

# OPERATION EVALUATION

MALI, OPÉRATION D'URGENCE (EMOP) 200525, ASSISTANCE POUR LES POPULATIONS AFFECTÉES PAR LA CRISE AU MALI: PERSONNES DÉPLACÉES, FAMILLES HÔTES, ET COMMUNAUTÉS FRAGILES (2013-2014)

## Management Response

Août 2014



**World Food Programme**

Management response cleared by:

Country Director: Sally Haydock/ 29 aout 2014

## Detailed responses to evaluation recommendations

Evaluation Recommendations	Management	Management - Action to be taken			
	Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p><b>Recommendation 1:</b></p> <p><b>Design a strategy that addresses, in a distinct but connected way, two issues: (i) the preparation and response to the evolving situation in the north and (ii) the resumption of vulnerability reduction interventions to promote transition and stabilization</b></p> <p>R1.1 North: focus on Strategic Objectives 1 and 2 of the Strategic Plan 2014-2017.</p> <p>R1.2 In the Sahel: focus on Strategic Objectives 3 and 4 of the Strategic Plan 2014-2017.</p> <p>R1.3: While the geographic distinction north/south is desirable for some objectives,</p>	Accepted	<ul style="list-style-type: none"> <li>Strategy is to ensure robust flexibility as security and government instability become increasingly a deciding factors for WFP to implement its operations. With armed groups having taken over much of the North of the country, there will be the need for some emergency assistance in coming years. To ensure an adaptive approach with cooperating partners where access to zones in instable areas is challenged by armed groups. WFP and its stakeholders will systematically adhere to the highest level of standards for safety, security of its staff, assets and resources. Part of the strategy is to re-examine the 3<sup>rd</sup> party monitoring process with a SWOT analysis and provide options for the services to be done by either WFP staff, NGOs or a 3<sup>rd</sup> party, or a combination of those three. The evolution of the context is to be analysed, shared, both internally and externally, and coordination within the UN system, with government and NGO partners will contribute to how decisions are taken and jointly initiated for programme choices for more or less relief or recovery. The strategy to reduce or measure reduction in vulnerability in the</li> </ul>	Programme	2015-2017	Y

<p>efforts should be made to identify a strategic convergence.</p>		<p>framework of transition and stabilisation will be based on quality of the links between the monitoring system and the action taken.</p> <ul style="list-style-type: none"> <li>• In addition to SOs 1 and 2, WFP will also implement school feeding and nutrition programmes in northern Mali under SO4.</li> <li>• Nutrition and school feeding activities under SO4 as well as Early Recovery activities under SO2 will be carried out under the PRRO. Resilience building in the Sahelian band under SO3 will be carried out under the CP, building on lessons learned from previous interventions.</li> <li>• The PRRO's targeting is developed using the Integrated Contextual Analysis tool with the support of WFP Headquarter and Regional Bureau.</li> </ul>			
<p><b>Recommendation 2:</b></p> <p><b>Continue to efforts to develop the Country Office's capacity in terms of (i) food security and nutrition analysis, (ii) analysis, management, and prevention of malnutrition, and (iii) monitoring and evaluation</b></p> <p>R2.1: Enhance the Country Office and Government's food</p>	<p><b>Accepted</b></p>	<p>Included in the PRRO</p> <ul style="list-style-type: none"> <li>• WFP Country Office is currently recruiting a new VAM and Nutrition international officer and has already reinforced its technical capacity with the recruitment of three nutrition UNV and a GIS officer.</li> <li>• WFP, in collaboration with FAO, UNICEF and WHO, is greatly involved in the REACH partnership initiative and collaborated successfully with government institutions and multilateral and bilateral aid agencies in conducting a SMART survey in South Regions</li> </ul>	<p>Programme</p>	<p>Mid 2015</p>	<p>Y</p>

<p>security and nutritional analysis capacity.</p> <p>R2.2: Improve the analysis, the treatment, and the prevention of malnutrition.</p> <p>R2.3: Continue efforts to strengthen the monitoring and evaluation (M&amp;E) system.</p>		<p>and Timbuktu in the North. WFP is leading a process of creation of a Working Group on the Blanket Feeding within Nutrition Thematic Group. Through its participation as lead of this working group, WFP will assist in identifying gaps and needs and enhance harmonized solutions and responses. WFP have already planned to provide technical support for improvement of the planning and implementation of Blanket feeding activities</p> <ul style="list-style-type: none"> <li>• WFP is aware of the contribution of SQUEAC or SLEAC surveys in the improvement of its interventions. See also Nutrition strategy (in particular priority 6). Annual SMART surveys planned</li> </ul> <p>The M&amp;E strategy was developed in April/May 2014 (<i>by the Country office with Regional bureau technical assistance</i>) to support and guide program activities during 2014-2017 period, demonstrate the performance of operations, improve accountability to beneficiaries and donors, ensure alignment of projects to the SRF 2014- 2017 and reinforce the capacity of staff, NGO partners and government counterparts.</p> <p>WFP-Mali will work with partners and third parties to monitor operations in inaccessible areas; capacities of Government and NGO partners will be augmented through training and equipment provision. A 2014 baseline assessment for the PRRO will collect information on food security, nutrition, education and livelihoods. Performance and effectiveness of beneficiary targeting will be monitored through continuous on-site monitoring and at least three annual post-distribution</p>			
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		<p>monitoring exercises.</p> <ul style="list-style-type: none"> <li>• A remote monitoring system through mobile phones to collect data on process, output and outcome indicators is being developed and the first exercise will take place in August 2014.</li> </ul> <p>A national food security assessment will be carried out in September 2014. WFP will continue to provide support to the SAP to build a strong Food Security and Monitoring System (FSMS), strengthen their capacities in food security analysis as this will be very useful to monitor food security situation in Mali. Technical support will also continue to be provided to CSA in order to finalise the adhesion of Mali to African Risk Capacity (ARC insurance for natural/climatic disasters such as drought).</p>			
<p><b>Recommendation 3:</b></p> <p><b>Use the lessons learned from the EMOP implementation in the response to possible new crisis or a protracted crisis in the north.</b></p> <p>R3.1 Continue efforts to improve the performance of the nutrition interventions.</p> <p>R3.2 Harmonise the approaches (targeting criteria, rations, procedure, etc.), while pooling solutions applicable to some specific contexts.</p> <p>R3.3 Develop appropriate</p>	<p><b>Accepted</b></p>	<ul style="list-style-type: none"> <li>• Included in PRRO. Mention is made to harmonisation of approaches (under the partnership section) and assistance to mobile populations.</li> <li>• WFP will continue its coordination through REACH and SUN initiatives (nutrition) and the AGIR process (resilience) as well as through the cluster system.</li> </ul> <p>WFP will promote improved oversight, planning and coordination of WFP activities through capacity augmentation; collaboration with local authorities and communities will ensure programme complementarity and handover. UNICEF and WFP will continue to coordinate prevention and treatment of acute malnutrition, including through nutrition awareness. WFP actively participates in the on-going AGIR process in Mali for which a Plan of Action was approved in 2014.</p>	<p>Programme</p>	<p>2015</p>	<p>Y</p>

<p>approaches for pastoralists and other nomadic populations.</p>		<p>WFP closely coordinates with FAO on resilience and jointly prepared an operational plan. WFP signed agreements with NGOs with proven track records for accountability and effectiveness and will explore geographic stand-by agreements for timely response to shocks.</p> <p>Displaced and mobile populations constitute one of the main target groups of the PRRO; WFP will seek to find the most appropriate modus operandi to ensure that these population groups receive the assistance they need.</p> <p>WFP will continue liaising with local authorities, police and MINUSMA on possible security threats, and will employ robust security measures when and where appropriate. WFP will also undertake political risk assessment to anticipate unfavourable government policies and take appropriate measures.</p> <p>The implementation of measures Minimum Preparation (MMP) started at all units of the country office. This action was continued in 2014 at all sub offices. MMP and ERA check lists will be updated on a monthly basis. Since mid-2013, each country office unit and sub offices nominated an EPRP focal points who conducted the online EPRP training. Implementation of measures Minimum Preparation (MMP) has been closely followed up and EPRP exercises conducted in each Sub-Office. Regarding the MMP, realizations represent 82.5%, current actions 11.30% and the remaining 6.2% have to be initiated. For ERA, 54.08% of the planned actions are completed, while 15.30% are in progress and 30.62% have to be initiated. Actions are underway to prepare CONOPS taking into account the risk 'internal conflict in</p>			
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		northern Mali' and Ebola. Finally arrangements are underway to conduct an EPRP simulation in September 2014 to test CO and SOs emergency response capacity and prepare an action plan to address identified weaknesses in terms of leadership, coordination and information management.			
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