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**Executive Board  
Annual Session**

**Rome, 3–6 June 2013**

## **EVALUATION REPORTS**

**Agenda item 7**

*For consideration*



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## **MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – THE KYRGYZ REPUBLIC COUNTRY PORTFOLIO (2008–2012)**

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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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Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645/2558).

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## BACKGROUND

1. To address challenges in the Kyrgyz Republic, WFP focuses on enhancing partner capacities to reduce risks by enhancing safety-net, social protection, food-for-assets (FFA) and food-for-training (FFT) interventions.
2. The Secretariat welcomes the timing of the evaluation and its findings because they will inform the revision of the current protracted relief and recovery operation (PRRO). The country office has initiated a country strategy process that will align its work with national programmes on food security, improving both the timeliness and appropriateness of food assistance.
3. The Secretariat's responses to the recommendations are presented in the attached matrix.

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Recommendations	Action by	Management response and action taken	Implementation deadline
<b>Recommendations for the country office</b>			
<p><b>Recommendation 1: WFP should undertake a formal country strategy process.</b> This will require analysis of WFP's comparative advantage in the Kyrgyz Republic and its complementarity with other actors in the country. There should be a move from implementation to policy support and advocacy. WFP should continue to focus on reducing food insecurity in the country, but less through food aid than through better targeting of social protection schemes and benefits and development of the rural economy. WFP should also help the Government establish plans for dealing with emergencies of the type encountered in 2008 and 2010 – as in the September 2012 earthquake simulation exercise.</p>	Country office	<p>Agreed.</p> <p>The country office is engaged in consultations to develop a country strategy by mid-2014.</p> <p>Future programmes will build on analysis undertaken for the recent budget revision for protracted relief and recovery operation (PRRO) 200036 and will include joint actions by WFP and the Food and Agriculture Organization of the United Nations (FAO) to support the national food security monitoring system (FSMS) and national capacity development for school feeding.</p> <p>The extension of PRRO 200036 from July 2013 to June 2014 will allow WFP to continue to take part in the consultation process of the inter-agency Disaster Response Coordination Unit, rapid emergency assessment coordination teams and the inter-agency contingency plan. WFP will also provide technical assistance to the Ministry of Emergency Situations to further develop local, regional and national capacities. It is also considering supporting the design of a national monitoring system for humanitarian assistance.</p>	<p>June 2014</p> <p>Ongoing</p> <p>June 2013</p>
<p><b>Recommendation 2: The country strategy should seek to integrate the vulnerable group feeding (VGF) programme into government safety net/social protection schemes.</b> WFP must use its on-the-ground experience to influence the conception and delivery of these schemes. This will require policy analysis and advocacy resources – people – in the office to design the WFP programme and to work with the Government on integration. It is not possible to recruit the necessary country office/regional bureau staff using budgets related to tonnage.</p>	Country office	Partially agreed.	



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<p>2a) WFP vulnerability analysis and mapping/emergency food security assessment and experience should be used to inform targeting and be integrated into the government safety-net system. WFP should leverage its current programme with the European Union for this purpose.</p> <p>2b) The transition will take time; WFP may need to extend its PRRO for at least a year.</p> <p>2c) WFP should seek to ensure that the government safety net can be expanded quickly in times of emergencies.</p>		<p>a) WFP accepts that VGF should be further integrated into the Government's safety-net programme and has begun consultations. However, WFP's funding model limits the extent to which resources can be committed to this work. OMC will provide support and WFP will continue to work with the World Bank, the European Union, the International Monetary Fund and government counterparts on national social safety-net reforms to address food insecurity, including conducting reviews of national food security policies, humanitarian aid monitoring systems, FSMS and other issues.</p> <p>b) Vulnerability analysis and mapping has been used to inform targeting since 2009. Discussions are ongoing with the European Union and other donors to extend funding so that FSMS can be integrated into the Government's social safety-net system.</p> <p>c) A budget revision for PRRO 200036 will support the transition and technical assistance to enhance national capacity.</p>	<p>July 2013</p> <p>June 2014</p> <p>Ongoing</p> <p>June 2013</p>
<p><b>Recommendation 3: WFP should continue increasing the percentage of food for work/FFT in the PRRO extension to facilitate the transition.</b> With the Government, it should explore the use of such public work schemes for more general poverty alleviation and development projects – as a productive safety net. This work should be linked to ongoing efforts to increase local administrations' capacity to plan and implement projects.</p>	<p>Country office</p>	<p>Agreed.</p> <p>Funding permitting, the country office will double the percentage of FFA and FFT activities covered by the PRRO.</p> <p>The PRRO budget revision will focus on building community resilience and national capacity for emergency response. Government policies will be reviewed to guide WFP's support for alleviating rural food insecurity and poverty.</p>	<p>June 2014</p>



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<b>Recommendation for the regional bureau</b>			
<p><b>Recommendation 4: The regional bureau should help the country office design its social safety-net programme, drawing on regional experience, including through study tours and secondments.</b> This requires knowledge management to facilitate sharing of expertise and experience across the region. A more coherent regional approach to evaluation could assist, with country teams helping to evaluate each other's programmes and the systematic sharing of evaluation reports.</p>	<p>Regional bureau (Regional Bureau Cairo, OMC)</p> <p>OMC and Policy, Programme and Innovation Division</p> <p>OMC and Emergency Preparedness Division</p>	<p>Agreed.</p> <p>In 2012, OMC helped the country office integrate its activities in the Government's safety-net programme; this is reflected in the recently approved development project (DEV) 200176.</p> <p>OMC acknowledges that the country office will require additional resources; it will provide training and technical support to continue collaboration with the Government. A regional Monitoring and Evaluation Officer to begin work by June 2013 will take forward the OMC-led food subsidy and safety-net programmes.</p> <p>The Kyrgyz Republic is included in the OMC-led capacity development initiative begun in 2012 to strengthen the capacity of governments in the region to implement school feeding programmes.</p> <p>Country office staff and government officials will participate in the annual Global Child Nutrition Forum and in study tours included in the budget of the new DEV to provide WFP staff and partners with opportunities to share knowledge and to network.</p> <p>Workshops on safety nets, nutrition and gender – including discussions of portfolio evaluations – will be held in early 2014 if funding is available.</p> <p>Regional disaster preparedness and response simulation exercises with government ministries and the humanitarian community will strengthen the Government's coordination role; improve its preparedness; and strengthen the links between safety nets and social protection activities.</p>	<p>June 2013–December 2014</p> <p>March 2014</p> <p>April–December 2013</p> <p>Ongoing</p>



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<b>Recommendations for WFP Headquarters</b>			
<p><b>Recommendation 5: WFP should rethink the role of smaller country offices and support them accordingly.</b></p> <p>5a) Small country offices may not be large enough to implement programmes at the national scale, so they will have to work on influencing government policy and interventions as much as on delivering food aid. There is need for Headquarters support to country office policy work.</p>	<p>Operations Management Department (OMC, Field Security Division, Gender Office) and Operations Services Department (Policy, Programme and Innovation Division, Strategic Planning Office) in consultation with Budget and Programming Division and Government Partnerships Division (PGG)</p>	<p>Agreed.</p> <p>A main tenet of the Framework for Action for strengthening WFP was to shift the center of gravity toward country offices. The fit-for-purpose organizational design reinforced regional bureaux as platforms for managing and supporting country offices.</p> <p>a) The WFP Management Plan (2013–2015) supported the decentralized role of regional bureaux in management, partnerships and oversight; increased focus, coherence and prioritization of country portfolios as a result of the country strategy process.</p> <p>It increased the Programme Support and Administrative (PSA) budget for country offices based on the size of offices and in-country projects, which determine direct support costs; small country offices receive more PSA funds than medium-sized offices. The additional funds are intended to provide adequate support for effective programme delivery and internal controls.</p>	<p>Implemented</p> <p>Implemented</p>



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<p>5b) Small country offices need fundraising support, so they can avoid single-donor dependency and be creative in securing resources for influencing government policies and interventions. An additional budget line should be available for smaller offices, to enable them to do the necessary policy work.</p> <p>5c) WFP rules and procedures should allow small country offices flexibility to operate effectively. These offices should be seen as opportunities for innovation – where new approaches can be tested with a receptive audience in government.</p>		<p>b) The PSA budget for regional bureaux increased from US\$34.5 million in 2012 to US\$40 million in 2013. This will provide additional capacity for functional, policy and management support to country offices.</p> <p>In recent years, management has paid particular attention to supporting smaller country offices with: i) programme guidance to identify capacity-development and hand-over activities; ii) a “Survival Guide for Managers” to help managers maintain internal controls; and iii) technical assistance and resources for country offices to realign their presence with national priorities.</p> <p>c) WFP recognizes the need for flexibility and to help smaller country offices to operate effectively. The country strategy will highlight WFP’s comparative advantages and foster strategic partnerships that can elicit innovative approaches. One focus area will be technical support to the Government to implement food-security safety nets.</p> <p>Management recognizes the need to expand support from new funding sources, and to foster creative problem-solving and greater collaboration among stakeholders. WFP’s novel partnership models have included debt-swap initiatives, twinning, joint programming and enhanced collaboration with beneficiary governments and financial institutions.</p> <p>Recognizing the challenges country offices face in securing resources, PGG has dedicated a team to support country offices and identify new partnership opportunities while refining WFP’s existing strategy.</p>	<p>Implemented</p> <p>Early 2014</p>





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<b>Recommendations with WFP's donors</b>			
<p><b>Recommendation 6: WFP should engage donors in any change of approach, such as the transition from food aid to a food security approach integrated into general government social protection mechanisms.</b> It should also:</p> <p>6a) Encourage donors to support and fund WFP policy work as well as direct assistance.</p> <p>6b) Encourage larger donors to engage with government on designing a more effective food security system.</p>	<p>Partnership and Governance Services/PGG and donors</p>	<p>Agreed. WFP and donors are building government capacity to implement nationally owned programmes.</p> <p>a) WFP is bringing to the attention of donors the need for multi-year contributions to DEV 200176 “Optimizing Primary School Meals Programme in Kyrgyz Republic” to ensure that the programme is aligned with WFP’s Strategic Objectives 4 and 5, which would generate impetus for partnerships to invest in strengthened social safety nets and capacity development. Given donor interest in productive safety nets and asset-creation activities – and in line with WFP’s increasing focus on food-for-work and FFA activities – WFP will advocate for investment in programming that builds resilience WFP will keep donors informed of the impact of WFP’s work in the Kyrgyz Republic and will help coordinate funding discussions at the national and/or regional levels.</p> <p>b) WFP participates in the Development Partners’ Coordination Council (DPCC), a donor forum chaired by the United Nations Resident Coordinator that aims to harmonize assistance. WFP and FAO co-chair the DPCC working group on agriculture, food security and rural development. WFP will continue to engage with government ministries and the Prime Minister’s Office to support food security and nutrition activities. WFP will continue working with donors to improve national food security and nutrition policies and programmes, and to support the national FSMS, including through donor visits to view programme activities.</p>	<p>July 2013</p> <p>July 2014</p> <p>December 2013</p> <p>Ongoing</p> <p>December 2014</p>



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## ACRONYMS USED IN THE DOCUMENT

DEV	development project
DPCC	Development Partners' Coordination Council
FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
FFT	food for training
FSMS	food security monitoring system
OMC	Regional Bureau Cairo
PGG	Government Partnerships Division
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
VGf	vulnerable group feeding