**Management Follow-up Response Matrix**

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| **Evaluation title/year:** *Programme Evaluation Report, Natural Disaster Consortium (NDC) 2015- 2020, Multi-Year Humanitarian Programme (MYHP)- Pillar 1/ March 2020*Person or entity responsible for completing the management follow-up response matrix: |
| ***Evaluation recommendation 1:*** **Revisit Disaster Trigger Mechanism in order to be more inclusive, responsive and encompassing for relatively smaller scales of disasters :** NDC helps start response quickly to reach disaster affected communities. It is an effective window to mobilize response. Multi-year partnership enables partners to retain trained teams on longer term basis and build strong relations with relevant stakeholders. It also enables partners to mobilise complementary funding and services to maximise benefit of partnerships in favour of targeted population. Indicators such as number of people, government declaring an emergency and launching a request for assistance are a few elements to revisit to address localized disasters and take into account scattered populated areas such as Balochistan so that no one is excluded. |
| Recommendation to: Senior Programme Management  | Priority level (1 to 3): Level 1 |
| Management response (**Accept**/Partially Accept/Reject)The recommendation has been accepted and management has proposed revised mechanism as part of Climate Change Adaptation (CCA) position paper.  |
| Key action | Time frame or deadline | Responsible individual or unit(s) | Implementation monitoring |
| Comments or action taken | Status |
| 1.1. Revision of disaster trigger mechanism | 30th May 2020 | Programme Coordinator | CAA position paper has been finalized internally and ready to be shared with DFID | DFID’s feedback on CAA position paper is pending |
| 1.2. Discussion with the Consortium partners over revised disaster triggers mechanism and to finalize mutually agreed way forward | 15th June 2020 | Programme Coordinator and Senior Programme Manager | Schedule a PMT meeting by mid-June | Meeting will be scheduled once CAA position paper is finalized  |

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| ***Evaluation recommendation 2:*** **Scope of research / documentation of learning:** NDC and its individual partners have accumulated a wealth of experience in the field of humanitarian assistance. It may be worthwhile prioritizing a few topics for the benefits of other actors (and to gain visibility). One proposal is to document the effectiveness and challenges with regards to CfW / cash grants disbursement methodology as stated in the chapter on Effectiveness. |
| Recommendation to: Project Implementation Staff | Priority level (1 to 3): Level 1 |
| Management response (**Accept**/Partially Accept/Reject):Management has accepted this recommendation. Discussions with the National Disaster Management Authority ( NDMA) are ongoing to upload NDC knowledge products on NDMA’s website. Initially, key research documents, database of trainings delivered by NDC in 112 distrits of Pakistan along with Shelter models will be shared with NDMA for upload to their website to make these knowledge products available to the larger audience. With respect to documenting the effectiveness of cash interventions, the Cash Working Group has also planned a cash assessment study which will serve as an evidence for future Cash Based Interventions (CBIs) with key lessons learnt and recommendations documented for relevant stakeholders.  |
| Key action | Time frame or deadline | Responsible individual or unit(s) | Implementation monitoring |
| Comments or action taken | Status |
| 2.1. Finalizing the Concept note for sharing knowledge products with NDMA | 30 May 2020 | Programme Coordinator | The concept note has been endorced by NDMA  | The submission of knowledge prodcuts to NDMA will be finalized by mid-June 2020  |
| 2.2. Undertaking Cash Assessment Research Study  | June 2020 | IOM CBI focal Point | Follow-up with the Cash Working Group on status of the assessment plan and tentative completion timeline | The assessment is on-hold due to COVID-19. Alternative plan including data collection through phone calls instead of field survey is under consideration. |
| ***Evaluation recommendation 3:*** **Synergy and coordination with other programmes and government departments:** coordination may be improved with DFID’s BDRP and government departments; improving capacity of local governments and disaster management authorities; and, including / adding new partners with more long-term climate change expertise. |
| Recommendation to: Senior Programme Management | Priority level (1 to 3): Level 1 |
| Management response (**Accept**/Partially Accept/Reject)Management fully accepts this recommendation and NDC has already started positioning itself for the DFID’s next business case that is the amalgamation of DFID’s resilience building program BDRP and humanitarian program, NDC. In addition, efforts are concentrated towards branding and visibility of the consortium as ‘NDC’ rather than highlighting individual partner’s efforts in the coordination meetings with the government and humanitarian stakeholders. In this connection, NDC has already finalized its consortium ‘logo’ and partners are advised to use it in their key programme documentation or official correspondence with the government agencies. Moreover, in order to facilitate mutual learning, NDC conducted two training sessions for BDRP team on disaster preparedness and multisector rapid needs assessment. Moreover, in the coming months, the Secretariat will facilitate the partners to have more coordinated meetings with the government line departments. Instead of partners collaborating individually with the government departments, efforts will be directed towards joint visits/meetings to enhance the visbility of the consortium as ‘NDC’.  |
| Key actions | Time frame or deadline | Responsible unit(s) | Implementation monitoring |
| Comments or action taken | Status *(Choose from: initiated;* *not initiated;* *completed;* *no longer applicable)* |
| 3.1. Preparations for the next Business Case | August 2020– January 2021 | Senior Programme Manager and Project Development team | Business Case has not been formally announced yet.  |  |
| 3.2. To facilitate coordination among the partners to conduct joint meetings with the government departments ( where possible) | May- June, 2020 | Programme Coordinator and Partner focal points | Follow-up with partners to send a list of meetings planned with the government line departments in the coming months before the programme closure | Once approved, partner focal persons will follow-up on a weekly basis  |
| ***Evaluation recommendation 4:*** **Mainstreaming protection activities:** Although conscious efforts have been made to achieve this aspect in preparing and delivering activities, it may be useful to document a brief set of guidelines on this aspect with definitions and minimum standards. The main idea behind this is to avoid exclusions, unfair distribution of benefits and failure to reach to most vulnerable. A do no harm element must be part of such an exercise to ensure that NDC intervention do not cause harm to already fragile environment or increase vulnerabilities in some way. |
| Recommendation to: Project Implementation Staff | Priority level (1 to 3): Level 1 |
| Management response (**Accept**/Partially Accept/Reject)Management accepts this recommendation. Although protection is not a separate output/outcome under NDC programming, NDC ensures protection measures are mainstreamed in all interventions through incorporation of ‘Do No Harm’ and ‘Leave no one Behind’ approaches in activity design and implementation. In order to ensure that the programme designs are inclusive and sensitive to the individuals belonging to different vulnerability categories, NDC is already following up with the consortium partners to include protection measures in the activity designs as part of their BOQs. The recommendation was also agreed by NDC partners during NDC Lessons Learned Workshop held in November 2019. |
| Key action | Time frame or deadline | Responsible individual or unit(s) | Implementation monitoring |
| Comments or action taken | Status |
| 4.1. Document minimum protection standards and guidelines  | June 2020 | Programme Coordinator and Programme Assistant Capacity Building  | Follow-up with partners to share their protection strategies  | On-going |
| ***Evaluation recommendation 5:*** More integration among partners: NDC partners would like to see more integration among partners in thematic tasks through internal clusters. WASH, for instance, is not a standalone topic; it has impact on nutrition, health, education (girls drop-outs) and overall well-being of people and their social coherence. Expanding horizon of similar central themes may increase value of this partnership. |
| Recommendation to: Project Implementation Staff and Senior Programme Management  | Priority level (1 to 3): Level 1 |
| Management response (**Accept**/Partially Accept/Reject)Management accepts this recommendation to further enhance the delivery of integrated assistance in the disaster affected areas of Pakistan. For instance, in drought recovery and response interventions, WASH activities including rehabilitation of water supply schemes and hygiene promotion sessions were delivered in the same villages where livestock and agriculture management activities were on-going. Hence, if intervening in the same area, all partners coordinated with each other to avoid duplication and to maximize the effectiveness of the interventions through greater area and beneficiary coverage. Moreover, through cross learning and mutual sharing of sector-specific technical knowledge and expertise, partners improved the quality and effectiveness of the provided assistance. The WASH, Shelter, FSA and Cash Working Groups are currently active. However, the frequency of meetings may be increased or defined to ensure smooth coordination and regular flow of information. As far as the expansion of the related themes including education, health and nutrition is considered, it is contingent on the disaster context, extent of damages assessed, availability of funds and the donor’s preferred areas of intervention. For instance, in drought programming greater emphasis was placed on agriculture and livestock management interventions as drought affected communities were in need of food security and livelihood assistance rather than education.  |
| Key actions | Time frame or deadline | Responsible unit(s) | Implementation monitoring |
| Comments or action taken | Status *(Choose from: initiated;* *not initiated;* *completed;* *no longer applicable)* |
| 5.1. Regular Working Group meetings | July 2020 | Programme Coordinator |  | Ongoing  |
| ***Evaluation recommendation 6:*** **Revisit name of the consortium:** Options to change the name of NDC – some of the partners have gained confidence that NDC should not only stand for disaster. The name of NDC only refers to disaster (D as Disaster!!). This may be too limiting for the opportunities NDC may co-create with its partners. Partners support exploring longer term entry points from the experience already gained. |
| Recommendation to: Senior Progamme Management | Priority level (1 to 3): Level 3 |
| Management response (Accept/**Partially Accept**/Reject)Management partially accepts this recommendation as donor funding for humanitarian assistance is shrinking in Pakistan. Hence, options for linking relief and rehabilitation to the long term development can be explored. However, the modification in the consortium name is mainly contingent on the continuation of the existing partnerships among the consortium members beyond the programme duration.  |
| Key action | Time frame or deadline | Responsible individual or unit(s) | Implementation monitoring |
| Comments or action taken | Status |
| 6.1. Conduct a consultative meeting with the partners to revisit consortium name  | After July 2020 | Senior Programme Management |  |  |
| ***Evaluation recommendation 7:*** **Further aim at improved resilience**: Although this is too broad and may be addressed through several entry points (e.g. economic resilience, stocks and safe heavens, institution building, access to information and early warning, improved access to nutrition and water security, etc.), it is important to define strategic choices on where to build. Expand more in preparedness, increasing local response capacity, and providing technical assistance to implement plans prepared by disaster management authorities. |
| Recommendation to: Senior Programme Management  | Priority level (1 to 3): Level 2 |
| Management response (Accept/**Partially Accept**/Reject)Management partially accepts this recommendation as defining strategic choices is not simple but contingent on partners’ own organizational strategic objectives, available funding, donor’s strategic goals and underlying political and social contextual factors. However, options can be explored for future programming.  |
| Key actions | Time frame or deadline | Responsible unit(s) | Implementation monitoring |
| Comments or action taken | Status *(Choose from: initiated;* *not initiated;* *completed;* *no longer applicable)* |
| 7.1. Discussions on future fundraising options within the Secretariat, potential donors and with the consortium or other potential partners  | Ongoing | Senior Programme Management |  |  |
| ***Evaluation recommendation 8:*** **Exploring Disaster Risk Reducation ( DRR):** NDC may consider engaging in Disaster Risk Reduction (DRR) to utilize the period between one disaster to the other is an opportunity to induce disaster preparedness and risk reduction. It is worthwhile to capitalize on the network partners have mobilized during response and early recovery period*.* |
| Recommendation to: Senior Programme Management  | Priority level (1 to 3): Level 1 |
| Management response (Accept/Partially Accept/Reject)Management accepts this recommendation and is open to explore options related to institutional development, capacity building of the government stakeholders on DRR, early warning systems, formulating disaster management plans and guildelines; and building community resilience through disaster risk reduction initiatives.  |
| Key action | Time frame or deadline | Responsible individual or unit(s) | Implementation monitoring |
| Comments or action taken | Status |
| 8.1. Spearheading consultative meetings with the partners and government stakeholders to explore DRR related programming and potential funding avenues  | July 2020- January 2021 | Senior Programme Management |  |  |
| ***Evaluation recommendation 9:*** Explore cost-effective WASH solutions: Open Defecation Free (ODF) environment and sanitation, is still a big issue in Pakistan. There is enough room to try cost effective models for creating an environment where experts may work together and offer services by carving solutions in upstream technological solution-finding work. This would mean more water from technology will become reusable and available for multiple purposes including environmental projects in Pakistan. |
| Recommendation to: Project Implementation Staff | Priority level (1 to 3): Level 3 |
| Management response (Accept/**Partially Accept**/Reject)Management partially accepts this recommendation as the large scale technologically intensive WASH solutions come under the domain of government WASH departments (PHED), private companies and research institutions. However, NDC with the help of UNICEF may steer a dialogue between the relevant stakeholders to discuss cost-effective environment friendly WASH solutions and decide a way-forward.  |
| Key actions | Time frame or deadline | Responsible unit(s) | Implementation monitoring |
| Comments or action taken | Status *(Choose from: initiated;* *not initiated;* *completed;* *no longer applicable)* |
| 9.1. N.A |  |  |  |  |
| ***Evaluation recommendation 10:*** **Linking Relief, Rehabilitation and Development (LRRD)** : LRRD approach may be replicated based on earlier experience in multiple sectors. The interventions may include climate smart interventions, drought response and mitigation and water sector interventions. Positioning on CCDRM may be one option to open up new venues based on earlier experiences. |
| Recommendation to: Senior Management and Project Implementation Staff | Priority level (1 to 3): Level 2 |
| Management response (Accept/Partially Accept/Reject)Management accepts this recommendation and discussions on expanding the horizon of the programming along the lines of climate smart interventions will be conducted in the coming months before the programme ends.  |
| Key action | Time frame or deadline | Responsible individual or unit(s) | Implementation monitoring |
| Comments or action taken | Status |
| 10.1. Consultative meetings with the relevant stakeholders including the government, potential partners and donors over future programming options | July 2020 | Senior Programme Management |  |  |
| ***Evaluation recommendation 11:*** Prepare a good knowledge management / retention plan: The remaining period must be used to further complete the existing knowledge cascade and prepare essential position papers for future opportunities.  |
| Recommendation to: Project Implementation Staff | Priority level (1 to 3): Level 1 |
| Management response (Accept/Partially Accept/Reject)Management accepts this recommendation and already in the process of finalizing three position papers on Climate Change Adaptation ( CAA), Accountability to Affected People ( AAP) and Value for Money ( VfM). Once finalized, the position papers will be circulated among the wider audience by using the platforms of DFID, NDMA, sectoral working groups and NDC Partners etc.  |
| Key actions | Time frame or deadline | Responsible unit(s) | Implementation monitoring |
| Comments or action taken | Status *(Choose from: initiated;* *not initiated;* *completed;* *no longer applicable)* |
| 11.1. Finalization of Position Papers and sharing it with DFID and othe relevant stakeholders | June 2020 | Programme Coordinator and Programme Analyst | CCA and AAP position paper finalized. VFM positon paper will be finalized by 30 June. As partof knowledge products, these will be shared with NDMA for utilization by relevant agencies and individuals.  | Ongoing  |
| ***Evaluation recommendation 12:*** **Develop capacity development database:** As an asset not to be lost, it is important to consolidate the list of trained individuals from 112 districts earlier indicated in order to activate the link when required. Such a list may be useful at least in the medium term to activate linkages. |
| Recommendation to: Project Implementation Staff | Priority level (1 to 3): Level 1 |
| Management response (**Accept/**Partially Accept/Reject)Management accepts this recommendation and is already in the process of finalizing the training database with the list of participants with their contact details, number of trainings delivered, training content and learning materials.  |
| Key action | Time frame or deadline | Responsible individual or unit(s) | Implementation monitoring |
| Comments or action taken | Status |
| 12.1. Finalization of training database | June 2020 | Programme Assistant Capacity Building, Programme Coordinator  | Excel sheets containing the list of participants and their contact details along with the information on trainers has been finalized  | Senior Management to review and suggest additional elements to be incorporated, if required.  |
| ***Evaluation recommendation 13***: Formulate NDC standards: It is recommended to prepare some of the agreed NDC standards – this is only useful if NDC partners are interested in retaining and strengthening the Consortium as an entity and use the platform for the future opportunities. |
| Recommendation to: Senior Programme Management  | Priority level (1 to 3): Level 2 |
| Management response (**Accept**/Partially Accept/Reject)Management accepts this recommendation and consultative meetings will be conducted with the partners to discuss mutually agreed standards. However, considering the programme is close to its conclusion, therefore, the meeting will be conducted only if the partners continue to demonstrate their interest in capitalizing on the existing partnerships for exploring future opportunities.  |
| Key actions | Time frame or deadline | Responsible unit(s) | Implementation monitoring |
| Comments or action taken | Status *(Choose from: initiated;* *not initiated;* *completed;* *no longer applicable)* |
| 13.1. Conduct consultative meetings with NDC partners to develop NDC standards. |  |  |  |  |