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INFORMATION NOTES

SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— PROTRACTED RELIEF AND RECOVERY OPERATIONS 6077.00 AND 10062.0—GREAT LAKES REGION



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This document should be read in conjunction with the document “Summary Report of the Evaluation of Protracted Relief and Recovery Operations 6077.00 and 6077.01—Great Lakes Region” (WFP/EB.3/2002/6/10).

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OEDE Recommendations (April 2002)	Action by	Management Response and Action Taken (August 2002)
The Recovery Strategy		
<ul style="list-style-type: none"> ➤ Formulate a new regional PRRO, effective February 2003, based on the maximum allowable time frame of three years. 	Regional bureau, with the four country offices	A new PRRO 10062.01 (WIS no. 6077.01), effective February 2003 for three years (maximum allowable time frame), was formulated and approved by the Programme Review Committee (PRC) on 2 July 2002. It will be submitted for the Executive Board's approval during the Board's Third Regular Session, in October 2002. The formulation of the PRRO was spearheaded by ODK, with the active participation of the country offices.
<ul style="list-style-type: none"> ➤ Undertake a review of the 1999 Guidelines for the Formulation of a PRRO in light of various country experiences in applying the guidelines and the programme category to address relief-recovery trajectories, especially in complex regional operations. 	OHA	The PRRO guidelines are generally appropriate for the design and implementation of PRROs. Areas for improvement have been and continue to be identified. The guidelines will be thoroughly reviewed and updated following the conclusion of the current evaluations of individual PRROs and the thematic evaluation of the PRRO as a category, in order to ensure that maximum benefits accrue from the review process and to avoid having to do the task twice in a short period of time.
Effectiveness of the PRRO, including nutrition issues		
 <ul style="list-style-type: none"> ➤ To better assess the nutritional effects of ration cuts, consider instituting regular growth monitoring and promotion programmes through partners and/or through sentinel sites (sample sites chosen as being representative of a larger geographic area or population cluster), which could become early warning centres. 	Regional bureau, in consultation with the four country offices and SPT; UNHCR, UNICEF	<p>ODK: As per the global Memorandum of Understanding, UNICEF and UNHCR are to ensure that surveys are done and that the nutritional status of beneficiaries is monitored. WFP will advocate for UNICEF and UNHCR to follow up on the recommendation. The involvement of UNHCR and UNICEF is indicated in this document in the column headed "Action by".</p> <p>Burundi: International NGOs carry out the nutritional programme in collaboration with the Ministry of Health and under UNICEF's leadership.</p> <p>Rwanda: The country office is working in collaboration with UNICEF and the Ministry of Health to institute regular growth monitoring and promotion.</p> <p>Uganda: The country office is exploring the feasibility of regular growth monitoring with UNHCR and various potential partners.</p> <p>United Republic of Tanzania: UNHCR and its implementing partners carry out health/nutrition activities, and WFP collaborates in monitoring. The exercise has already been undertaken and the information collected was used by some NGOs to track the nutritional impact of ration cuts. Sentinel sites do not exist, but nutritional surveys are carried out twice a year and beneficiary contact monitoring (end-use monitoring) training by WFP, UNHCR and implementing partners will be conducted in the next PRRO.</p>

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<p>➤ Consider using stunting indicators to monitor child nutrition in more protracted situations.</p>	<p>SPT in consultation with OHA</p>	<p>SPT supports the use of stunting as an appropriate indicator to use in protracted situations given that such data are already being collected during surveys. The matter will be explored for the future. OHA follows technical guidance given by SPT.</p>
<p>➤ Undertake an independent review of the lasting benefits accruing to FFW participants in rural infrastructure schemes.</p>	<p>Regional bureau in consultation with the four country offices</p>	<p>ODK: This activity will be carried out. For the new PRRO, while physical outputs will remain one index of the success or failure of a particular FFW or FFT training activity, the overall management, durability and community ownership of an activity will also be assessed once that activity has been completed.</p> <p>Burundi: Considering that the focus of activities is on relief and that very few FFW activities exist, the review will take place as required.</p> <p>Rwanda: The review is planned for the period November to December 2002.</p> <p>United Republic of Tanzania: WFP receives monthly and close-out reports from FFW projects implemented in “refugee host areas”. The report covers the total amount of food received and distributed and highlights community benefits derived from the assistance. Also reflected in the report are the problems encountered, for follow-up action as needed.</p>
<p>➤ In all countries where selective feeding programmes are in place, mothers of graduates should be referred to recovery-based activities, provided those activities do not put an unacceptable burden on these women.</p>	<p>Regional bureau in consultation with country offices.</p>	<p>ODK: This issue is of relevance to Rwanda and possibly Burundi, and has already been discussed and explored with UNICEF and the Ministry of Health for quite a while now. However, it should be implemented with caution to ensure that children are not deprived of care (essential for their complete recovery) due to the involvement of their mothers in multiple activities. Emphasis should be placed on encouraging women to continue attending feeding centres following their children’s graduation in order that their progress can be monitored and they can be provided with food assistance.</p> <p>Burundi: Where FFW activities are ongoing, mothers of graduates of selective feeding programmes participate freely. The country office shall verify the composition of FFW participants in order to determine the number of mothers of graduates of therapeutic and selective feeding centres participating.</p>



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		<p>Rwanda: The activity is being implemented in Butare and Umutara provinces, where caretakers of children attending the nutrition centres and mothers of graduates participate in FFA activities, namely income-generating activities.</p> <p>United Republic of Tanzania: This is not being implemented here, however, community health workers closely monitor the progress of mothers of graduates and the graduates themselves, who also go to the mother-and-child health centres (MCH) for monthly growth monitoring.</p>
Regionality		
<p>➤ Reassess the regional staffing support requirements to be funded under the successor PRRO's DSC so as to reduce the percentage of the DSC allocated to the regional bureau. Options might include cost-sharing among 16 ODK countries or a fee-for-service approach.</p>	<p>Regional bureau in consultation with country offices and OEDB</p>	<p>ODK: A consultation meeting was held with the regional bureau and country offices to assess regional staffing support requirements. On the basis of that meeting, the project document was finalized. This was followed up by a meeting between the Country Directors and the Regional Finance Officer to address all budget-related issues. The DSC of PRRO 10062.01 is 11.8 percent, as compared with 13.3 percent for PRRO 10062.00 (WIS no. 6077.00), which represents a reduction of 1.5 percent.</p> <p>Issues related to cost sharing will be looked into.</p>
<p>➤ Clarify procedures for regional management decision-making in the successor PRRO, especially for situations where food resources cannot meet all planned distributions.</p>	<p>Regional bureau in consultation with the four country offices</p>	<p>Under the new PRRO, while day-to-day operations remain the responsibility of the Country Directors, ODK maintains overall responsibility for ensuring that resources allocated for the operation are effectively managed and accounted for. Quarterly meetings involving the Country Directors will be convened to ensure a more consultative forum on resourcing and implementation issues and also to facilitate cross-border dialogue on intra-regional developments, population movements and possible contingency planning requirements.</p>
<p>➤ For the duration of the present phase of the PRRO, reactivate a regional report focusing on inputs and outputs, possibly adapting the new "Guidelines and Format for Completing the Country Office Report".</p>	<p>Regional bureau in consultation with the four country offices and ODO</p>	<p>A regional reports officer (RRO) has been in place since 1999 and will continue to operate under the new PRRO to ensure regional reporting. The RRO works in collaboration with respective country office reports officers. Standard report systems and formats are adopted across all the countries, allowing comparative and consolidated reporting in line with corporate policies and guidelines on reporting. Standard Project Reports, SITREPS, Blue Books, Yellow Pages and Country Office Reports (CORs) are prepared by country offices and consolidated by ODK.</p>



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<p>➤ Continue gradually to adapt monitoring systems to be more in line with the logframe, with a view to obtaining more qualitative data on outcome.</p>	<p>Regional bureau in consultation with the four country offices.</p>	<p>ODK: Regional- and country-specific logframes have been developed for PRROs 10062.00 and 10062.01 (regional only). These define a number of indicators. Planning matrices and monitoring reporting formats were developed for PRRO 10062.00. These will continue to be developed and updated for PRRO 10062.01 as well. Streamlining monitoring and evaluation systems will continue to be a key activity.</p> <p>The new PRRO will pursue results-based management beyond the output level and will institute results-based reporting. Appropriate output and outcome indicators have been selected, which will be measured against baseline indicators and internationally recognized benchmarks, through distributions record analysis, site visits and post-distribution monitoring.</p> <p>Burundi: In addition to the logframe, planning matrices and monitoring reporting formats were developed; data on baseline and performance indicators for PRRO 10062.00 are being collected; and a database for monitoring food security and early warning is currently being set up.</p> <p>Rwanda: A country-specific logframe, planning matrices and monitoring reporting formats have been developed; data on baseline and performance indicators for PRRO 10062.00 are being collected.</p> <p>Uganda: Under PRRO 10062.00, the country office developed a logframe, planning matrices and monitoring reporting formats, and is collecting data on baseline and performance indicators.</p> <p>United Republic of Tanzania: Further to the logframe, planning matrices and monitoring reporting formats were developed; data on baseline and performance indicators for PRRO 10062.00 are being collected; and joint end-use monitoring (WFP/HCR/IPs) is being implemented in the camps. This is planned to take place every three months.</p>
Flexibility for Shifting Funds and Other Resources		
<p>➤ Intensify/diversify regional resourcing strategies with a view to obtaining unearmarked contributions in cash or in kind. Donors need to be encouraged to make up-front and timely pledges, given shipments and delivery lead times, as soon as an operation has been approved.</p>	<p>Regional Bureau in consultation with RE</p>	<p>ODK participates actively in the Regional Great Lakes Consolidated Appeal Process (CAP), and donor alerts and press releases continue to be issued. At the regional level, meetings/briefings with donors take place and country offices promote donor visits to project sites as appropriate. Nevertheless, this will be intensified under the new PRRO, and discussions are under way with RE to devise ways of promoting such visits. Partnership with other organizations is actively pursued as well.</p>





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		<p>Burundi: The country office is undertaking efforts to mobilize locally cash and food resources with the European Union local representatives and the Belgian Cooperation Fund. Non-food items are being resourced through the German Agro-Action Fund.</p> <p>Rwanda: The PRRO is complementary to the Country Programme approved by the Executive Board and aligned with the United Nations Development Assistance Framework. Additional efforts have been made to reinforce partnership and coordination with the World Bank and other multilateral agencies, including the International Fund for Agricultural Development (IFAD).</p>
<p>➤ Reinforce a longer-term resourcing perspective by extending the time frame of the successor PRRO to 36 months.</p>	<p>Regional Bureau</p>	<p>New PRRO extended to 36 months.</p>
<p>➤ Strengthen forward planning by anticipating better how the PRRO could be used to respond to potential unforeseen relief needs (due to man-made or natural crises), possibly including the establishment of a WFP-managed contingency food stock.</p>	<p>Regional bureau in consultation with the four country offices and OHA</p>	<p>ODK: A regional contingency reserve was prepared under PRRO 6077.00, but it did not receive funding for the establishment of contingency food stocks. Under PRRO 10062.00, in February 2002 the contingency plan for the Great Lakes Region was updated. Several scenarios were outlined, each with detailed resource needs. However, due to overall limitations in the pipeline, donors have discouraged the use of a contingency stock.</p> <p>Under the new PRRO, food requirements for a three months' dry spell and seismic activity in Rwanda, as well as a 100 mt BP5 stock for repatriation purposes and unforeseen events have been included in the requirements.</p> <p>Burundi: Through the early warning signals provided by a reinforced VAM unit, regional and country contingency planning processes and detailed analysis of vulnerable populations, including an analysis of gender issues and the causes of their vulnerability, strengthens forward planning to respond to unforeseen relief needs.</p> <p>Rwanda: A contingency plan has been implemented to respond to floods, volcanic eruption and drought. Under the new PRRO, a VAM consultant/Disaster Management Adviser will be recruited to coordinate issues related to early warning, contingency planning and disaster preparedness and management.</p> <p>United Republic of Tanzania: The joint UNHCR/WFP/IP Contingency Plan for Refugee Repatriation and Influx is formulated and updated annually.</p>

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		<p>OHA: Provision for contingencies already exists within the PRRO concept. The inclusion of contingency considerations in PRROs is regularly encouraged when appropriate. OHA will continue to advocate for their inclusion when needed, but also for their containment at the minimum required level.</p>
Meeting WFP's Commitments to Women		
<p>➤ To encourage the sustained participation of women in asset-creating activities and reduce domestic workload, WFP should consider working with IPs to introduce child-care centres at FFW sites or in the community, and providing food resources for care providers and children.</p>	<p>Regional bureau in consultation with country offices</p>	<p>ODK: Meeting WFP's Commitments to Women (CW) policy is a priority of both PRROs. Likewise in the current PRRO, targets have been set in the new PRRO in an effort to achieve the global goal of the CW. With respect to this activity, it is the intention of the regional bureau to share best practices from within and outside the ODK region with country offices. It is in this context that reference material inspired by experiences in Ethiopia has been sent to relevant country offices to facilitate implementation of this activity. This has already yielded results, as indicated below under "Rwanda". Promoting and monitoring the implementation of the CW through providing technical support to country offices will be actively pursued during the life of both PRROs.</p> <p>Burundi: This activity will be implemented when recovery activities can be undertaken on a larger scale.</p> <p>Rwanda: Preparations are under way to introduce child-care facilities at two to three project sites on a pilot basis.</p> <p>Uganda/United Republic of Tanzania: Child-care centres at FFW sites are not applicable to the Tanzanian Refugee Programme.</p>

