

OPERATION EVALUATION

**MOZAMBIQUE PRRO 200355, Assistance to Vulnerable Groups
and Disaster-affected Populations in Mozambique
An evaluation of WFP's Operation (2012-2014)**

Management Response

August, 2014



World Food Programme

Management response cleared by:

Country Director: Abdoulaye Balde, 27 August 2014

Detailed responses to evaluation recommendations

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p>Recommendation 1: Comprehensively address chronic and acute food insecurity by using a resilience lens.</p> <p>a) Develop a discussion note on enhancing resilience to food insecurity and malnutrition in the context of recurrent climatic shocks to guide the design of the new Country Strategy. This note should show how WFP will strengthen the absorptive and adaptive resilience capacities of households and communities, and the transformative resilience capacities of national institutions.</p> <p>b) The ET recommends that the Government of Mozambique and United Nations partners and Humanitarian Country Team members be included in the formulation and review process. The resulting Country Strategy must identify specific processes to scale up CP efforts, such that the CP can absorb PRRO beneficiaries who are unable to recover during the operation, and address new cases of</p>	<p>Partially accepted: The CO has not yet decided to prepare a new Country Strategy. However, the discussion note will be prepared and will inform the design of the new PRRO and new CP. Regarding the transition of vulnerable people from relief and recovery under the PRRO to longer-term support under the CP, this is not a WFP matter per se but requires foremost a relevant government policy, which WFP then supports as and where needed.</p>	<p>In collaboration with Government (National Institute for Social Action – INAS; National Institute for Disaster Management - INGC), UN agencies, NGOS and other relevant stakeholders, the CO is going to prepare a discussion note on how to enhance resilience to food insecurity and malnutrition in the context of recurrent climatic shocks. Discussions will be held with the Technical Secretariat for Food Security and Nutrition (SETSAN) to identify most suitable methods and tools to strengthen resilience. The discussion note will build on the “Framework for Building Resilience in Southern Africa”, which is currently under preparation.</p>	<p>Programme, VAM/M&E</p>	<p>Q1 2015</p>	<p>Y</p>

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chronic food insecurity (through social protection) and malnutrition (through therapeutic supplementary feeding) resulting from emergencies. The Country Strategy should outline the flexible use of financial and human resources between the PRRO and CP.					
<p>Recommendation 2: Maintain the PRRO as a programming mechanism in the context of recurrent natural disasters in Mozambique. PRRO be maintained in the CO portfolio because it is a valid programming mechanism in the context of recurrent natural disasters. A new PRRO should focus on the full Disaster Risk Reduction/ DRM cycle of prevention, mitigation, preparedness and response to shocks.</p> <p>A new PRRO should calculate separate planning figures to respond to drought-affected areas and reserve an annual budget to implement this response. This will provide the PRRO with a set of activities that directly addresses need (owing to the compounding negative impact of flooding</p>	Accepted	<p>This will be addressed in the design of a new PRRO</p> <p>WFP will support INGC and SETSAN in the development of a database on drought-affected areas and population. The figures will be updated yearly, based on the information collected by INGC at district level. The database will be used for planning, targeting of beneficiaries and monitoring.</p>	<p>Programme Unit</p> <p>VAM/ M&E Unit</p>	<p>Q1 2015</p> <p>Q1 2015</p>	<p>N</p> <p>Y</p>

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followed by drought) and potentially promotes additional funding streams.					
<p>Recommendation 3: WFP must strengthen and use its M&E systems (including the VAM unit) to monitor the PRRO's outcomes, processes, and performance.</p> <p>WFP should scale up regular internal reviews and joint real-time evaluations to monitor performance of selected implementation modalities; these should be done in close collaboration with the government, non-government partners and affected people.</p> <p>WFP should increase the number of VAM and M&E staff during relief and early recovery operations.</p> <p>Finally, WFP must hold IPs accountable for providing sex-disaggregated output data</p>	Accepted	<p>The system for PRRO process monitoring will be strengthened by means of a revised monitoring plan, improved tools of data collection, training of field staff and improved data flow from the sub-offices to the CO.</p> <p>PRRO outcome data will be collected twice a year through a survey, with revised sampling frame to ensure inclusion of PRRO beneficiaries (see also recommendation 4).</p> <p>WFP will explore opportunities for joint real-time evaluations with UN, government, NGOs and other humanitarian partners and will conduct internal reviews when possible. Financial resources will be required for these efforts.</p>	<p>VAM/M&E Unit</p> <p>VAM/M&E Unit</p> <p>VAM/M&E Unit</p>	<p>Q4 2014</p> <p>From Q4 2014 onwards</p> <p>Continuous</p>	<p>Y</p> <p>Y</p> <p>Y</p>

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		<p>The VAM/M&E Unit at CO level is already being strengthened through recruitment of additional staff and the adoption of new corporate tools.</p> <p>In addition, WFP will identify an M&E focal point in each sub-office to strengthen reporting and data flow from the field to the CO.</p> <p>During bigger emergencies, depending on resource availability, WFP will hire additional field staff to strengthen monitoring.</p> <p>Collection of sex-disaggregated output data is already included in all FLAs concluded with IPs. However, to strengthen this practice, WFP will develop specific guidance and conduct training for IPs on this matter.</p>	<p>HR, Management VAM/M&E Unit</p> <p>HR, Management</p> <p>VAM/M&E Unit, Programme</p>	<p>Q4 2014</p> <p>Q4 2014</p> <p>When applicable</p> <p>Q1 2015</p>	<p>Y</p> <p>N</p> <p>Y</p> <p>Y</p>

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<p>Recommendation 4: WFP must ensure that monitoring data are representative of PRRO beneficiaries. To ensure the representativeness of data, refugee assistance should be measured separately from assistance to communities impacted by natural shocks. In collaboration with UNHCR, the PRRO should draw a representative sample within Maratane camp to collect baseline data within a few months of beginning a new PRRO. The identical sampling strategy should be used to collect endline data.</p> <p>To measure change as a result of GFD and FFA to shock-affected communities, several options are available (Annex 143). Most importantly, and applicable to all options, is that the PRRO separately measure the effectiveness of each emergency response, rather than use the current method of aggregating different geographic areas that have been impacted by very different levels of shock, and that experience very different levels of food security in normal times.</p>	<p>Partially accepted</p> <p>The CO has the following observations regarding option 1 described in annex 14 of the report:</p> <ul style="list-style-type: none"> - In Mozambique, food security assessments and surveys are coordinated by the government (SETSAN). WFP is not in a position to carry out a quantitative EFSA within two weeks from the shock as it does not comply with the method and timeframe adopted by SETSAN, i.e. for rapid assessments a first data collection of the affected communities is done 2 weeks after a shock occurs; an in-depth assessment (quantitative EFSA) is conducted at household level 3 months after a shock. - The FCS is calculated as per a specific method adopted by 	<p>WFP and UNHCR will conduct a Joint Assessment Mission (JAM), which will provide necessary baseline data for the refugees in Maratane camp. To the extent possible, the same sampling strategy will be used later for follow up surveys (endline data).</p>	Programme, VAM/M&E	Q1 2015	Y
		<p>Sampling will be revised to ensure representativeness of the PRRO outcome data. Option 1 described in annex 14 is partially accepted (limitations are described to the left). At the same time, WFP will work with SETSAN to explore ways to change its EFSA methodology and make it more flexible.</p>	VAM/ M&E Unit	2014 –2015	Y

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	WFP; changing the recall period (7 days) might produce bias that would compromise comparability of results across different rounds of data collection.				
Recommendation 5: Enhance strategic linkages and implementation of FFA activities. It is critical that the PRRO place emphasis on the linkages between social protection and DRR plans when designing post-shock FFA activities, specifically those between FFA projects and national resilience-building plans supported by the Ministry of Agriculture, and linkages to social protection schemes implemented by the CP, the government, or other stakeholders. Operationally, the PRRO should place greater focus on FFA as a mechanism to build community assets that contribute to DRR, resilience-building, and the promotion of self-reliance for poor communities. The PRRO must ensure that communities use participatory approaches to select FFA projects and that gender considerations are taken into account. Additionally, FFA projects must be more closely monitored by WFP and IP staff.	Accepted	The discussion note on enhancing resilience to food insecurity and malnutrition (see recommendation 1) will provide the necessary conceptual framework for follow up on this recommendation, which will be incorporated in the design of the new PRRO.	Programme and VAM/M&E Unit	Q1 2015	Y
		WFP will work with government on improving existing guidelines for identification of assets under FFA, in line with this recommendation.	Programme	Q1 2015	Y
		WFP will recruit a new Emergency Officer who will be responsible for this work together with VAM staff.	HR, Management	Q1 2015	N

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<p>Recommendation 6: Increase effectiveness and efficiency of support to refugees. WFP should engage UNHCR and INAR more actively, addressing the weaknesses observed in the food distribution management cycle in Maratane refugee camp through capacity development and increased number of WFP staff at the camp.</p> <p>Specifically, WFP and UNHCR should conduct a nutritional survey and JAM before the end of 2014. These surveys would assess food security status of Maratane camp residents and look at coverage of health and nutrition services to understand if and how malnutrition treatment services are being accessed, and how service delivery can be enhanced.</p> <p>The ET encourages WFP to complete its cash and voucher review, and if findings warrant this modality, to implement it as soon as possible.</p>	Accepted	The recruitment of a new Emergency officer will strengthen WFP's capacity to work on refugee support. In addition, WFP will strengthen its staff presence at Maratane camp through part-time or full-time options depending on availability of resources.	HR, Management	Q1 2015	Y
		Training for INAR on logistics, warehousing, food handling, record keeping, etc will be conducted annually.	Logistics Unit	September 2014 onwards	Y
		A tripartite agreement will be prepared between UNHCR/INAR/WFP, which will clarify respective roles and responsibilities.	Programme Unit	Q4 2014	N
		WFP and UNHCR will conduct a nutritional survey along with a JAM. The results will inform the design of the new PRRO.	Programme, VAM/M&E	Q1 2015	Y

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		The feasibility study on C&V support for the refugees has been completed. It will be discussed internally between WFP and UNHCR senior management and then with INAR in order to reach a final conclusion on the introduction of this modality.	Programme	Q4 2014	N
<p>Recommendation 7: Strengthen WFP's rights-based and gender-sensitive approaches to programming. WFP should conduct training in rights-based approaches (recognizing human beings as right-holders and establishing obligations for duty bearers, with a focus on marginalized and discriminated groups) for the CO, suboffices, and INGC staff.</p> <p>WFP should use participatory approaches and gender analysis to inform equity-based and gender-sensitive programming. This requires sensitization of staff and engagement with target communities about the validity of developed approaches and activities.</p> <p>WFP should also introduce feedback mechanisms such as hotlines that affected people can call via</p>	Accepted	<p>The CO will explore opportunities to conduct training in rights-based approaches in cooperation with UN and NGO partners and the Regional Bureau.</p> <p>Some WFP staff already attended Gender Marker Training organized by the UN Gender Joint Team (GJT), which will now be replicated within the CO and sub-offices. This will strengthen WFP capacity regarding gender-sensitive programme design and implementation. Further support will be sought from the GJT</p>	<p>Programme</p> <p>Management, Programme</p>	<p>Q1 2015</p> <p>Q4 2014</p>	<p>Y</p> <p>Y</p>

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mobile phone; calls can be plotted in real time so that feedback is mapped, monitored, and addressed.		and the RB to ensure gender and equity concerns are fully addressed in designing the new PRRO. Options for beneficiary feedback mechanisms will be identified with the government, and the identified solution will be rolled out under the new PRRO.	Programme	Q1 2015 Q1 2015	
Recommendation 8: Improve internal strategic and operational capacities for resource mobilization, information exchange, documentation, and organizational learning. The CO should recruit dedicated communications and advocacy staff to fill the current identified gap in human resources, and develop a corresponding resource mobilization strategy for the general public and donors. Frequent, transparent engagement with donors is needed to improve the PRRO's resource base and ensure that WFP Mozambique is viewed as a CO with competent staff and solutions to comprehensively address the negative effects of recurrent natural disasters. WFP is encouraged to pursue this strategy in close	Accepted	Recruitment of a dedicated staff to work on communication, partnership, UNDAF and resource mobilization is in process. This staff will support Management in regularly updating the existing resource mobilization strategy and in donor outreach.	Management	Q3 2014	

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collaboration with the RB and United Nations partners.					
<p>Recommendation 9: Design an overall strategy and plan for PRRO capacity development activities These should include a clear vision for institutional strengthening within the INGC and SETSAN and is supported by a systematic assessment of capacity-building needs at all levels.</p> <p>The progress indicators should focus on the outcome level and be consistent with corporate indicators to measure institutional performance. The strategy should contain a commitment to monitor the indicators on a regular basis so that the results are available for programme management.</p>	Accepted	<p>The VAM and M&E Unit is preparing a capacity development assessment and design of a capacity development plan for emergency preparedness, assessments and food security analysis. This will include a review of capacity development activities undertaken previously and mapping of capacity gaps and needs of INGC and SETSAN. Results of this work will inform the design of capacity development activities under the new PRRO.</p> <p>The relevant corporate outcome indicator (EPCI: Emergency Preparedness and Response Capacity Index) has already been incorporated in the PRRO log frame and M&E plan.</p>	<p>VAM/ M&E Unit, Programme</p> <p>VAM/M&E</p>	<p>2014 – 2015</p> <p>June 2014 onwards</p>	<p>Y</p> <p>Y</p>

