

OPERATION EVALUATION

Central America Regional Protracted Relief and Recovery Operation (PRRO)
200490: Restoring Food Security and Livelihoods through Assistance for
Vulnerable Groups Affected by Recurrent Shocks in El Salvador, Guatemala,
Honduras and Nicaragua: An evaluation of WFP's Operation (2014-2016)

Management Response

March 2016



World Food Programme

Management response cleared by:

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Section 2: 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>Relevance and Coherence</p> <p>Recommendation 1</p> <p>Evaluation recommends to enhance needs assessments, targeting and activity design by:</p> <p>1a. Standardization of disaggregation levels among countries, as well as of the data collection period. Include more qualitative analysis;</p>	Accepted	<p>RB-VAM will lead a process to discuss and agree on disaggregation levels, data collection periods and contents of the EFSAs.</p> <p>EFSA formats have been largely standardized by RB/COs as well as summary fact sheets of analysis. EFSA exercises include focus group discussions and key informant interviews in order to provide qualitative analysis.</p>	CO (Implementation), RB Programme (coordination and oversight)	April 2016	N

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1b. Ensure fluid upwards communication flow in field-based government-led early warning systems ;	Partially Accepted - While WFP agrees that government early warning information should flow upwards, this is not within the control of WFP to ensure this occurs. Honduras CO is currently already having an adequate communication flow.	Capacity strengthening related to early warning has been ongoing through complementary activities outside of the PRRO. A recent review of these capacity building activities will inform a precise way forward in this area of work.	RB-Programme (coordination), (oversight) CO (subsequent implementation)	October 2016	N
1c. Continue with the contextualization of M&E methodologies and indicators;	Accepted	Noting that the operation is guided by the corporate Strategic Results Framework (SRF), HQ is currently requesting COs/RB feedback on the satisfaction of the SRF indicators (in the context of the design of a new Corporate Result Framework to align with the new Sustainable Development Goals). RBP has consistently highlighted specific SRF indicators that are not adequate for the region and continues to propose alternatives, in particular with the food	RB-Programme, CO (provision feedback) RB-Programme (HQ RMP – feedback and final approval)	March 2016 April 2016	N N

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		consumption score and capacity development indicators.			
1d. Strengthen gender approach: include more boys/men at project design stage; and avoid excessive training/work burden to be put on women;	Accepted	COs will increasingly conduct a) Gender and age analysis to inform project design with regards to relevant gender issues; b) Undertaking of key informant conversations /focus groups with women and men in the targeted communities to inform food assistance-for-asset activities.	RB Gender focal point (guidance provision) COs (not applicable for Nicaragua)	May 2016 Dec 2016	N N

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Recommendation 2 Think through response strategies at municipal level, linking activities up with development partners and designing them in a way that responds to specific local needs and livelihoods of beneficiaries.	Partially accepted. WFP endeavors to design response strategies taking into account livelihoods and other factors, however linking up with other actors is not exclusively under the control of WFP. It is also important to note that the generally short-term nature of the PRRO responses makes such linkages more complicated. However WFP recognizes the prolonged drought in the dry corridor provides opportunities in this regard.	RB/COs will formulate a local partnership framework document including both regional and country level opportunities.	RB (Support), CO PRRO focal points	June 2016	N
		The issue will be discussed in the next PRRO consultation	RB-DMT	August 2016 (onwards)	N
		COs will continue to explore partnership opportunities to link with development (in particular resilience) actions, particularly in the dry corridor.	CO Programme / Sub-Offices	June 2016 onwards	N
		In municipalities with more sustained assistance, WFP will endeavor to engage more concretely in local government organized meetings and planning sessions.	CO Programme / Sub-Offices	July 2016	N
		The planned study on shock responsive safety nets will include a strategy on how to link up WFP	RB Programme	Dec 2016	N

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		<p>emergency interventions with national social safety nets.</p> <p>Roll out of Country Strategic Plans (CSPs) will provide the opportunity for COs to more clearly articulate how different CO-level activities complement each other.</p>	COs	2017-2018	Y
<p>Recommendation 3</p> <p>Develop a regional PRRO strategy with indicators that have the potential to better demonstrate added value of the regional approach (to be added in new project document). The strategy would include the involvement (in terms of info sharing and capacity building) of oversight countries beyond the 4 current ones.</p>	<p>Partially Accepted</p> <p>With the corporate shift to CSPs with portfolio budgets, it is uncertain whether a regional PRRO will continue beyond 2017. Any indicator to assess the added value of a regional approach should be developed corporately to account for regional operations around the world.</p> <p>Sharing lessons learned with other COs is consistently done and will continue. For example, the RB led a Capacity Development study to document best practices and lessons learned. Similarly, the RB advocates for</p>	<p>1. In biannual PRRO consultations and discussions at regional CD meetings, the added value of a regional approach has been and will continue to be discussed.</p>	RB Programme	June 2016 onwards.	N

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	resilience tools (3 pronged approach) to be applied throughout the region.				
<p>Recommendation 4</p> <p>In remaining years and in a recommended new PRRO, it is necessary that RB/CO have:</p> <p>4a. Specific actions to mitigate risk factors in addition to assist when the crisis is produced.</p>	<p>Partially accepted</p> <p>Clearly longer term approaches are required to address both immediate and structural vulnerabilities. The PRRO, however, was designed to prepare for and respond to emergencies while laying the groundwork for a transition to longer-term resilience programming. Disaster risk reduction is planned for through Country Programmes and Development Programmes.</p> <p>As COs move towards adopting CSPs, this will provide a country level platform to further articulate the links between emergency</p>	<p>Outside of the PRRO framework, a resilience event will be held to reflect on possibilities of specific actions to mitigate risk (early relief; linkage relief and recovery; nutrition sensitive approach).</p> <p>CSPs will be rolled out in El Salvador and Guatemala first, with Honduras and Nicaragua likely to be added provided agreement from WFP Executive Board on the use of CSPs and the new financial framework.</p>	<p>RB</p> <p>COs, RB</p>	<p>December 2016</p> <p>El Salvador (February 2017 EB)</p>	<p>N</p> <p>Y</p>

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	preparedness and response and longer-term disaster risk reduction efforts.			Guatemala (June 2017 EB)	
4b. More flexible design in terms of activity types and transfer modalities and their combinations (e.g. CBT + nutrition; capacity development etc.)	Partially accepted. The flexibility to mix activities or modalities to better respond to beneficiaries' needs already exists, however at times this depends on donor restrictions. The PRRO does not have a nutrition component based on HQ guidance during its formulation.	COs will continue to use available information to inform decision on each project, including the transfer modality (taking into account available resources), assistance period and other factors including links to activities outside of the PRRO.	COs	June 2016	Y
		All transfer modalities are selected based on several functional assessments, and an analysis of cost-efficiency, cost-effectiveness and externalities. If well conducted, the more adequate transfer modality (or combination of modalities) is selected.	RB-Programme (Support), CO (feedback) RB / COs	August 2016	N

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		Should a follow-up PRRO be formulated, the inclusion of a nutrition component will again be discussed with all stakeholders. CSPs will provide an additional opportunity to incorporate nutrition responses with food security interventions.		2016 - 2017	Y
4c. Additional pertinent themes to be included (e.g. migration and violence; co-responsibility and sensibilization; socio-economic themes; under nutrition)	Accepted	<p>RB and COs will strengthen programme design of a successor PRRO (should it move forward) by:</p> <ul style="list-style-type: none"> • Conducting a second phase study on the linkage food security and migration • Including youth and elderly as potential specific vulnerable groups in future food security analysis • Ensure activities implemented will be nutrition-sensitive by 	<p>RB Programme / COs</p> <p>RB-Programme (guidance), CO (feedback)</p>	<p>Dec 2016</p> <p>Dec 2016</p>	<p>Y</p> <p>N</p>

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		producing nutrition-sensitive material for beneficiaries' awareness.		August 2016	N
		Involving CO nutritionists in the PRRO implementation and programme design.		August 2016 onwards	N
Effectiveness Recommendation 5 M&E framework reviewed in the following aspects: 5a. to develop measurement approach that is more sensible to PRRO-context than the current FCS	Accepted	Actions formulated under 1c equally apply here			
5b. to measure/demonstrate effectiveness in terms social capital (such as belonging to organized groups; empowerment	Accepted There has already been improvements (belonging to organized groups, influential capacities and representation) added to the	RB in new BR and/or new project document will propose project-specific output indicators related to	RB Programme CO M&E	October 2016	N

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in terms of management skills etc.)	output indicators in other current logframes. This can be taken into consideration through project specific outputs.	social capital elements and support COs to incorporate them into the operations.		March 2017	N
5c. Efficient collection of process data , mainly through random selection of sites and by delegating this monitoring to CPs	Accepted	<p>The RB will develop and roll out an online tool that will allow the COs to do a random selection of monitoring sites.</p> <p>Each CO to apply the tool and in order to be able to do so, to ensure a consolidated and updated data base of monitoring sites including information about total number of beneficiaries, activities, modalities, transfers/distributions (dates and values/quantities), and monitoring visits (dates and important findings).</p>	<p>RB Programme</p> <p>CO M&E</p>	<p>August 2016</p> <p>September 2016</p>	<p>Y (travel RB M&E)</p> <p>N</p>
5d-i Keep on investing in region-wide optimal M&E database ; ii-communicate outputs/outcomes	Partially accepted	The roll-out of COMET is planned for the second semester of 2016. This corporate platform will include a	RB, HQ RMP-COMET	December 2016	N (related expen

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clearly (as opposed to current long SPR tables).	On ii noting that SPRs are corporate tools and the reporting of indicators are informed by corporate procedures and report templates.	monitoring module that will facilitate the recording of monitoring data.			diture s was planned for already)
Coverage Recommendation 6 Need to and consider assisting particularly vulnerable groups (pregnant/lactating women, elderly, those particularly affected by specific disaster), starting with analysis of data on those groups in EFSA stage	Accepted	COs (not applicable for Nicaragua until authorization for household surveys is given) will use EFSA and other food security data to estimate the participation of vulnerable groups and inform programme design. Where applicable (e.g. when no other family members who could participate for them), COs will ensure specific vulnerable groups receive unconditional assistance (without working in exchange) and measures will be put in place to receive their entitlements without putting them at risk or harming them.	RB Programme to guide, CO to apply	July 2016	N

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Sustainability: Recommendation 7 Need to design emergency activities as a phase 1, in a longer chain of activities that ultimately culminate in development results ; (incl e.g. their linkage to existing development programmes).	Partially accepted. Limitations formulated under Rec 2 equally apply here. Furthermore, the PRRO clearly highlights how it links to development activities implemented through CPs and DEVs, however funding levels of those operations (as well as the PRRO) do not adequately facilitate this 'longer chain of activities'	Actions formulated under Rec 2 equally apply here.	RB Programme		
Recommendation 8 To define an action plan in order to link the outcomes of the regional PRRO with development and resilience projects.	Partially accepted. Limitations formulated under Rec 2 equally apply here and it is important to note that the PRRO document itself highlighted these links.	Actions formulated under Rec 2 equally apply here.	RB Programme		