

برنامج
الأغذية
العالمي



Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Annual Session**

Rome, 3–6 June 2014

EVALUATION REPORTS

Agenda item 7

For consideration



Distribution: GENERAL

WFP/EB.A/2014/7-C/Add.1

22 April 2014

ORIGINAL: ENGLISH

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)



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.

Director, RMP*:	Mr C. Kaye	tel.: 066513-2197
Senior Programme Adviser, OM**:	Mr G.C. Cirri	tel.: 066513-3677
Programme Adviser, RMPP***:	Mr C. Martino	tel.: 066513-3576

Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645)

* Performance Management and Monitoring Division

** Operations Management Department

*** Performance Management and Reporting Branch

BACKGROUND

1. This document presents the management response to the recommendations of the evaluation of the Central America regional portfolio (2007–2011), which covered El Salvador, Guatemala, Honduras and Nicaragua and the Panama regional bureau.
2. WFP is pleased that the regional portfolio was assessed as well positioned strategically in the context of Central America. The evaluation found that WFP's food-assistance tools met specific needs and also integrated local investments into national hunger and poverty priorities.
3. The evaluation noted that WFP exceeded many of its targets and was perceived as a major resource for addressing hunger and poverty in the region, particularly in the context of natural hazards.
4. A significant lesson from this evaluation is the need to document the impact of trust-fund projects and their importance in Central America, where they support WFP's engagement at the local and national levels. WFP is aware that information about trust-fund operations is limited and will seek ways of making the data more accessible.
5. WFP agrees with the recommendations and appreciates the opportunities to enhance its work in Central America. WFP is aware of the need for improved coordination and monitoring in all interventions and increased support for country offices, in line with Fit for Purpose.
6. A number of the recommendations have been addressed since the evaluation; additional actions are set out in the matrix.



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT –
CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)**

Recommendations	Action	Management response and action taken	Implementation
Opportunities for improvements and changes			
<p>Recommendation 1: WFP regional and country operations should ensure that operational planning, implementation and monitoring efforts target the most vulnerable.</p> <ul style="list-style-type: none"> ➤ In planning, monitoring, and reporting, WFP should identify how its country offices will address the needs of vulnerable groups – both urban and rural – in regional operations. Specifically, WFP country offices and the regional bureau should identify how development project efforts that focus on capacity are expected to address the needs of the vulnerable; how protracted relief and recovery operations (PRROs) will reach the most vulnerable groups through general food distribution (GFD); and how WFP country offices and the regional bureau will monitor these efforts. ➤ Opportunities for addressing the needs of the most vulnerable include: i) country offices integrating gender issues into assessment, targeting, programme implementation and monitoring, and analysing and developing protocols that facilitate implementation and overcome logistical challenges to reach women and children in the 1,000-day window; and ii) country offices identifying specific opportunities for integrating the most vulnerable into food-for-assets (FFA) activities. 	<p>OMP, in consultation with country offices</p>	<p>Agreed.</p> <p>The Panama regional bureau (OMP) and the country offices have aligned PRRO 200490 with country programmes, trust-fund interventions and donors' proposals.</p> <p>The PRRO, and the Guatemala country programme scheduled for approval at EB.2/2014, are based on an integrated context analysis of trends in food insecurity, disasters and environmental factors to inform development-oriented relief, recovery and resilience interventions. The analysis led to the establishment of Building Resilient Communities and Municipalities – ComRes – to coordinate resilience work in the four countries.</p> <p>Assessment approaches and tools have been standardized, and country offices have worked through ComRes to improve programme design, gender-sensitive targeting and implementation: this includes seasonal livelihood programming consultations and community-based participatory planning to optimize the effectiveness of FFA interventions.</p>	<p>Completed</p> <p>Ongoing</p>

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT –
CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)**

Recommendations	Action	Management response and action taken	Implementation
<p>Recommendation 2: The regional bureau and country offices should define WFP's desired operational role in risk management and the prevention of hazards and their effects.</p> <ul style="list-style-type: none"> ➤ Country offices and the regional bureau should use the recently defined Building Resilient Communities and Municipalities (ComRes)¹ operation and the WFP policy on disaster risk reduction and management approved at the end of 2011 to develop and refine its role in resilience and risk prevention and management across the region. ➤ The regional bureau and country offices should consider developing knowledge management and advocacy efforts, possibly including a study similar to the Cost of Hunger study to improve understanding and raise awareness and investments. ➤ Once the regional bureau and country offices have clearly set out WFP's desired role in risk management across the region, WFP Headquarters should provide commensurate corporate backing to networking with key stakeholders from government, donors and the private sector, and to identifying and raising funding to support implementation. 	OMP in consultation with evaluated country offices	<p>Agreed</p> <p>ComRes and the integrated context analysis inform WFP's resilience and disaster risk reduction programming, and WFP continues to work on a regional resilience agenda with the Food and Agriculture Organization of the United Nations (FAO), the Central American Bank for Economic Integration, the Agricultural Council of Central America, the Coordination Centre for the Prevention of Natural Disasters in Central America (CEPREDENAC) and the Central American Commission on Environment and Development.</p>	Ongoing
	OMP and Guatemala country office	Headquarters units, OMP and the Guatemala country office are making a video highlighting WFP's work in building resilience.	End of 2014
	OMP	OMP is advocating for recovery and disaster risk reduction as part of its response to the coffee rust problem, and is working with donors to support this; a meeting is planned to present the assessment results and response plans from the November 2013 PRRO meeting.	End of 2014
	OMP	The new emergency preparedness and response capacity index and a national capacity index for disaster risk reduction will be launched in 2014, which will enable OMP to determine capacity gaps and empower country offices to prioritize support activities for mitigation of the risks identified. These approaches and the related indicators will be rolled out during 2014.	End of 2014



¹ *Construyendo Comunidades y Municipios Resilientes* (ComRes) programme document.



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT –
CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)**

Recommendations	Action	Management response and action taken	Implementation
<p>Recommendation 3: With significant inputs from country offices and regional bureaux, WFP Headquarters should develop a global middle-income country (MIC) strategy that incorporates needs analysis, planning, budgeting, monitoring and reporting guidance.</p> <ul style="list-style-type: none"> ➤ The MIC strategy should build on WFP’s commitments to government ownership and be collaborative rather than directive. ➤ The regional bureau and WFP Headquarters should improve the documentation of successful South–South collaboration, and use it to exploit South–South collaboration effectively. ➤ WFP Headquarters and the regional bureau should document current collaboration efforts with the local private sector and draft guidance on facilitating and scaling up private sector collaboration. ➤ The MIC strategy should address MICs’ nutrition challenges, including both over- and undernutrition, and incorporating chronic, and not only acute, undernutrition. 	<p>Policy, Programme and Innovation Division (OSZ)</p> <p>Brazil Centre of Excellence OMP</p> <p>OMP/Private Sector Partnerships Division (PGP)</p>	<p>Partially agreed.</p> <p>WFP recognizes the scale of food insecurity in MICs and is exploring options for engagement: initial experiences could then inform a strategy for involvement in MICs. WFP will keep stakeholders updated on progress in this area.</p> <p>WFP’s Brazil Centre of Excellence against hunger is a leader in South–South and triangular cooperation. WFP has assessed these activities and will use the lessons learned to leverage successes in future cooperation and to build capacities for consistent reporting.</p> <p>OMP and PGP will develop a regional private-sector strategy in line with the WFP Private-Sector Partnerships and Fundraising Strategy (2013–2017) (WFP/EB.A/2013/5-B) that will include mapping to identify current and prospective partners.</p>	<p>End of 2014</p> <p>Ongoing</p> <p>End of 2014</p>
<p>Recommendation 4: WFP should clarify roles and communications among and within WFP offices – Headquarters, the regional bureau and country offices – engaged in regional operations.</p> <ul style="list-style-type: none"> ➤ The regional bureau should formalize the roles of focal points for regional operations, with clear lines of communication within and among country offices to ensure clarity and continuity. Both the regional bureau and country offices should distribute relevant minutes/action items more widely to staff across the region. 	<p>Office of the Deputy Executive Director/Chief Operating Officer</p>	<p>Agreed.</p> <p>Fit for Purpose established plans for increased support for country offices from the regional bureaux and Headquarters.</p> <p>WFP will ensure communication among offices engaged in regional operations and coherence among project documents. Investments in the regional bureaux have been made including in technical expertise to improve quality assurance and support for country offices, to enhance project design and support programming and to clarify accountability.</p>	<p>Completed</p> <p>Ongoing</p>



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT –
CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)**

Recommendations	Action	Management response and action taken	Implementation
<ul style="list-style-type: none"> ➤ As WFP introduces new modalities – Purchase for Progress (P4P), cash for work, community resilience – country offices should consider implementing pilots, with careful monitoring to ensure effectiveness before taking to scale. 	OMP	<p>A common programming approach is ensured by the integrated context analysis, ComRes, seasonal livelihood plans, community-based participatory plans and PRRO formulation meetings. Standardization of assessment tools and workshops on M&E of nutrition and VAM help to optimize the use of assessment and M&E information.</p> <p>Cash and voucher pilots are being developed in the country offices; activities based on the P4P pilot are being developed throughout the region.</p>	Ongoing
<p>Recommendation 7: The regional bureau and country offices should continue to build positive collaboration with governments and regional bodies, and South–South linkages.</p> <ul style="list-style-type: none"> ➤ Specific technical areas for further collaboration include nutrition, agriculture production, markets, climate change, and risk management. ➤ WFP should continue to provide collaborative support and create innovative collaborative efforts such as improved stock positioning and logistics, increased government investment in nutrition, successful South–South collaboration, and leadership in the Dry Corridor Initiative. ➤ WFP should consider designing and submitting joint proposals with other United Nations partners such as FAO and the United Nations Children’s Fund (UNICEF) to improve donor acceptability and the mobilization of expertise across the United Nations system. 	<p>OMP, in consultation with evaluated country offices</p> <p>Guatemala country office</p> <p>OMP</p>	<p>Agreed.</p> <p>WFP is working in all these areas through its projects, trust funds and ComRes in collaboration with various stakeholders.</p> <p>WFP and the Guatemala Ministry of Agriculture and Livestock recently signed an agreement whereby P4P expertise will be used to link food produced by smallholder farmers with government social protection programmes.</p> <p>WFP is working with governments, the Central American Integration System, CEPREDENAC and other stakeholders to improve emergency preparedness and response mechanisms and to foster the exchange of good practices among countries in Central America.</p> <p>Joint advocacy is exemplified in the Resilience Agenda and the Mesoamerica Without Hunger initiative of the Government of Mexico and OMP, FAO, UNICEF, UN-Women and the Pan American Health Organization/World Health Organization. Joint programming initiatives involving country offices are under way.</p>	<p>Ongoing</p> <p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>

ACRONYMS USED IN THE DOCUMENT

CEPREDENAC	Coordination Centre for the Prevention of Natural Disasters in Central America <i>(Centro de Coordinación para la Prevención de los Desastres Naturales en América Central)</i>
ComRes	Building Resilient Communities and Municipalities <i>(Construyendo Comunidades y Municipios Resilientes)</i>
FAO	Food and Agriculture Organization of the United Nations
M&E	monitoring and evaluation
MIC	middle-income country
OEV	Office of Evaluation
OMP	Regional Bureau Panama (Latin America and the Caribbean)
OSZ	Policy, Programme and Innovation Division
P4P	Purchase for Progress
PGP	Private Sector Partnerships Division
PRRO	protracted relief and recovery operation
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping