

برنامج  
الأغذية  
العالمي



Programme  
Alimentaire  
Mondial

World  
Food  
Programme

Programa  
Mundial  
de Alimentos

**Executive Board  
Second Regular Session**

**Rome, 9–13 November 2009**

## **EVALUATION REPORTS**

### **Agenda item 6**

*For consideration*



Distribution: GENERAL

**WFP/EB.2/2009/6-E/Add.1**

28 September 2009

ORIGINAL: ENGLISH

## **MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT MALAWI COUNTRY PORTFOLIO**

This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://www.wfp.org/eb>).

## 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, Performance and Accountability    Ms R. Hansen                      066513-2008  
Management Division:

Senior Performance Management Officer,    Mr K. Owusu-Tieku                      066513-3018  
Performance and Accountability  
Management Division:

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).



---

## BACKGROUND

1. The Secretariat appreciates the evaluation recommendations that support WFP's efforts to strategically reposition itself in Malawi.
2. The Secretariat's ongoing initiatives will help define and adjust its strategy and operational modalities for emergency and recovery situations accordingly.
3. The Secretariat's responses to the recommendations are presented in the attached matrix.

## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT MALAWI COUNTRY PORTFOLIO

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>1. The forthcoming country strategy should specifically address WFP's role in Malawi's recovery process. The country strategy should:</p> <p>i) be based on a credible analytical framework, noting positive trends to be supported and measures to mitigate ongoing structural risk to food security;</p> <p>ii) present WFP's contribution to the Government's social protection and social development objectives in a manner that differentiates those contributions from past emergency-oriented assistance;</p>	Country office	<p>A draft Country Strategy Document (CSD) has recently been developed and is currently being shared with donors and the Government for their reactions and inputs. The CSD will be aligned with the Government's Malawi Growth and Development Strategy, which is a recovery and growth-oriented development blueprint. The CSD will also seek to reflect the priorities of sector-specific policies. WFP will endeavour to position itself as a partner in supporting the Government's recovery and growth-oriented priorities.</p> <p>i) To ensure an objective grounding, the CSD draft is being developed with reference to the country's widely accepted food security and vulnerability assessment documents such as: the comprehensive food security and vulnerability analysis report; the Malawi Vulnerability Assessment Committee food security reports; Famine Early-Warning System Network food security assessment reports; and nutrition survey reports. The CSD acknowledges improvements in the general food security situation and macroeconomic stability, good governance, and adoption of enabling policy frameworks achieved in the last few years. It also acknowledges major risks to food insecurity, such as overdependence on rainfed agriculture, climate change, HIV and AIDS and malnutrition, and will seek to promote and advocate for measures aimed at mitigating the adverse impacts of these on household food security. Various monitoring and evaluation reports on food security for different stakeholders have been consulted.</p> <p>ii) CSD activities will be aligned with the national social development and social protection (support) policies for Malawi in a manner that clearly distinguishes them from past activities.</p> <p>In social development, WFP will support mother-and-child health and nutrition (MCHN), education and HIV and AIDS interventions. In collaboration with the Government and other stakeholders, a minimum MCHN package will be developed to ensure proper growth by addressing problems of child and maternal malnutrition, child feeding and care practices, and disease. To prevent both acute and chronic malnutrition, WFP will focus on early child development in the protracted relief and recovery operation from 2010, designing activities that target children under 24 months. For children under 5 and pregnant and lactating women who are acutely malnourished, WFP will provide nutrition support through supplementary and therapeutic</p>	January 2010



## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT MALAWI COUNTRY PORTFOLIO

Recommendations	Action by	Management response and action taken	Implementation deadline
		<p>feeding in line with the national nutrition policy and national guidelines on management of acute malnutrition through a community-based approach. In the essential health package for the health sector-wide approach (SWAP), the Ministry of Health has included supplementary and therapeutic feeding that is expected to be funded by donors and sustained when WFP phases out its support. WFP will also continue providing nutrition support to AIDS patients, and food assistance to their households. WFP will endeavour to mobilize resources to invest in malnutrition prevention and will work to establish linkages with complementary activities.</p> <p>Education is a major social development activity in Malawi. When girls complete every grade, the result is improved knowledge about maternal and child health, child care and good nutrition practices among women. Support for school feeding will therefore continue as a contribution to long-term human capital development and the effective management of malnutrition and HIV and AIDS. WFP will support the Government in developing the national universal school meals programme, following the national school health and nutrition policy.</p> <p>WFP will include a disaster risk mitigation component in the CSD so it can respond to emergency food assistance needs resulting from natural disasters. The CSD will include activities such as targeted or general food/cash distribution and emergency supplementary feeding. In case of a severe natural disaster, WFP will opt for an emergency operation to respond to needs.</p> <p>In response to the Government's social protection agenda, WFP will include a component of cash transfers to food-insecure households, drawing on lessons learned from the pilot project on food and cash for livelihoods.</p> <p>Through Purchase for Progress (P4P), WFP will ensure that the food required for vulnerable group feeding activities is procured locally from small-scale farmers where possible. This will be based on yearly analysis of the country's food security and market situation, taking seasonal changes into consideration.</p> <p>WFP will continue to support the Government's ability to assess food security, malnutrition, HIV and AIDS and the impact of high food prices by providing more technical assistance.</p>	



## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT MALAWI COUNTRY PORTFOLIO

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>iii) be based, to the extent possible, on agreement with the Government and donors on appropriate roles, around which support and resources can be mobilized; and</p> <p>iv) stress long-term efforts to reduce dependence on food assistance, and include clearly defined parameters for an eventual hand-over strategy. It therefore should include capacity development measures.</p>		<p>iii) WFP will align the CSD with the main priorities recognized by donor strategy documents agreed with the Government, and with the Government's own priorities.</p> <p>Government and donor agreement will depend on whether they perceive the CSD to be aligned with Government and donor priorities, to avoid duplication with other stakeholders, and to be consistent with WFP's mandate. WFP will assure stakeholders that WFP has considered and incorporated their concerns in the CSD design.</p> <p>iv) In view of its shift from an emergency to a recovery/growth orientation, and recognizing the gains already made in food security at macro levels, WFP has designed the CSD to provide a longer-term and more focused contribution to addressing structural risks and impediments to household food security. Through carefully designed investments in nutrition, education and disaster risk, WFP will seek to reduce communities' long-term vulnerability and resultant dependence on food assistance. This will require a major shift in donors' perception of WFP as an emergency-oriented agency to accept WFP as a partner in addressing both emergency and chronic food insecurity.</p> <p>WFP will sign an agreement with the Government that clearly defines WFP's role during non-emergency periods. The country office will ensure that the social development activities are part of the United Nations Development Assistance Framework and are agreed by the Government. Where necessary, each sector will sign an operational plan with the relevant government ministry for the implementation of its activities.</p>	



## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT MALAWI COUNTRY PORTFOLIO

Recommendations	Action by	Management response and action taken	Implementation deadline
		<p>As the Government moves slowly towards full implementation of the Paris Declaration and resultant SWAP by channelling resources to the different interventions, WFP will work with the Government, donors and other stakeholders to help ensure that the process follows this trend, while guaranteeing full accountability for all donor resources given to WFP. Donor support to government capacity development efforts that ensure acceptable levels of accountability will be needed if hand-over is to be effective and sustainable.</p>	
<p>2. The resource implications of the country strategy should be spelled out clearly, including requirements to meet demands to play a different role in recovery.</p> <p>Building on the lesson from this evaluation, it is important to recognize that sufficient internal analytical capacities exist and can be employed to position WFP strategically and lead related discussions with the Government and partners. A minimum level of resources needs to be maintained even when emergency operations and related tonnage-based programmes are scaled back.</p>	Country office	<p>The final CSD will ensure that full stock is taken of the resource implications arising from WFP's changing roles. To support consolidation of the gains already made in various priority sectors and in managing food insecurity, WFP will be expected to play an increasing role in Malawi in supporting ongoing policy formulation in the areas of climate change adaptation, disaster risk reduction and contingency planning, as well as in food security and the management of strategic grain reserves, in light of the bumper harvests driven by fertilizer subsidies.</p> <p>To ensure adequate resources for providing effective support to the Government, it is necessary to: i) take an inventory of the skills and capacities desired; ii) determine which of these are already available; and iii) put in place appropriate measures and/or investments to address any gaps.</p>	January 2010



---

## ACRONYMS USED IN THE DOCUMENT

CSD	Country Strategy Document
MCHN	mother-and-child health and nutrition
P4P	Purchase for Progress
SWAP	sector-wide approach