Student 's Assignment 4 (Module four)

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Questions

1. Discuss the role of humanitarian coordination in the emergencies

2. Differentiate between monitoring and evaluation.

3. Discuss three factors that would make a program to collapse

4. Compare food aid and livelihood support in terms of approaches and sustainability.

5. Describe the admission criteria for under five children in OTP

6. Discuss the uses of information in an emergency set up

7. Differentiate between rapid nutrition assessment and a survey

1. **Discuss the role of humanitarian coordination in the emergencies**

When emergencies occur, coordination is necessary. Good coordination means less gaps and overlaps in the assistance delivered by humanitarian organizations.

The foundations of the current international humanitarian coordination system were set by General Assembly resolution 46/182 in December 1991. Almost 15 years later, in 2005, a major reform of humanitarian coordination, known as the Humanitarian Reform Agenda, introduced a number of new elements to enhance predictability, accountability and partnership. The Cluster Approach was one of these new elements.

Clusters are groups of humanitarian organizations, both UN and non-UN, in each of the main sectors of humanitarian action, e.g. water, health and logistics. They are designated by the Inter-Agency Standing Committee (IASC) and have clear responsibilities for coordination.
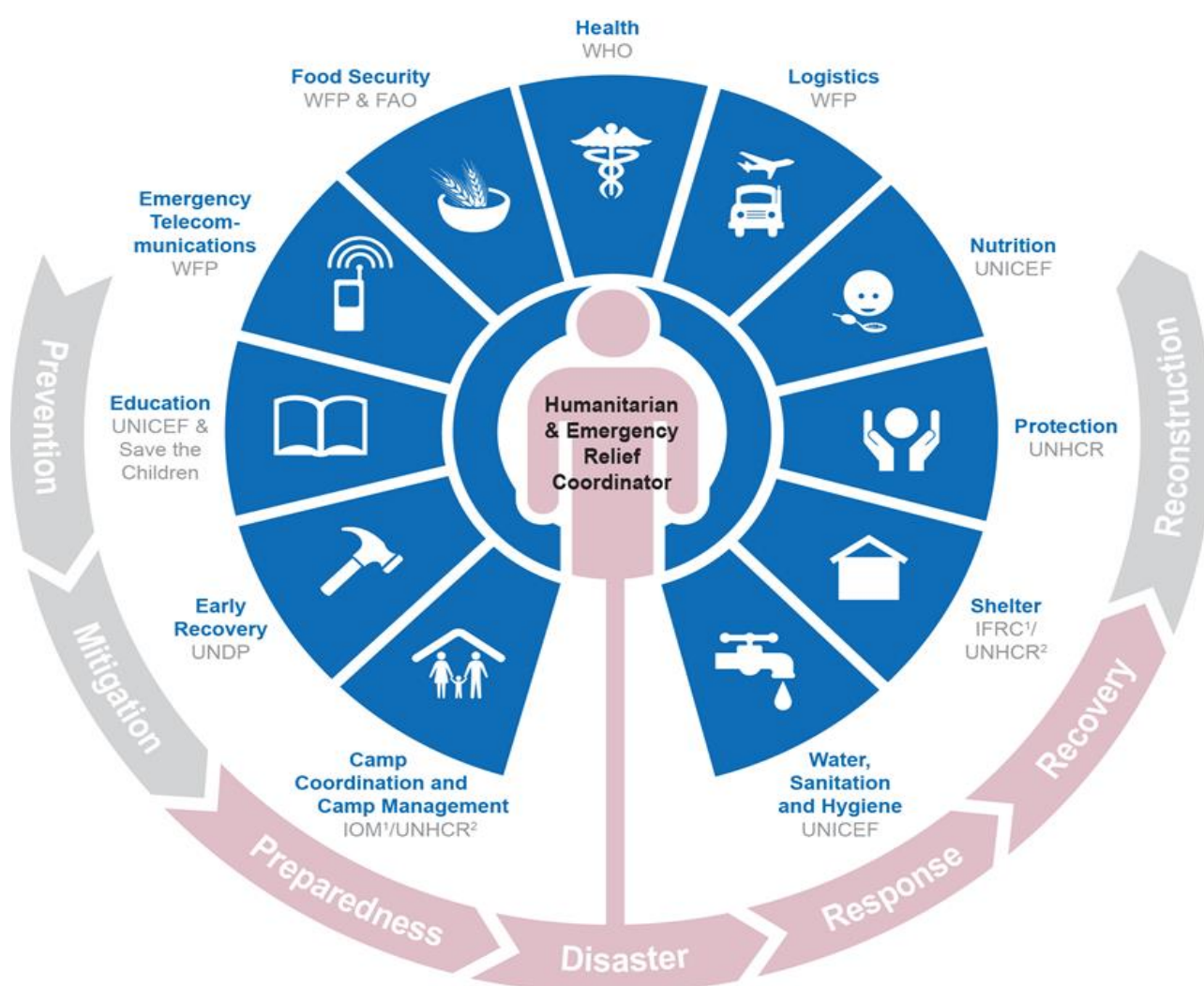
Source: Inter-Agency Standing Committee (IASC)

The aim of the cluster approach is to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies and provide clear leadership and accountability in the main areas of humanitarian response. At country level, it aims to strengthen partnerships, and the predictability and accountability of international humanitarian action, by improving prioritization and clearly defining the roles and responsibilities of humanitarian organizations.

- Supporting service delivery by providing a platform for agreement on approaches and elimination of duplication
- Planning and strategy development including sectoral plans, adherence to standards and funding needs
- Advocacy to address identified concerns on behalf of cluster participants and the affected population
- Monitoring and reporting on the cluster strategy and results; recommending corrective action where necessary
- Contingency planning/preparedness/national capacity building where needed and where capacity exists within the cluster.
- Each cluster is also responsible for integrating early recovery from the outset of the humanitarian response.

2. Differentiate between monitoring and evaluation.

The main difference between monitoring and evaluation is their timing and focus of assessment. Monitoring is ongoing and tends to focus on what is happening, while evaluations is conducted at specific points in time to assess how well it happened and what difference it made. Monitoring data is typically used by managers for ongoing project/programme implementation, tracking outputs, budgets, compliance with procedures, etc. Evaluation may also inform implementation (e.g. a mid-term evaluation), but they are less frequent and examine larger changes (outcomes) that require more methodological rigor in analysis, such as the impact and relevance of an intervention.

Monitoring can be defined as the 'systematic and routine collection of information from projects and programmes while evaluation is an analysis or interpretation of the collected data which delves deeper into the relationships between the results.

Monitoring tracks progress against set plans and checks compliance to establish standards while evaluation is used to draw conclusion about a project/programme's relevance, effectiveness, efficiency, impact and sustainability.

Monitoring focuses on what is being done and how it is being done but evaluation looks at the effects and the overall impact of the project/programme according to *Stacey Hitchcock, Fact sheet 17, Council for International Development (June 2014).*

Monitoring is a continuing function that takes place throughout the implementation of an activity while evaluation assesses the entire project cycle.

Monitoring is a regular part of project or programme management, it focuses on the implementation of the project, comparing what is delivered with what was planned while evaluation measures achievements, as well as positive/negative and intended/unintended effects. Evaluation looks for lessons to be learned from both success and lack of success, and also looks for best practices which can be applied elsewhere.

Monitoring is usually done by people directly involved in implementing the project/programme while evaluation is best conducted by an independent outsider who can be impartial in consulting with project/programme staff. Data collected and insights in the course of monitoring are then fed into and used by the evaluation process.

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Monitoring and evaluation are individual processes that have distinct roles in development projects. Together they are crucial to improving development programmes. Effective monitoring and evaluation means the wider sector can learn from the successes and challenges. In addition, it helps stakeholders evaluate the value of projects for future funding, and to identify future areas of work.

While recognizing their differences, it is also important to remember that both monitoring, and evaluation are integrally linked; monitoring typically provides data for evaluation, and elements of evaluation (assessment) occur when monitoring.

3. Discuss three factors that would make a program to collapse

The collapse of an organization depends on factors enumerated below. There is no single thing less important when it comes to damages. Program leaders should always keep eye on every factor following below:

Over allocated of resources - Often there are too few resources working on too many projects at the same time. In conjunction with that, managers don't seem to have a grip on what their resources are doing all the time. Team members are left to figure out for themselves what projects they should be working on and when. Better is for managers to meet weekly to discuss resource usage perhaps using a spreadsheet to track. *Project management consultant at JP Stewart Associates*

Poor communications - many people on a project will know the project manager only through his or her communications. And they will know them by how their voice comes across over the phone or especially by how well-written their emails are. If the project manager is not a clear unambiguous communicator, chaos and confusion will ensue.

No risk management - every project is unique and hence, has uncertainty. When we try to qualify and quantify that uncertainty, we call it risk. It is incumbent upon the project manager to proactively anticipate things that might go wrong. Once he has identified risks, then he and the team can decide on how to respond to (e.g., mitigate, avoid) those specific risks should they occur.

Lack of team planning sessions - there is no more effective way to kick off a meeting than to have the entire team come together for a planning session. This enables everyone to not only work together on project artifacts (schedule, WBS) but also to bond as a team and buy into the project.

Wrong organizational structure - companies often naively assume that their functional structure is capable of running business-critical programs. But these structures are usually creaking at the seams; they're for repetition and predictability. Complex business-critical programs are anything but routine. What's needed is a separate organization, led by a war general and not a war correspondent.

Monitoring and controlling - many project managers will create a schedule and never (or rarely) update it. Or if they do, they will just fill in percent done, which is an arbitrary number often picked out of the air by the team member. Better if they record actuals such as date started, work accomplished and estimate of remaining work according to *Cynthia K. West, Ph.D., V.P. Project Insight.*

Solutions to these common issues are a combination of people, processes and tools. There is no 'magic button.' Good processes should be implemented that are customized for the business. If outside consultants need to be hired to help define these processes, then they should be brought on board. Software solutions that support these processes need to be utilized or invested in. Once invested in, the solutions need to be supported by top management.

Executive management must show leadership by spending the time it takes to plan, set goals and strategies, prior to embarking on projects. Project managers must be bold enough to contribute and give feedback when executives' expectations are unrealistic. Team members must get on board once projects have begun and task assignments have been communicated according to *Project Management Institute, Inc.*

4. Compare food aid and livelihood support in terms of approaches and sustainability.

Food aid refers to free distribution of a combination of food commodities to the affected population as a whole. If the population is cut off from their food supply or suffers abnormally high rates of malnutrition, food rations should meet nutritional needs. *(e.g. Corbett, 1988 and de Waal, 1989).* The underlying purpose of food aid is based on the needs of the affected population. These are;

To provide a short-term income transfer or income substitution to people to allow

household resources to be invested in recovery and long-term development.

To provide sufficient food resources to eliminate the need for survival strategies, that
may result in long-term negative consequences for human dignity, household viability,
livelihood security and the environment.

To sustain life by ensuring adequate availability and access to food by people affected by
disaster.

Livelihood support are productive activities to help restore resilience in medium and longer terms for improve food and nutrition security. Livelihood support is broad-based approaches to address malnutrition and prevent death. These approaches are more sustainable. The protection and promotion of people's livelihoods in emergencies is essential for safeguarding food and income security which in turn determine nutritional status. Livelihoods programmes are relatively cost-effective compared to other responses like food aid.

Objectives of livelihood support;

- Preventing the sale of, or maintaining, essential assets such as livestock or farm land
- Providing essential assets or providing households with the means to acquire them
- Supporting livelihoods strategies, such as livestock production, agriculture, small businesses or enterprises
- Diversifying livelihoods
- Improving access to markets
- Improving the capacity of local institutions and Governments to respond to crises and to improve livelihood security.

The main aim in highly unstable situations is livelihood protection and saving lives. In more
stable contexts, programs may be able to build or recover assets and protect existing ones. There
are several livelihoods interventions that can be implemented in emergencies.

In comparison in terms of approaches and sustainability

Food distribution is easy but vast activity, meaning it either employ both or one of these; labor-intensive, or machine-intensive. Food assistance is short term response to shock or disaster specially after the happening while livelihood supports are mainly for prevention, or reconstruction of affected livelihood activities of the population.

Food aid – refers to the forms of assistance given directly in form of food. Food aid remains the dominant
form of response to nutrition-related problems in emergencies. For standardization of

ration, the United Nations has introduced standards for emergency food rations. An adequate basic ration should provide an intake of up to 2100 kilocalories of energy per person per day and include a range of foods that are acceptable and broadly familiar to the population and fit for human consumption.

The main objectives of food assistance are to meet immediate food needs of populations cut off from their normal sources of food. Also, protection or recovery of livelihoods by preventing the sale of assets or allowing households to spend time on productive activities that will restore livelihoods. Food aid include general food distribution (GFD) and food for work/food for asset (FfW/FfA).

Food for work (FfW) - public works programmes where workers are paid in food aid. The food ration is often calculated to be less than the daily wage rate for an area. The rationale for this is that the poorest self-select. To provide food aid as income support for the poor or unemployed. To rehabilitate infrastructure, e.g. roads, schools, irrigation systems etc.

Livelihood supports are productive activities to help restore resilience in medium and longer terms for improve food and nutrition security. The main activities include the following;

Cash for work (CfW)- beneficiaries are paid in cash to work on public works or community schemes. Commonly these are to improve roads and water sources. The programme targets the poorest or most food insecure. To provide income to meet basic food and non-food needs and provide income support. To rebuild community assets. To stimulate the local economy.

Cash grants -the provision of money to targeted households or communities, either as emergency relief to meet their basic needs for food and non-food items, or as a grant to buy assets essential for the recovery of their livelihoods. To meet basic food and non-food needs. To recover livelihoods through the purchase of essential assets or re-establish business. To cancel credit debts. To stimulate the local economy.

Micro-finance -the provision of financial services to vulnerable but economically active individuals and households. This can be loans, remittance services, loan rescheduling, insurance, etc.
To restart local economies through enterprise and employment creation. To increase economic self-sufficiency.

Market support
Commodity vouchers - vouchers distributed to emergency- affected populations which can be exchanged for fixed quantity of named commodities from certified traders either at distribution outlets, markets or special relief shops. To provide income support and meet basic needs. To provide production support; in case of seed vouchers. To support traders/retailers and stimulate markets.

Cash vouchers - Cash vouchers have a fixed cash value and can be exchanged for a range of items up to this value, from special shops or traders. To provide income support. To recover livelihoods. To stimulate markets and trade.

Monetization and subsidized sales
Putting large quantities of food aid grain on to the market or subsidized sale through specified outlets. To improve access to staple foods for consumers. To ensure that prices are kept within normal boundaries. To improve traders' access to commodities.

Market infrastructure - for example, transport and feeder roads. Some of this may be done through cash or food for work programmes. To improve physical access to markets for producers.

De-stocking - purchase of livestock when there is pressure on water and pasture and prices are falling, at above prevailing market prices. Animals can be slaughtered, and meat distributed as part of the relief effort. To protect income and terms of trade for pastoralists. To prevent collapse in livestock market.

Production support
Agricultural support Agricultural support programmes usually involve some form of seed distribution in conjunction with inputs to help plant and harvest crops e.g. tools, pesticide spray.
To help re-establish crop production.
Livestock support - this can take a variety of forms. Early in a food crisis, interventions include provision of water, fodder, veterinary care, livestock after the acute stage of crisis interventions may include restocking, offtake/de-stocking (when animals are at increased risk of dying). The objective is to; To prevent loss of livestock through sales or death and to assist in herd recovery.

Fishing support - distribution of fishing tools to improve catch (nets, boats, cages). To increase ability of people to fish as a source of food and income

5. **Describe the admission criteria for under five children in OTP**

Out-patient therapeutic programme is a nutrition program designed for nutritional treatment and medical care for SAM without medical complications at an outpatient care site

Outpatient therapeutic program refers to a feeding supplementary program given to special group of people such as under 5-year children, pregnant and lactating women.

Admission criteria -the following anthropometric measurements should be taken before admission:
Mid-Upper Arm Circumference (MUAC) screening (for children with length > 65 cm) or Weight-for-Height (W/H) or Weight-for-Length (W/L), Bilateral oedema.

Patients that have been referred by the community or by peripherals health units but do not fulfil the criteria for MAM should be counselled and advised on appropriate feeding and caring practices. It is important that caregivers turned away receive some tangible benefit (e.g. a "protection ration" or soap) from coming to the treatment-center.

Where supplementary feeding is not available, caregivers should still be encouraged to bring back their moderately malnourished children for regular surveillance through weighing, Mid-Upper Arm Circumference (MUAC) screening, oedema checking and assessment of standard clinical signs. Health

and nutrition education including cooking demonstrations should be made available on site to show the components of a balanced meal, cooking times and the consistency of the porridge.

Where supplementary feeding is not available but general food distribution programs are in place, households with children and/or pregnant/lactating women with moderate malnutrition should be prioritized in receiving the food ration until the discharge criteria are met.

6. **Discuss the uses of information in an emergency set up**

Management of any disaster or emergency event is a complicated and multi-faceted task. One of the most important, and oftentimes overlooked, parts of any highly efficient disaster response is effective information exchange between information sources, emergency managers and those impacted by the disaster or emergency event. In disaster management, reliable and timely information gathering and exchange from a variety of sources results in more effective decision making at the managerial level.

Receiving information - In the case of a disaster affecting your organization, the information flowing to emergency managers could be from a variety of sources, such as residents, emergency responders, radio or television news broadcasts, specialized search and evaluation teams, and other emergency management agencies. This inflow of information needs to be reviewed, assimilated, evaluated and prioritized in order to make timely and effective managerial response and recovery decisions.

Distributing information - As important as the flow of information into the managers of any disaster situation is, the flow of information out to emergency responders, residents, search and evaluation teams, other emergency managers and management agencies is critical. Dissemination of timely and credible information can minimize the potential for loss of life and injury, help residents understand the extent of the emergency, simplify first responders' tasks, accelerate the recovery phase and minimize the overall impact of the disaster event on the community.

In order to ensure that effective information exchange occurs, planning and training need to occur. Information systems should be adopted that enhance your board's ability to receive and disseminate critical event information. Redundancy should also be considered, as system failures always seem to occur when those systems are needed the most.

Tools for communicating during an emergency - there are a variety of different information gathering and dissemination options for your board to utilize in emergency situations. The best information dissemination systems allow for easy communication with a large number of recipients. Websites, email, and other electronic systems tend to work best for this. You should compare the available options with your community's specific needs. Your property manager or an emergency and disaster response professional may be able to help guide you to the best system alternatives for your community.

In closing, whenever an emergency or disaster response plan is adopted one of the most critical considerations should be effective information gathering and dissemination. Breakdowns in communication and information exchange are regularly cited as failures in actual emergency responses. Specific and redundant information systems should be adopted to best fit your specific community needs. An emergency or disaster management professional, or your property manager, may be valuable resources in ensuring that these critical considerations is not missing or deficient in your plans.

7. **Differentiate between rapid nutrition assessment and a survey**

There is a significant difference between a rapid assessment and a survey. A survey is defined as the evaluation of experiences or opinions of a group of people in- depth in long duration as opposed to a rapid assessment which is mainly carried out when information is needed urgently.

A survey is a sophisticated quantitative research method comprised of questionnaire with the intention of efficient gathering of data from a set of respondents. A survey mainly consists of closed ended questions with very few open-ended questions whereas, rapid assessment is only useful in situations where physical access to populations is limited or speed of assessment is a major consideration.

Survey takes several weeks or months to complete. The health and nutritional status of the affected population is established, risk factors are considered and needs identified, but in rapid assessment nutrition information is gathered within the shortest time possible. The results of rapid assessment provide a basis for planning during an emergency.

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