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**Executive Board  
Second Regular Session**

**Rome, 14–17 November 2011**

## **EVALUATION REPORTS**

**Agenda item 6**

*For consideration*



Distribution: GENERAL

**WFP/EB.2/2011/6-G/Add.1**

7 October 2011

ORIGINAL: ENGLISH

## **MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – NIGER EMERGENCY OPERATION 200170**

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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 welcomes the recommendations of the evaluation of WFP's emergency operation 200170 in Niger. Detailed responses and actions are presented in this document.
2. The country office will initiate a country strategy process in 2012 to align its work with national programmes on food security and nutrition and to increase coherence among activities. To address the recommendations, the country office is enhancing its capacities and those of national partners to improve performance in nutrition and health and is improving its monitoring capacity.
3. With the combination of enhanced partnerships and more integrated programming, WFP will be better positioned to respond, measure and report on its support for the Government during emergencies and for nutrition activities.

## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT — NIGER EMOP 200170

Recommendations	Action by	Management response and action taken	Implementation deadline
<b>Cross-cutting</b>			
<p><b>Recommendation 1:</b> Continue to support and accompany the Government using the existing arrangement, which is effective, although it could be improved.</p>	Country office	<p>Agreed.</p> <p>As a member of the <i>Dispositif national de prévention et gestion des crises alimentaires</i> (National Mechanism for Prevention and Management of Food Crises) of the Government, United Nations agencies, the European Union and in-country donors, the country office will continue to reinforce technical support for the following:</p> <ul style="list-style-type: none"> <li>➤ the <i>Cellule de coordination du système d'alerte précoce</i> (National Early Warning System) on annual vulnerability assessments and setting performance targets, timeframes and resource allocations;</li> <li>➤ the <i>Système d'information sur les marchés agricoles</i> (Information System on Agricultural Markets) on market analysis, to be supplemented with local participation and sharing of ideas among community leaders; and</li> <li>➤ the <i>Cellule Crises alimentaires</i> (Food Crises Cell) on using the monitoring and evaluation (M&amp;E) standards tool to support regional committees.</li> </ul>	December 2012
<p><b>Recommendation 2:</b> Strive to understand the agricultural, economic and political elements that create crises – developing or bringing in the needed skills – so as to better mitigate them when they occur and to prevent them from arising.</p>	Country office	<p>Agreed.</p> <p>The new Government is updating national strategies to prevent food and nutritional crises and to mitigate the effects on vulnerable populations. The country office will initiate a country strategy to ensure clear linkages with United Nations and non-governmental organization (NGO) partners and alignment with Government priorities. At the operational level, WFP will use food assistance to build resilience in the most vulnerable areas. A disaster risk reduction consultant has been recruited to develop links between WFP and rural development actors for joint programming.</p>	December 2012



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Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 3:</b> Develop skills and synergies with the other stakeholders working on cash operations, which is still an experimental area.</p>	Country office	<p>Agreed.</p> <p>WFP and other actors in Niger acknowledge the need to continue to work together on cash distributions. Such partnerships will also enhance the capacity of national microfinance institutions. As part of the Cash Learning Partnership, WFP joined international NGOs in January 2011 to share and document experiences on cash transfer and voucher programming.</p> <p>A pilot evaluation by the International Food Policy Research Institute on the comparative impacts and cost-effectiveness of food and cash transfers in two livelihoods zones will inform future projects.</p> <p>The country office is entering a joint planning exercise with the International Fund for Agricultural Development with a view to improving cash-based operations.</p>	<p>Implemented</p> <p>February 2012</p> <p>December 2011</p>
<p><b>Recommendation 4:</b> Strengthen (in fact, create) cross-cutting skills in communication and monitoring and evaluation which are frequently lacking in WFP.</p>	Country office	<p>Agreed.</p> <p>Cross-cutting skills in communication and M&amp;E will be enhanced following a review. The country office will:</p> <ul style="list-style-type: none"> <li>➤ establish an M&amp;E and communications work plan for WFP and cooperating partner staff;</li> <li>➤ review the M&amp;E database, with support from the regional bureau and Headquarters, to centralize information and provide real-time output;</li> <li>➤ update the M&amp;E toolkit in consultation with stakeholders and sub-office staff;</li> <li>➤ enable connectivity to any database on the network and full administrative functionality by recruiting a database manager and instituting regional training; and</li> <li>➤ improve harmonization with the national M&amp;E system, with support from a short-term consultant.</li> </ul> <p>The roll-out of WFP's corporate M&amp;E tool COMET will improve the sharing of internal information on operational plans and management decisions. As co-lead of the United Nations Development Assistance Framework process and the nutrition thematic group, WFP will help to improve information sharing among members.</p>	February 2012



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Recommendations	Action by	Management response and action taken	Implementation deadline
<b>Logistics and finance</b>			
<b>Recommendation 5:</b> Develop a system of analytic accounting or the equivalent, particularly in order to provide better management of cash operations. Also, make efforts to apply the same accounting rigour to all cost components.	Resource Management and Accountability Department (RM), Programming Service (RMBP)	Agreed. Following the revisions to the financial framework, it is envisioned that budget planning, resources and expenditure for direct operational costs (DOC) for cash and vouchers will be segregated from the DOC for food and other non-food tools. This segregation will facilitate the monitoring of associated costs for cash and voucher activities. Implementation of this segregated approach will be rolled out project by project beginning in 2012.	Roll-out work plan established by December 2011.
<b>Recommendation 6:</b> Enhance the food purchasing chain (which already works well), from Rome all the way to the field.	Country office	Agreed. In view of port congestion at Cotonou, the long distances, difficult terrain and limited private-sector capacity, the regional bureau and Headquarters supported the country office in: i) using Lomé and Tema as well as Cotonou; ii) procuring four 8-mt trucks to augment secondary transport capacity; and iii) increasing storage capacity.  The logistics unit has completed the first stage of its supply-chain review to improve procurement planning. A procedure is in place to maximize the import parity system, which will ensure that information on transport markets, seasonal congestion at ports and other factors are taken into consideration. Forwarding agents in Cotonou, Lomé and Tema will continue to be supported with a view to improving delivery times for international purchases to extended delivery points. To enhance operational decisions and monitoring, the regional bureau has reduced the duration of contracts with forwarding agents to one year and the country office has increased the regularity of dialogue with them.	Implemented  Implemented
<b>Recommendation 7:</b> Enhance efforts to set up a WFP fleet.	Country office	Agreed. The country office is implementing the WFP fleet management system to optimize the management of fuel and spare parts.	Implemented
<b>Recommendation 8:</b> Enhance political and technical relations with the Office for National Food Products (OPVN).	Country office	Agreed. Political and technical relations will be enhanced on completion of the Government's review of the role of OPVN. WFP has advocated for the inclusion of capacity development in support of food procurement, supported by a regional bureau mission in February 2011 to assist OPVN and the food crisis cell.	December 2012





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Recommendations	Action by	Management response and action taken	Implementation deadline
<b>Recommendation 12:</b> Provide more training in nutrition for WFP personnel.	Country office	Agreed. Fifty staff have been trained in WFP's enhanced approach to improving nutrition support. Follow-up training on the management of targeted supplementary feeding will be organized by sub-offices.	Implemented  April 2012
<b>Recommendation 13:</b> Think more about the use of ready-to-use supplementary foods (RUSF) (opportunity, comparative advantages and new calculations of budget ratios).	Country office	Agreed. Ready-to-use supplementary food was distributed in CRENAMs as of mid-2011; the impact will be measured according to CRENAM performance indicators. The Office of Nutrition will organize a community-based workshop on the management of acute malnutrition, with WFP support, to discuss the comparative advantages of RUSF and bring together nutrition IPs. The workshop will aim to support the revision of national protocols for managing acute malnutrition.	December 2011
<b>Recommendation 14:</b> Resolve the moderate acute malnutrition (MAM) mandate problem with the United Nations Children's Fund (UNICEF).	Country office	Agreed. The March 2011 UNICEF/WFP memorandum of understanding has been discussed with UNICEF Niger to ensure mutual recognition of mandates. WFP will coordinate CRENAM activities when UNICEF has concluded its programmes.	Implemented





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## ACRONYMS USED IN THE DOCUMENT

BSF	blanket supplementary feeding
CRENAM	<i>Centre de récupération nutritionnelle ambulatoire pour modérés</i> (rehabilitation centre for moderate malnutrition)
DOC	direct operational costs
IP	implementing partner
M&E	monitoring and evaluation
NGO	non-governmental organization
OPVN	<i>Office des produits vivriers</i> (Office for National Food Products)
RUSF	ready-to-use supplementary foods
UNICEF	United Nations Children's Fund