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Programme
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Mundial
de Alimentos

**Executive Board
Third Regular Session**

Rome, 20–24 October 2003

INFORMATION NOTES



Distribution: GENERAL
WFP/EB.3/2003/INF/7
13 October 2003
ORIGINAL: ENGLISH

SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— REAL-TIME EVALUATION OF WFP'S RESPONSE TO THE SOUTHERN AFRICA CRISIS, 2002–2003 (EMOP 10200.0)

This document should be read in conjunction with the document "Summary Report of the Real-Time Evaluation of WFP's Response to the Southern Africa Crisis, 2002–2003 (EMOP 10200.0)" (WFP/EB.3/2003/6-A/1).

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Recommendation of the evaluation misión (July 2003)	Action by:	Management Response and Action Taken (September 2003)
<p>1. Strengthen WFP's needs assessments through: (i) a review of CFSAM methodology—improved assessment of anticipated imports, replacing crop with food balance sheets and establishment of per capita food requirements; (ii) emergency needs assessment guidelines that meet minimum standards in sampling, livelihood, market and non-food needs analysis; and (iii) clarification of chronic and transitory food insecurity through more baseline studies in areas where populations are exposed to recurrent shocks.</p>	<p>OEN, in consultation with ODO</p>	<p>WFP's newly established Needs Assessment Unit (OEN) has already started a comprehensive review and updating of needs assessment methodologies and guidelines: (i) jointly with FAO, the CFSAM methodology is being reviewed in a consultative process; new CFSAM guidelines should be available by the end of 2004; (ii) a WFP-organized Expert Meeting in late October 2003 will advise on minimum assessment standards, which will then be reflected in the revised WFP Emergency Needs Assessment Guidelines to be made available by spring 2004; (iii) WFP's VAM unit has concrete plans to augment its capacity to conduct baseline studies in the most disaster-prone countries as of 2004.</p>
<p>2. Provide corporate policy and operational guidance on targeting and distribution strategies, reviewing the concept of individual and family reference rations in the light of improved understanding of community social-support mechanisms and household coping capacities, including the role of famine foods.</p>	<p>ODO, in consultation with the VAM Unit, PSPN and PSPP</p>	<p>A WFP policy paper on targeting is already scheduled for submission to the Third Regular Session, 2004. Draft operational guidelines on distribution were prepared in early 2003 and will be finalized in 2004. More food-security baseline studies will assist in the design of locally adapted food rations. Appropriate adjustments to the reference planning ration are in line with WFP, WHO, UNICEF and UNHCR joint operational guidelines.</p>
<p>3. Ensure that M&E has dedicated funding and a budget line in EMOP and PRRO documents.</p> <p>Specialist M&E and VAM staff should be dispatched at the outset of a new EMOP.</p> <p>Corporate guidance on M&E should include practical modules, step-by-step advice and standard forms for easy adaptation to local requirements. A balance should be sought between M&E data gathering, data cleaning/processing and data analysis.</p>	<p>OEDR, in consultation with OEDB and ODO</p>	<p>OEDP and OEDB confirm that since 1999, the cross-cutting budget plan priority areas of "Gender", "Security" and "M&E" have been included in the DSC table in all project approval documents as column heads; the planned budget should be disaggregated under these areas and under a "Not allocated" column. The information under these columns will be captured in WINGS. Funds relating to these four columns are allotted to Country Directors as lump sum amounts, which the Country Directors may allocate as they deem necessary, according to their priorities.</p> <p>OD, in coordination with HR, will make every effort, especially at the outset of major emergencies, to dispatch (either through reassignment or TDY) staff qualified in the area of programme monitoring and evaluation. As WFP's roll-out of M&E training progresses, more staff with these skills will be available on the ground for such deployments. In the meantime, an important pool of M&E staff can come from the regional bureaux, other country offices or Rome.</p> <p>OEDP and ODO confirm that the Emergency Pocketbook, Emergency Guidelines, Emergency Tool Kit, Food Distribution Guidelines and the M&E sections in the Programme Design Manual (on WFPgo) provide practical guidance related to M&E in the context of emergencies and PRROs. The more recent documents contain step-by-step advice and standard forms for easy adaptation to local requirements. The challenge now is to make sure that field staff are familiar with the corporate guidance and know where to find the information they need.</p> <p>◇ OEDR agrees that there should be a balance in data collection, analysis, etc. and this is strongly supported in corporate guidance on M&E.</p>



Recommendation of the evaluation misión (July 2003)	Action by:	Management Response and Action Taken (September 2003)
<p>4. Review the requirements for rapid installation, operation and linkages of WINGS and COMPAS in an emergency context. It is most important to ensure that adequate training is in place in country offices.</p>	<p>OTF & ICT, in cooperation with FS</p>	<p>The following correction needs to be made on paragraph 82 of the summary report. Although WINGS and COMPAS are linked, primarily with regard to tonnage data, COMPAS has had no direct role in the project funds-release trigger in WINGS.</p> <p>Although the trigger mechanism for funds-release used to be entry of the bill of lading (in the case of in-kind and overseas shipments) or commodity delivery documentation (in the case of local/regional purchases) at the time the real-time evaluation (RTE) was carried out, this has now been changed. As noted in paragraph 84 of the RTE evaluation summary report, new triggers for funds release have been put in place; the trigger for DOC, LTSH, ODOC and DSC funds is now issuance of the purchase order for the commodity. This makes funds available to the operation much earlier than previously; that is, prior to arrival of the commodity.</p> <p>It should be clarified that there is no manual transfer of data between COMPAS and WINGS, although tonnage information may be downloaded from COMPAS to WINGS if needed.</p> <p>Since the Southern Africa emergency, OTP has built up capacity to implement/augment COMPAS at the onset of an emergency. For example, the recent Iraq emergency benefited from the COMPAS response-capacity augmentation.</p> <p>FS is undertaking an initiative to expand the financial management capacity of the organization. Three key elements of this are:</p> <ul style="list-style-type: none"> ◇ targeted training to further improve the competence and effectiveness of finance officers, finance staff and financial managers; ◇ provision of a more appropriate level of finance staff; and ◇ the review, enhancement and consolidation of data input systems and procedures, in cooperation with ICT. <p>This initiative will cover ongoing operations and will include a review of rapid response requirements; it will provide the capacity to ensure that appropriate financial expertise and systems are available to allow timely, effective response.</p> <p>OTP has secured funding and is establishing regional bureau COMPAS officer positions to support country offices. OTP as well has identified and trained a cadre of local staff in various country offices, who are available for quick deployment to new emergencies to jump-start COMPAS implementation in an emergency.</p> <p>The need for adequate resources (both staff and equipment) to be allocated to the commodity tracking activities, especially at the start of a new emergency operation, is being reiterated to Country and Regional Directors through the issuance of an OD directive.</p> <p>OTP is planning an additional round of training in commodity tracking activities and use of the new COMPAS version being rolled out. This training initiative will start with ODK in November 2003.</p>



Recommendation of the evaluation misión (July 2003)	Action by:	Management Response and Action Taken (September 2003)
<p>5. Rationalize staff recruitment for emergencies. A single Headquarters team could be responsible for all emergency staffing of EMOPs. To complement the ERR, establish a roster of external consultants, including senior programmers familiar with WFP, and ensure gender balance. Request the Deputy Executive Director (Operations) and/or Chief of Staff (OED) to be more active in roster deployments, ensuring that managers justify retention of staff when needs are acute.</p>	<p>HR, in consultation with OED, OEP and OTP/OTL</p>	<p>There is indeed a need to improve implementation of the ERR. With OD in the lead, initial steps have been taken to develop a new policy on ERR and emergency response training.</p> <p>The creation of the staffing coordinator function will provide a mechanism for assessing the requirements and capacities of staff to enhance the rapid-response facility.</p> <p>Staffnet, a web-based recruitment tool, has been created, allowing managers to search the database of current staff and external candidates (in areas such as gender, nationality, contract information and skills, and using key words) to identify suitable staffing resources.</p> <p>During the Iraq operation, HR created a roster of candidates interested in short-term assignments/consultants, and a roster of retired staff.</p> <p>HR will explore the possibility of establishing a "single-team" concept to respond to emergencies and whether such a concept would improve response time.</p>
<p>6. Address NGO capacity in emergencies, providing guidance for country offices in rapid appraisal of NGO capacity and options to address long-term and short-term capacity weaknesses in funding, training and external inputs.</p>	<p>PERN, in consultation with OEP and PSPP</p>	<p>WFP's guidelines on how to fund NGOs is currently being revised by a working group composed of senior representatives from the international NGO community and WFP field and Headquarters staff. Enhanced guidelines are expected to be finalized soon.</p> <p>The Division of External Relations—focal point within WFP for relations with NGOs—is exploring ways to enhance awareness and understanding among current and potential partners with regard to relevant WFP policies and programming modalities. This process will result in a comprehensive database, and a set of guidelines on the areas where WFP and NGOs may seek partnerships and the complementary services both parties may provide.</p> <p>ODJ has initiated a review of its collaboration with NGOs within the framework of the Southern Africa emergency response. Among the issues being examined are: the process for selecting partners (including the criteria established for NGO capacity-assessment in Swaziland); and collaboration in relation to needs assessment, beneficiary targeting, M&E and capacity-building. It is expected that the findings from both the Headquarters-led and ODJ reviews will be shared at the next annual WFP/NGO consultation.</p>





Recommendation of the evaluation misión (July 2003)	Action by:	Management Response and Action Taken (September 2003)
<p>7. Develop clear arguments for WFP's comparative advantage with respect to addressing the structural causes of food insecurity and malnutrition, including HIV/AIDS, particularly in the context of PRSPs and the Common Country Assessment (CCA) and United Nations Development Assistance Framework. General food distributions should be limited to clearly defined periods.</p>	PSPP	<p>Much of WFP's strategic and policy development work over the past several years has been focused on developing clear arguments for WFP's comparative advantage with respect to addressing the structural causes of food insecurity and malnutrition. This will continue to be a priority in future policy and advocacy work concerning HIV/AIDS, the role of food in social safety nets, and nutrition policy, and will be reflected in policy papers to be presented to the Board on these topics in 2004. While agreeing in principle that general food distributions should be limited to clearly defined periods, WFP believes flexibility in food distribution modalities is still required to deal with the wide range of emergency and recovery situations it faces. Future food distribution guidance will seek to maintain a balance between this need for flexibility and the interest in more clearly defining the situations where general food distribution is considered the appropriate response.</p>
<p>8. Consolidate and improve the quality of existing complementary targeted interventions, rather than increase them.</p>	ODJ	<p>ODJ and individual country offices have been taking a number of initiatives to support strengthening of targeted programme interventions as the modalities of assistance shift away from large-scale general food distributions in most of the EMOP countries. As examples at the regional level, WFP has undertaken a joint HIV/AIDS food aid programming consultation; participated in a mission with UNICEF to examine collaboration on school feeding; supported a number of workshops looking at nutritional issues linked to programming; worked with NGO partners to enable enhanced monitoring and surveillance systems to better assess programmatic impact. Country offices have also been active in working with partners to improve the quality and consistency of targeted interventions. In Malawi, for example, programme manuals have been developed in areas such as HIV/AIDS interventions and food-for-work/training projects. A series of inter-agency technical appraisal missions will take place in October, with emphasis on partnerships that could make food aid interventions more effective in mitigating the effects of HIV/AIDS.</p>