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## **POLICY ISSUES**

### **Agenda item 4**

*For information\**

# **E**

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## **ACTION PLAN FOR THE IMPLEMENTATION OF THE CAPACITY DEVELOPMENT AND HAND-OVER COMPONENTS OF THE WFP STRATEGIC PLAN (2008–2013)**

\* In accordance with the Executive Board's decisions on governance, approved at the Annual and Third Regular Sessions, 2000, items for information should not be discussed unless a Board member specifically requests it, well in advance of the meeting, and the Chair accepts the request on the grounds that it is a proper use of the Board's time.

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for information**

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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## EXECUTIVE SUMMARY

During its Second Regular Session in 2009, the Board requested the Secretariat to provide an implementation plan for capacity development and hand-over activities. This document provides a road map for the transformation into action of the 2004 policy “Building National and Regional Capacities” (WFP/EB.3/2004/4-B), the 2009 update “WFP Policy on Capacity Development: An Update on Implementation” (WFP/EB.2/2009/4-B) and hand-over components of the Strategic Plan.

WFP’s extensive field presence, decades of operational experience and strong, historical relationships with government counterparts place the organization in a strategic position to identify capacity gaps for reducing hunger and the mechanisms and tools required to address them. Core competencies within WFP, including vulnerability assessment and food security analysis, food assistance programmes, supply chain management, and beneficiary registration and targeting, will be leveraged to implement this action plan.

The action plan is rooted in strategic partnerships with national governments, United Nations agencies, civil society and non-governmental organizations. Institutional commitment and robust national capacity to design and implement hunger-reduction activities are critical components of any anti-hunger strategy, and prerequisites for leveraging action around priority points of engagement and for nurturing an enabling environment for individuals, communities and the country as a whole.

The action plan calls for dedicating existing and new financial and human resources to engaging with countries for capacity development and hand-over of hunger-reduction activities.

## DRAFT DECISION\*

The Board takes note of “Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008–2013)” (WFP/EB.2/2010/4-D).

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

## THE PREMISE: ACTION PLAN TO IMPLEMENT CAPACITY DEVELOPMENT AND HAND-OVER IN WFP

1. WFP has long recognized the importance of enhancing the skills, knowledge and capacity of local and national partners to implement hunger-reduction measures. Since 1994, capacity development has featured in all WFP strategic plans. Early strategies emphasized the importance of developing integrated capacities among institutions, recognizing that institutions neither operate nor succeed in a vacuum; this implies a range of assistance spanning more than just training. In October 2004, WFP adopted a policy framework for capacity development; following a 2008 evaluation of the policy and related operations, the framework was updated in 2009.<sup>1</sup> The updated policy framework highlights lessons and good practices that apply to the shift in WFP policies and programmes, and which are enshrined in the WFP Strategic Plan (2008–2013).
2. The shift from “food aid” to “food assistance” as detailed in the WFP Strategic Plan (2008–2013) reflects a new vision for WFP, which recognizes that WFP must partner with communities and countries to reduce hunger.<sup>2</sup> This is met through two pathways: i) providing direct capacity to respond to hunger when such capacity is missing or inadequate; and ii) facilitating the capacity of countries to reduce hunger and improve food security by supporting anti-hunger policies, institutions and programmes.
3. The 2008 evaluation underscored the need for more robust capacity at regional, national, sub-national and community levels in order to effectively address acute and chronic undernutrition and hunger. In addition an essential aspect of adapting to the capacity development agenda is recognizing that enabling others to do a job is different from getting the job done oneself. The evaluation noted that the policy did not adequately emphasize the importance of enabling environments – that is, the policies, institutional networks and incentives that must be in place for individuals and organizations to effectively address acute and chronic undernutrition and hunger. Another identified weakness was that most of WFP’s capacity development efforts were geared towards ensuring adequate capacity for the smooth implementation of WFP-supported food programmes.
4. Following the adoption of the WFP Strategic Plan (2008–2013), and to respond to the challenges and gaps identified by the evaluation, in October 2008 the Executive Director established the Hand-Over and Partnership Branch (ODXH) as part of the Programme Division (ODX). The branch has embarked on a range of activities to facilitate a shift in the corporate mindset and bridge internal capacity gaps required for WFP to engage in capacity development. These include consultations with WFP colleagues at all levels; commissioning a series of studies; and developing guidelines and a toolkit for country offices and regional bureaux.

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<sup>1</sup> “Building National and Regional Capacities” (WFP/EB.3/2004/4-B); “WFP Policy on Capacity Development: An Update on Implementation” (WFP/EB.2/2009/4-B); and “Summary Report of the Evaluation of WFP’s Capacity Development Policy and Operations” (WFP/EB.A/2008/7).

<sup>2</sup> The shift to food assistance entails applying a robust set of tools to provide a lasting response to critical hunger needs. The overarching goal is to reduce hunger by supporting governments to take responsibility for the hunger challenge in their respective countries, in collaboration with regional entities and the international community.

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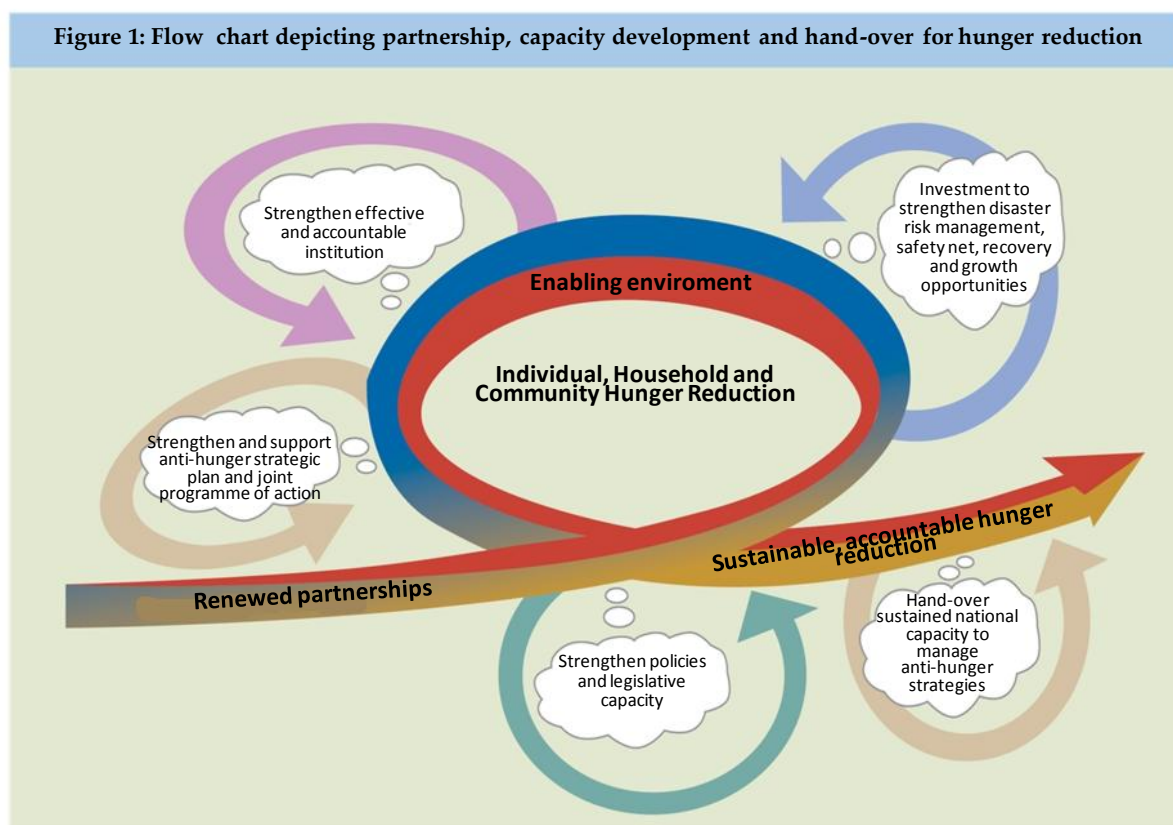
## PURPOSE AND SCOPE OF THE ACTION PLAN

5. The 2009 updated capacity development policy affirms that “continuing enhancement of WFP’s role and impact in capacity development will depend on the extent to which capacity development is prioritized during the transition to a food assistance agency, while also supporting that process of change”. The policy emphasized the continued focus of WFP on its own internal gaps in implementing capacity development, with particular attention paid to national capacity assessments, partnerships, learning, monitoring, evaluation and reporting, awareness-raising, incentives and funding.
6. During its deliberation of the update, the Board requested the Secretariat to provide a practical and comprehensive implementation plan for capacity development and hand-over activities. The present document provides an operational update and a road map on the implementation status of the capacity development component of the Strategic Plan (2008–2013) at country office, regional bureau and Headquarters levels.

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## PRIORITY ACTIVITIES IN CAPACITY DEVELOPMENT AND HAND-OVER

7. Strategic partnerships are critical for engaging successfully with national systems for a sustained reduction in hunger and for designing and implementing innovative and sustainable anti-hunger projects or programmes. Successful implementation of the action plan depends on the ability of country offices to foster strategic partnerships with national governments, United Nations agencies, civil society and non-governmental organizations (NGOs).
8. Figure 1 portrays five **priority points of engagement** leveraged through renewed partnerships for sustainable hunger reduction. These are: i) investing to strengthen disaster risk management, safety nets, recovery and growth opportunities; ii) strengthening effective and accountable anti-hunger institutions; iii) strengthening and supporting anti-hunger strategic plans and joint programmes of action; iv) strengthening anti-hunger policies and legislative capacity; and v) handing over sustained national capacity to manage anti-hunger strategies.



9. Country offices will nurture partnerships with national counterparts, focusing on specific capacity development and hand-over activities for national, sub-national and/or local institutions as well as civil society organizations. (See Annex for a proposed task allocation among country offices, regional bureaux and Headquarters.) This entails a participatory process to agree on the points of engagement for sustained anti-hunger interventions.
  - WFP's immediate priority is to improve the food intake and nutritional well-being of individuals, households and communities, who are the primary actors in combating hunger. To a large measure, the interaction between people and their environment is responsible for enabling people to meet their basic needs, realize their aspirations and unlock resources for hunger reduction.
  - Country offices will identify and prioritize key institutions responsible for enacting policies, creating enabling environments and developing national programmes of action to resolve the hunger challenge. WFP will support national institutions so that they complement and enhance individual, household and community actions with policies, programmes, and technological innovations for exchanging goods and services. Institutional capacity development will focus on guaranteeing the means to respond to hunger when individual, household and community capacities are overwhelmed. WFP will work with institutions to strengthen their response capacities in order to hand over the sustained technical and governance capacity required to reduce hunger in the country.
  - Country offices will identify one or more of the five priority points of engagement for implementing a food assistance strategy. These will be adopted in the sequence

determined by the country office and national government counterparts using a participatory assessment process.

## ROLE OF COUNTRY OFFICES IN CAPACITY DEVELOPMENT AND HAND-OVER

10. Country offices perform the core of WFP's capacity development and hand-over work. Given the unique combinations of capacities, governance and food and nutrition needs between regions, countries and even localities, approaches are likely to differ widely across the globe. Taking into account priorities detailed in the above paragraphs, main activities at the country office level are to:

- (i) Strengthen partnerships with national governments in order to better align WFP activities and strategies with national priorities and establish WFP's role as an enabler of sustainable hunger reduction.
  - In Bolivia, WFP is developing the capacity of government and other partners in emergency response, thus firmly asserting its role as a food assistance actor able to provide technical support as required.
  - In Africa, partnership with national governments is being advanced through participation in the Comprehensive Africa Agriculture Development Programme (CAADP) round-table, compact and post-compact processes supporting countries to produce comprehensive investment plans to reduce hunger and poverty.
  - In Haiti, WFP had been working to strengthen the capacities of agriculture, human resource management and rural development institutions prior to the dramatic impact of the January 2010 earthquake. With capacity in these areas further weakened by the earthquake, the country office is preparing an action plan to work even more closely with the Government of Haiti to strengthen emergency response coordination capacities as well as to incubate nascent anti-hunger institutions and anti-hunger policies and programmes.
- (ii) Strengthen partnerships with the national system, including civil society and private sector, the International Monetary Fund (IMF) and World Bank, donors and United Nations agencies through the United Nations Development Assistance Framework (UNDAF).
  - In Nepal, the creation of a social protection task force with the United Nations Children's Fund (UNICEF) has led to the establishment of food banks as a mechanism for off-setting the impact of lean seasons. The task force clarifies the roles of the agencies involved in this initiative.
  - WFP and the World Bank Group have identified nine pilot countries with which to work to help national governments develop sustainable school meals programmes that provide social safety nets, support health and nutrition, and promote education for all. Partnerships with national governments are under development with six countries in Africa – Côte d'Ivoire, Ghana, Kenya, Malawi, Mali, Mozambique – as well as with Bangladesh, The Lao People's Democratic Republic and Haiti. The overall aim is to help these countries systematically transition to sustainable school meals programmes. The work in Africa is supported by the Bill & Melinda Gates Foundation (BMGF)

through support to Purchase for Progress (P4P) and the Partnership for Child Development as well as through efforts of the New Partnership for Africa's Development (NEPAD)/CAADP. It aims to go beyond school meals programmes to address the local production of food and wider issues of food security and economic development.

- Through the P4P initiative, WFP has developed commercial links between smallholder producers and national food processing businesses to promote the local production of fortified blended food and enable hand-over of the production process to national entities.
- (iii) Prioritize capacity development activities around the five points of engagement shown in Figure 1. In order to determine which are appropriate, and in which order they should be operationalized, it will be necessary to review and assess each national context to ensure that interventions fit agreed priorities and respond to changing dynamics.
- Institutional strengthening. In a few countries, WFP staff members are out-posted in a government ministry or government staff are placed in WFP offices to support early warning initiatives and facilitate inter-agency coordination. In Egypt, WFP collaborates with UNICEF and the World Health Organization (WHO) to provide technical assistance to the National Nutrition Institute to improve the collection, analysis and dissemination of nutrition data and establish a National Nutrition Surveillance System.
  - Policy and legislative strengthening. In Indonesia WFP assists the Government to strengthen its food, livelihoods and nutrition surveillance system, which is used for social security programmes and early warning systems. This influences policy and helps ensure that food and nutrition security are integral to government-subsidized social safety nets. In Peru, WFP provided technical support for improving the Government's policy and programming as it reformulated its food assistance programme. In Ecuador, WFP supported the Government to formulate a state policy for eradicating child undernutrition. In Iraq, WFP assists the Government to reform the public distribution system and develop a comprehensive social protection policy with the dual objective of protecting the consumption needs of poor people while supporting economic growth.
  - Supporting anti-hunger strategic plans and joint programmes of action. In Egypt, a joint action plan was formulated with the Government to improve the national subsidy system by fortifying subsidized vegetable oil with Vitamin A. Following WFP's recommendations, subsidized bread is fortified in all parts of the country, and now reaches 20 million people.
  - Investing in strengthening disaster risk management, safety nets and recovery and growth opportunities. In Lesotho, a project to support the institutionalization and capacity enhancement of the Lesotho Vulnerability Assessment Committee (VAC) in the Disasters Management Authority resulted in WFP's analytical framework for community and household surveys being mainstreamed into national policy. In Burkina Faso and Ghana, WFP and partners worked with community-based women's groups to fortify foods and market them in their communities, thus establishing a



self-sustaining activity through start-up assistance and technical support. This was achieved together with partners and through WFP's P4P initiative.

- Handing-over sustained national capacity to manage anti-hunger strategies. In many countries in southern Africa, vulnerability analysis and mapping (VAM) systems are well on their way to being handed over to governments, with support provided by WFP to government-led VACs. In Tajikistan, a supplementary feeding programme was successfully handed over to the Government. This not only ensured the continuity of supplementary feeding for vulnerable children, but also raised the profile of nutrition on the development agendas of the Government, donors and other partners. In Burkina Faso, WFP has enhanced the capacity of the Ministry of Social Affairs to establish urban social safety nets in partnership with the Institute of Development Research (*IRD, Institut de recherche pour le développement*). The Ministry is preparing to take over WFP safety net programmes and address chronic urban hunger.
- (iv) Prepare a hand-over action plan based on agreed benchmarks.
- Country offices in the Regional Bureau for Asia (ODB) designed their action plans for capacity development and hand-over during an Action Planning and Learning Workshop in June 2010, organized jointly by ODB and Headquarters.
  - In Brazil, the school meals programme was handed over to the Government in 1996 and is now part of the wide range of social assistance programmes run by the Ministry of Development as part of the national *Fome Zero* (Zero Hunger) policy.
  - In El Salvador, the school meals programme was handed over in 2007 and has since evolved into one of the largest and most successful social programmes in the country, entirely under the responsibility of the Government.
- (v) Mobilize resources to finance capacity development and hand-over activities. This involves incorporating these activities, where appropriate, into existing programmes and developing funding proposals for national government contributions, in-country donors, the private sector and other non-traditional funding sources.
- The country offices in Egypt, several countries in the Latin America and Caribbean region (ODP) and others have raised funds for capacity development through innovative engagements with national governments and local private sector donors.
  - In Uganda, WFP augmented the capacity of the Office of the Prime Minister and three District Disaster Management Committees to advocate for and mobilize resources to counter hunger and undernutrition resulting from emergencies. This included devising a strategy to enhance national and district capacities as well as a campaign to promote community-based school meals.

## ROLE OF REGIONAL BUREAUX IN CAPACITY DEVELOPMENT AND HAND-OVER

11. Regional bureaux will take note of the priorities identified above, specifically with respect to different sets of capacity development and hand-over activities and corresponding technical assistance. Main priority actions at the regional bureau level are:
- (i) Explore options for regionally based capacity development and provide resources for technical support to serve country offices.
    - Capacity development for rapid response based on the Latin America and Caribbean Emergency Response Network (LACERN) strategy has strengthened sub-regional hubs to cover all countries in need, including those where WFP is not operational.
    - The early-warning online tool launched in the the Middle East, Central Asia and Eastern Europe region (ODC) is an example of enhanced monitoring of potential hazards. Following the request of two governments in the region, a mechanism is currently being considered which will enable sharing the application with other governments so that they can in turn set up their own systems.
    - ODC reviewed national safety nets in Armenia, Egypt, Georgia, Jordan and Yemen in order to identify opportunities where WFP can be involved in the reform process of food subsidy systems and social safety nets. Discussion is currently underway to identify new opportunities for partnership.
  - (ii) Update and maintain regional rosters of experts in capacity development. In Makerere University, Uganda, WFP conducted training on nutrition in emergencies using Inter-Agency Standing Committee (IASC) nutrition cluster tools. The objective was to create a pool of nutrition resource people for the region while enhancing the university's ability to continue this type of training in future. This activity enhanced WFP's partnership with IASC cluster members and with the University, which is expected to lead to stronger relationships with partners in the field.
  - (iii) Strengthen and develop links and partnerships with regional institutions.
    - In Africa, WFP is deepening its partnership with the New Partnership for Africa's Development Planning and Coordination Agency (NPCA) to augment its capacity to advance the implementation of its own CAADP. The CAADP process includes compact, post-compact and national investment programme formulation and implementation, which require robust partnerships to advocate for a coherent corporate-level strategic engagement with the NPCA. In other regions, WFP will link national-level engagement with the agendas of regional institutions.
    - In order to be better prepared for emergencies, in February 2010 WFP and the Economic Community of West African States (ECOWAS) signed a technical agreement for building and operating a humanitarian response depot in Bamako, Mali. ECOWAS and WFP have also joined efforts to meet the nutrition needs of the most vulnerable during emergencies: in Niger, ECOWAS procures food and WFP covers related costs.

- (iv) Forge partnerships with United Nations agencies, the World Bank, the private sector and other stakeholders through UNDAF at the regional level. Regional bureaux continue to build alliances by meeting with stakeholders.
- (v) Support country offices in designing and implementing country-specific capacity development and hand-over action plans. Several regional bureaux have expressed interest in holding a regional workshop on capacity development and hand-over, similar to that held in Delhi, India in June 2010.
- (vi) Advocate for coordinated and joint engagement in capacity development towards sustainable hunger reduction in regional United Nations fora through regional management teams.

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## ROLE OF HEADQUARTERS IN CAPACITY DEVELOPMENT AND HAND-OVER

12. Headquarters divisions and technical services will provide support to country offices to help to implement these priorities. The priority actions are:

- (i) Develop and disseminate tools and operational guidelines.
  - In March 2010, ODXH distributed guidelines to strengthen the capacity of nations to reduce hunger, covering partnership, capacity development and hand-over activities.<sup>3</sup> A guide on how to develop sustainable food security monitoring systems is under preparation.
  - WFP is updating its current set of tools to assist countries to carry out sustainable school meals programmes, including a process to assist countries in deciding whether school meals are the best intervention and if so, which model works best for that country's objectives, context and resources. The process also identifies areas for capacity development and where WFP and other partners could contribute. It has been tested through a joint effort with the World Bank in Ghana, Kenya and The Lao People's Democratic Republic between December 2009 and March 2010. The priorities established for WFP were: in Kenya, developing national capacity for programme monitoring and evaluation; in Ghana, supporting the Government with targeting for and improving the home-grown school meals programme, linking demand with small-scale producers using P4P; and in The Lao People's Democratic Republic, working with the World Bank to assist the Government in establishing the necessary capacity to launch a national school meals programme.
  - The Emergency Preparedness and Response Web (EPweb) is a corporate system for emergency planning, comprising maps, contingency plans and other practical tools. It enhances WFP and partner capacities, strengthens disaster risk management, and facilitates regional initiatives.
  - WFP has developed a "scatter chart", which will be updated periodically, in order to: i) clarify what constitutes capacity for hunger reduction; ii) help

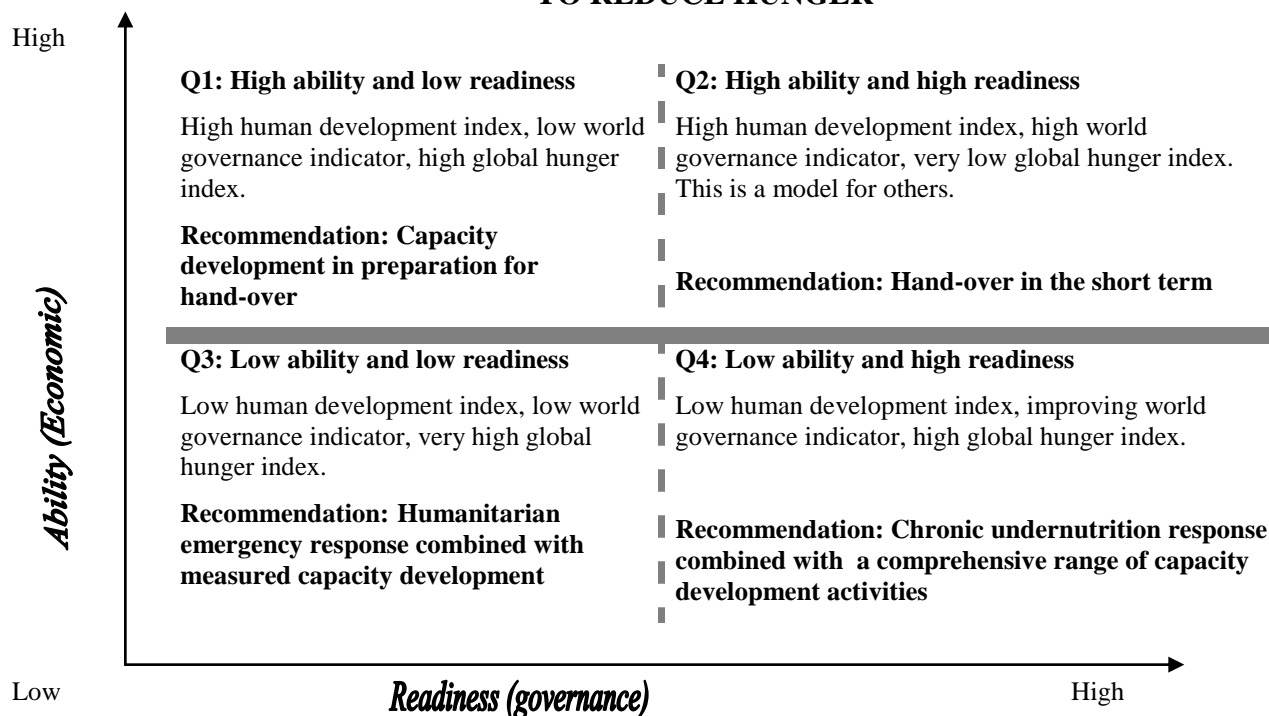
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<sup>3</sup> WFP. 2010. "Operational Guide to Strengthen Capacity of Nations to Reduce Hunger: A Toolbox for Partnership, Capacity Development and Hand-over Activities". Field Trial Edition, Rome.

prioritize WFP's investments in national capacity development for hunger reduction; and iii) determine in a transparent manner criteria for handing over food assistance programmes. The scatter chart uses independent and internationally established data sources: the human development index produced by the United Nations Development Programme (UNDP); the world governance indicators produced by the World Bank Institute; and the global hunger index produced jointly by the International Food Policy Research Institute (IFPRI), Concern, and *Welthungerhilfe*.

- The scatter chart is a dynamic tool that links hunger to economic ability and governance readiness (see below). The relationship is schematized in a matrix, where the vertical axis plots ability and the horizontal axis plots readiness. By placing countries in their corresponding quadrant, the chart helps determine the most appropriate anti-hunger action in a given context. In addition, it proposes how WFP and its partners can best prioritize resources, taking into account individual and household needs and the need to strengthen institutions and policy. The chart reflects a complex reality where there is a *fluid* continuum between and within the quadrants. Countries in quadrants 1 and 2 are in a position to devote resources to hunger-reduction efforts; they require a more sustained commitment to capacity development coupled with deliberate and time-bound actions for hand-over. Countries in quadrants 3 and 4 require direct humanitarian action combined with capacity development in strategic areas.

### SCATTER CHART: ABILITY AND READINESS TO REDUCE HUNGER



- (ii) Strengthen core staff competencies to serve as a technical resource base and effective catalyst for capacity development and hand-over action plan implementation, in particular in the areas of anti-hunger institutional analysis, policy and legislation analysis, regional partnerships and advocacy.
- (iii) Continue efforts to move the present action plan forward, including advocating for the financing of non-tonnage-based activities as part of ongoing financial framework reform discussions and the development of effective communication strategies.
- (iv) Maintain knowledge management practices, including documenting best practices in partnership, capacity development and hand-over in a standardized manner, facilitating learning throughout WFP and disseminating information through an interactive web portal.
- (v) Develop a financing strategy for capacity development and hand-over activities in collaboration with the Government Donor Relations Division (ERD) and others. This includes developing funding proposals for multi-donor contributions, elaborating a strategic approach for financing country-level activities and establishing consultative groups for stakeholders of capacity development and hand-over.
- (vi) Develop and intensify WFP's engagement strategies with regional institutions, such as the partnership with NPCA.

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## FINANCIAL AND HUMAN RESOURCE REQUIREMENTS

13. Capacity development activities have always been funded through other direct operational costs (ODOC) and direct support costs (DSC), and generally linked to food tonnages. The amount of funds generated through ODOC/DSC is therefore contingent on corresponding programmed quantities of food. This is not an appropriate way to finance capacity development activities, which may be proposed in lieu of food commodities, or in situations involving small amounts of tonnage. The tonnage-based premise for WFP resource mobilization and programming is being reconsidered in the context of the financial framework review, with recommendations for changes necessary to allow for such non-commodity activities as technical services and capacity development. This would enhance the ability of WFP to engage in sustained partnerships with national counterparts to strengthen government capacity to predict and reduce hunger.
14. Until such changes come about, the implementation of the action plan will rely on a number of financing options including funds made available within existing programme categories for capacity development and hand-over activities; and treating the capacity development and hand-over activities as stand-alone projects. Such funding can be arranged as a separate technical assistance project, or through a trust fund.

15. WFP's extensive field presence, decades of operational experience and strong, long-term relationships with government counterparts place it in an ideal position to identify capacity gaps for reducing hunger and the mechanisms and tools required to address them. Core competencies within WFP – vulnerability assessments and food security analysis, early warning systems, safety nets, school meals, nutrition strategies, food fortification, cash and vouchers, increasing local marketing opportunities, food assistance programmes, logistics and supply chain management, procurement, beneficiary registration and targeting – will be leveraged to implement this capacity development and hand-over action plan. Emerging cross-cutting competencies including expertise in anti-hunger policy and legislation, anti-hunger institutions and partnership will be developed and eventually be mainstreamed in WFP, much like vulnerability assessments or logistics and supply chain management.

**ANNEX: ACTION PLAN FOR THE IMPLEMENTATION OF THE CAPACITY DEVELOPMENT AND HAND-OVER COMPONENTS OF THE WFP STRATEGIC PLAN (2008–2013)**

**SUMMARY MATRIX**

<b>Activity</b>	<b>Primary Responsibility</b>	<b>Comments</b>	<b>Timeframe</b>
Engage in partnerships with national systems for lasting hunger reduction.	Country offices/ regional bureaux/ Headquarters	<ul style="list-style-type: none"> <li>➤ Engage with ministries of agriculture, health, social welfare, economy, finance and planning.</li> <li>➤ Articulate WFP's role as an enabler of sustainable hunger reduction; ensure that engagement with national governments seeks to improve people's food intake and nutritional well-being .</li> <li>➤ Support the priorities and aspirations of national governments to fight hunger, for example, supporting the CAADP processes in Africa.</li> <li>➤ Support national institutions so that they complement individual, household and community actions with policies and programmes, technological innovations for exchanging goods and services.</li> <li>➤ Focus institutional capacity development on guaranteeing the means to respond to hunger when individual, household and community capacities are overwhelmed.</li> </ul>	Ongoing in light of cross-cutting nature of this activity
Strengthen capacity of national systems in order to ensure that hunger-reduction measures are fully incorporated in national programmes.	Country offices	<ul style="list-style-type: none"> <li>➤ Identify the most appropriate points of engagement in line with the national context.</li> </ul>	Ongoing; activity will be enhanced over time as feasible
Mobilize resources to finance partnership, capacity development and hand-over activities	Country offices/ regional bureaux/ Headquarters	<ul style="list-style-type: none"> <li>➤ Develop proposals for grants and other funding.</li> <li>➤ Identify possible funding sources from national governments, in-country donors and the private sector.</li> </ul>	Ongoing
Explore funding options for regionally based capacity development and hand-over activities	Regional bureaux	<ul style="list-style-type: none"> <li>➤ Identify resources to provide technical support to country offices, including funding of experts' positions.</li> </ul>	Ongoing
Maintain updated regional expert rosters	Regional bureaux	<ul style="list-style-type: none"> <li>➤ Maintain relevance and updated information of roster through a feedback mechanism for country offices.</li> <li>➤ Provide access to roster through web portal.</li> </ul>	Ongoing



**ANNEX: ACTION PLAN FOR THE IMPLEMENTATION OF THE CAPACITY DEVELOPMENT AND HAND-OVER COMPONENTS OF THE WFP STRATEGIC PLAN (2008–2013)**

**SUMMARY MATRIX**

<b>Activity</b>	<b>Primary Responsibility</b>	<b>Comments</b>	<b>Timeframe</b>
Develop strategies for working with regional institutions; advocate for WFP's new vision in regional fora, including with United Nations agencies, World Bank and other regional stakeholders	Country offices/ Regional bureaux/ Headquarters	<ul style="list-style-type: none"> <li>➤ Support round table, compact and post compact investment process of CAADP (ODJ, ODD).</li> <li>➤ Explore partnership options and align engagement with regional body agendas in Africa and other regions.</li> <li>➤ Raise awareness of the organizational change within WFP and the need for increased harmonization and coordination for capacity development.</li> </ul>	Ongoing; activity will be enhanced over time as feasible
Support country offices in designing and implementing country-specific capacity development and hand-over action plans	Regional bureaux/ Headquarters	<ul style="list-style-type: none"> <li>➤ Facilitate the design of country office capacity development and hand-over action plans through regional workshops and other peer-level exchanges.</li> </ul>	Ongoing; activity will be enhanced over time as feasible
Review and strengthen core staff competencies	Headquarters, efforts by various departments under the Deputy Executive Director for Hunger Solutions	<ul style="list-style-type: none"> <li>➤ Maintain as a core competency capacities in anti-hunger institutional analysis, legislation, policy analysis and the development of regional partnerships in order to support country offices and regional bureaux.</li> <li>➤ Ensure necessary knowledge management practices are in place to document and share best practices: make available updated documentation and analytical tools to the field; create and manage an interactive web portal.</li> </ul>	Ongoing; activity will be enhanced over time as feasible
Continue to address bottlenecks for capacity development and hand-over activities including financing strategy for capacity development and hand-over activities	Budget and Programming Division	<ul style="list-style-type: none"> <li>➤ Participate in the ongoing financial and programme category discussions.</li> <li>➤ Develop funding proposals for multi-donor contributions.</li> <li>➤ Establish a consultative group to bring together stakeholders of capacity development and hand-over.</li> </ul>	Ongoing; activity will be enhanced over time as feasible
Strengthen engagement with and provide support to country offices and regional bureaux	Programme Division	<ul style="list-style-type: none"> <li>➤ Provide relevant operational guidelines.</li> <li>➤ Provide direct technical input to country-specific support through in-country missions.</li> </ul>	Ongoing; activity will be enhanced over time as feasible
Develop and maintain knowledge management practices, document experiences and best practices, and facilitate horizontal and vertical learning	Programme Division and Policy, Planning and Strategy Division	<ul style="list-style-type: none"> <li>➤ Document the experiences of country offices and regional bureaux with partnerships, capacity development and hand-over.</li> <li>➤ Facilitate forum for information and knowledge exchange throughout WFP and among partners.</li> </ul>	Commence immediately





## ACRONYMS USED IN THE DOCUMENT

CAADP	Comprehensive Africa Agriculture Development Programme
DSC	direct support costs
ECOWAS	Economic Community of West African States
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
IASC	Inter-Agency Standing Committee
IRD	<i>Institut de recherche pour le développement</i> (Institute of Development Research)
LACERN	Latin America and Caribbean Emergency Response Network
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
NPCA	New Partnership for Africa's Development Planning and Coordination Agency
ODB	Regional Bureau for Asia
ODC	Regional Bureau for Middle East, Central Asia and Eastern Europe
ODD	Regional Bureau for West Africa
ODJ	Regional Bureau for Southern, Eastern and Central Africa
ODOC	other direct operational costs
ODP	Regional Bureau for Latin America and the Caribbean
ODX	Programme Division
ODXH	Hand-Over and Partnership Branch
PDS	Public Distribution System
PRRO	protracted relief and recovery operation
P4P	Purchase for Progress
SADC	Southern African Development Community
UNDAF	United Nations Development Assistance Framework
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VAC	Vulnerability Assessment Committee
VAM	vulnerability analysis and mapping