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SUMMARY OF EVALUTATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— SUMMARY REPORT OF THE REVIEW OF WFP'S DECENTRALIZATION INITIATIVE

This document should be read in conjunction with the document “Summary Report of the Review of WFP's Decentralization Initiative.” (WFP/EB.3/2003/4-B).

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Recommendation of the review (July 2003)	Action by	Management response and action taken (September 2003)
Recommendation 1 <ul style="list-style-type: none"> ➤ Determine the most appropriate role for each regional bureau in the light of the region's mix of country programmes and the capacity of the country offices. ➤ Evaluate the staffing of the regional bureaux. ➤ Give Regional Directors new powers to increase or decrease authority delegated to Country Directors. 	OD	<ul style="list-style-type: none"> ➤ ODO agrees with the recommendation and will address this issue when it updates, by the end of 2003, the OD Directive on roles and responsibilities of country offices, regional bureaux and Headquarters/Rome. ➤ The staffing situation of the regional bureaux was reviewed very carefully as part of the 2004/2005 biennium Management Plan preparation exercise. ➤ ODO will address this issue when it updates, by the end of 2003, the OD Directive on roles and responsibilities of country offices, regional bureaux and Headquarters/Rome.
Recommendation 2 <ul style="list-style-type: none"> ➤ Prepare and distribute to all staff a paper reconfirming the Executive Director's commitment to decentralization, explaining the concept of a flexible field-driven organization, describing the vision of a truly decentralized WFP and identifying steps to ensure further progress. 	OED	<ul style="list-style-type: none"> ➤ OED agrees. A communication reconfirming the Executive Director's commitment to these issues will be issued to all staff by the end of 2003.
Recommendation 3 <ul style="list-style-type: none"> ➤ Establish responsibility and authority for overseeing and monitoring change initiatives, most logically in the Office of the Executive Director (OED). 	OED	<ul style="list-style-type: none"> ➤ OED will designate an official responsible for change initiatives and announce this action as part of the Executive Director's communication to all staff, as per the management response to recommendation 2 above.
Recommendation 4 <ul style="list-style-type: none"> ➤ Develop corporate policies on format, style and language for normative guidance. ➤ Establish a working group that will advise on ways to make guidance more user-friendly and review drafts to provide a field perspective. ➤ Consider employing a full-time technical writer. 	OD PSP	<ul style="list-style-type: none"> ➤ OD and PSP agree with the recommendation and, in collaboration with other in-house divisions such as OEDR and with regional bureau and country office inputs, will re-establish by the end of 2003 a interdivisional working group to address issues related to normative guidance. This working group would be able to address such issues as mentioned in recommendation 4.
Recommendation 5 <ul style="list-style-type: none"> ➤ Create a career-development programme for Country Directors that includes identification of career paths, mentoring by senior Country Directors and training in leadership, management, human resources, finance, resource mobilization, advocacy, media relations, donor relations and vulnerability analysis and mapping (VAM). 	OD HR	<ul style="list-style-type: none"> ➤ In close coordination with OD and other divisions, and as part of its new Human Resources Strategy, HR has already rolled out the concept of Staffing Coordinators and Country Director Training. Both these mechanisms will go a long way to addressing the issue of Country Director career path planning. Included as part of its Human Resources Strategy, HR also envisages a more formal "career path development" concept.