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SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSES— COUNTRY PROGRAMME—INDIA (1997–2001)

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WFP RECOMMENDATION (28 FEBRUARY 2001)	ACTION OFFICE/UNIT	IMMEDIATE MANAGEMENT RESPONSE
1. Monitoring:		
1.1 Review monitoring priorities, by analysing the CP's basic objectives, and its the multiple constraints on monitoring, and by realistically assessing what can be done by WFP and its partners (which will require prioritizing information requirements and concentrating on the aspects of Country Programme [CP] inputs, outputs and outcomes that are measurable and that should be regularly and publicly reported on).	Country office	1.1 Demonstrating results based on a logical framework approach will be a key element of a future country strategy that aims at playing a catalytic role by developing innovative food assistance approaches. The strategy will include agreement (with the Government and other partners) on key success indicators of food interventions and regular reporting and analysis of results. A consultant has already completed the first phase in developing a basic matrix that will help prioritize monitoring and evaluation (M&E) requirements.
1.2 Assist implementing partners in improving their in-house monitoring capacities and systems.	Country office	1.2 The country office is working with the Department of Woman and Child Development and other partners, including non-governmental organizations (NGOs), on improving formats and analyses of reports. The priority of the country office is currently decentralizing reporting systems, such as the Integrated Child Development Services (ICDS) commodity tracking software "nutrimonitor", to the State level. Training in M&E capacity will be a key component of the partnership frameworks with NGOs that are being developed in the preparation of the future Country Programme.
1.3 Strengthen the CP approach by establishing a monitoring and reporting requirement for the CP as a whole (e.g. an annual summary report).	Headquarters, OD	1.3 WFP is presently reviewing the reporting and recording requirements for the CPs through the Food Aid and Development (FAAD) Task Force and Financial Management Improvement Programme (FMIP)/OASIS.

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2. Staffing:		
2.1 Review and adjust the typical country office staffing profile and deployment for countries that manage CPs. Staff profiles should be appropriate to carry out management, implementation, and monitoring tasks.	Headquarters, OD & country office	2.1 Along with the concept of a more decentralized office structure, the country office has already started to revise staffing profiles. Any staff replacements will be made on the basis of future requirements and in line with the recommendations of the Change Management Team that was constituted in February 2001.
3. Gender:		
3.1 Support and encourage the Government in recruiting more female social development officers in the joint forestry management component for micro-plan formulation and implementation.	Country office	3.1 The country office is taking up the issue of recruiting more female Social Development Officers in the Tribal Development Projects at the Food Aid Advisory Sub-Committee Meeting, to be held in May 2001. The positive experiences of having women Social Development Officers supports the case.
3.2 Review WFP's current approach to gender issues in favour of a more comprehensive approach that aims to increase women's access to and control over resources on equal terms with men.	Headquarters, SP	3.2 WFP is developing a strategy for mainstreaming gender and empowering women based on a review of progress in achieving the targets set in WFP's Commitments to Women for 1996–2001, as well as the good practices and lessons used to report to Beijing+5.
4. Implementation of the ICDS activity:		
4.1 Continue to work with donors and NGO partners in improving the design and implementation of ICDS, since many donors already acknowledge the need for a combined reassessment of the donor focus.	Country office	4.1 The forthcoming national consultation "Towards a Hunger-Free India" (sponsored by WFP and the Planning Commission, Government of India) will provide a forum for discussing ways of strengthening major food assistance programmes such as ICDS. The consultation will provide an input to the Government's next Five-Year Plan.



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4.2 Refocus the CP into fewer high-priority areas, which, along with decentralization, should help create tighter targeting; agree upon specific monitoring indicators for each programme district with reference to the vulnerability analysis and mapping (VAM)–generated data and the supporting qualitative information developed with the relevant communities.	Country office	4.2 The next Country Programme will be built on a decentralized approach to project design, in line with local needs and capabilities. This approach will be facilitated by the mapping and analysis of the most needy areas that has been carried out by the India VAM Unit over the past two years, and has resulted in the production of a Food Insecurity Atlas of Rural India. Additional micro studies and baseline surveys will aid in the preparation of intervention-specific monitoring indicators.
5. Implementation of the TFDP activity:		
5.1 The country office is advised to: improve monitoring of the Forestry Department's employment-generation and beneficiary targeting by WFP, to address concerns raised by government auditors in 1999 and ensure proper beneficiary targeting and forest revenue sharing, which will require employing more WFP food aid monitors.	Country office	5.1 In order to improve monitoring, the country office is planning to open three State (sub-) offices with adequate staff, as has already been done in Orissa. The country office is also planning to employ more national United Nations volunteers (UNVs) to obtain competent and affordable food aid monitors. Beneficiary targeting will be improved through rigorous advocacy for and support to the joint forest management concept, which will ensure appropriate revenue sharing.
5.2 Review revenue-sharing arrangements from short-term employment-generation, in order to ensure that benefits reach WFP's target groups in line with FAAD principles.	Country office	5.2 A gender study currently under way looks into the distributional effects of FFW activities and especially how they benefit and affect women. The findings and recommendations should assist in the design of FFW interventions that balance better short-term employment and long-term revenue benefits.
5.3 Ensure the continuing availability of counterpart funds, and explore with other partners alternative mechanisms to close-circuit monetization or the direct utilization of food in micro-plan-related activities.	Country office	5.3 The next Country Programme will focus on direct utilization of food as a resource for building individual and community assets. The food will be tied up with existing government programmes and NGOs for cash resources and other complementary inputs.



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5.4 Review and monitor the intra-community distribution of benefits, to identify and target specific disadvantaged groups with special programmes to ensure fair access by all community members to benefits from irrigation and forest investments.	Country office	5.4 The ongoing gender study and the planned VAM micro-studies will provide insights into intra-community and intra-household distribution of benefits. This information will serve as the basis for designing activities that are more likely to benefit the most disadvantaged members of the community.
5.5 Improve the assessment of the economic feasibility of investments, and of the underlying socio-economic problems and solutions, and make provisions for long-term maintenance and running costs (e.g. marketing, social structures).	Country office	5.5 The planned decentralized design and implementation of projects (more participation of communities and greater involvement of local NGOs) is expected to facilitate greater sustainability and the economic viability of activities. The country office will develop generic investment tables (i.e. scenarios of costs, revenues, duration of benefit stream and recurrent expenses) for the main types of assets to be created through FFW. District-level government/NGO and WFP staff will use these tables for the approval of local activities.
5.6 Reconsider the current distribution of generated fund resources to villages of high concentration (80 percent) and sectoral support initiatives (10–16 percent) and explore the merits of cluster approaches in geographic targeting.	Country office	5.6 This is already being done where opportunities exist for sectoral activities that target selected beneficiary groups (i.e. micro-finance for women) and in ongoing pilot projects. The area-based (i.e. village cluster or block-level) approach being tested in the pilot projects will be the basis for the future Country Programme.

