be discussed in January 2002. WFP Kampala disseminates information from OLS in Lokichogio and Nairobi as appropriate, when available.