



## 2.11 Recommendations of the Present Evaluation

### **Recommendation 1: Defining Target Populations**

1. A more refined typology of target groups needs to be identified, focusing on factors relevant to project design and decision making. At a minimum this includes sources of livelihood and a more refined definition of status giving indication of social capital, social networks and social position as they relate to beneficiaries' ability to access such services as market credit and community support mechanisms in times of crisis<sup>36</sup>. The typology suggested in Table 4 is intended to provide a starting point and stimulate further discussion and refinement by the CO programme staff.

### **Recommendations 2: Protecting Livelihoods**

2. A livelihood crisis statement should be developed for the next PRRO. Although protecting livelihoods in times of crisis may be an inferred objective within the stated PRRO objective of “support(ing) the capacity of vulnerable populations to create productive assets and resources that enable them to improve their livelihoods”, a more explicit statement that incorporates protecting livelihoods in times of deteriorating livelihood crises would ensure that the issue is highlighted in the next PRRO. This is critical for Somalia, where the transition from recovery to relief is just as likely as a transition from relief to recovery. In practical terms, this requires rethinking and retooling rehabilitation-like activities with the aim of protecting livelihood assets, reducing the longer-term impact of crisis-driven divestment and losses, and pre-emptively enhancing the ability of vulnerable households to recover their productive assets post-crises<sup>37</sup>.

### **Recommendation 3: Redistribution**

3. The clear benefits of redistribution in terms of bolstering social safety nets, social capital and reducing future vulnerability outweigh the negative aspects of ‘inclusion error’ and should be highlighted in PRRO relief activity design and evaluation.

### **Recommendations 4 and 5: Social Support**

4. WFP should ensure the development and maintenance of staff technical capacity to interpret and use nutritional data.

5. Improved beneficiary profile information should be generated, in collaboration with UNICEF, in order to better understand the causes of malnutrition. (Table 4 is a suggested starting point.)

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<sup>36</sup> It is recognized that this differentiation may not be possible in the initial stages of a relief operation. However, it will form a critical decision making tool in deciding which sub-populations are positioned for transitioning out of free food distribution and in designing appropriate recovery activities.

<sup>37</sup> The identification of appropriate entry points and activities in this regard, such as well timed de-stocking projects at the point of panic selling among pastoralists, requires significant reflection and forethought on the part of WFP and partner organizations. The Coping Strategies Index (CSI), a food security monitoring and food aid evaluation tool developed by WFP/CARE Kenya and in the process of being implemented by FSAU, is likely to provide a useful means of gauging the impact of interventions aimed at protecting livelihoods (e.g. provides measures at the immediate outcome level).



**Recommendations 6 and 7: Rehabilitation Activities**

6. The project approval process for rehabilitation activities needs to be modified to assess projects in terms of specific contribution to PRRO objectives, in addition to local problem analysis. This will serve to refocus activity design on PRRO objectives, rather than activities, and eliminate projects that do not contribute to these objectives. The logical framework approach previously developed for the CO provides the ideal means of making these linkages.

7. The CCR pilot responds creatively to systemic needs of the most vulnerable. A review of the project design can ensure that the initial capital outlay and sustainability of the project are consistent, either by reducing the initial capital input or improving the sustainability mechanism.

**Recommendation 8: School Feeding**

8. WFP's commitment to individual schools should be for a minimum of three years, unless a suitable agency is found to take on the management and support of school feeding.

**Recommendation 9: Transition to Relief and Recovery**

9. Transition should be based on a formal decision-making process based on the logical framework and assess minimum institutional demands by answering a set of agreed key questions. These should include: Will recovery activities have sufficient absorption capacity to meet the food needs of the food-insecure, and are there opportunities for recovery activities among the most food-insecure? Does WFP have the logistical and technical capacity to assess, support and monitor recovery activities to an adequate standard? Is it possible to provide relief and recovery activities to communities in similar geographical areas without creating tensions? Do potential partners (UN, NGO or community) have adequate implementing and technical capacities?

**Recommendations 10 to 12: Coordination and Partnerships with Stakeholders**

10. CO management should take advantage of opportunities to participate in the FSAU steering committee and core technical partner meeting (review of findings before publication). The CARE working relationship provides a relevant example of a constructive engagement with FSAU aimed at meeting programme information needs.

11. Strategic engagement (discussion/promotion of programme) should take place with line ministries, other agencies and/or local authorities to increase their understanding of WFP's mandate and strategies, with a view toward strengthening food security of identified communities.

12. The Puntland Garrowe office requires senior staff with decision-making authority to strengthen existing and emerging coordination opportunities.

**Recommendations 13 and 14: Monitoring and Evaluation**

13. Management should mandate and allocate staff time for collection of project outcome data (note: this requires re-visiting projects sites after output delivery) on a sample of projects by type (see Collins, 2001 for a description).



14. Staff capacities need to be developed. Technical staff need to be allocated at Nairobi level to advise on data collection/analysis and to perform impact evaluations (the VAM officer could be the ideal person, if given adequate time – 50 percent of staff time)<sup>38</sup>. Incoming programme and management staff need to be trained on the use of the logical framework for project design and M&E.

**Recommendation 15: Gender**

15. The delivery and field use of tools for gender analysis and planning should be formalized and systematized. Field data, modalities and outcomes need to be captured in M&E. Furthermore, recovery activities that have an impact on women's needs need to be identified and prioritized.

**Recommendations 16 to 18: Protection**

16. The collection of protection information such as challenges to safety and security of beneficiaries, impediments to access or security of WFP staff in monitoring and evaluation, should be formalized and systematized.

17. Protection issues such as impact of food aid on safety of beneficiaries should be included in post-distribution monitoring (PDM).

18. Agreements with local partners should include specific reference to secure and safe delivery to the most vulnerable and helping ensure that their safety. Security and dignity are not placed at risk as a result of food aid.

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<sup>38</sup> The previous approach (again being used in database design) of using consultants and relying on short-term JPOs and 'focal points' whose time dedicated to other tasks prevents adequate engagement with the M&E system is likely to result in a repeat failure to effectively gather and analyze M&E information in the next PRRO.