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de Alimentos

**Executive Board
Annual Session**

Rome, 9–12 June 2008

EVALUATION REPORTS

Agenda item 7

For consideration

E

Distribution: GENERAL

WFP/EB.A/2008/7/Add.1

27 May 2008

ORIGINAL: ENGLISH

MANAGEMENT RESPONSE TO EVALUATION OF WFP'S CAPACITY DEVELOPMENT POLICY AND OPERATIONS

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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 point indicated below, preferably well in advance of the Board's meeting.

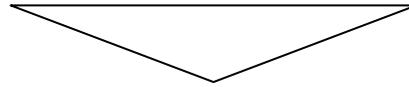
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

*Office of the Executive Director



DRAFT DECISION*



The Board takes note of “Management Response to Evaluation of WFP’s Capacity Development Policy and Operations” (WFP/EB.A/2008/7/Add.1) and encourages further action to implement the responses to the recommendations, taking into account considerations raised by the Board during its discussions.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (WFP/EB.A/2008/16) issued at the end of the session.



BACKGROUND

1. This document is WFP management's response to the "Summary Report of the Evaluation of WFP's Capacity Development Policy and Operations" (EB.A/2008/07). The evaluation was commissioned by WFP's Office of Evaluation (OEDE) to assess implementation of the policy and to inform discussions on WFP's future strategy for capacity development. The evaluation assessed the strategic achievement of expected goals and results, quality of policy advice, knowledge management, and capacity development activities, synergies and partnerships. The findings provided very useful inputs for the formulation of capacity development policies and measurement framework for the future.
2. WFP management is pleased with the evaluation's findings that the policy was: (a) fully in line with the United Nations General Assembly decisions, which direct Funds and Programme to use their capacities to develop those of partners and counterpart governments; (b) in accord with WFP's Mission Statement, its strategic plans and other policies; (c) ahead of its time in relation to good practice; and (d) credited with creating commitment and an enabling environment for developing capacities to address acute and chronic malnutrition.
3. WFP management also appreciates the evaluation's views that: (a) the policy framework had contributed to harnessing investments in developing capacities for analytical work, particularly in the areas of vulnerability and needs assessments, food fortification and nutrition; and (b) WFP was seen to have comparative advantage in certain specialist areas because of its deep field presence, which ensured enduring relationships with national and local partners and sustained capacity development efforts.
4. WFP management notes the evaluation's observations that: (a) the policy did not provide clear objectives for capacity development or results framework; (b) the strategic plans and results-based management did not establish a results framework for measuring the policy outcomes; (c) the policy was neither widely shared and read nor adequately supported to ensure adoption and implementation; (d) WFP's expertise in early warning, contingency planning, food aid management and programming did not automatically translate into national capacity development to attained the desired results; (e) financing mechanisms inhibited a systematic approach to capacity development; (f) performance reporting of capacity development initiatives were uneven; and (g) the link between capacity development and hand-over to national entities were a challenge.
5. Looking forward, management recognizes that there are many opportunities for WFP to enhance its capacity development efforts and finds this report valuable for informing policy and management decisions in this regard. Management also agrees with the general direction of the report's recommendations and will take appropriate actions to address them.
6. Detailed responses to each recommendation are presented in the matrix that follows.

ANNEX: RECOMMENDATION MATRIX AND MANAGEMENT RESPONSE

Recommendation	Action by	Management response and action taken	Implementation deadline
1. The evaluation recommends that the Policy Committee review the findings concerning the dual objectives of capacity development (para. 32) and the areas in which WFP provides capacity development assistance (para. 37). The Policy Committee should advise the Executive Policy Council on how to address these dual objectives, taking into account the Executive Board's discussion of this evaluation and the financial and human resource implications of each option.	Policy, Planning and Strategy Division (OEDP)	Agreed. The Policy Committee will discuss the findings and recommend to the Executive Policy Council actions for addressing the dual objectives.	September 2008
2. Once the Executive Policy Council has approved the Policy Committee's recommendation, OEDP should update the capacity development policy to reflect the Council's decisions and to bring the Policy in line with latest thinking, including on the definition of capacity development and WFP's approach to "beneficiaries". Such updates should be frequent to ensure the Policy reflects the evolution of capacity development.	OEDP	Agreed. OEDP will prepare a policy paper to update the Policy to reflect the Council's decision.	February 2009
3. To ensure that policy decisions are implemented, the Policy should be accompanied by: <ul style="list-style-type: none"> a. An action plan for each of the two capacity development objectives specifying how WFP will operationalize the Policy. They should include milestones, a results framework and guidance on diagnostic tools and hand-over strategies, and should estimate the cost of implementing the Policy, including the cost of developing WFP's own capacities in guidance, technical support, training, etc. Such action plans should be developed by OEDP and OMX, in consultation with regional bureaux and country offices b. A communication from management to the field to explain the position of capacity development among WFP's Strategic Objectives. 	<p>OEDP and Programme Design and Support Division (OMX)</p> <p>OMX</p>	<p>Agreed.</p>	<p>December 2008</p> <p>December 2008</p>



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Recommendation	Action by	Management response and action taken	Implementation deadline
<p>OMX should provide guidance on the following points:</p> <ul style="list-style-type: none"> c. Guidance on incorporating capacity development into the design of operations. Capacity development for programme implementation should be mainstreamed into components addressing other Strategic Objectives. Only the development of regionally, nationally and/or locally owned capacities for addressing acute and chronic malnutrition and hunger – rather than for implementing programmes – should remain a separate capacity development objective with associated performance indicators. d. Guidance materials adapted from other partners. This includes continuing to identify useful Web sites and sharing them within WFP. e. Capacity development assistance needs to be designed based on an analysis of the risk of capacity substitution and include measures for the gradual hand-over of capacities and for ensured sustainability. f. Administrative guidance that includes how to treat capacity development in design, country strategy and reporting documents. 		<p>OMX is currently revising and developing guidelines for various types of assessment related to crop and food supply, food security, vulnerability and emergency situations. Learning programmes for WFP staff and partners will accompany the roll-out of guidance and tools to the field, while advanced methods for data collection and analysis are systematically passed on to national institutions. New partnership with academic institutions will be explored as a way to sustain the capacity development efforts. A proposal has been submitted to the European Community Humanitarian Office (ECHO) to support these activities.</p> <p>OMX has developed a tool to assess national capacities (governments and civil society) to respond to food crises. This tool will assist with the design of national capacity building activities, the analysis of the risk of capacity substitution and with monitoring changes in national capacities over time.</p>	<p>December 2008 (c, d and e)</p> <p>June 2009</p>



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Recommendation	Action by	Management response and action taken	Implementation deadline
<p>4. OEDP and OMX should develop performance indicators based on the results framework in the action plans (recommendation 2 above) for the three levels at which capacity development takes place. These indicators should to be integrated into the results matrix for the Strategic Plan (2008–2011), taking into account the issues raised in para. 34.</p>	<p>OEDP and OMX</p>	<p>Agreed. The Strategic Results Matrix Working Group, chaired by OEDP with OMX participation; the Results-Based Management Unit; and the regional bureaux are developing performance indicators for the strategic results matrix of the Biennial Management Plan (2008–2009). Capacity development indicators will be included in the strategic results matrix. The strategic results matrix will provide the basis for updating the indicator compendium (which will include good practice indicator examples). The indicators to measure and evaluate capacity development results will be reflected in the strategic results matrix to be presented for approval to the 2008 Second Regular Session of the Executive Board.</p>	<p>October 2008</p>
<p>5. Good practice in capacity development and approaches should be shared among WFP capacity development practitioners in country offices, regional bureaux and Headquarters. To promote such exchange, OMX could use the programme quality assurance process, at least during the annual consultation on programme quality, or develop a Web-based platform.</p>	<p>OMX</p>	<p>Agreed. <i>The Programme Guidance Manual</i> available through <i>WFPgo</i> provides guidance and information on capacity development. It gives: a description of what capacity development means for WFP; capacity-building policies and principles and tools for assessing existing capacities and identifying weaknesses; and guidance for designing, monitoring reporting on and funding capacity development activities. To enhance internal capacity development, additional guidance material will be developed.</p> <p>Towards that end, during the 2008 annual consultation on programme quality, capacity development will be discussed in order to share views and good practices.</p>	<p>October 2008</p>





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Recommendation	Action by	Management response and action taken	Implementation deadline
		WFP's intranet site Practical Advice Sharing System (PASS-It-On) is one in-house good practice tool for knowledge management and capacity development. OMX will continue to support regional bureau and country office use of the PASS-It-On tools and templates.	July 2008
6. Certain job profiles should include requirements for capacity development experience. Given the importance of long-term relationships, this know-how might be sought in experienced national officers, who should be recognized for their knowledge and skills in capacity development. The Human Resources Division should develop corresponding profiles for qualifications and competencies and encourage managers to consider capacity development expertise in their recruitment strategies.	Human Resources Division (OMH)	Agreed. OMH regularly reviews the generic job profiles; if capacity development is identified as relevant to staff responsibilities and expected outputs, it will be incorporated into the generic job profile. Review of generic job profiles for inclusion of competency development will be undertaken.	December 2008
7. Funding arrangements for capacity development – other than to support programme implementation – should be reviewed to take into account the specific needs of capacity development (see para. 39). Such a review should take place in the context of any overall review of funding arrangements for WFP.	Finance and Legal Division	Agreed. Capacity needs assessment will be undertaken as part of the human resources development strategy in the future. The needs assessment will provide the basis for estimating funding requirements to address this recommendation. Funding modalities for the capacity development activities will then be reviewed within WFP's review of the financial policy framework.	

ACRONYMS USED IN THE DOCUMENT

ECHO	European Community Humanitarian Office
OEDE	Office of Evaluation
OEDP	Policy, Planning and Strategy Division
OMH	Human Resources Division
OMX	Programme Design and Support Division
PASS-It-On	Practical Advice Sharing System