

# OPERATION EVALUATION

Liberia Protracted Relief and Recovery Operation 200550:  
FOOD ASSISTANCE FOR REFUGEES AND VULNERABLE HOST POPULATIONS  
(2013-2016)

## Management Response

June 2016



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**World Food Programme**

Management response cleared by:

Country Director: Sory OUANE

## Detailed responses to evaluation recommendations

Evaluation Recommendations	Management  <b>Accepted, partially accepted or not accepted</b>  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)
<b>Recommendation 1:</b> In consultation with UNHCR, LRRRC and donor(s), and with necessary support from the WFP Regional Bureau, WFP Liberia should immediately commission an in-depth livelihood options assessment of refugees in both camp and host communities to determine appropriate approaches and interventions as a first step in phasing out the PRRO	<b>Accepted</b>	<p>1a) Conduct an in-depth livelihood assessment in collaboration with LRRRC, UNHCR, donors and WFP Dakar Regional Bureau</p> <p>1b) Incorporate into the livelihood assessment a robust gender analysis that will identify vulnerable groups and result in concrete recommendations to address their specific needs, roles, vulnerabilities, risks</p> <p>1c) Capture relevant lessons, both positive and negative, from different categories of unassisted refugees who have been living in host communities and from refugees who experienced the transition and phase out process during 2008</p>	WFP Liberia VAM	October 2016	Y

<p><b>Recommendation 2:</b> In consultation with UNHCR, LRRRC, donor(s), other partners and with necessary support from the WFP Regional Bureau, WFP Liberia should use the livelihood options assessment as a basis to draft an operational plan to ensure a smooth phase out of the PRRO that reduces risks of negative coping strategies</p>	<p><b>Accepted</b></p>	<p>2a) Draft an operational plan for the refugee operation based on the results of the livelihood assessment discussed in action item 1a) above</p> <p>2b) Ensure the operational plan describes how:</p> <ul style="list-style-type: none"> <li>i. <i>Development activities and actors will support a transition and phase-out of the PRRO;</i></li> <li>ii. <i>Refugee participation and ownership of the process will be promoted, including promoting gender equality and women empowerment (GEWE) by encouraging active participation of women during decision-making and planning processes in line with WFP's Gender Policy<sup>1</sup>;</i></li> <li>iii. <i>Impacts on nutritionally-vulnerable groups and individuals will be mitigated.</i></li> </ul>	<p>WFP Liberia Programme Unit (Refugee Operation)</p>	<p>November 2016</p>	<p>The remaining PRRO funds could be utilized as far as possible. However, additional funds will be needed after the phase-out of the PRRO to support activities that are to take place after PRRO BR5</p>

<sup>1</sup> WFP Gender Action Plan "Walking the Talk": <https://home.wfp.org/stellent/groups/public/documents/eb/wfp279682.pdf>

		2c) Ensure the operational plan includes a logical framework to monitor key aspects of transition and withdrawal, including periodic follow up monitoring in camps and communities following withdrawal of assistance to track unintended impacts.			
<b>Recommendation 3:</b> The CO and their partners should support vulnerable groups during the phase out of the PRRO by advocating for and supporting the establishment of synergies' with other government and partners' programmes	<b>Accepted</b>	<p>3a) Advocate with UNHCR and LRRRC to prioritize and address protection needs of refugee girls and women living in host communities (in line with WFP's protection policy<sup>2</sup>);</p> <p>3b) Work with LRRRC to ensure vulnerable groups receive assistance from other government programmes as appropriate;</p> <p>3c) Continue encouraging refugee leadership and distribution committees to assume greater responsibility for ensuring that disabled and other vulnerable groups have equitable access to assistance;</p> <p>3d) Advocate for the inclusion of PLHIV and TB in refugee camps as part of the MoU that WFP will sign shortly with the Global Fund to provide nutritional support through ART/PMTCT sites at scale;</p>	WFP Liberia Programme Unit (Refugee Operation)	December 2016	BR6 will include budget lines specifically to support advocacy

<sup>2</sup> 2014 Update on Implementation of the Protection Policy: <https://home.wfp.org/stellent/groups/public/documents/eb/wfpdoc063203.pdf>

		<p>3e) Coordinate with WFP Cote d'Ivoire to search for synergies in supporting vulnerable groups and plan activities and share information to allow them to make informed decisions;</p> <p>3f) Develop clear guidance on the transition period for PLHIV, female- and child-headed households, the disabled and the elderly;</p> <p>3g) Advocate jointly with UNHCR for the inclusion of refugee population in the UNICEF nation-wide micronutrient powder supplementation (MNP) programme for children 6-23 months</p> <p>3h) Advocate jointly with UNHCR for UNICEF to adapt the Liberian package on IYCF and care practices for refugees to be used in support of behavior change activities through community health workers</p>			
<p><b>Recommendation 4:</b> The CO, with support from the RB, should ensure monitoring, information management, reporting and quality assurance systems are improved to meet WFP Minimum Monitoring Requirements</p>	<p><b>Partially accepted</b></p> <ul style="list-style-type: none"> <li>▪ Started our own internal WFP capacity training earlier, but need to add refugees and partners.</li> <li>▪ Hotline system (telephone lines) was established for receiving complaints and feedbacks from beneficiaries during the Ebola emergency operation system and it worked very well but the system phased when the Ebola emergency operation also</li> </ul>	<p>4a) Strengthen monitoring capacities among WFP staff, partners and refugee leadership and distribution committees to achieve necessary changes</p> <p>4b) Incorporate beneficiary complaints and feedback into information management and monitoring systems</p>	WFP Liberia M&E	December 2016	Y

	<p>phased out. This system could be replicated for the PRRO refugees operation</p> <ul style="list-style-type: none"> <li>▪ One of the action points under Recommendation 4 is about “improving database management by strengthening links between different systems and developing protocols to improve quality assurance”. This recommendation was developed from the background that the LESS is not linked to M&amp;E corporate systems like ATOM/COMET. Although, WFP Liberia fully concur with the idea of linking the corporate system, the Country Office has no mandate of linking such corporate systems. This recommendation seems to be more appropriate for WFP</li> <li>▪ The action point about “Adapting formats” of monitoring outputs is not necessary because all the formats for outputs and outcome are available</li> </ul>	<p>4c) Adapt timing of monitoring outputs so that they are used by WFP CO and RB management for real-time decision making</p> <p>4d) Strengthening post-distribution monitoring and reporting systems</p>			
<p><b>Recommendation 5:</b> The CO, with the support or advice from RB and UNHCR, should clarify and define WFPs role in protection in line with WFP’s 2014-2017 Strategic Plan and ensure this is adequately understood and put into practice by CO staff</p>	<p><b>Accepted</b></p>	<p>5a) Define the role of WFP Liberia in protection activities in Liberia in consultation with WFP Dakar Regional Bureau</p> <p>5b) Appoint a Protection Focal Person</p> <p>5c) Develop and implement a Protection Work Plan</p>	<p>WFP Programme Management</p>	<p>December 2016</p>	<p>Y</p>
<p><b>Recommendation 6:</b> In future programmes, if GAM rates are below minimum thresholds, the CO should prioritize prevention of undernutrition, notably stunting</p>	<p><b>Accepted</b></p>	<p>6a) Incorporate nutrition sensitization and education in GFD, FFA and other WFP Liberia interventions</p>	<p>WFP Programme Unit (Nutrition)</p>	<p>January 2017</p>	<p>Y</p>

prevention, to promote increased resilience					
<b>Recommendation 7:</b> The CO should improve accountability to affected populations	<b>Accepted</b>	<p>7a) Conduct an accountability self-assessment;</p> <p>7b) Develop and Accountability Action Plan;</p> <p>7c) Collaborate with UNHCR and LRRRC to encourage and support WFP leadership teams to hold themselves accountable to their respective constituencies;</p> <p>7d) Include accountability indicators in the phase-out project as per WFP policy<sup>3</sup></p>	WFP Liberia Programme Unit (Refugee Operation)	December 2016	Y
<b>Recommendation 8:</b> The CO, with support from the RB, should apply relevant learning from the PRRO experience and to help address gender sensitivity gaps within the country programme	<b>Accepted</b>	<p>8a) Conduct a gender assessment at national level inclusive of refugee populations</p> <p>8b) Identify adequate GEWE actions and solicit resourcing in future programming to effectively attain WFP's Gender Policy objectives, with special focus on increased empowerment of women-headed households</p>	WFP Programme Management	March 2017	Y

<sup>3</sup> WFP Strategic Results Framework (SRF 2014/17): <https://home.wfp.org/stellent/groups/public/documents/forms/wfp261465.pdf>