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MANAGEMENT RESPONSE TO THE SUMMARY EVALUATION REPORT NICARAGUA EMERGENCY OPERATION 10700.0 AND IMMEDIATE RESPONSE EMERGENCY OPERATION 10695.0

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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. This document presents the Secretariat's response to the recommendations of Summary Evaluation Report Nicaragua Emergency Operation 10700.0 and Immediate-Response Emergency Operation 10695.0.
2. The Secretariat welcomes the report's observations, which provide useful insights and direction for future programme and policy development. The recommendations on how to manage similar interventions in a more efficient and effective manner are also very constructive. The findings have provided valuable lessons that will shape the strategy for managing future emergencies.
3. The Secretariat also values the recommendations regarding improving communications capacity, outcome monitoring and evaluation, and targeting of beneficiaries, and will take action accordingly.
4. The Secretariat's responses to the recommendations are presented in the matrix.



RECOMMENDATION MATRIX AND MANAGEMENT RESPONSE

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>1. The country office should maintain and improve its emergency preparedness by building on experience gained in emergency operations (EMOPs) 10695.0 and 10700.0; with the Ministry of Agriculture and Forestry, it should undertake an after-action review of WFP and cooperating partner performance as soon as possible after the end of EMOP 10700.0, possibly including the regional bureau and cooperating partners; this should be used to develop the contingency plan and to inform preparedness and the planning of post-EMOP activities.</p>	Country office	<p>In the coming months the country office and the Ministry of Agriculture and Forestry will jointly review WFP and cooperating partner performance during the EMOPs in response to Hurricane Felix. Review results will be incorporated into the 2009 hurricane season contingency plan; preparedness activities will be adapted accordingly. WFP, in partnership with the Ministry of Agriculture, United Nations agencies and non-governmental organizations (NGOs) will conduct emergency food security assessment (EFSA) targeting and logistics contingency planning and will incorporate lessons learned from the 2007 Hurricane Felix experience. Past experiences and cooperating partner performance will be reviewed with the participation of cooperating partners, the Government and the regional bureau. The 2009 simulation will take place in the remote southern Atlantic coastal region of Laguna de Perlas.</p>	May 2009
<p>2. The country office should maintain the quality of initial EFSAs by training in anticipation of emergencies, and of subsequent EFSAs by training such as that carried out for the second EFSA.</p>	Country office	<p>The country office assessment capability will need to be strengthened following the departure of both of its EFSA specialists. New staff experienced in vulnerability analysis and mapping and geographic information systems mapping have been hired; further training and orientation from the regional bureau will be requested. Government partners are trained in EFSA. The country office has maintained its network of community contacts, crucial to methodology and data collection during emergencies. A field simulation will be conducted well before the hurricane season starts in August.</p>	May 2009

RECOMMENDATION MATRIX AND MANAGEMENT RESPONSE

Recommendations	Action by	Management response and action taken	Implementation deadline
3. The country office should continue to involve the Ministry of Agriculture and Forestry in EFSA's, and consider multi-agency EFSA's.	Country office	WFP considers its EFSA a multi-agency undertaking. Many actors with different perspectives add to the validity of the EFSA's orientation, data collection and analysis of the findings. The Government, other United Nations agencies, the network of NGOs NicaSalud and local community leaders are to be involved in the EFSA.	May 2009
4. The country office should develop a communications strategy, including rapid dissemination of EFSA results, to support advocacy, inform the work of other agencies and avoid duplication; formal and informal networks could be used.	Country office	The country office will continue to refine its communications strategy and recognizes the value of quick dissemination of the EFSA results to inform donors and other agencies. Its communications capacity was a strength during Hurricane Felix and its early communications at the onset of the emergency were effective. The Government recognized the importance of nutrition and prioritized food assistance, while donors provided funding for 90 percent of needs. Preliminary EFSA results were especially useful to the European Commission Humanitarian Aid Department (ECHO) for allocating resources to other cooperating partners.	June 2009
5. The country office should consider the selective participation of cooperating partners, and particularly the Ministry of Agriculture and Forestry, in preparing logical frameworks.	Country office	The Ministries of Agriculture and Health are to be involved in formulating the log frame.	Future EMOPs
6. The country office should link the design of monitoring and reporting systems with the development of logical frameworks, bearing in mind the capacities of implementers and monitors, and build capacity as required to support this.	Country office	A review of the Government's nutritional monitoring capacity – and of where WFP and the Government can improve that capacity – would ensure alignment of operational realities with the log frame. A sudden-onset emergency log frame will be drafted for simulation purposes, taking into account the contexts and how they affect monitoring.	April 2009





RECOMMENDATION MATRIX AND MANAGEMENT RESPONSE

Recommendations	Action by	Management response and action taken	Implementation deadline
7. The country office should assess the risk of emergencies thoroughly, with attention to probability, urgency and possible seriousness, and prioritize the risks;	Country office	An emergency risk assessment will be undertaken: WFP, the Government and other United Nations agencies will review the risks of earthquakes, hurricanes, flooding and nutrition emergencies. The country office will also review its own preparedness and response capability.	May 2009
8. The country office should work with the Programme Design and Support Division to develop nutrition and food security indicators for short-term interventions (or, if this is not possible, approaches using proxy indicators such as food consumption surveys or household interviews could be developed).	Country office	The Policy, Planning and Strategy Division (OEDP) developed a strategic results framework that aligns corporate results to the Strategic Objectives. The Programme Design Service (OMXD), in collaboration with OEDP, has been updating the <i>Indicator Compendium</i> which provides guidance on indicator definitions and how to measure results. The strategic results framework includes nutrition and food security indicators for short-term interventions.	
9. The country office should review the logical framework in the light of EFSA findings, routine monitoring of food security and nutrition, other contextual risk factors and information about the work of other actors.	Programme Design Service (OMXD)	The country office will review the log frame in light of EFSA findings, cooperating partner activities and monitoring findings, and will adjust it accordingly.	May 2009
10. The country office should consider monitoring in greater depth a few sentinel sites representative of livelihoods, environments and social structures, to identify food sources other than WFP which should provide information on the extent of recovery and would be in addition to routine monitoring (the method used in the second EFSA is a model); sentinel sites could be monitored under the country programme (CP) and protracted relief and recovery operation (PRRO), bearing seasonality in mind.	Country office	The country office is implementing in-depth monitoring for PRRO and CP activities. A pilot nutritional early warning system is underway in sentinel sites in Madriz, where chronic malnutrition rates are the highest in the country.	April 2009

RECOMMENDATION MATRIX AND MANAGEMENT RESPONSE

Recommendations	Action by	Management response and action taken	Implementation deadline
11. The country office should negotiate the design of the monitoring system with partners in anticipation of emergencies, maintaining compatibility with PRRO and CP activities as far as possible.	Country office	The country office is currently reviewing and updating its monitoring and evaluation (M&E) systems, both for general programme application and in anticipation of emergency requirements. The views of the Ministries of Health, Education and Agriculture, along with the NGO network, will be integrated into the new systems.	May 2009
12. The country office should ensure that monitoring is related more to outcomes.	Country office	Monitoring will be more oriented toward outcomes. Outcome indicators are being developed as part of the redesign of the M&E system. Baseline data for outcomes will be collected and subsequently monitored through systematic gathering of data.	May 2009
13. The country office should prioritize monitoring of market prices, given the 67 percent dependence on market purchases of food.	Country office	Market prices at sentinel rural locations throughout the country will be reviewed on a regular basis, and with more frequency during the next emergency. More general nationwide pricing data from the Ministry of Agriculture and Forestry official sources will also be reviewed.	Throughout 2009
14. The country office should ensure that the quality of the products of food for work (FFW) is monitored, and that FFW supports the full range of recovery activities.	Country office	The new monitoring templates will emphasize M&E of the range of recovery activities and the quality of products. The country office will monitor and document more extensively the affected communities' reconstruction accomplishments. To ensure the quality of FFW products, the communities themselves gave priority to community clean-up, decontamination of wells and/or rebuilding housing when materials were available.	June 2009
15. The country office should continue to seek longer-term partnerships to improve EMOP and PRRO interventions.	Country office	The country office's partner is the Ministry of Agriculture; a solid partnership has been developed over the years that is suited to emergency preparation and response. The Atlantic coast area of Nicaragua is sparsely populated and generally very difficult to access, with only a few small local NGOs.	April 2009



RECOMMENDATION MATRIX AND MANAGEMENT RESPONSE

Recommendations	Action by	Management response and action taken	Implementation deadline
16. The country office should support institutional development of the Ministry of Agriculture and Forestry with training for monitoring, including a computerized M&E system and database that enables the collection of timeline data.	Country office	WFP will continue to prioritize institutional support for the Ministry of Agriculture and Forestry. As M&E systems are updated, the Ministry of Agriculture and Forestry will be a full partner in the design of the systems, data collection and reporting, and will receive the training and computer equipment appropriate to the task.	April 2009
17. The country office should factor seasonal aspects of food security into interventions, for example by planning EMOP hand-over strategies in relation to harvests to enhance the probability of recovery.	Country office	In the future seasonal aspects of food security will be factored into exit strategies. The Hurricane Felix operation was extended several months to account for the fall 2008 harvest cycle.	April 2009
18. The country office should ensure that EMOPs aim where feasible to maintain modalities from pre-emergency activities to secure continuity.	Country office	Beneficiary and operational modalities (and partners) should be maintained. In responding to Hurricane Felix, WFP and the Government agreed to continue assistance to mother-and-child health and school feeding beneficiaries while shifting the focus from FFW activities to immediate response. This choice made it possible to respond to the emergency while continuing to support the most vulnerable groups.	During the next EMOP
19. The country office should record the rationale for variations in the coverage of distributions, for example by modifying EMOPs through extensions.	Country office	The rationale for extending the EMOP was that the second EFSA indicated that beneficiaries would continue to be food-insecure up to the November 2008 harvest. The ration size varied depending on availability of initial emergency stocks and the later arrival of commodities. In future EMOPs the country office will document these decisions as they occur.	April 2009



ACRONYMS IN THE DOCUMENT

ECHO	European Commission Humanitarian Aid Department
EFSA	emergency food security assessment
EMOP	emergency operation
NGO	non-governmental organization
OEDP	Policy, Planning and Strategy Division
OMXD	Programme Design Service