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PROGRESS REPORT ON THE IMPLEMENTATION OF THE MANAGEMENT RESPONSE TO THE EXTERNAL EVALUATION OF WFP'S ENABLING DEVELOPMENT POLICY

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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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DRAFT DECISION*



The Board takes note of the information provided in “Progress Report on the Implementation of the Management Response to the External Evaluation of WFP’s Enabling Development Policy” (WFP/EB.A/2007/5-A) and also notes that WFP will require further support from donor governments to implement the proposed actions set out in “Response to the evaluation of WFP’s Enabling Development Policy” (WFP/EB.2/2005/4-A).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (document WFP/EB.A/2007/15) issued at the end of the session.



INTRODUCTION

1. This paper is an update on implementation of the Enabling Development Policy (EDP) evaluation recommendations. Further discussions on the role of WFP's development activities will be held with Board members during consultations on the new Strategic Plan (2008–2011).
2. The EDP was approved by the Board in May 1999 to re-orient development actions to improve their relevance, efficiency and effectiveness. The policy advocated the use of food aid in situations where food consumption was inadequate for good health and productivity as a way to reduce the impact of the trade-offs made by poor families between consumption and investment. The policy redirected WFP's development actions to five priority areas: health and nutrition, education and training, asset creation, disaster mitigation and sustainable livelihoods. Measures were introduced to improve the quality of WFP development actions: improved partnerships, enhanced community participation, better targeting, increased understanding of beneficiary circumstances, demonstration of results and increased attention to gender considerations.
3. Progress reports on the implementation of EDP were presented to the Board in the papers WFP/EB.A/2000/4-B and WFP/EB.A/2001/4-A; information was provided on the phased alignment of the WFP development portfolio with the EDP principles. From 2003 to 2005, a donor-led external evaluation of the EDP policy and its implementation was carried out. The evaluation focused on assessing the relevance, efficiency, effectiveness, impact and sustainability of the EDP, and included country case studies in Bangladesh, Bolivia, Ethiopia, Honduras, Mali, Mozambique and Pakistan.
4. The evaluation findings¹ concluded that EDP was a sound policy whose principles are worth further support by WFP and donors, particularly in the light of their potential to improve the quality and relevance of other WFP operations. The EDP goal of enabling marginalized people to take part in and benefit from the development process was being achieved, with some limitations, a success in which EDP was a crucial factor. WFP's development activities were found to be consistent with EDP principles and coherent with international priorities, poverty-reduction strategies (PRSs) and national contexts of poverty reduction and food security. The evaluation identified EDP-related areas where improvements were necessary to enhance the comparative advantage and relevance of WFP development activities and food aid. The evaluation made three recommendations regarding strategy and four regarding implementation for follow-up action from WFP, donors and the Board; it also noted that the EDP principles were being applied to other programme categories and should be applied more systematically in the future. The attached matrix details WFP's response to the actions taken on the evaluation's recommendations since the management response in WFP/EB.2/2005/4-A.

¹ The synthesis report, full report and case studies are available at <http://www.edp.evaluation.com>



HIGHLIGHTS OF THE IMPLEMENTATION OF THE ENABLING DEVELOPMENT POLICY EVALUATION RECOMMENDATIONS

The Three Strategic Enabling Development Policy Recommendations

⇒ *Strategic Recommendation 1: Integration into Broader Poverty Frameworks*

5. Since the last report to the Board in November 2005, WFP country offices have further integrated development programmes into poverty frameworks; as a result, they have improved the strategic positioning of WFP interventions. These achievements have taken place against the background of changes in the global framework of development assistance, including enhanced coordination between governments and development partners, harmonization and simplification of assistance programmes through the Paris Declaration on Aid Effectiveness, the introduction of participatory second-generation PRSs, for example in Malawi and Tanzania, and the enhanced role of United Nations country teams (UNCTs) through United Nations reform. WFP country offices are now more fully involved in policy dialogue at the country level and in the preparation of PRSs and sector plans. In an increasing number of countries, WFP has ensured that food security and nutrition, child hunger, gender and WFP programmes are integrated into national strategy documents. In Sierra Leone, for example, WFP educational activities and supplementary feeding are part of the PRS and sector plans.
6. A significant development in the United Nations system has been increased activity of UNCTs as part of United Nations reform and the Common Country Assessment (CCA)/United Nations Development Assistance Framework (UNDAF) process. WFP country offices participate in UNCT meetings, United Nations theme groups such as gender and HIV/AIDS, and coordination between the United Nations and government and development partners. Collaboration among WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) has continued to be a priority; country offices are increasingly involved in policy-level and operational collaboration in support of food security and rural development, for example in Bangladesh, Cambodia, Ethiopia, India, Malawi and Nepal.
7. WFP has helped to promote regional initiatives that improve coordination of WFP development programmes with government and other partners in education, health and rural development, providing a framework for delivering integrated service packages to support cost-effective complementary non-food inputs. In West Africa, for example, the Sahel Alliance on Basic Education, formed in 2003 by WFP and the United Nations Children's Fund (UNICEF), increases access to basic education through an "essential package" complementing food aid that includes basic education, drinking water, sanitary latrines, deworming and raising awareness about hygiene, health, nutrition and HIV/AIDS. It is offered to children of primary school age in rural food-insecure areas. The initiative envisages enhanced government commitment and partnership between WFP, FAO, UNICEF, the United Nations Educational, Scientific and Cultural Organization (UNESCO), non-governmental organizations (NGOs) and donors by linking the resources of health, education and nutrition in schools.
8. In the same region, WFP, FAO, IFAD and regional and sub-regional bodies, launched the Initiative for Agricultural and Rural Development in the Sahel (SARDI), which aims (i) in the short term to manage risks and rehabilitate areas affected by food crises and (ii) in the medium-to-long term to reduce rural poverty and food insecurity through



improvements in agricultural productivity. WFP has also reached an agreement with Inter-American Development Bank governors from the seven Central American countries and the Dominican Republic assigning priority to child malnutrition in poverty-reduction strategies in those countries and setting up measures to eradicate chronic child malnutrition in the region. WFP spearheaded ministerial consultations on mother-and-child health (MCH) in India in 2004 and Indonesia in 2005 that led to renewed commitments to tackle malnutrition in the region.

9. WFP has strengthened implementation partnerships in support of its development programmes with a view to capitalizing on increased integration of WFP interventions into strategic frameworks and enhanced collaboration with United Nations agencies and donor partners. United Nations inter-agency collaboration at the operational level has been reinforced by WFP's signing of memoranda of understanding (MOUs) with UNICEF, IFAD, FAO, UNESCO and the World Health Organization (WHO). It also became a signatory to joint United Nations HIV/AIDS programmes with UNAIDS. This collaboration covers education, nutrition, school health, HIV/AIDS, mother-and-child health and nutrition (MCHN), school gardens and junior farmer field and life schools and logistics. WFP/UNICEF collaboration at the country office level is particularly close. Local partnership arrangements have been concluded with UNICEF in countries with development projects (DEVs) – Bolivia, Chad, Ethiopia, India, the Lao People's Democratic Republic, Malawi, Mali, Mozambique, Rwanda, Sierra Leone, Yemen and Zambia – in the context of development programmes. This collaboration covers school feeding, including the “essential package” and HIV/AIDS.
10. A priority has been to establish a stronger foundation for partnerships with NGOs and civil society. Annual consultations have been held to enhance cooperation with 30 international NGO partners; there were also more frequent contacts at the country level. In 2005, WFP published a guide for NGO partners on how to work with WFP, detailing the issues to be addressed to build better partnerships. In 2007, revisions were made to field-level agreements (FLAs) with cooperating partners that included guidance on the preparation of NGO budgets for food distribution and monitoring. Training kits are being prepared to support management of FLAs. These measures are expected to improve the efficiency and transparency of joint WFP/NGO operations and clarify the resource obligations of partners.
11. WFP's work to enhance strategic and implementation partnerships gives attention to capacity development for its partners, taking into consideration WFP's policies for capacity development at the country and regional levels (see WFP/EB.3/2004/4-B) and a new operational framework for capacity development.



⇒ *Strategic Recommendation 2: Targeting the Most Vulnerable and Excluded Groups*

12. Continued development of vulnerability analysis and mapping (VAM) is a basis for improved targeting of WFP development interventions, including revision of normative and operational guidance. VAM has relied on comprehensive food security and vulnerability assessment (CFSVAs), food security monitoring systems (FSMS) and geographic information systems (GIS): these improve understanding of food security, livelihood patterns and identify the hungry poor and vulnerable, providing inputs for the design of WFP, government and donor interventions. In 2005 and 2006, 28 CFSVAs led by the Vulnerability and Analysis Branch were carried out; in 2007 only 5 will be conducted to allow for enhancements of methods. In 2005 and 2006, FSMS were set up in Afghanistan, Burundi, Central African Republic, Côte d'Ivoire, Haiti and Sudan to provide food security monitoring information at the household level.
13. Technical improvements in VAM methods, made possible through additional donor funding, are contributing to improvements in all categories of programming. CFSVAs have been standardized and CFSVA methods have been refined to include food security proxies for dietary diversity and food consumption groups, household food security profiling, qualitative modules and dynamic analyses, risk analysis for vulnerability and integration of market analysis. Thematic guidelines have been prepared for livelihoods, HIV/AIDS, gender and health and nutrition as a basis for targeting and monitoring of interventions.
14. WFP has concentrated its development programmes geographically, which has improved the effectiveness of food-assisted interventions. This strategy is reflected in recently approved country programmes (CPs) and development projects (DEVs) that have continued to direct resources to areas and populations in greatest need.
15. WFP has continued to improve its coverage of the poorest and most vulnerable groups through enhancements to CPs and DEVs. Enhancements in pro-poor targeting are being achieved through improved situation analysis, revised targeting criteria and community-level participation and instruments such as take-home rations and support for income-generating activities (IGAs). The involvement of local communities changes the way groups are identified and influences the selection of activities and assets most suited to the needs of the poor. Country offices tailor development interventions or undertake pilot projects to extend coverage to vulnerable groups such as orphans and other vulnerable children (OVC) and adolescent girls. Examples of these approaches are to be found in countries with recently approved development programmes: household targeting in Bolivia and Nepal, wider use of take-home rations for OVC in Mozambique and Tanzania, support for the landless in remote areas in India, vocational training for out-of-school children in Sierra Leone, take-home rations for nomads in Mali, take-home rations for children in remote areas in Yemen, support for high-risk children in Egypt and more flexible transport arrangements in Nepal and in Sierra Leone; in the latter, the use of combined commercial and WFP trucks has enabled access to beneficiaries in remote areas.
16. **Gender** (recommendation 2.5 and 2.6). WFP's Enhanced Commitments to Women (ECW) (2003–2007) provide a platform to address gender concerns. In 2004, ECW gender baseline studies were conducted in 48 countries; follow-up surveys to measure progress against output indicators will be completed by September 2007 and will provide inputs to the development of WFP's new gender policy (2008–2012). Indicators disaggregated by sex are systematically included in all CPs and DEVs and tracked and reported through monitoring and evaluation (M&E) systems, with particular emphasis on three main ECW indicators. A gender module with indicators for VAM and needs assessment has been prepared to provide inputs into project design and M&E.



17. The implementation of ECW has been accompanied by (i) training from 2004 to 2006 for 1,400 staff and counterparts in 63 country offices and (ii) upgraded skills for gender focal points, including gender analysis, at six regional workshops; 48 WFP staff members were trained as workshop facilitators to support implementation of the gender policy worldwide. Training manuals were produced for country-level workshops and facilitator training.
18. In line with the EDP evaluation recommendations, interventions are being supported that cover men and women and promote a shift in attitudes on gender relations. Important aspects of this have been food for training (FFT) at the community level and school committees to raise awareness. Groups that mix men and women to carry out complementary activities have been used to communicate gender messages in Bangladesh, India and Nepal.
19. Country offices have engaged in more gender-related policy dialogue at the national level, supported by increased coordination at the country level with government and development partner working groups and United Nations gender theme groups. UNDAFs have adopted gender as a cross-cutting theme, leading to in-depth consideration of policy and operational issues.
20. **HIV/AIDS programming** (recommendation 2.7). WFP has scaled up its response to HIV/AIDS: by 2006, food-based HIV/AIDS interventions covered 2.3 million people in 51 countries and were accompanied by intensified advocacy. As a co-sponsor since 2003 of the UNAIDS and with establishment in 2005 of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors (GTT), WFP has increased its role as a partner in the coordinated United Nations response to HIV/AIDS.
21. VAM support for HIV/AIDS-related food security and vulnerability monitoring and programming is an enhancement of WFP's response: since mid-2006, a full-time expert from the HIV/AIDS service has been assigned to the VAM branch to support development of VAM modules and guidelines for country offices for assessment of vulnerability related to HIV/AIDS, including integration of information on OVC, questionnaire design and secondary data collection. In line with the expansion and consolidation of WFP HIV/AIDS programmes, programme guidance on HIV/AIDS has been improved in collaboration with UNAIDS, WHO, UNICEF and the United Nations Population Fund (UNFPA); this has been accompanied by research involving academic and operational partners on links between HIV/AIDS, food and nutrition.
22. Lessons learned from HIV/AIDS programmes emphasize the context-specific nature of HIV/AIDS interventions and the need to adapt programmes to local conditions. Given the multi-dimensional nature of HIV/AIDS, partnerships are crucial to the integration of food aid into HIV/AIDS programmes. Where conditions exist, WFP has expanded the number of HIV/AIDS-specific care and treatment or mitigation programmes, in collaboration with NGO and government partners; these include home-based care (HBC), support for AIDS patients on anti-retroviral treatment (ART), assistance for OVC and risk reduction and prevention education in WFP activities such as school feeding, food for work (FFW) and awareness-raising for transport workers. Lessons learned and best practices are shared with country offices through HIV/AIDS focal points and through regular HIV/AIDS annual meetings; they are being incorporated into new publications on HIV/AIDS. In HBC, for example, the lesson is that it is important for people to be gradually moved from food assistance into other food-security interventions and IGAs in collaboration with partners through benchmark setting.



⇒ *Strategic Recommendation 3: Mainstreaming Nutrition*

23. In line with the policy paper “Food for Nutrition: Mainstreaming Nutrition in WFP” and the EDP evaluation recommendations, measures have been introduced to give CPs and DEVs a greater nutrition focus. WFP has joined with others in calling for greater attention to nutrition issues in national and global strategies and plans. WFP has promoted the global Ending Child Hunger and Undernutrition Initiative (ECHUI) and regional nutrition initiatives in the Sahel, Central America and Asia to raise the profile of hunger and nutrition with host governments and development partners and to increase efforts to tackle hunger and malnutrition.
24. MCHN interventions are being improved on the basis of the recommendations of the 2005 MCHN review. VAM methods and data collection have been enhanced to support the targeting and monitoring of MCHN interventions. Attention is being given to partnerships with United Nations agencies, governments, NGOs and the community for MCHN service delivery and provision of non-food inputs; there is continued emphasis on M&E and capacity development. An important part of this approach is the emphasis on preventive approaches, including breastfeeding, diet diversification, environmental sanitation, hand-washing and vitamin supplementation.
25. The mainstreaming of nutrition continues to rely on technical assistance for country offices through specialists in regional bureaux and the WFP nutrition service. Specialist nutrition staff are present in 16 country offices to give technical support during project implementation; the knowledge and skills of WFP staff and counterparts are being improved: since 2004, 1,500 staff from all regions have received basic food and nutrition training. Advanced nutrition training has been provided for 70 staff and counterparts through six regional workshops to improve the understanding of nutrition baseline surveys and project design.
26. There has been greater emphasis on the composition of food baskets and provision of micronutrient-fortified foods. In Bangladesh, Egypt, Guatemala and Peru, attention has been paid to local production or supply of fortified food. In Cambodia and Tanzania, pilot projects are testing micronutrient “sprinkles” to combat micronutrient deficiencies. In 2006, a meeting with UNICEF, the Micronutrient Initiative (MI), the International Council for Control of Iodine Deficiency Disorders (ICCIDD) and the Kiwanis in Dubai led WFP to undertake an iodine initiative in Ghana, India, Pakistan, Senegal and the Sudan to support small-scale producers of iodized salt. The development of complementary foods suited to the nutritional needs of children under 2 is being explored. Improved nutritional outcomes are being achieved through “essential packages” associated with school feeding, including deworming and vitamin supplementation.
27. In support of the EDP evaluation recommendations, nutrition indicators have been used systematically in MCHN interventions, for example anthropometric indicators, and in HIV/AIDS interventions when consistent with project objectives. The WFP School Feeding Service has provided guidance on the use of nutrition indicators in school feeding operations where micronutrient-fortified foods are provided.
28. Guidelines on nutrition have been developed to include CD learning packages on basic nutrition and an advanced manual on measuring and interpreting malnutrition and mortality, prepared with the United States Centers for Disease Control and Prevention (CDC). WFP has produced guidance that draws on best practices with partners, including WHO and UNAIDS. The sections on nutrition in the Programme Guidance Manual have been expanded and updated.



The Four Enabling Development Policy Implementation Recommendations.

⇒ *Implementation Recommendation 1: Resource-Related Issues*

29. WFP considers recipient country needs and donor policies and priorities in its resource allocations for CPs and DEVs. Project budgets consider the most reliable estimates of food and non-food costs and take into account projected donor pledges.
30. WFP's resource and long-term financing (R<F) policies remain unchanged; direct support costs (DSC) and other direct operational costs (ODOC) are the main sources of funding for non-food costs and for Strategic Objective 5 activities. Against a background of resource shortfalls for development, trust funds are helping to support activities that improve the quality of CPs and DEVs.
31. In some countries, government support for CPs and DEVs has increased; WFP is seeking better leverage of complementary resources from these and other partners. However, it is vital that WFP receive an adequate share of development funding to remain a viable partner for its CPs and DEVs. Further donor funding is required to support "twinning" arrangements for in-kind government contributions, as in Bangladesh.
32. The flexibility and sustainability of donor funding for CPs and DEVs have shown limited improvement (Recommendation 1.3), including more opportunities for local purchases. However, uncertainty in the timing of contributions and some donor conditions on purchases have delayed food distributions and increased costs. Increases in untied multilateral pledges and multi-year commitments for development programmes would improve WFP's ability to plan and implement its CPs and DEVs.
33. With improved VAM methods, WFP CPs and DEVs have consolidated their geographical concentration of interventions (Recommendation 1.4). WFP makes every effort to delegate functions to local institutions, but this has not translated into substantial cost savings because of weak government and partner capacity and the lack of partner funding.

⇒ *Implementation Recommendation 2: Demonstration of Results and Efficiency Analysis*

34. From 2003 to 2006, WFP's Results-Based Management Division (OEDR) worked to improve WFP's performance monitoring and reporting and to develop tools and guidance, included a results-based management (RBM) website to give access to the main tools and guidelines – an indicator compendium, training materials and workplan templates. By November 2006, OEDR had completed its work; its activities were mainstreamed to other units and the Director of Change Management took over responsibility for the RBM framework and for monitoring and reporting on compliance.
35. An important component of RBM is the common monitoring and evaluation approach (CMEA), launched in June 2004 to enhance M&E at the project level. CMEA completed pilot training on the toolkit builder in Senegal in March 2007; this was released to country offices in the second quarter of 2007. The CMEA project has provided tools to improve the consistency and accuracy of data collection and the reporting and analysis of M&E data. The common database component of the CMEA was taken over by the WINGS II project.



36. Data from M&E feed into standard project reports (SPRs) and annual performance reports (APRs). The quality of corporate reporting through the SPRs has also been improved through more comprehensive integration of the SPR information system with corporate databases such as the Commodity Movement Processing and Analysis System (COMPAS) and the data warehouse, and through annual meetings of SPR country focal points.
37. At the country office level, M&E systems have been enhanced, with improved results in output-level and outcome-level reporting. Country offices are using the Standardized School Feeding Survey (SSFS): in 2006, SSFS provided outcome-level data for food-for-education (FFE) projects in 67 countries. Country offices with CPs and DEVs that have recently revised their M&E systems, including Guinea, Malawi, Nepal, Sierra Leone and Tanzania. WFP M&E systems are being built into national systems, for example in Malawi and Sierra Leone, but constraints include weak counterpart capacity and lack of resources.
38. WFP has upgraded the knowledge and skills of WFP staff and counterparts in RBM: in 2004 and 2005, RBM focal points in Headquarters, regional bureaux and country offices were trained; this included training of trainers (ToT) to support further development of staff at the country office level; 1,800 staff have been trained under the initiative. Since 2005, training has been integrated into induction training for new staff, country director training and SPR training.
39. With increased local purchases of food, continued emphasis has been given to ensuring that procurement decisions are taken on the basis of sound market intelligence. Cost-efficiency issues are considered at the project design, approval and implementation stages of CPs and DEVs. The Economic Analysis Unit (PDPE) and the Food Procurement Service (ODTP) have provided support, including participation in the review and approval of projects by the Programme Review Committee (PRC).

⇒ *Implementation Recommendation 3: Prioritization of the Five Enabling Development Policy objectives*

40. The Strategic Plan (2006–2009) provides a basis for integrating the five EDP priority areas into WFP's Strategic Objectives: EDP priority area 1, Health and Nutrition, is incorporated into Strategic Objective 3 on nutrition and health and EDP priority area 2, Education and Training, is incorporated into Strategic Objective 4 on education. The FFA-related priorities 3, 4 and 5 are incorporated into Strategic Objective 2 on protecting livelihoods and enhancing resilience to shocks.
41. To address gaps related to programming that is not part of development work, WFP advocates and supports alternative social-protection programmes such as national safety nets; it also works to ensure coordination with relief activities. In line with the WFP safety nets paper, country offices, with support from the Social Protection and Livelihoods Service, are supporting national safety-net programmes using three models: (i) assistance with laying the groundwork for a future safety-net system; (ii) participating in the design and implementation of such a system; and (iii) helping to improve an existing system. Examples include Egypt and India, where WFP is implementing innovative pilot programmes to enhance government safety nets, and Ethiopia, where the WFP programme Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods (MERET) supports sections of the rural community. Other countries where safety nets are being supported include Guinea, Haiti, Honduras, Malawi and Mozambique.



42. Implementation of EDP has changed the WFP development portfolio: FFA activities remain a significant part of WFP's development of human and physical capital, but there has been a shift in the focus of CPs and DEVs to the health/nutrition and education sectors. Since 2006, for example, commitments for approved or upcoming CPs and DEVs allocate 80 percent of resources to activities in the education and health/nutrition sectors, and 20 percent of resources for FFA, which focuses increasingly on disaster prevention and mitigation to support communities in coping with future shocks.
43. The Strategic Plan (2008–2011) to be presented to the Board in 2008 will give further consideration to WFP's role in development activities.

⇒ *Implementation Recommendation 4: Sustainability Aspects of WFP Development Activities*

44. In line with the EDP evaluation recommendations, sustainability issues including exit strategies for CPs and DEVs have received attention at the project design and approval stages, including formal review by the PRC. Guidance on exit strategies has been updated in the Programme Guidance Manual. Experience from country offices, however, shows that exit strategies are linked to country contexts, emphasizing the need to adapt approaches to local circumstances.
45. Country offices are promoting actions to sustain CPs and DEVs in terms of project benefits, institutional development and exit strategies. The approaches adopted include further integration of CPs and DEVs into poverty-reduction frameworks, enhancement of partnerships, promotion of government ownership, support for capacity development and skills transfer to government counterparts and NGOs, and community empowerment and participation. At the activity level, the focus has been on supporting the livelihoods of beneficiaries through the creation of human and physical assets and links with partners and service providers.
46. In Ecuador, Egypt, El Salvador, Honduras and India, governments are now the main source of funding for WFP-supported development interventions. WFP's role is increasingly to provide technical assistance to improve the quality and performance of government food and nutrition security programmes, including safety nets, to implement activities on behalf of governments or support the development of new pilot projects. These activities and exit strategies are supported by guidance on capacity development in WFP's Programme Guidance Manual. A new operational framework for capacity development that incorporates lessons learned and best practices is being prepared for mid-2007.

CHALLENGES ENCOUNTERED

47. **Partnerships.** Country offices have been largely successful in engaging in poverty-reduction frameworks, but the number and capacity of staff have been limiting factors. Further progress is required to ensure that WFP programmes are integrated into PRSs and sector-wide approaches (SWAPs). Country offices are aware of the importance of consolidating these gains, which will require enhanced technical support from regional bureaux and Headquarters. With country offices devoting increasing amounts of staff time to these activities, it is important to ensure that their operational capacity is not curtailed.



48. Implementation partnerships have had to deal with multiple constraints. Weaknesses in government capacity – lack of staff, training and equipment – and capital costs and recurring expenses have hampered the engagement of government partners and restricted the use of government monitoring and reporting systems. Collaboration with NGOs has been impeded by obstacles such as the absence of partners in remote and difficult areas, weaknesses in partner capacity, especially among smaller national NGOs, and funding shortages. These constraints are being addressed, for example by implementing FLAs, adopting innovative partnership arrangements such as umbrella NGO structures in which small NGOs can be supported by larger organizations, and through capacity development.
49. **Funding for development.** Donor contributions to CPs and DEVs fell from US\$276 million in 2004 to US\$269 million in 2005 and US\$248 million in 2006. As a result, food and non-food allocations to CPs and DEVs have been curtailed. Uncertainty as to the availability of development resources is hampering implementation of EDP evaluation recommendations and restricting longer-term planning.

INVESTMENTS FOR THE FUTURE

50. **United Nations Reform and Partnerships.** Since the formulation of the EDP, changes have taken place in the internal and global environments in which WFP operates, with direct implications for EDP. As noted in this report, WFP has been a major player in the increased activity of UNCTs, which has had a positive impact on the implementation of the EDP evaluation recommendations.
51. WFP has been a partner in United Nations reform as a member of the United Nations Development Group (UNDG) Executive Committee and in UNCTs. WFP is engaged in the pilot joint office in Cape Verde and will participate in the new “One UN” pilot projects in countries where WFP is present. It is a member of the management and programme Groups of the United Nations Development Group Office (UNDGO), which are contributing to the design and testing of new programme approaches under the “One UN” initiative. In 2006, the Programme Group (PG) was chaired by the WFP Senior Deputy Executive Director. The Management Group was chaired by the Deputy Executive Director AD, who has also chaired the PG/MG Coordination Group on “One UN” Joint Offices, which will resolve policy issues related to the eight “One UN” pilots. These changes are expected to provide new directions that will strengthen development programmes.
52. Progress has been made in integrating food security, nutrition and hunger into poverty-reduction frameworks, but this has not yet translated into systematic integration into SWAPs. Guidelines on integration into PRSs and regional training workshops planned for mid-2007 in Cairo and Kampala are expected to increase WFP’s engagement in PRSs and SWAPs. One of WFP’s priorities continues to be the development of partnerships in and outside the United Nations to support development activities such as school feeding, FFT and nutrition interventions, MCHN and HIV/AIDS.
53. **Normative guidance and research.** There have been improvements in normative guidance on the design and implementation of CPs and DEVs, including information available in the Programme Guidance Manual. New guidelines and tools are being prepared, including a new MCHN strategy paper and guidelines on FFT, a user manual for HIV/AIDS programme planning prepared with the Food and Nutrition Technical Assistance (FANTA) programme, and a costing tool for HIV/AIDS interventions. This is accompanied by operational research and further attention to best practices and lessons learned.



54. **RBM.** Progress has been achieved in RBM, but work is under way to enhance the monitoring and reporting of CPs and DEVs results at the outcome level and to integrate WFP M&E into national systems. Future efforts will seek to improve the coverage of M&E baseline surveys and related data collection, promote a greater integration between VAM data and M&E and, where feasible, seek closer integration of WFP M&E systems with government and partner systems, including those for UNDAFs and PRSs. Linkages will also be made with WFP's performance measurement system.



ANNEX: FOLLOW-UP RESPONSE MATRIX

Recommendations	Responsibility for action management	Actions proposed or initiated
1. Strategic Recommendations		
1. Further integration of WFP assistance with broader poverty reduction strategies.	Policy and External Affairs Department (PD), in consultation with OD at headquarters, regional bureaux and country offices.	Significant progress has been made to better integrate WFP interventions into broader poverty reduction strategies.
1.1 More attention in project design is to be given to the implications of implementation of partnerships, including issues related to partner's resourcing.		<p>Consideration is given at the project design stage to partnership arrangements and their budgetary implications. In addition, measures have been taken to further strengthen ongoing implementation partnerships, including giving more attention to the integration of WFP activities into partner interventions. An important focus is the capacity development of partners.</p> <p>To support WFP-NGO collaboration, the FLA with NGOs was revised in 2007 to promote greater uniformity and transparency in partnership arrangements with NGO partners. These arrangements are intended to bring about concrete benefits in terms of improved performance and transparency in funding arrangements.</p>
1.2 More systematic promotion of activities in which food aid is a complement to other sources rather than the main element of the intervention is required. This should translate into support for existing, already-resourced national strategies and programmes.		<p>WFP has intensified its actions at the project design stage to identify interventions that are supported by greater complementary funding from recipient governments, NGOs and donors. This has been accompanied by actions to ensure effective consideration of WFP priorities in the PRSs, sector plans and UNDAFs.</p> <p>The WFP role in initiating regional initiatives, such as the Sahel Initiative on education and health and the Central America under-nutrition initiative, has helped to create supportive frameworks for WFP development programmes with governments, NGOs and other partners, including provision of complementary non-food inputs.</p>





ANNEX: FOLLOW-UP RESPONSE MATRIX

Recommendations	Responsibility for action management	Actions proposed or initiated
<p>1.3 Closer attention, during CP formulation and policy dialogue, is to be given to the integration of WFP food assistance into broader development programming and into SWAPs in particular, to extend the benefits of WFP-supported development activities and EDP-promoted approaches beyond the local and project levels. This will require enhanced policy dialogue and analysis and communication skills on the part of country offices as well as proper guidance from WFP.</p>		<p>WFP country offices have been increasingly involved in PRS formulation, either directly or as part of the UNCT. A number of countries have made substantive contributions to ensure better integration of hunger, food security and nutrition issues into PRSs. Country offices have also enhanced their participation in government-donor sector working groups, which has led to further integration of WFP interventions into poverty frameworks. However, more complementary funding, including SWAP funding, is required.</p> <p>Guidance on WFP involvement in SWAPs has been integrated into the <i>Programme Guidance Manual</i>, and new guidelines have been issued to country offices on engagement in poverty reduction strategies. Technical backstopping for the development of these actions has been provided by the Special Adviser on Poverty Reduction Strategy Processes in headquarters. As a further step, a series of regional workshops on the PRS and related instruments is planned to further strengthen country office involvement in poverty frameworks.</p>
<p>2. Improve the targeting of the most vulnerable and excluded groups.</p>	<p>VAM Branch (ODAV), regional bureaux and country offices, programme quality assurance (PQA) team. Fundraising and Communications Department (FD) for funding issues.</p>	<p>Support for vulnerable groups has been strengthened through improved needs assessment and targeting. Measures have been taken to improve the coverage of vulnerable groups in existing and new programmes and to initiate pilot projects to improve targeting.</p>
<p>2.1 Further consideration is required by WFP, recipient countries and donors of the resourcing implications of reaching the poorest and most remote communities. These implications will need to be clearly spelt out by WFP in project design.</p>		<p>WFP programme guidance requires the accurate determination of project costs in order to meet project objectives. The resource implications and related costs are reflected in development project documents. However, uncertainty about the levels of development funding is restricting efforts to effectively implement these plans. More donor support is required if WFP is to bear an adequate share of its obligations as a partner in development programmes.</p>

ANNEX: FOLLOW-UP RESPONSE MATRIX

Recommendations	Responsibility for action management	Actions proposed or initiated
<p>2.2 Consideration should be given by WFP to the further concentration of resources on a more limited number of resource-poor areas within a country. Such concentration, when relevant, should take place through the existing decentralization framework so as to further contributing to the sustainability of development activities and approaches.</p>		<p>On the basis of vulnerability analysis and mapping (VAM), WFP interventions have continued to be concentrated in well-defined geographical zones within countries, where food aid needs are highest and interventions most effective. Decentralization frameworks are used in countries where such structures exist and are functional.</p>
<p>2.3 Further pro-poor fine tuning by WFP of the activities to be promoted and assets to be created with the support of WFP food is required. For instance: (a) the positive experience to date of the use of take-home rations to encourage girls' attendance at school should be extended to encourage participation in school activities by children from the poorest households; or (b) more emphasis needs to be given to creation of assets or promotion of activities relevant to the most vulnerable groups for example small-scale income-generating activities.</p>		<p>VAM analysis provides a sound underpinning for the identification of geographical areas of high food insecurity and food-insecure and vulnerable groups. Interventions responding to these needs have adopted a broad range of strategies, including the use of take-home rations and income-generating activities. Take-home rations are being more widely used to support both boys and girls under school feeding and OVC in a number of countries. The shift to community-based asset creation and the use of participatory methods for needs assessment is playing a major role in ensuring that vulnerable groups are more effectively identified and WFP-supported activities and assets are relevant to the livelihoods of the poor.</p> <p>In some countries, weak government and partner capacity, as well as an absence of partners in areas of difficult access, hamper efforts to improve the identification of the poor, as well as to implement activities and create assets better suited to the needs of the poor.</p>
<p>2.4 The strengthening of WFP's commitment, with recipient countries' and donors' support, to national safety net initiatives in line with the recent policy paper 'WFP and Food-Based Safety Nets' needs to be considered so as to provide more structured support to certain categories of vulnerable groups that have only been partially covered by the EDP.</p>		<p>WFP country offices are increasingly involved in actions to support governments in the design and implementation of food-based safety nets, which offer a structured and longer-term response to meet the needs of vulnerable groups. In countries such as India and Egypt, WFP is supporting innovative pilot projects to enhance existing or new safety nets. The establishment of the Social Protection and Livelihoods Service in August 2006 is a further step in support of this work.</p>





ANNEX: FOLLOW-UP RESPONSE MATRIX

Recommendations	Responsibility for action management	Actions proposed or initiated
<p>2.5 The inclusion of gender analysis in project design and of gender-sensitive indicators in M&E in line with the WFP Enhanced Commitments to Women: “Contributing to an environment that acknowledges the important role women play in ensuring household food security and that encourages both men and women to participate in closing the gender gap” is required.</p>		<p>The ECWs have provided a firm foundation for the promotion of gender equality in development programmes. Disaggregated beneficiary data and three principal ECW corporate indicators are included in all project interventions. A larger number of ECW indicators are included in the ECW baseline and follow-up surveys.</p> <p>Community-based approaches are used increasingly to help improve gender relations. The number of programme interventions that focus on both men and women as a means to address gender inequity has also increased.</p>
<p>2.6 Enhanced policy dialogue and analysis by WFP at country level on gender issues is required.</p>		<p>WFP country offices have been more actively involved in policy dialogue on gender issues. This has been aided by participation in government–development partner sector working groups, UNTGs and the UNCT. These actions have been accompanied by an extensive capacity-building effort for WFP staff and counterparts and enhancements to gender tools and instruments.</p>
<p>2.7 WFP development operations should address HIV/AIDS related problems but this will require context-specific approaches, tools and targeting mechanisms, guidance from HQ, and clearer definition of the links with the EDP areas of focus, taking into account the complexity of the issue.</p>		<p>The number of HIV/AIDS interventions in the WFP portfolio has increased significantly, both as HIV/AIDS-specific interventions and as components of other sector interventions. Overall, HIV/AIDS interventions have been further consolidated, with their design heavily influenced by local contexts.</p> <p>VAM support for HIV/AIDS interventions has contributed to improvements in the design and implementation of development programmes. HIV/AIDS interventions have also benefited from enhanced collaboration between WFP and partners, including UNAIDS, particularly in countries where WFP is a signatory to joint United Nations programmes on HIV/AIDS.</p> <p>Guidance on HIV/AIDS has been expanded, incorporating lessons learned, including the links between the various types of HIV/AIDS interventions (HBC, Prevention of mother-to-child transmission (PMTCT), ART, support for OVC) and EDP focus/Strategic Objectives. The issue of further new HIV/AIDS guidelines on food assistance programming in the context of HIV/AIDS is expected in August 2007 to support the design and implementation of HIV/AIDS programmes.</p>

ANNEX: FOLLOW-UP RESPONSE MATRIX

Recommendations	Responsibility for action management	Actions proposed or initiated
3. Mainstreaming of nutrition priorities within WFP development operations.	Country offices, regional bureaux and the Nutrition Service (PDPN).	As part of its strategic approach, nutrition issues remain central to the design and implementation of WFP's development programmes.
3.1 WFP needs to strengthen and mainstream the nutrition-related aspects of its interventions, and flexible resources should be provided to this end. The Food for Nutrition Policy paper presented to the Board in May 2004 provides clear strategic indications that need to be transformed by WFP into operational guidelines.		<p>Actions have been taken to consolidate and develop nutrition policy and programme responses. WFP's PDPN and regional bureau nutrition staff have overseen enhancement of the mainstreaming of nutrition into programme activities. A major part of this strategy has been to upgrade the knowledge and skills of staff at headquarters, the regional bureaux and country offices, and to provide technical support to counterpart and partner staff.</p> <p>Improvements have been made in normative guidance on nutrition through the Programme Guidance Manual and other guidelines. Food-for-training guidelines, currently under preparation, are also expected to support the dissemination of nutrition-related knowledge and skills.</p> <p>MCHN activities, food basket compositions, food fortification and local capacity-building are also being given more emphasis.</p>
3.2 It is important that WFP and its partners further develop the search for best practices in the use of nutrition programming to mitigate the effects of HIV/AIDS.		<p>The increase in WFP HIV/AIDS interventions has brought to light lessons that confirm the merits of HIV/AIDS-specific care, treatment and mitigation interventions and the HIV/AIDS prevention components of other programme activities. These lessons are being applied in broader HIV/AIDS programming, in conjunction with further operational research on HIV/AIDS.</p>
3.3 Nutritional indicators should be included, whenever relevant, in project design and then monitored. Nutrition Service (PDPN) with support from PQA team		<p>Nutrition indicators are systematically included in all WFP MCHN interventions and subsequently monitored. Nutrition indicators are also included in tuberculosis and HIV/AIDS interventions when consistent with project objectives. Guidance has been formulated to support the use of nutrition indicators in school feeding activities where micronutrient fortified foods are provided.</p>



ANNEX: FOLLOW-UP RESPONSE MATRIX

Recommendations	Responsibility for action management	Actions proposed or initiated
2. Implementation Recommendations		
1. Resourcing-related issues are to be closely reviewed by WFP management, the Board and donors.	Fundraising and Communications Department (FD), in consultation with OD and the Finance Division (ADF).	WFP long-term financial policy remains unchanged since the EDP evaluation.
1.1 Given the fundamental role that ODOC resources play in local partner capacity development and in achieving EDP objectives, it is important that WFP donors guarantee their resourcing at the levels agreed upon at project approval.		Donor contributions have not kept pace with funding needs. The reduction in the overall level of development funding is reducing the effectiveness of programme interventions.
1.2 The Board should revise upwards DSC allocation mechanisms so as to allow country offices (and particularly smaller ones) to operate according to EDP requirements and donors should guarantee their resourcing at the level set by the Board. This will also require an assessment of the viability and appropriateness of maintaining country offices which manage very limited development operations.		WFP considers recipient government and donor policies and priorities in its resource mobilization strategy for development programmes. Periodic reviews are undertaken to assess the suitability of country office arrangements.
1.3 WFP donors are urged to consider multi-year funding mechanisms and the opportunity of doing away with certain requirements relating to sources of food aid procurements or the earmarking of assistance for specific activities, with a view to promoting higher levels of effectiveness and efficiency in WFP development operations.		<p>There have been limited improvements in the flexibility and sustainability of donor contributions to CPs and DEVs.</p> <p>The timing of the release of donor contributions has also been uneven, however, which has affected food distributions. An increase in untied multilateral contributions would increase the flexibility of funding for WFP development programmes, improving effectiveness and costs. Multi-year commitments would improve the sustainability of development programmes.</p> <p>Based on the results of the Business Process Review (BPR) pilots, OD is improving project management through the New Business Model (NBM). The NBM seeks to integrate initiatives – BPR, results-based management (RBM), CMEA – and country office-specific initiatives (BPP) with a view to implementing Board decisions to authorize the financing of operations on the basis of forecast contributions, and to approve disbursements during project preparation to maintain food pipelines in advance of project start dates. These recent initiatives, including the SCO project, are being integrated into WINGS II.</p>



ANNEX: FOLLOW-UP RESPONSE MATRIX

Recommendations	Responsibility for action management	Actions proposed or initiated
1.4 In the design of CPs, WFP needs to consider the possibility of increased geographical concentration of development activities within specific regions of a given country or greater delegation of functions to local institutions (when possible) as a way of reducing resourcing problems.		WFP development programmes have benefited from improvements in VAM methodologies, with programmes continuing to concentrate interventions geographically. While WFP makes every effort to delegate functions to local institutions, this has not led to substantial cost savings, due to limited government and other partner capacity and lack of partner funding.
2. Demonstration of results and efficiency analysis needs to be strengthened to facilitate 'informed' decisions. WFP concurs with this recommendation and is committed to implement its RBM policy organization-wide.	Office of Change Management, Office of the Director of Operations (ODO), regional bureaux, country offices and the Policy Department.	RBM has been mainstreamed and oversight assumed by the Office of Change Management. WFP remains firmly committed to implementing RBM principles.
2.1 It is vital that WFP Management and the Board ensure that the ongoing initiatives (considered appropriate by the evaluation team) to promote mainstreaming of RBM by WFP (complemented by cost information on programme activities) are properly implemented and resourced.		RBM normative guidance has been imparted to programme-wide staff through training sessions. The CMEA team, which started its work in 2004, has been extended to June 2007 to complete its work on the M&E toolkit builder. The development of a common corporate M&E database will be completed under the WINGS II project. A cost allocation model has also been developed and is expected to be operational in 2008 under the WINGS II project.
2.2 As far as possible WFP-supported M&E activities should be built on existing national systems.		National M&E systems are used wherever possible to support M&E activities. However, in many countries, deficiencies in government systems, weak staff capacity and chronic underfunding restrict the greater use of these systems.
2.3 Calculation of alpha value (value of transfer/WFP costs) at country level - and also in WFP areas of operation - must be more regular and should be used by WFP as an instrument for decision-making on procurement modalities and on opportunities for using food aid as a form of transfer in that specific context. The required level of human and financial resources needs to be properly budgeted for by WFP and then underpinned by a corresponding allocation of DSC/ODOC.		Alpha values and cost efficiency issues are taken into consideration at the project design stage and during project implementation. Market intelligence plays a central role in ensuring that procurement decisions are taken on the basis of the best available information and are cost effective, but limit disruption to local markets. Support for these decisions is being provided through improved needs assessment and through technical support from the Food Procurement Service. Support has also been provided from the PDPE. Project budgets are scrutinized at the design stage and by the Programme Review Committee (PRC) in order to meet project needs and be in line with WFP's principles of full cost recovery.





ANNEX: FOLLOW-UP RESPONSE MATRIX

Recommendations	Responsibility for action management	Actions proposed or initiated
<p>3. The current level of priority attributed to the five EDP strategic objectives needs to be reconsidered in the light of the current poverty reduction frameworks and of WFP organizational changes.</p>	<p>Country offices, with assistance from the PQA team chaired by PD, OD and the Office of Evaluation (OEDE).</p>	<p>The WFP Strategic Plan (2006–2009) provides a framework for the prioritization of the EDP priority areas, their incorporation into the corporate Strategic Objectives and their contribution to the longer-term Millennium Development Goals (MDGs).</p>
<p>3.1 Food-for-assets activities should be maintained despite implementation difficulties and possibly integrated into wider initiatives such as national social infrastructure funds, whilst their sub-division into three areas of focus must be reconsidered, as it is cumbersome and of little relevance to the country contexts.</p>		<p>Food-for-assets (FFA), though reduced in tonnage, is an integral part of WFP's programme response to develop human and physical capital.</p> <p>However, further integration of FFA activities into partner frameworks is recognized as an important factor in improving the effectiveness of FFA activities. Opportunities for the integration of these activities into broader infrastructure funds have been more limited.</p>
<p>3.2 The 5 EDP areas of focus and priorities need to be considered as having been subsumed in the light of the Strategic Plan 2004-2007 that establishes five overall strategic priorities for WFP corporate work. However, the links between the 5 EDP areas of focus and the strategic priorities defined by the Strategic Plan should be made more explicit.</p>		<p>The WFP Strategic Plan (2006–2009) provides for the integration of the EDP strategic objectives into the five corporate Strategic Objectives. The plan acknowledges the link between the FFA priority areas 3, 4 and 5, and provides a coherent locus for these interventions under corporate Strategic Objective 2: to protect livelihoods and enhance resilience to shocks.</p>
<p>3.3 The need to complement the EDP with a view to tackling gaps related to programming that are not necessarily fully part of the development sphere, such as addressing the long-term protection needs of certain categories of vulnerable groups, needs to be addressed by WFP and supported by recipient and donor countries.</p>		<p>WFP country offices are increasingly advocating and assisting governments with regard to designing and implementing alternative social-protection schemes such as national safety-net programmes to address gaps in programming that are not fully part of development.</p>
<p>3.4 In light of the above recommendations, it is important that WFP Management consider an update of the EDP or the preparation of an information note clarifying the links of the EDP with: a) the Strategic Plan priorities; b) the major policy changes that have occurred within WFP; and c) the global policy changes that have occurred (e.g. Poverty Reduction Strategy Papers (PRSPs) and SWAPs).</p>		<p>The WFP Strategic Plan 2006–2009 lays out the links between the EDP priority areas and the five corporate Strategic Objectives. Global developments such as United Nations reform and the WFP role in development will be addressed comprehensively in the Strategic Plan 2008–2011.</p>

ANNEX: FOLLOW-UP RESPONSE MATRIX

Recommendations	Responsibility for action management	Actions proposed or initiated
4. The sustainability aspects of WFP development activities need to receive more attention.	PQA team, country offices and regional bureaux.	Sustainability issues are recognized as key to the effectiveness of WFP development programmes. However, there is also recognition that many of these issues are context-specific and need to be tailored to local conditions.
4.1 Exit strategies and related milestones must be set out in project and CP design (using also VAM). Exit strategies should be context-specific and not necessarily imply a withdrawal of WFP from certain countries or from a given project.		Exit strategies are systematically reviewed in the project preparation process and approval process, including review by the Project Review Committee. While challenges persist due to the lack of government and other partner resources, attention is given to defining exit strategies or measures that will support a later phasing out of assistance from specific areas, activities or countries. WFP support for capacity development for partners is an important part of exit strategies; it is supported by guidance in the Programme Guidance Manual and work to prepare a new operational framework.
4.2 WFP HQ should undertake the analytical work and guidelines development necessary for the systematic inclusion of exit strategies at country office level.		In view of the contextual nature of exit strategies, much can be gleaned from the sharing of experiences and lessons learned from different country settings. These have been disseminated within WFP through instruments such as the Programme Guidance Manual, <i>Pass-it-on</i> , evaluation reports, etc.
4.3 A series of measures for increased integration of WFP development operations into national poverty reduction frameworks, where relevant, must be defined at CP level.	Integration into poverty frameworks is a major consideration in the country programme approval process.	



ACRONYMS USED IN THE DOCUMENT

ADF	Finance Division
AIDS	acquired immune deficiency syndrome
APR	annual performance report
ART	anti-retroviral treatment
BPP	country office-specific initiatives
BPR	Business Process Review
CCA	Common Country Assessment
CDC	United States Centers for Disease Control and Prevention
CFSVA	comprehensive food security and vulnerability assessment
CMEA	common monitoring and evaluation approach
COMPAS	Commodity Movement Processing and Analysis System
CP	country programme
DEV	development project
DSC	direct support costs
ECHUI	Ending Child Hunger and Undernutrition Initiative
ECW	Enhanced Commitments to Women
EDP	Enabling Development Policy
FANTA	Food and Nutrition Technical Assistance
FAO	Food and Agriculture Organization of the United Nations
FD	Fundraising and Communications Department
FFA	food for assets
FFE	food for education
FFT	food for training
FFW	food for work
FLA	field-level agreement
FSMS	food security monitoring system
GIS	geographic information system
GTT	Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors
HBC	home-based care
HIV	human immunodeficiency virus
ICCIDD	International Council for Control of Iodine Deficiency Disorders
IFAD	International Fund for Agricultural Development



IGA	income-generating activity
M&E	monitoring and evaluation
MCH	mother-and-child health
MCHN	mother-and-child health and nutrition
MDG	Millennium Development Goal
MERET	Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods
MG	Management Group
MI	Micronutrient Initiative
MOU	memorandum of understanding
NBM	New Business Model
NGO	non-governmental organization
OD	Operations Department
ODAV	VAM Branch
ODO	Office of Director of Operations
ODOC	other direct operational costs
OEDE	Office of Evaluation
OEDR	Results-Based Management Division
OVC	orphans and other vulnerable children
PD	Policy and External Affairs Department
PDPE	Economic Analysis Unit
PDPN	Nutrition Service
PG	Programme Group
PMTCT	Prevention of mother-to-child transmission
PQA	programme quality assurance
PRC	Programme Review Committee
PRS	poverty-reduction strategy
PRSP	poverty reduction strategy paper
RBM	results-based management
R<F	resource and long-term financing
SARDI	Initiative for Agricultural and Rural Development in the Sahel
SCO	Supply Chain Optimization
SPR	standard project report
SSFS	Standardized School Feeding Survey
SWAP	sector-wide approach
ToT	training of trainers



UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDGO	United Nations Development Group Office
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNTG	United Nations Theme Group
VAM	vulnerability analysis and mapping
WHO	World Health Organization