

## OPERATION EVALUATION

The Gambia – Protracted Relief and Recovery Operation 200557  
(2013-2015):  
Targeted Nutrition and Livelihood Support for Vulnerable People  
Impacted by Floods and Drought

### **Management Response**

[May, 2016]



**World Food Programme**

Management response cleared by:

Country Director: Vitoria Ginja 10/05/2016

## Section 2: Detailed responses to evaluation recommendations

Evaluation Recommendations	Management Response <b>Accepted</b> , <b>partially accepted</b> or <b>not accepted</b> and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action – What will be done to implement the recommendation?	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p><b>Recommendation 1: Improve logistics and delivery processes to increase efficiency and effectiveness.</b> In future nutrition operations, the CO should assess the geographical distribution of beneficiaries in each region and consider increasing the number of community level distribution points in under-served catchment areas. In the absence of CHNs, management of these distribution points could be given to community based groups. Wide-reaching food distribution would not only reduce default rates but encourage early presentation of MAM cases. In future, WFP should reduce pipeline breaks and minimize late or delayed delivery of food rations in remote regions. Options include increasing the number of vehicles for transporting food and where storage conditions permit and prepositioning food stocks that last for 3 months. These efforts should be augmented by the regular monitoring of storage facilities and robust communication with local partners of any changes in operations.</p>	<p><b>Partially accepted.</b> The CO accepts increasing distribution points to improve access. The CO will explore working with village health workers to expand coverage. Training will be provided accordingly. M&amp;E visits will be strengthened with available resources. Store conditions and warehouse management capacity at community level does not permit long storage/prepositioning of super cereal plus which is highly perishable when not properly managed.</p>	<p>Increase distribution point as feasible. Hire more field monitors in order to increase monitoring during distributions. Build the capacities of community based groups supporting distributions.</p>	<p>Programme &amp; Logistics, M&amp;E</p>	<p>October 2016</p>	<p>No funds are available currently for any activity. \$ 500,000</p>
<p><b>Recommendation 2: Develop a holistic DRR capacity building strategy.</b> The CO should immediately start to develop a capacity building strategy that clearly states its goals for The Gambia and plots the steps for achieving them. An analysis of critical gaps in technical and management capacities of key institutions should be conducted by the CO so it can prioritize and design more targeted interventions. The RB should help to link the national analysis to the regional DRR</p>	<p><b>Accepted.</b> Depending on resources mobilized these recommendations will be gradually adopted for the CO's interventions where feasible. The CO will continue to engage other partners in advocating for the mainstreaming capacity strengthening in other</p>	<p>Develop a DRR and resilience building component with a focus on capacity strengthening for institutions and communities within the Country Programme</p>	<p>Programme</p>	<p>March - November 2016</p>	

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capacity and existing strategies. Each activity in the strategy should be developed with a clear adoption plan by the recipient and a realistic resource plan, and therefore should be developed in partnership with relevant government departments and NGOs and supported by donors (EU, IDB, AfDB, UNDP). It is strongly recommended that the DRR capacity building be linked to any future livelihoods/resilience projects the CO implements.	livelihood and resilience projects.				
<b>Recommendation 3: Promote the concept of Resilience to break the cycle of vulnerability.</b> Over the course of 2016 the CO should act as a catalyst to develop an understanding of Resilience as an applied concept in The Gambia. As a first step in this, the CO, with technical support from RB and HQ, should convene a workshop before the end of March 2016 for those working on resilience (for example, the EU-led Global Alliance for Resilience Initiative (AGIR), DFID, and the UN Trust Fund for Human Security)) and the government. The workshop's aim would be to assess the current level of application of AGIR's concept of resilience and where there are gaps. The output should be a WFP-led road map with short (1-2 year) and medium term (3-5 year) strategies for integrating resilience as an applied concept. The current decentralization of the contingency plans to the district level provides one immediate opportunity to integrate resilience by encouraging communities to create plans for reducing physical threats and improving their livelihoods.	<b>Partially Accepted.</b> Government is actually taking the lead in AGIR and WFP is fully participating in all discussions. Due to funding constraints, actions of recommendation 3 cannot be undertaken in March. However the outcome of the current government led process will be incorporated in the new country programme.	Resource mobilization through the UN Trust Fund for Human Security	Programme	November 2016	yes

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<p><b>Recommendation 4: Reduce the divisiveness of the cash transfer through creative distribution.</b> The CO should consider non-food transfers for any future food insecurity or livelihood intervention; however, CT must be accompanied by greater measures to reduce the divisiveness caused by its introduction. It is unlikely that further targeting sensitization will have the desired impact at the community level in time for the next lean season, so the CO should think creatively about its distribution. Two options are: 1) convert to vouchers and/or 2) deliver through less public channels, such as women’s groups. The advantages of the latter option are that, one, the cash can be ostensibly tied as payment to the groups’ regular development-orientated activities, thus reducing the perceived injustice to non-participants, and, secondly, the cash is directly given to women. A risk is that the emotive nature of the cash becomes tied up with women’s groups, but this can be avoided if the CO fully designed its CT as support to women’s groups. If the groups don’t have viable activities for payment the CO should partner with local NGOs to deliver livelihood and nutrition activities.</p>	<p><b>Partially accepted.</b> The mechanism/modality of distribution depends on the results of the market analysis. Where feasible vouchers will be introduced. The CO will endeavor to promote more women participation as immediate recipients on behalf of the household.</p>	<p>The CO will endeavor to promote more women participation as immediate recipients on behalf of the household.</p>	<p>Programme</p>	<p>June 2017</p>	<p>yes</p>
<p><b>Recommendation 5: Design a longer term livelihood programme linking farmers to reliable markets and nutrition.</b> In its planning stages for post-PRRO programme, the CO should design a longer-term livelihood intervention that encourages financial asset building by purposely linking rural farmers to existing reliable markets, such as the CO’s home-grown school feeding programme and the crop production intensification component of the WFP/FAO</p>	<p><b>Accepted.</b> This recommendation is valid. Next project will be designed with complementarity to long term livelihood programme particularly linking cash based transfer to home-grown school feeding programme.</p>	<p>The recommendation will be incorporated in the concept note and country programme (CP).</p>	<p>Programme</p>	<p>March – November 2016</p>	<p>yes</p>

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MDG 1c project. Under this intervention, human assets can also be built if the CO links its work with farmers on nutritional messaging or even with supplementary feeding for PLW. Livelihoods/market expertise, either installed at the CO level and/or on a temporary from the RB or HQ will be needed in the design stages. The programme should be based on a livelihoods assessment that goes beyond quantifying asset levels to interrogate <i>why</i> livelihoods in The Gambia do not provide farmers with the necessary financial, human and environmental assets to be resilient to drought, flooding, pests and other disasters. (If this assessment does not already exist, the CO should advocate that FAO join in partnership to conduct it). The technical expertise of MoA and FAO will be crucial for the implementation of the programme.					
<b>Recommendation 6: Take pro-active measures against gender bias and inequality.</b> In future operations, the CO with the support of RB and HQ, should spend time developing a gender strategy which, in the medium- to long-term engagements, engages and empowers women. This can include delivering CT through women's groups, tying the receipt of CT to gender sensitive conditions (e.g. women's training in agriculture, financial literacy or small business entrepreneurship) and using vouchers. Whichever mechanism is chosen should place emphasis on the decision making surrounding the cash benefit as it is highly likely that even when women collect the cash they would still surrender it to men. The gender strategy should apply a careful and cautious approach that accounts for religious and cultural norms.	<b>Accepted.</b> In the design of the next Country Programme the CO will engage RB & HQ in the development of a mechanism that will engage and empower women during cash based transfers.	Consult with partners and draft a concept note on a strategy to engage and empower women.	Programme and Country office gender team	March - July 2016	yes

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<p><b>Recommendation 7: Adopt strategies for maximizing nutritional benefits and sustaining recovery rates for beneficiaries.</b> WFP could consider measuring the extent to which supplements and cash are shared within and between households. Depending on the extent of leakage, a number of strategies can be adopted to limit intra-household sharing (elimination is unrealistic). The CO could provide “protective” family food rations or ready-to-use supplementary food (RUSF) rations which do not require cooking. Alternatively, the CO, through village support groups and food management committees, could intensify nutrition education and social and behavior change and communication activities to discourage sharing of food rations. To ensure sustained recovery from MAM, WFP should employ SBCC activities that sensitize beneficiaries on care-giving, nutrition practices and food preparation/preservation. In making its selection the CO should consider the cost effectiveness of these options in The Gambia. Coordination with UNICEF’s IYCF programme would be important. In addition, graduates of the BSF and TSF programmes (or former beneficiaries in the event of programme cessation) may be discharged into any CT or appropriate livelihood programmes to reduce relapse and maintain recovery from MAM.</p>	<p><b>Accepted.</b> In future nutrition interventions cash/voucher or RUSF will be provided (where appropriate) to prevent sharing of supplementary food. As a condition, recipient families will be required to attend SBCC activities especially nutrition education. Households of beneficiaries who graduated from the nutrition activities will be encouraged to participate in livelihood or resilience activities</p>	<p>Incorporating recommendation in the concept note and country programme (CP).</p>	<p>Programme</p>	<p>March - May 2016</p>	<p>yes</p>
<p><b>Recommendation 8. Facilitate the central Early Warning System.</b> The CO should immediately deepen its involvement in the planning process for the national EWS. Ideally, the EWS should be developed in time for the 2016 planting season, but although this is probably</p>	<p><b>Accepted.</b> WFP will engage the relevant government counterpart to reactivate the development of EWS and provide the technical input as</p>	<p>Meeting with relevant counterparts to re-establish the EWS</p>	<p>Programme - M&amp;E unit</p>	<p>April – June 2016</p>	

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<p>an unrealistic goal the CO should nevertheless advocate for the process to be expedited so that it is definitely operational before the 2017 planting season. Once the EWS development begins, WFP's technical input would be crucial. Given the Gambia CO's staff current skill set, it should look at the work of other COs that brought in dedicated EWS expertise to work closely and full-time with their equivalent of the NDMA. The EWS model used by WFP in Zambia would act as a good starting point for The Gambia: <a href="http://www.zepriis.dmmu-ovp.gov.zm">www.zepriis.dmmu-ovp.gov.zm</a>. Having a national multi-sectoral early warning system in place would allow for greater objectivity in declaring disasters and quicker responses. It would also enable the development of a coherent, temporal and geographic profile of hazards so that prevention measures can be taken. The establishment of an effective EWS would contribute to Objective 2 of the 2016 UNOCHA humanitarian plan for The Gambia.</p>	<p>necessary. RB and HQ will be engaged as much as necessary to ensure appropriate level of expertise is available to assist in the development of EWS.</p>	<p>working group and develop the ToRs</p>			
<p><b>Recommendation 9. Strategically strengthen M&amp;E coverage.</b> The design stages for the next major programme modality present an excellent opportunity to create a holistic M&amp;E system that covers and connects all stages of programme implementation across the CO's activities. The CO, with the support of the RB and HQ, should map out what data it 1) needs to track the implementation of its programmes and 2) demonstrate effectiveness. It should identify who is to capture this data, noting that in many instances it would be more realistic, efficient and sustainable if key partners were to do so (for instance, health centers in tracking the number and timing of antenatal care visits by PLW and measuring their weight or BMI, and also</p>	<p><b>Accepted.</b> M&amp;E system that will capture the required data will be developed and used. An M&amp;E strategy clearly outlining the implementation of M&amp;E activities will be created. Tasks for collecting data and reporting will be identified for both WFP M&amp;E and cooperating partners.</p>	<p>Development of tools with partners that will correspond with reporting requirements for COMET. Conduct training of partners prior to any intervention. Where feasible, the CO will engage third party NGOs</p>	<p>Programme - M&amp;E unit</p>	<p>May-July 2016</p>	<p>yes</p>



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for tracking the performance and utilization of the proposed EWS). The RB and HQ should play a strong role in building the CO's internal M&E capacity (especially in impact assessments, disaggregation of data and linking beneficiary data) and after the RB and CO should do similarly for the external actors identified as contributors to the M&E system.		or volunteers for M&E activities.			
<b>Recommendation 10. Enhance capacities and strengthen support mechanisms for field level health staff managing MAM treatment.</b> In future operations, and at formally designated intervals, WFP should assess the capacities of health workers in MAM screening and data management and provide refresher training to strengthen skills. WFP can also provide additional technical support by placing dedicated staff at field level to coach and provide on-the job training. The monitoring forms used by the health workers can also be re-designed to ensure they are less time consuming and easy to complete. In addition, WFP could reduce the burden on health workers by hiring local youths to assist them in the distribution food rations. Alternatively, “task-shifting” can be done by assigning some of the screening and monitoring responsibilities to VHWs and well-trained community based groups or community based organizations such as the Red Cross.	<b>Accepted.</b> As a preparedness package, WFP will provide training for health workers, Village Health Workers and Red Cross volunteers among others.	Prepare training modules together with NaNA, Ministry of Health. Organize training of trainers , supervise step down trainings	Programme	May-July 2016	