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## **EVALUATION REPORTS**

**Agenda item 6**

*For consideration*

# **E**

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## **MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT COLOMBIA PROTRACTED RELIEF AND RECOVERY OPERATION 105880**

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## NOTE TO THE EXECUTIVE BOARD

### **This document is submitted to the Executive Board for consideration**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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## BACKGROUND

1. This document presents the Secretariat's response to the recommendations from the evaluation of WFP's protracted relief and recovery operation (PRRO) 105880 in Colombia.
2. The country office will continue to work closely with donors and the Government to address the operational challenges and increase the impact of its programmes.
3. Actions to be taken to implement the recommendations are presented in the matrix.



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Recommendations	Action by	Management response and action taken	Implementation deadline
<b>Programming</b>			
<p>The following recommendations might apply more to the next stage of the PRRO, but some of them might be applicable now. Programming officers should look more closely at the following recommendations.</p> <p>1. Find a way to expand activities for pregnant and lactating women and at-risk children in rural areas, given the difficulty of ensuring that the activities are linked to effective health care services.</p>	Country office	<p>Currently, 18 percent of mother-and-child health (MCH) beneficiaries are in rural areas and 82 percent are in urban areas, corresponding to the distribution of internally displaced persons (IDPs) in rural and urban areas. When assisting rural communities affected by violence, WFP links its activities to health centres and hospitals whenever possible.</p> <p>Context permitting, the country office will consider expanding MCH activities in rural areas where the number of persons affected by violence is increasing. WFP will continue to work with the World Health Organization (WHO), the United Nations Children’s Fund (UNICEF), the Ministry of Social Protection and a network of decentralized health service providers to reach MCH beneficiaries with an integrated package of health and nutrition activities.</p>	Ongoing
<p>2. Explore the possibility of increasing the impact on women of the activities for pregnant and lactating women. This may be achieved in two ways: i) replacing the individual ration with a family ration; and ii) looking for ways to more explicitly coordinate activities for pregnant and lactating women with other forms of assistance used in any activity carried out at the household level.</p>	Country office	<p>i) The country office considered providing a family ration to MCH beneficiaries, but could not because of budgetary constraints.</p> <p>ii) The country office is improving coordination with the PRRO counterpart and municipalities to increase complementary activities such as vaccinations, growth and health checks, and micronutrient supplements. WFP has a system in place that tracks nutrition data and remedial actions taken, and advocates for improved health services.</p> <p>Under a new PRRO, the country office will seek to increase complementary assistance to pregnant and lactating women by drawing on the Government’s commitment to provide complementary health and nutrition services, and through programmes to improve basic sanitation and living conditions for IDPs. WFP will continue to work with the Government to integrate PRRO beneficiaries into social safety net programmes as part of a hand-over strategy.</p>	<p>Ongoing</p> <p>January 2012</p>

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3. Devote a larger share of the FFW activities to basic sanitation projects, even though all the outputs of FFW activities are useful.	Country office	<p>Food-for-work activities are planned and implemented with community participation, and needs are prioritized in line with the objectives of the Government and partners. WFP will continue to prioritize support for sanitation infrastructure, equipment and training in FFW and food-for-training (FFT) projects.</p> <p>There are fewer FFW activities dedicated to building basic sanitation infrastructure than originally planned because of limited resources available for them.</p>	December 2011; ongoing in the current PRRO
4. Consider the possibility of focusing more of the FFW activities on programmes, while recognizing in any case that all training can be useful.	Country office	The country office will strengthen training on income-generating activities related to FFW. Currently most FFT activities focus on income generation, including women's literacy, as a strategy to integrate beneficiaries into urban environments and support their livelihoods. The country office will partner with national programmes that support livelihood and income generation activities, particularly since this is a priority of the new Government.	Ongoing
<b>Indirect effects</b>			
<p>Given the significant added value that indirect effects provide in the Colombian context, it is important to seek ways to reinforce them through the work of the PRRO. The following recommendations are directed primarily at how to identify and prioritize the indirect effects according to the context.</p> <p>5. Create more opportunities for cooperating partners to meet each other, not only to draw lessons learned concerning progress on the projects, but also to strengthen links among institutions to ensure the sustainability of the joint effort.</p>	Country office	The country office will continue to enhance partners' capacity through exchange and training; joint events at the beginning and end of projects will help partners to improve their implementation, mobilize resources, link projects to government programmes and provide other benefits of social networking.	November 2010
6. Undertake a study to identify and highlight the combined effects of the various kinds of assistance, particularly school feeding and food for assets.	Country office	The country office will undertake a study on the effects of food for assets; and will evaluate the effects of the school feeding programme on the basis of secondary data gathered from the Ministry of Education.	March 2011





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<p>7. Sponsor three market studies on the possible alternatives to distribution of food in kind in order to better programme the alternatives in line with the context.</p> <ul style="list-style-type: none"> <li>i) a study on the viability of increasing the percentage of the budget devoted to local purchases;</li> <li>ii) a study on whether and in what way indirect effects are enhanced by purchasing local products supplied by small producers;</li> <li>iii) a study to identify the indirect effects of the use of staple products compared to vouchers.</li> </ul>	Country office	The feasibility of undertaking these studies will be explored given budget constraints.	May 2011
<b>WFP country office structure</b>			
<p>The following recommendations on structure are intended to draw attention to acknowledged structural requirements to address the challenges of managing a PRRO in an evolving context.</p> <p>8. Consider establishing a stable presence in the eastern part of the country by opening a satellite office to take advantage of the synergy created by the presence of WFP staff and at the same time enhance the indirect effects of protection, greater visibility and strengthening of the social fabric. Perhaps a presence could be established by moving one of the satellite offices currently located in an area where the conflict has ended.</p>	Country office	<p>WFP has three offices covering eastern Colombia, where violence greatly affects communities: the sub-office in Bogotá covers Meta and Guaviare; the satellite office in Neiva covers the Caquetá; and the satellite office in Cucuta covers Arauca. In these areas, partners and international NGOs provide valuable inputs to support logistics, targeting and implementation of PRRO activities.</p> <p>Low population density and limited access owing to security risks and lack of infrastructure have significant implications for the costs of operating in the area. The country office will review its structure on the basis of the needs assessment for the new PRRO.</p>	May 2011
9. Expand the teams of the sub-offices and satellite offices.	Country office	An additional field monitor has been added to the Cali and Nariño offices in response to growing needs. Further staffing increases are limited by the funding situation, and are not sustainable. Staffing levels will be reviewed for the new PRRO.	January 2012

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10. Foster staff exchanges among sub-offices and satellite offices through project visits in order to appreciate the variety of perspectives provided by the different contexts.	Country office	The country office will continue to foster exchanges between sub-offices through activities such as emergency food security assessments, training of new staff and participation in workshops.	Completed
<b>The country office database and logical framework</b>			
<p>Because the database captures an extraordinary quantity of information it is necessarily mostly descriptive. It would be important to take more advantage of deductive analysis to look more closely at the impact of various activities on programming. Before the end of the PRRO cycle, the follow-up team should undertake the following activities.</p> <p>11. Establish how to measure the impact indicators already in the logical framework and outline, through a process of deduction, the impact of the various activities and the differences between PRRO beneficiaries and non-beneficiaries. It is important that the background studies sponsored by WFP include questions on whether the interviewee was a beneficiary and of what activity.</p>	Country office	The country office has completed baseline and follow-up studies to measure the outcome indicators of the current PRRO and will do so for the new PPRO.	May 2011
12. Develop new indicators that make it possible to highlight the PRRO's indirect effects in relation to the context, specifically: visibility, protection, strengthening of the social fabric, the multiplier effect and the establishing of partnerships. It would be worth creating a database that allowed for capturing variations in the number of levels, number of partners, etc., and the degree of leverage achieved. Analysis of other indicators could be added, such as the number of beneficiaries, the different indirect effects, or health practices adopted.	Country office	<p>The country office will continue to improve its monitoring and evaluation (M&amp;E) systems to capture qualitative data on project implementation using new formats that are being developed.</p> <p>Under the new PRRO information will be gathered about linkages between community-based organizations and other partners; resources mobilized through partners; and enhancement of social networks.</p>	<p>May 2011</p> <p>January 2012</p>





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<b>Recommendations</b>	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
13. Once the hand-over is completed, sponsor a follow-up study on beneficiaries, broken down by activity type, to see more clearly the sustainability of the changes experienced by beneficiaries during project implementation.	Country office	While a follow-up study is not feasible because of budget limitations, the country office will:  i) use information on beneficiaries' nutrition status from partners' nutrition monitoring systems to inform decisions regarding reorientation and transfer to government programmes; ii) conduct FFW and FFT case studies to capture information on beneficiaries and sustainability; and iii) analyse information from WFP studies, government programmes and evaluations as inputs for the new PRRO.	December 2011
<b>Fundraising</b>			
14. To promote greater timeliness and predictability of contributions, the country director should formulate a fundraising strategy with the support of the External Relations Department and donors, to diversify the donor base in support of strategic initiatives that the country office considers priorities for the future.	Country office/ Regional Bureau/ Headquarters	The country office, with support from Headquarters and the regional bureau, will continue its efforts to diversify the donor base.  The country office will support donor visits to project sites and promote meetings to share project designs, evaluations, study results and other information.	December 2011