

OPERATION EVALUATION

[Haiti, PRRO, 200618, Enhancing and strengthening Haitian safety net system and its national emergency preparedness and response capacity]: An evaluation of WFP's Operation (2014-2017)

[August, 2016]

Management Response



Management response cleared by:

Country Director: Wendy BIGHAM/ 22 August 2016

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)
Recommendation 1: Strengthen strategic and operational capacity of CO and sub-office/ antennas: WFP HQ to appoint a country director as soon as possible; WFP CO, with continuation of support already provided by RB, to enhance internal working modalities; clarify processes and staff responsibilities within the CO (VAM, M&E and programme staff) in data compilation, analysis and decision-making; clarify the communication chain between CO and field staff; re-focus the role of sub-office and antenna staff on oversight/M&E.	Accepted	1- Appoint a CD as soon as possible.	WFP HQ and CO	Q3 2016.	N
		2- Enhance internal working modalities: clarify communication channels within CO and between CO and sub-office/antennas, organize regular coordination meetings and actively involve sub-offices in programme design and evaluations.	CO	Q4 2016.	N
		3- Clarify processes and staff responsibilities within the CO, namely the role of VAM in programming decisions, and respective roles of M&E staff in data collection, compilation, analysis and decision-making.	CO	Q4 2016.	N
		4- Re-focus the role of sub-office and antenna staff on oversight/M&E versus commodity distribution under Kore Lavi.	WFP HQ and CO	Q4 2016.	N

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Recommendation 2: Consolidate improvements in M&E for accountability, including accountability towards affected populations, and most importantly for programmatic purposes: build the capacity of WFP's and counterparts' M&E at central and decentralized levels; maintain continuous feedback loops between Programme and M&E units to inform operational decision-making; review M&E reporting formats to ensure their alignment with logframe indicators; recruit an M&E officer to reinforce current efforts.	Accepted	1. Develop a CO M&E Strategy covering, but not limited to, the below points.	CO with RB technical support	Q4 2016 to project end.	Y
		2. Build the capacity of WFP's M&E unit at central and decentralized levels through formal and on-the-job training and regular feedback and assign sufficient resources to fund staff and non-staff costs.	CO Mgmt and M&E with RB technical support	Q4 to project end	Y
		3. Review monitoring and reporting formats and revise as needed to ensure alignment with output and outcome indicators in the logframe and commensurate with the utility of the reports produced.	CO M&E	Q4 2016	N
		4. Establish regular management meetings to discuss results from monitoring and evaluation exercises, take decisions to adjust the program accordingly and monitor implementation of the decisions.	CO M&E	Q4 2016 to project end.	N

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<p>Recommendation 3: Conduct a national strategic review as a basis for developing a Country Strategic Plan (CSP) that enhances focus, coherence, effectiveness and synergy to better support national efforts to address food insecurity and malnutrition in Haiti: prioritize geographic targeting through trends analysis/Integrated Context Analysis; ensure coherence with relevant national policies and strategies and complementarity with other United Nations agencies; size the operation based on resourcing trends and WFP human resources capacity; establish long-term partnerships and synergies between WFP operations and projects implemented by other stakeholders.</p>	<p>Accepted</p> <p>However, due to the provisional nature of the government and the delayed elections, the CSP process has been put on hold. The likely timing of conducting the Strategic Review and developing the CSP will be Q1 to Q3 2017, which is beyond the end date of the current PRRO.</p>	<p>In developing the next operation apply:</p> <p>1- Prioritization of departments/communes through trends analysis/Integrated context analysis (ICA): cross-analysis of data from different surveys to obtain a composite targeting indicator based on trends in food insecurity, exposure to recurrent natural hazards, malnutrition over the last five years and structural gender inequalities</p>	CO Programme with RB and HQ technical backstopping	Q1-Q3 2017	Y
		<p>In developing the next operation apply:</p> <p>2- Coherence with relevant national policies and strategies and complementarity with other United Nations agencies: high-level bilateral consultations with line ministries (ministers' level and heads of relevant departments) and heads of agencies and relevant technical staff followed by an inter-ministerial and interagency consultation workshop</p>	CO Mgmt with RB and HQ technical backstopping	Q1-Q3 2017	Y

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		In developing the next operation apply: 3- Resourcing trends to right-size the operation which will inform funding for human resources. Identify gaps in technical profiles and develop a plan to fill the gaps.	CO Mgmt with Donor Relations and HR	Q1-Q3 2017	Y
		In developing the next operation apply: 4- Long-term partnerships and synergies between WFP projects and with projects implemented by governmental, national and international stakeholders, e.g. local purchasing by building partnerships with initiatives supporting Haitian agricultural.	CO Mgmt and Programme	Q1-Q3 2017	Y
Recommendation 4: Apply WFP's 3PA to resilience: this entails multi-year programming, long-term partnership building, community anchorage and engagement, and asset quality and scale. Recruit a resilience expert in the CO to help define	Partially accepted The application of the 3PA approach in Haiti and for the WFP CO is fully endorsed as it will allow WFP to focus its resilience interventions on the most in need areas and on the most	1. Recruit a resilience expert 2-Adopt an analytical and consultative process at national, department and community levels together with inter-sectoral partners to develop and design programme	CO Mgmt CO Programme with RB and	No later than the design phase of the follow-on "project"	Y Y

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and set up this component and to start on a small scale, taking advantage of the ongoing consultations to develop the next United Nations Development Assistance Framework (UNDAF) for translating the global-level FAO/IFAD/WFP agreement on the 3PA conceptual framework into a joint multi-year funded pilot project, taking stock of experiences in other WFP COs and lessons learned from the PRRO and EMOP 200949, notably: taking into account land tenure, environment and gender issues and ensuring monitoring of outcomes.	vulnerable population but will most of all lead to a more participative approach. The recommendation is partially accepted as applying the 3PA approach depends on the results of recommendation 3. At this stage, it is not clear that the CSP exercise will determine that resilience is a priority for WFP Haiti. The implementation of this recommendation is therefore adamant to the results of the CSR and CSP.	strategies that strengthen existing national plans and coordination structures.	HQ technical support		
		4- Ensure that: (i) assets created to benefit the most vulnerable (land tenure issues); (ii) building on WFP's comparative advantage, complemented by those of partners'; (iii) base the choice of transfer modality on lessons learned from Kore Lavi SO2 component and EMOP CFA experiences and if cash is chosen, develop livelihoods diversification opportunities	CO Programme	Q2-Q3 2017	N
Recommendation 5: Support MAST in the finalization and official endorsement of a shock-responsive national social protection policy: continue support to targeting/ vulnerability database; pilot safety net interventions integrating a gender perspective; sensitize the government on the necessity to	Partially accepted As for recommendation 4, the investment in social protection work will depend on the priorities identified by the CSP. Nonetheless, in a more immediate future, WFP Haiti is already committed to supporting the	1- Continue support to targeting with possible support to pilot safety net interventions intended to inform the forthcoming national policy/strategy.	CO Programme with RB technical support	Q4 2016 – Q4 2017.	Y

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widely promote and diffuse the new national social protection policy.	development of a shock-responsive social protection policy under the Kore Lavi project.	2- Support the government in the development of a shock-responsive social protection policy.			
Recommendation 6: Develop a WFP nutrition strategy for Haiti, clearly identifying institutional anchorage and multi-sector responsibilities and coordination mechanisms. Support interventions reflecting coherence between WFP's and MSSP's nutrition programming guidance, geographical convergence with other United Nations agencies' support, presence of a qualified MSPP nutrition team at the department level and of NGOs with BCC experience and expertise, and capacity building of MSSP. The approach should combine nutrition-specific and nutrition-sensitive interventions in the same priority departments/communes, taking advantage of the UNDAF process	<p>Partially accepted</p> <p>As for recommendations 4 and 5, the development of a strategy on nutrition and its institutional anchorage will depend on the priorities identified by the CSP.</p> <p>In addition, it will also depend on the objectives set by the UNSDF, which, for the moment, does not clearly identify nutrition as a priority.</p> <p>Point 1, the first two sub-points are decisions that WFP can make. The last two, on the other hand, do not seem to be under WFP's control and are more conditions that need to be met. WFP Haiti commits to the first two and will support nutrition-specific interventions if the last two are in place.</p>	1- Support nutrition-specific interventions, provided the following conditions are met: (i) coherence between WFP's nutrition programming guidance with those of the MSSP; (ii) geographical convergence of WFP's support to MAM treatment with support to the management of SAM to ensure the continuum of care; (iii) presence of qualified and dedicated MSPP nutrition team at the department level and a network of ASCP on MSPP payroll; (iv) presence of NGOs with experience and expertise in BCC and capacity building of MSSP.	CO Programme with RB technical support	Q3 2016 to Q3 of 2017.	Y
		2- Combine nutrition-specific and nutrition-sensitive interventions in the same priority departments/communes, taking advantage of the UNDAF process and the presence of REACH facilitators to build partnerships	CO Programme with RB technical support	Q3 2016 to Q1 2017.	Y

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and the presence of REACH facilitators to build partnerships and design a pilot community-based One-UN nutrition project.		3- Design a pilot community-based One-UN nutrition project, bringing United Nations agencies expertise together to develop a multi-sectoral approach to address the root causes of malnutrition within a common geographic focus.	CO with RB technical support	Q4 2016 to Q4 2017.	Y
Recommendation 7: Incorporate a gender-sensitive capacity development plan in each component/thematic area retained in the future operation, building on lessons learned. For each component: assess government and local partners' capacity-building needs at central and decentralized levels that are not addressed by other humanitarian and development partners, including an analysis of gender gaps; jointly with government counterparts, develop a strategic framework for capacity development that is sustainable (national budget provisions to absorb positions supported by WFP or its partners) and focuses	Accepted. WFP Haiti will conduct the assessment focusing on food security and nutrition needs to clearly identify where its comparative advantage is.	1- Conduct an assessment of government and local partners' capacity building needs at central and decentralized levels , identifying gaps by gender.	CO with RB technical support	Q1 and Q2 2017	Y
		2-Develop a gender-sensitive capacity development plan jointly with relevant government counterparts that promotes gender equity and women's empowerment.	CO with RB technical support	Q1 and Q2 2017	Y

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on outcomes where WFP has a comparative advantage					