

Recommendation number	Recommendation type	Evaluation Recommendations	Details on the Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Comments on the recommendations	Management - Action to be taken				
						Action	Responsible CO unit	Timeframe	Further funding required (Y or N)	
1	Strategic recommendations	Complement FFA resilience building activities with seasonal conditional or unconditional transfers focused on assisting the most vulnerable households during the lean season (WFP CO, in 2017 for the formulation of the CSP).	For the formulation of the new CSP, WFP CO should consider the association of complementary seasonal transfers, focused on the lean season, with long term FFA resilience building activities that should be mainly implemented during the dry season.	Accepted	Need actions	Integrate the both seasonal conditional and/or unconditional transfers in Resilience Building Activities during I-CSP/CSP formulation.	Programme Resilience/ Management	Q1 - 2017	Yes	
			Food for Training activities could also be considered if they meet the same requirements. Both activities should be integrated into a single targeting and programming approach, based on the three-pronged approach, including the ICA that has not been undertaken in Madagascar and could provide a common geographical targeting tool for the next CSP.	Accepted	No need actions as it's a modality to be developed when conducting activities considering the vulnerability profile at community level					
2	Strategic recommendations	Elaborate a resilience strategy (WFP CO, with the support of RB and the participation of institutional partners, from March 2017, after the peak of the emergency response).	Creation of a resilience unit in the CO, as a prior measure to increase the CO capacity to implement the other proposed measures. The main tasks of this unit would be to coordinate the programming of resilience activities, to guide the capacity building process and capitalize experiences.	Accepted	Need actions	Implement Resilience Unit in the CO to coordinate all resilience related activities with adequate HR structure based on the current ICSP needs.	HR/ Management	Q2 - 2017	Yes	
			Reduce the target of the component at the beginning in order to allow for a process focused on quality, and plan a scaling up in a second time. The initial target beneficiaries of 225,000 persons per year was too ambitious considering it is a new approach that requires a strong investment on quality.	Accepted	No need specific actions as already considered during BR2 - BR3 elaboration					
			Definition of intermediate objectives and activities that contribute to each objective. Based on the activities that have already been developed, intermediate objectives could be: (i) Access to water and water management, (ii) Livelihoods diversification, (iii) Food diversification, (iv) Income generation, (v) Agriculture adaptation to climate variability, intensification and diversification, (vi) Access to market.	Partially Accepted	Intermediate objectives can not fit to our activity matrix but Specific Objectives on these topics could be formulated in the results framework when elaborating the CSP.	Include (i) Access to water and water management, (ii) Livelihoods diversification, (iii) Food diversification, (iv) Income generation, (v) Agriculture adaptation to climate variability, intensification and diversification, (vi) Access to market when formulating project specific outcomes during CSP proposal.	Programme Resilience/ Management	Q2 - 2018	No	
			Implement the already designed action plan for capacity development of the CO and cooperating partners. Complement it with a plan of capitalization of experiences.	Accepted	CO capacity development plan already developed	Update and implement the CO capacity development plan according to the current BRs and include the capitalization of experiences workshop for WFP and Cooperating Partners staff.	Programme Resilience/ Management	Q2 - 2017	Yes	
			A direct partnership with technical services at national and local level that strengthens their role in activities identification, design, and monitoring; capacity development plan of these services should be included.	Accepted		Include in the I-CSP activities the contract with service provider which can provide Programming approach and partnership strategy aiming at promoting multi-year programming in communities.	Programme Resilience/ Management	Q3 - 2017	Yes	
			A consultation with specialized agencies on the technical approach for water management infrastructures adapted to the context of the south, the different uses of water and water quality standards.	Accepted						
			Increase resources for FFT activities, in order to implement high quality trainings so that beneficiaries can have the opportunity to access employment, and look for potential synergies with micro-finance institutions that can accompany beneficiaries with the provision of capital.	Accepted	No need actions as this activity type was developed once with UNDP but explore the way for having more FFT in the next ICSP.					
3	Strategic recommendations	Better tailor the programming of nutrition activities to merge with stunting prevention approach and to include a strong communication component (WFP CO in collaboration with UNICEF, UNFPA, NGOs, in 2017 for the formulation of the CSP).	Support to CSB on perinatal care in partnership with health actors, UNICEF and UNFPA, including quality and regularity of the consultation and sensitization on Infant and Young Child Feeding.	Accepted		Deveop with stakeholders on Nutrition (UNFPA- UNICEF...) a protocole to support the CSB (Centre de Sante de Base) on perinatal care including quality and regularity of the consultation and sensitization on Infant and Young Child Feeding	Programme Nutrition / Management	Q3 - 2017	Yes	
			Advocate together with UNICEF and NGOs on the crucial issue of access to drinking water in drought prone area since this is a major preoccupation for the population deteriorating livelihood and one of the potential key factor of malnutrition.	Accepted		In the Nutrition action Plan with the National Counterpart, include activity related to advocate together with UNICEF and NGOs on the crucial issue of access to drinking water in drought prone area.	Programme Nutrition	Q1-Q2 - 2017	Yes	
			Development of nutrition sensitive activities for all the population with kitchen gardening when feasible and cooking demonstration for women including demonstration for weaning food as well as for family food. Radio spot will enhance the sensitization and this could be also supported by nutrition messages at school. Even if developed at small-scale level this will support nutrition awareness that needs to be mainstreamed. These activities will have to take into consideration lessons learnt of MIARO project and could be developed through a FFT approach that would create a synergy with the resilience component. Agricultural nutrition sensitive activities will have to be developed with FAO.	Accepted		Develop nutrition sensitive activities for all WFP household based project when applicable.	Programme	Conitinius year 2017	Yes	
			Strengthen particularly sensitization during BSFP in order to maximize use of products by beneficiaries: explanations should not be limited to the preparation of food but extended to the justification of the targeting and the importance of appropriate food for this particular group of the population.	Accepted		Sensitization sessions using IEC/BCC should be considered under the Nutrition component activities	Programme Nutrition / PI	Q3 - 2017	Yes	
4	Operational recommendations	Improve monitoring of the nutrition component (WFP CO in collaboration with ORN), at short term).	Although ORN should keep the ownership of the monitoring, WFP should request ORN to share PNNC reports compiled by their partner with its field offices, in order to better analyze, follow up and understand performance at field level. Better involvement and tailored monitoring from the different stakeholders including WFP FAMS would reinforce quality and regularity of the records in the PNNC register. Improved, shared and timely monitoring would also play a crucial role in supporting the appropriate estimation of beneficiary figures and food needed.	Accepted		Develop at regional level MAM treatment FLA which can define the WFP/ORN responsibilities on monitoring, data flows, reporting to allow the WFP suboffice ownership.	Programme Nutrition/ Head of Sub Office	Q2 - 2017	No	
			WFP should closely monitor the recent change that has been introduced into the protocol in order to allow at any time admissions of children cured from MAS treatment but needing to recover from MAM.	Accepted		Put in place Nutrition Coordination mechanisms to ensure that the recent change has been introduced into the Nutrition protocol in order to allow at any time admissions of children cured from MAS treatment but needing to recover from MAM.	Programme Nutrition	Q2 - 2017	No	
			Shortage of food in the PNNC prevent the completion of treatment. WFP should improve supply planning and its coherence with the beneficiaries' number of each sites in order to provide sufficient food to complete the treatment cycle.	Accepted		Improve timely delivery and food purchase based on the project approved plan on MAM treatment activities.	Supply Chain	Q1 - 2017	No	

			Currently attention and staff involvement towards nutrition is not sufficient to implement these recommendations (for both monitoring and communication/ awareness). It is needed to strengthen human resources at field level (both sub-offices and antennas) with staff having nutrition background. In addition, capacity building of staff on nutrition should be added among the tasks of nutritionists appointed for short periods in field offices. Improvement of capacities in nutrition of NGO partners through training and continuous coaching on nutrition activities is also recommended.	Accepted		Reinforce HR capacity at sub office level to ensure Nutrition Activities management (Monitoring - Capacity building)	Programme Nutrition/ Human Ressources	Q2 - 2017	Yes
5	Operational recommendations	Carry out a capitalization exercise on beneficiary targeting methods (WFP CO with cooperating partner, short-term).	PRRO 200735 has used two targeting methods: (i) community targeting, and (ii) community-validated quantitative household scoring. The second method was designed in order to improve reliability and accuracy of targeting. However there is not a consensus within cooperating partners on the extent to which the introduction of the quantitative scoring has resulted in more efficiency and accuracy in targeting. WFP should carry out a capitalization exercise, through a workshop to exchange experiences, to assess how both methods were implemented by partners, identify the strengths and weaknesses of each method, and use the results of this exercise to adjust the method for the next round of beneficiary selection.	Accepted		Carry Out a workshop for capitalization / lessons learnt on targeting methodology	Programme /Sub Office	Q2 - 2017	Yes
6	Operational recommendations	Strengthen the accountability mechanism for beneficiaries (WFP CO, short-term).	Accountability is mainly based on barely functional complaints and reconciliation committees. To give beneficiaries and non-beneficiaries real opportunities to assert their right to benefit from activities, WFP CO should complement the committee-based mechanism with multiple complementary channels such as green phone numbers, letterboxes, accessible focal points in partner and WFP sub-offices, and by involving communal councils.	Accepted		Implementation of Complain management Mechanisms through several communication channels (green line call)	Programme /Management	Q2 - 2017	Yes
			In addition to this, WFP and its partners should also do more to raise target communities' awareness of their right to benefit from activities, and the selection criteria and available channels that enable them to assert this right.	Accepted		Develop protection related activities to reinforce communities awareness of their right to benefit from activities.	Programme /PI	Q2 - 2017	Yes
7	Operational recommendations	Carry out an assessment on the national potential for local purchase (WFP CO, short-term).	Lead times are long, especially for international purchases (5-6 months), and this affects the programming and effectiveness of the operation. WFP CO has to meet an annual quota of 20% of local purchases, even though it was set without any detailed analysis of the potential supply. WFP CO should carry out such an assessment to maximize the potential for local purchases, especially for emergency responses requiring prompt action.	Accepted		Conduct a National assessment related to local purchase based on the WFP commodity needs.	Supply Chain/Management	Q3 - 2017	Yes