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REPORT ON THE FOLLOW-UP TO THE EVALUATION OF THE WFP RESPONSE TO THE CRISIS IN NIGER IN 2005

* In accordance with the Executive Board's decisions on governance, approved at the Annual and Third Regular Sessions, 2000, items for information should not be discussed unless a Board member specifically requests it, well in advance of the meeting, and the Chair accepts the request on the grounds that it is a proper use of the Board's time.

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for information.

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.

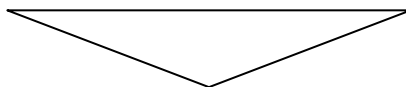
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).



DRAFT DECISION*



The Board takes note of “Report on the Follow-Up to the Evaluation of the WFP Response to the Crisis in Niger in 2005” (WFP/EB.2/2006/10/2).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (WFP/EB.2/2006/16) issued at the end of the session.



INTRODUCTION

1. At its 2006 Annual Session, the Board invited the Secretariat to report on follow-up to the recommendations of the Office of Evaluation (OEDE)-commissioned evaluation of WFP's response to the Niger crisis in 2005, including suggestions for preventing similar crises in the Sahel. This document outlines the measures WFP has already taken and those it proposes to take if sufficient resources are available, while taking into consideration: (i) the main findings and recommendations of the Niger after-action review; (ii) the subsequent Niger evaluation; and (iii) internal introspection.
2. At the corporate level, WFP has taken steps to enhance its emergency response capabilities. It has established a protocol on the declaration of major emergencies, which are those requiring Headquarters support. An emergency coordinator, reporting to the Senior Deputy Executive Director, Operations Department (OD), is now responsible for managing major emergencies. A policy unit has been established that will guide WFP's contributions to the Poverty Reduction Strategy Paper (PRSP) process. The Assessment, Analysis and Preparedness Division (ODA) has recommended actions to strengthen processes and tools to ensure that food-security emergencies are detected and analysed early and that WFP prepares for and responds to them in a timely and effective manner. The actions reflect priority areas identified in the Annual Consultation on Programme Quality, which underlined the need for specific skills, training, guidance and timeliness in the response process.
3. The Niger crisis highlighted the need for WFP to address Member States' concerns about receiving too much general information, while not being well informed of critical situations in emergency operations (EMOPs) such as an approaching need to reduce rations. The Fundraising and Communications Department (FD) and OD are establishing a "red alert" system to warn representations and capitals in advance of disruptions of WFP's ability to implement an operation.
4. A delicate balance needs to be struck between conveying clear messages to the international community and responding to governments' requests for assistance in ways that do not contradict national policy. In addition, certain partners are more sceptical about food aid than others, so there is a need continually to justify, advocate and explain the critical role that food aid can play in crises like the one that occurred in Niger. WFP makes every effort to respond to government requests and raise the resources required to meet the assessed needs. The Niger case demonstrates that it can be difficult to provide clear public information without antagonizing donors, recipients or other partners.
5. Most of WFP's development activities do not receive sufficient funding to meet their objectives. WFP works hard to encourage donors to support operations classified as "development" that are, in fact, more akin to emergencies. Countries such as Niger, with alarmingly high chronic malnutrition rates, high under-5 mortality and low primary education indicators, receive food assistance only during major emergencies. Niger should have received a larger share of a larger package of development assistance — instead, it received minimal support until a drought necessitated an EMOP. Now that the drought has abated, rehabilitation and development assistance is declining before communities have been prepared to handle the next shock. The humanitarian nature of much of WFP's "development" portfolio in countries such as Niger will be an important theme in preparing the next Strategic Plan. The current development project category does not capture the urgent nature of WFP work being undertaken in many countries with so-called development resources.



PREVENTION OF SIMILAR PROBLEMS IN THE SAHEL

6. The Board was of the opinion that WFP should apply lessons learned from the Niger crisis to operations in other Sahelian countries. In response, the regional bureau created the Northern Sahel Cluster consisting of Burkina Faso, Chad, Mali, Mauritania and Niger, which met for the first time in Dakar in March 2006; regional and country office staff of WFP and the United Nations Children's Fund (UNICEF) participated. The result of the meeting was an action plan and the beginning of a joint strategy for addressing the nutritional issues facing the region.
7. Across the Sahel, acute malnutrition rates are routinely above the 10 percent "serious" level; Burkina Faso, Chad and Niger frequently exceed the World Health Organization's (WHO's) 15 percent "critical" threshold. Malnutrition in the region affects mainly women and children, and is the consequence of not only inadequate dietary intake, but also infectious diseases derived from a lack of potable water, inadequate sanitation systems, unhealthy maternal and child care practices, and rudimentary health facilities. In addition to immediate emergency responses and treatment, an effective preventive strategy is needed to address broad nutritional and food security issues involving nutrition education, child care practices, water quality, agricultural and livestock production, and rural development.
8. WFP's role in this context is to:
 - (i) maintain high-level dialogue with national governments to build consensus on situation analysis and intervention modalities;
 - (ii) support nutrition interventions addressing and preventing malnutrition for children under 3 and for pregnant and lactating women;
 - (iii) target recovery and development interventions in conjunction with partners;
 - (iv) contribute to the understanding of cereal market dynamics and cross-border trade, including the impact of prices on food security;
 - (v) advise governments on ways to reinforce their emergency response capacities and the roles that food assistance could play; market mechanisms cannot replace timely general ration distributions when the poorest segments of the population do not have adequate resources to purchase food during a lean season;
 - (vi) contribute to strengthening the expertise of regional organizations and national governments in emergency preparedness, early warning and assessment.
9. Following the Niger EMOP, a protracted relief and recovery operation (PRRO) was launched in April 2006 incorporating lessons from WFP's experience, the After-Action Review and inputs from an external evaluation team in Niger at the time the PRRO was being prepared. The PRRO is WFP's contribution to addressing the nutritional crisis in Niger. It serves as a first line of attack on malnutrition and food insecurity issues and, at the same time, makes provision for emergency prevention and preparedness. A similar PRRO has been developed for Mali; the existing Mauritania PRRO is being modified to enhance its effectiveness, and a PRRO focusing on nutrition in Burkina Faso is being prepared. The Chad office, which has been preoccupied with other issues and emergencies, is expected to undertake a similar exercise in 2007. The primary purpose of these interventions is the reduction of acute malnutrition, in both the short and longer terms.



10. Small country offices that rely on limited Programme Support and Administrative (PSA) and direct support cost (DSC) allocations, which are linked to tonnages moved, and erratically funded country programmes will encounter difficulties in implementing all the evaluation recommendations. Some country offices benefit from extra-budgetary funding to implement certain recommendations, but the sustainability of this is not guaranteed because extra-budgetary funds are transitory by their very nature.

Working in Partnership

11. It is fully understood that WFP, with its core input of food aid, cannot respond alone to the complex problems that led to the 2004/05 food crisis in Niger. Resolving food security problems across the Sahel requires a concerted long-term effort by all interested parties: for-profit and non-profit organizations, traditional donors, regional institutions, international organizations and — most important — national governments. WFP is committed to developing and strengthening new and existing partnerships, and to improving the capacities of national governments and concerned regional institutions. It will continue to be a member or chair of food-security committees in Sahelian countries, for example Niger's National Mechanism for the Prevention and Management of Food Crises (DNP-GCA). Vulnerability analysis and mapping (VAM) officers in Burkina Faso, Chad, Mali, Mauritania and Niger work closely with various ministries.
12. A broad response to poverty reduction, crisis prevention and emergency response is required, involving many actors and sectors to address the underlying causes of recurring crises in the Sahel. WFP promotes partnerships to address malnutrition and food insecurity in the Sahel; for example, links with the Office for the Coordination of Humanitarian Affairs (OCHA) are being strengthened for early warning and information sharing.
13. **Partnerships in response to malnutrition.** Using Institutional Strengthening Grant funds, a partnership officer post has been created to head WFP's response, and UNICEF's regional bureau for West Africa has reinforced its nutrition capacity. A UNICEF–WFP Sahel Cluster meeting on Ending Child Hunger and Under nutrition in March 2006 resulted in implementation of a joint nutrition action plan. This includes interventions to address and prevent malnutrition, and to improve nutrition and food security surveillance.
14. **Partnerships in response to food insecurity.** Links with the Permanent Inter-State Committee on Drought Control in the Sahel (CILSS) are being strengthened through WFP's support to a harmonized framework for assessments. WFP's experience in incorporating household and nutritional elements into assessments complements the annual CILSS analysis of countries' cereals production and balance sheets. WFP, CILSS, the Famine Early-Warning System Network (FEWS-NET) and the Food and Agriculture Organization of the United Nations (FAO) are collaborating to increase understanding of regional market dynamics and cross-border trade and improve shared food security analysis and monitoring systems. WFP is also participating in consultations on food security organized by CILSS and its member countries.
15. The Sahel Agricultural and Rural Development Initiative (SARDI) is a potentially important partnership, currently under development with the International Fund for Agricultural Development (IFAD) and FAO, with the objective of improving rural development, crisis prevention and hunger alleviation.
16. In Niger, the early-warning system (SAP), the National Statistics Institute (INS), the Information System for Agricultural Markets (SIMA), WFP, FEWS-NET, FAO, the European Union and French Cooperation undertook a joint food security assessment in May 2006.



17. With its partners, WFP is strengthening early-warning systems and the quality of needs assessments. The Strengthening Emergency Needs Assessment Capacity (SENAC) project, supported by the European Community Humanitarian Office (ECHO), and the Institutional Strengthening Grant, ensure technical support, capacity augmentation and training in these areas.

The Need for Resources for the Sahel

18. WFP has sought to learn from the Niger crisis so that it can respond more effectively to the needs of populations in similar situations in neighbouring countries. The Niger PRRO is fully resourced in its first year, but this is not the case for all projects. If WFP is to contribute positively to eliminating hunger across the Sahel, it is crucial that PRROs and country programmes receive adequate funding. The shortfalls to mid-2007 are as follows:

Project	Shortfall to 30.06.2006 (millions US\$) (as of 29.08.06)
Burkina Faso	
Country programme	3.2
PRRO	2.3 (estimate – project under preparation)
Chad	
Country programme	4.5
Mali	
Country programme	3.1
PRRO	10.3
Mauritania	
Country programme	3.0
PRRO	5.5
Niger	
Country programme	5.9
PRRO	16.3
Total	54.1

19. The attached matrix provides details on progress made in implementing the recommendations of the evaluation commissioned by OEDE of WFP's response to the Niger crisis in 2005.



IMPLEMENTATION OF OEDE-COMMISSIONED EVALUATION RECOMMENDATIONS FOR RESPONSE TO THE CRISIS IN NIGER IN 2005

Recommendations	Action by	Actions	Status
1. Information and Early Warning Systems			
1.1 Redefine all the indicators needed to make a full assessment of food security in Niger and in West Africa as a whole: availability of food, local and regional markets, livestock, sources of income and purchasing power, nutrition, etc.	Regional bureau, in consultation with ODA and country office.	<ul style="list-style-type: none"> ➤ This recommendation is in harmony with an ongoing WFP initiative encouraging CILSS and national governments to expand the types of indicators used by evaluation missions. ➤ Market fluxes, price increases, nutrition analysis, chronic and transitory food insecurity, and harmonized thresholds are studied and incorporated in food security analysis, including the Niger emergency food security assessment (EFSA) of October 2005 and the crop and food supply assessment mission (CFSAM) of November 2005. ➤ Northern Sahel countries have redefined baseline information by integrating market profiles and nutrition analysis; WFP and UNICEF continue to standardize joint assessments, using Institutional Strengthening Grant funds. ➤ A WFP and FEWS-NET regional market survey identified knowledge, data and monitoring gaps, and made recommendations for improving market monitoring by CILSS, FEWS and WFP. ➤ A consultant, recruited by WFP and financed by SENAC, will help CILSS to establish a system for monitoring cross-border commodity movements. 	Ongoing Ongoing Completed Ongoing Ongoing
1.2 Ensure that all the indicators identified are collected on a regular basis by existing data collection systems at the regional, or the country or the WFP level.	Regional bureau, in consultation with country office.	<ul style="list-style-type: none"> ➤ Data collection of key indicators has become more regular in countries where WFP has installed VAM units through Institutional Strengthening funding and EMOP budgets; reinforced partnerships have improved coordination and consensus building for comprehensive food security assessments. ➤ Price data are collected for 35 markets in Niger: weekly reports until December 2005, and twice monthly reports since April 2006, produced with SIMA and FEWS. ➤ The SAP/INS/SIMA/WFP/FEWS-NET/FAO/European Union/French Cooperation joint food security assessment of May 2006 provides a clear picture of food security across the country. 	Completed Ongoing Completed



IMPLEMENTATION OF OEDE-COMMISSIONED EVALUATION RECOMMENDATIONS FOR RESPONSE TO THE CRISIS IN NIGER IN 2005

Recommendations	Action by	Actions	Status
1.3 Produce regular and integrated analyses of changing food security situations.	Regional bureau and country office, with ODA support.	➤ The frequency and number of reports have increased: twice monthly situation reports, monthly operation briefs, twice monthly Sahel reports during the lean season, VAM/emergency needs assessment (ENA) bulletins, and quarterly food security situations.	Ongoing
1.4 Distinguish between analysis and programming in order to improve the credibility of analysis and its dissemination and to ensure that assessment is taken into account in the process of intervention design.	ODA, regional bureau and country office.	➤ Regional bureau respects impartiality of regional needs assessment officers.	Ongoing
		➤ It is standard practice for emergency food security assessments to state clearly the methodology used, in order to ensure credibility, comparability and transparency.	Completed
		➤ It is also standard practice for EFSA results and activities to be widely disseminated through WFP public Web site, executive briefs and newsletters.	Completed
		➤ Where funds permitted, additional posts dedicated to vulnerability assessment have been created in country offices.	Completed
		➤ Programme staff participate in analysing food security assessments, to ensure accurate programme orientation; VAM will be integrated into project design.	Ongoing
		➤ A study led by the Overseas Development Institute (ODI) on behalf of the Emergency Needs Assessment Branch (ODAN) aims to deepen understanding of the linkages and gaps between ENA and decision-making among WFP, donors and partners and to identify actions to improve linkages.	Ongoing
		➤ A project with the Canadian International Development Institute (CIDA) on integrating food security and nutrition in EFSA and comprehensive food security and vulnerability assessment (CFSVA) aims at improving the use of food security and nutrition information to design more appropriate interventions.	Ongoing
2. Crisis Prevention and Development			
2.1 Strengthen WFP's role in the formulation of PRSPs and development policies, with the emphasis on crisis prevention in general and in Niger in particular.	Regional bureau and country office, with PDP.	➤ A policy document – "Engagement in Poverty Reduction Strategies", submitted to the Board's 2006 Annual Session — lays the groundwork for WFP's contributions to the PRSP process.	Completed





IMPLEMENTATION OF OEDE-COMMISSIONED EVALUATION RECOMMENDATIONS FOR RESPONSE TO THE CRISIS IN NIGER IN 2005

Recommendations	Action by	Actions	Status
		<ul style="list-style-type: none"> ➤ An ODD staff member participated in a workshop led by the Strategy, Policy and Programme Support Division (PDP) on PRSPs; ODD supported the Liberia country office in the PRS process, and PDP supported the Gambia country office. The regional bureau's PRS review checklist includes PRS content for crisis prevention. ➤ Within the United Nations framework, the Sahel Alliance, a regional nutrition strategy with UNICEF, and the Niger National Food Security Mechanism Plan of Action contribute to national development strategies and crisis prevention in the Sahel in general, and in Niger in particular. 	<p>Completed</p> <p>Ongoing</p>
<p>2.2 Encourage donors to give increased support to WFP's development activities, especially in countries of the Sahel that face structural food crises, particularly Niger.</p>	<p>FDD and OD.</p>	<ul style="list-style-type: none"> ➤ WFP regularly informs donors of its double mandate and seeks the financing required to implement its development activities. In 2004, the Board approved a strategy for broadening the donor base to include all Member States, government organizations and the private sector, mobilizing supplementary resources for the needs of all approved programmes and operations (WFP/EB.3/2004/4-C). The strategy has already increased the financial contributions from regular public and private donors, encouraged occasional donors to become regular, and attracted new donors. The Donor Relations Division (FDD) and the regional bureau are implementing a strategy for West Africa – a subregional approach for Sahel countries faced by recurrent structural food crises and malnutrition. WFP also seeks financial contributions for school feeding supplies in the framework of the Sahel Alliance. ➤ Advocacy at the regional bureau and country offices has been reinforced through frequent donor contact. ➤ Regional initiatives to promote WFP's goals include the Sahel Alliance for Education and the Regional Nutrition Strategy. Both initiatives receive funding from the Institutional Strengthening Grant. ➤ Ongoing efforts to broaden the donor base include private sector contributions. ➤ Regrettably, resources to finance country programmes continue to decline. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

IMPLEMENTATION OF OEDE-COMMISSIONED EVALUATION RECOMMENDATIONS FOR RESPONSE TO THE CRISIS IN NIGER IN 2005

Recommendations	Action by	Actions	Status
3. Nature of the Crisis and the Instruments Available			
3.1 Re-examine the relevance, effectiveness and efficiency of the instruments WFP has at hand to respond to structural and short-term crises according to the nature of the crisis, the local conditions and the objectives they aim to achieve.	OD	➤ Guidelines on implementation of WFP modes of intervention are included in the <i>Programme Guidance Manual</i> and the <i>Emergency Food Security Assessment Handbook</i> . All operational directives concerning EMOPs have been examined and updated and feature in the current <i>Programme Guidance Manual</i> . All directives on programming policies and principles are systematically and regularly reviewed, and updated if necessary.	Completed
3.2 Design EMOPs on the basis of identified needs, and not according to the resources that may potentially be mobilized, and set a limit on the number of small-scale operations because they obscure the notion of emergency.	OD	➤ WFP's policy is to design operations based on assessed beneficiary needs; efforts are ongoing to ensure that this policy is consistently implemented.	Ongoing
4. Resource Mobilization and Communications			
4.1 Design and implement a communication and resource mobilization strategy that is adapted to interventions aimed at preventing/mitigating "forgotten" crises.	Communications Division (FDC)/FDD and OD.	➤ To mitigate the lack of resources for "forgotten" operations, WFP seeks contributions with greater flexibility to allocate funds. In this connection, at the 2005 Annual Session, the Board approved a strategy (WFP/EB.2/2005/5-B) for optimizing the effectiveness of contributions. This argues for greater flexibility – contributions tied to fewer restrictions; increased dependability – financial pledges covering several years at a time; and contributions in cash. WFP aims to use contributions more rationally, in-line with "Business Process Review: Working-Capital Financing" (WFP/EB.1/2005/5-C). To that end, the Board approved the creation of a pre-financing fund guaranteeing continuity to project financing pending confirmation of contributions due.	Completed
		➤ Some under funded emergencies are obtaining Central Emergency Response Fund (CERF) funding.	Ongoing
4.2 Strengthen donor interest in the IRA as a tool for preventing crises from deteriorating and for speeding up the implementation of emergency interventions.	FDD and OD.	➤ Mechanisms and means used to raise donors' awareness and secure their contributions include: (i) alert bulletins, situation reports, operational information and appeals; (ii) advocacy during Board meetings and meetings with government delegations; and (iii) informal consultations. In May 2006, WFP issued an appeal to donors for contributions to the IRA, co-signed by OCHA.	Ongoing



IMPLEMENTATION OF OEDE-COMMISSIONED EVALUATION RECOMMENDATIONS FOR RESPONSE TO THE CRISIS IN NIGER IN 2005

Recommendations	Action by	Actions	Status
5. Procurement			
5.1 Ensure that personnel in the country offices concerned have undergone appropriate training.	Human Resources Division (ADH) and OD.	<ul style="list-style-type: none"> ➤ Regional procurement capacity was strengthened through country office procurement training in May 2006 involving 28 staff from ODD/ Central Africa Regional Office (ODDY), including two from the Niger office. ➤ Niger country office capacity was reinforced through recruitment of international staff, including a logistics/procurement officer. 	Completed Completed
5.2 In collaboration with partners, make a regular, detailed analysis of price movements in markets and how they react to local purchases.	Regional bureau and country office, with ODA support.	<ul style="list-style-type: none"> ➤ Coordinating with FEWS and SIMA in Niger, WFP provides methodological support for the interpretation of market data. ➤ The bureau's regional procurement officer post has been moved from Dakar to Burkina Faso to facilitate market analysis. 	Ongoing Completed
5.3 Continuing to give preference to local and regional purchases, but ensure that there is room for manoeuvre to turn to the international markets if the situation requires it.	ODTP, regional bureau and country office.	<ul style="list-style-type: none"> ➤ The Food Procurement Service (ODTP) maintains a global view of commodity markets in consultation with other Headquarters units, regional bureaux and relevant country offices. The standard procurement strategy in emergencies is to guarantee that pipeline requirements are met in a timely way. When deciding among local, regional and international purchases, commodity availability, cost and delivery times are considered. In the first days of an EMOP, food commodities are generally purchased locally for immediate delivery and consumption. As a matter of principle, WFP purchases commodities as close to the affected populations as possible, in order to respect local dietary habits and encourage local production. By combining local, regional and international purchases, WFP reduces the risks of pipeline breaks, defaults by any individual supplier and disruption of local or regional markets, while supplying the required quantities in a timely manner. 	Completed
5.4 Give preference to FOB purchases and avoid buying from unfamiliar sources in emergency situations.	ODTP	<ul style="list-style-type: none"> ➤ In emergency situations WFP prefers to buy on a freight on board/free carrier (FOB/FCA) basis, but during the initial stages of an emergency its logistics capacity may be somewhat limited. ➤ WFP makes every effort to avoid purchasing commodities from unfamiliar suppliers during emergencies. 	Completed Ongoing



IMPLEMENTATION OF OEDE-COMMISSIONED EVALUATION RECOMMENDATIONS FOR RESPONSE TO THE CRISIS IN NIGER IN 2005

Recommendations	Action by	Actions	Status
6. Capacity Building			
6.1 Consider the possibility of setting up a team in the regional bureau to specialize in food security in the Sahel countries. Its functions should include: (i) strengthen dialogue with regional authorities responsible for food security and with regional integration organizations; (ii) foster and advance dialogue on the renewal of the framework used to analyse the food crises in the Sahel; and (iii) give support to regional and country offices.	Regional bureau and OD.	<ul style="list-style-type: none"> ➤ Headquarters funded the creation of five additional VAM officer positions for the regional bureau's food security network, which is led by the regional VAM officer and is comprised of needs assessment officers and VAM officers with food security expertise. ➤ A regional assessment officer has been redeployed from Dakar to Ouagadougou to strengthen links with regional institutions. 	Completed Completed
6.2 Strengthen the capacity of WFP offices in countries subject to recurrent crises, like those in the Sahel. In Niger, priority should be given to early warning, evaluation of needs, nutrition and monitoring and evaluation.	Country office, regional bureau and OD.	<ul style="list-style-type: none"> ➤ This recommendation is being implemented to the extent that funding permits. ➤ Additional country office-based VAM officers reinforce early response capacity. ➤ The following capacity-building strategies are being funded through the Department for International Development (DFID) Institutional Strengthening Grant: <ul style="list-style-type: none"> – EFSA training was provided to WFP and partners in Niger in April 2006, and will be provided in other Sahelien countries; – Results based management (RBM)/M&E training sessions will be offered in all country offices; – Country office contingency plans will be updated in September 2006. 	Ongoing Ongoing Ongoing
6.3 Ensure that personnel assigned to country offices are given training to allow them to carry out their duties effectively – other than purchasing – and that they receive training on food security issues in the Sahel.	ADH, regional bureau and country office.	<ul style="list-style-type: none"> ➤ EFSA training has strengthened the capacities of WFP and government counterparts. ➤ RBM/M&E training will also reinforce local capacity. 	Ongoing Ongoing



IMPLEMENTATION OF OEDE-COMMISSIONED EVALUATION RECOMMENDATIONS FOR RESPONSE TO THE CRISIS IN NIGER IN 2005

Recommendations	Action by	Actions	Status
7. Decentralization and Decision-Making			
7.1 Clarify the different levels of responsibility among Headquarters, regional bureaux and country offices and strengthen their effectiveness, especially with regard to food purchasing, mobilization of resources and communication, including approval procedures.	OD and FD.	<ul style="list-style-type: none"> ➤ WFP has established a protocol for the declaration of major emergencies requiring Headquarters support, and created an emergency coordinator post at Headquarters level reporting to the Senior Deputy Executive Director, OD. The post has been filled, and roles and responsibilities have been clarified. ➤ As more information and advice are needed in the field, FDD has initiated a normative guidance process focusing on the main resource mobilization issues. Its conclusions should be available in March 2007. 	Completed Ongoing
7.2 In crisis prevention/mitigation situations, as soon as an EMOP is approved, set up a mechanism to monitor the food security situation and implementation of the intervention at the regional bureau level or at OD.	Regional bureau and OD.	<ul style="list-style-type: none"> ➤ The recommended approach has been adopted in ODD and will be reflected in future EMOPs. ➤ See section 1.2. 	Ongoing
8. More specifically for Niger (further to the foregoing)			
8.1 Maintain and develop WFP's role in DNP-GCA in the framework of the reform proposed by the recent evaluation of the mechanism.	Regional bureau and OD.	<ul style="list-style-type: none"> ➤ During 2006, WFP provided extensive communication equipment to the Niger Office of Food Products (OPVN), and other equipment and vehicle support to government counterparts. ➤ WFP continues to offer programme support to operating partners, including: joint household food security assessments; joint market monitoring; contingency planning; and database development. 	Completed Ongoing
8.2 Promote DNP-GCA's enlargement to include development partners, NGOs, civil society organizations and village organizations.	Country office	<ul style="list-style-type: none"> ➤ Two new members have signed the agreement: UNICEF and Belgium. ➤ WFP continues to promote and advocate for enlargement of DNP-GCA. 	Completed Ongoing
8.3 Contribute to drawing up a National Emergency Plan preceded by in-depth consultations on the choice of instruments most appropriate to the various types of crises and their magnitude – the relevance of each instrument.	Country office	<ul style="list-style-type: none"> ➤ Coordinating with OCHA, UNICEF and other United Nations agencies, WFP-supported preparation of the National Food Security Plan of Action 2006. ➤ The National Contingency Plan is under preparation, with active participation from all partners. 	Completed Ongoing



IMPLEMENTATION OF OEDE-COMMISSIONED EVALUATION RECOMMENDATIONS FOR RESPONSE TO THE CRISIS IN NIGER IN 2005			
Recommendations	Action by	Actions	Status
8.4 Strengthen political dialogue with the government, ensuring that debate is transparent, using established arguments, while integrating the government's measures into the joint approach of the United Nations system in the country.	Country office	➤ Collaboration with the Resident Coordinator and Special Representative for the Secretary-General for West Africa is ongoing for Sahel initiatives, particularly in Niger.	Ongoing
		➤ Collaboration between WFP and the government is increasing – 2006 action plan, activities for the lean season, etc.	Ongoing
8.5 If necessary, re-examine WFP's strategy in Niger to strengthen nutritional issues in the framework of the recent agreement with UNICEF on the subject.	Country office	➤ Collaborating with UNICEF and WHO, WFP has started redesigning its nutrition programme strategy for Northern Sahel countries.	Ongoing
		➤ WFP advocates for inclusion of nutrition issues in the PRSP.	Ongoing



ACRONYMS USED IN THE DOCUMENT

ADH	Human Resources Division
CERF	Central Emergency Response Fund
CFSAM	crop and food supply assessment mission
CFSVA	comprehensive food security and vulnerability assessment
CIDA	Canadian International Development Agency
CILSS	Permanent Inter-State Committee on Drought Control in the Sahel
DFID	Department for International Development (United Kingdom)
DNPGCA	National Mechanism for the Prevention and Management of Food Crises (<i>Dispositif national de prévention et de gestion des crises alimentaires</i>)
DSC	direct support cost
ECHO	European Community Humanitarian Office
EFSA	emergency food-security assessment
EMOP	emergency operation
ENA	emergency needs assessment
FAO	Food and Agriculture Organization of the United Nations
FCA	free carrier
FD	Fundraising and Communications Department
FDC	Communications Division
FDD	Donor Relations Division
FEWS-NET	Famine Early-Warning System Network
FOB	freight on board
HR	human resources
IFAD	International Fund for Agricultural Development
INS	National Statistics Institute (<i>Institut national statistique</i>)
IRA	Immediate Response Account
M&E	monitoring and evaluation
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OD	Operations Department
ODA	Assessment, Analysis and Preparedness Division
ODAN	Emergency Need Assessment Branch
ODD	Regional Bureau Dakar (West Africa)
ODDY	Central Africa Regional Office



ODI	Overseas Development Institute (United Kingdom)
ODTP	Food Procurement Service
OEDE	Office of Evaluation
OPVN	Niger Office of Food Products (<i>Office des produits vivriers du Niger</i>)
PDP	Strategy, Policy and Programme Support Division
PRRO	protracted relief and recovery operation
PRS	poverty reduction strategy
PRSP	Poverty Reduction Strategy Paper
PSA	Programme Support and Administrative
RBM	results-based management
SAP	early-warning system (<i>Système d'alerte précoce</i>)
SARDI	Sahel Agricultural and Rural Development Initiative
SENAC	Strengthening Emergency Needs Assessment Capacity
SIMA	Information System for Agricultural Markets (<i>Système d'information des marchés agricoles</i>)
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WHO	World Health Organization