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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SYNTHESIS REPORT OF THE EVALUATION SERIES ON THE IMPACT OF FOOD FOR ASSETS (2002–2011)



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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 report presents the management response to the recommendations of the Synthesis Report of the Evaluation Series on the Impact of Food for Assets (2002–2011), which set out evaluation findings from Bangladesh, Ethiopia, Guatemala, Nepal, Senegal and Uganda with regard to the impact of WFP's food-for-assets (FFA) activities and identified lessons for aligning FFA with livelihoods resilience objectives.
2. WFP is pleased to note the positive findings with respect to short-term and medium-term improvements in targeted communities, in particular the significant benefits for women. The evaluation noted the constraints involved such as long-standing conflict, natural disasters and incomplete funding and resources for the projects.
3. It should be noted that WFP has enhanced the quality of FFA programming since the evaluation. In 2011, programmatic guidance was issued that covered livelihood types, programme categories, biophysical and social contexts, capacity and partnerships. It was updated in 2014 in response to demands from recipient countries to shift to conditional transfers and asset creation at an early stage in recovery and transition operations, and to interest among partners and donors in resilience-building.
4. WFP welcomes the recommendations and the opportunities for positioning FFA in the operational context and for improving monitoring and baselines. The matrix details implementation actions and timelines.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SYNTHESIS REPORT OF THE EVALUATION SERIES ON THE IMPACT OF FOOD FOR ASSETS (2002–2011)

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 1: WFP country offices, supported by regional bureaux and Headquarters, should commit to bringing FFA programmes into line with current policy and guidance, to maximize the opportunities for FFA to contribute to protecting and strengthening livelihoods and resilience. WFP should make a corporate commitment to acquiring dedicated funding to ensure that country offices have the necessary support from regional bureaux and Headquarters to update their FFA programme plans and activities as necessary. Specific areas for action and funding are discussed in the following recommendations.</p>		<p>Partially agreed.</p> <p>WFP acknowledges the opportunities for using FFA to enhance livelihoods and promote resilience. The guidance finalized in 2011 and updated in 2014 reflects WFP's commitment to maximizing the potential of FFA.</p> <p>As a voluntarily funded organization, WFP has to balance the allocation of resources to a single activity with the need for flexibility in a changing operational environment. Nonetheless, WFP is committed to maximizing its support for FFA.</p>	
<p>Recommendation 2: More attention should be paid to positioning FFA appropriately to the context, building on WFP's comparative advantages, complemented by those of partners, ensuring the sustainability of efforts, and building partners' commitments to allocating financial and other resources. In country offices where FFA is used to improve livelihoods and resilience, senior management should carry out a process of strategic planning for FFA activities that focus on resilience and disaster risk reduction, involving the partners needed for design, implementation, maintenance and institutionalization. Such plans should be fully aligned with WFP's corporate guidance on FFA, WFP's country strategies, national frameworks and United Nations Development Assistance Frameworks.</p>	<p>Policy, Programme and Innovation Division (OSZ)</p>	<p>Agreed.</p> <p>Context-related positioning will be enhanced in line with the updated guidance, an integrated context analysis, seasonal livelihood programming and community-based participatory planning.</p> <p>This will provide context-specific solutions and will improve the positioning, planning and implementation of FFA and align it with national and local priorities. If funding is available, FFA focal points in all the regional bureaux and some country offices will be trained.</p> <p>Positioning is also addressed in project reviews, with a focus on the quality and consistency of FFA programmes.</p>	<p>End of 2014</p> <p>Ongoing</p>





MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SYNTHESIS REPORT OF THE EVALUATION SERIES ON THE IMPACT OF FOOD FOR ASSETS (2002–2011)

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 4: OSZ should undertake two studies to address issues raised in the evaluations for which more information is needed. In partnership with WFP’s Gender Office and Nutrition Advisory Office, OSZ should carry out a study on the impacts of FFA activities on women, particularly women’s nutrition and health, and the opportunities for additional linkages to nutrition generated by a focus on gender issues. In-depth analyses of the food security of FFA participants are needed to increase understanding of how FFA activities could contribute more to food security. These studies should be carried out in countries that are adopting the new FFA approaches, to inform and refine tools and programme modalities. The studies should be aligned to programme cycles to inform programme design, and be carried out before 2016.</p>	OSZ	<p>Agreed.</p> <p>The proposed studies would provide insights regarding adherence to the new FFA approach and tools, particularly in relation to gender, nutrition and food security. Resilience measurement could be part of this.</p> <p>Funding limitations currently prevent such studies, but OSZ will seek the necessary resources.</p>	End of 2014
<p>Recommendation 5: The Performance Management and Monitoring Division, in collaboration with the Office of Evaluation, should review the lessons from evaluations that relate to baselines for and monitoring of FFA, and update corporate monitoring and reporting systems to make them more effective for FFA outcome and impact monitoring. Regional bureaux and country offices should then ensure that funding and staffing are available to meet monitoring and evaluation requirements.</p>	Monitoring Branch (RMPM)	<p>Partially agreed.</p> <p>The Performance Management and Monitoring Division and the Office of Evaluation will review the findings on baselines and monitoring for FFA and update the monitoring and reporting systems as required.</p> <p>It is difficult to ensure that operations have adequate human and financial resources for monitoring and evaluation given WFP’s reliance on voluntary funding and the need for flexibility in allocating resources. WFP has nonetheless enhanced its capacities by placing monitoring and evaluation advisers at the regional bureaux and developing skills at the country level.</p> <p>WFP will continue to seek reliable funding for baseline surveys, reviews, food security and nutrition surveys and the scaling up of food security and outcome monitoring.</p>	<p>Completed</p> <p>Ongoing</p>

ACRONYMS USED IN THE DOCUMENT

FFA	food-for-assets
OSZ	Policy, Programme and Innovation Division
RMPM	Monitoring Branch