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**Executive Board  
Second Regular Session**

**Rome, 4–7 November 2013**

## **EVALUATION REPORTS**

**Agenda item 6**

*For consideration*

# **E**

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## **MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE EVALUATION OF THE IMPACT OF FOOD FOR ASSETS ON LIVELIHOOD RESILIENCE IN BANGLADESH (2008–2011)**

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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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Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

- \* Performance Management and Monitoring Division
- \*\* Operations Management Department
- \*\*\* Performance Management and Reporting Branch

## BACKGROUND

1. This document responds to the impact evaluation in Bangladesh, which provides evidence of the impact of WFP's food- and cash-for-assets (FCFA) programmes, particularly in the context of disaster vulnerability. The evaluation findings suggest that FCFA programmes were largely successful in meeting most of their objectives. The evaluation was part of a series on the impact of food for assets (FFA) on livelihoods. Management recognizes emerging cross-cutting themes in the series, notably the need to ensure maintenance of assets, to adjust monitoring systems to gather lessons, and to improve approaches to partnerships.
2. The evaluation found that in most cases, the assets were developed in a timely manner and protected and/or created opportunities for protection against natural disasters. The construction of assets also created significant spillover effects, such as women's empowerment. The evaluation highlights areas of improvement for securing long-term solutions for the poor and ensuring the maintenance of assets such as roads and canals.
3. Management welcomes the evaluation's acknowledgement of the country office's work with the Government and notes the need for continuing dialogue to provide support and commitment to disaster risk reduction (DRR). Management agrees that more substantive and intensive assistance is required to move beneficiaries out of extreme poverty and towards longer-term food security. The country office has taken steps to intensify assistance through the enhancing resilience plus (ER+) approach.
4. Management notes that implementation of some recommendations is beyond its capacity and mandate, particularly regarding issues directed to government counterparts and partner non-governmental organizations (NGOs).
5. Actions addressing the evaluation findings, and implementation timelines are presented in the attached matrix. Management notes the positive results of FCFA in Bangladesh, and will examine the contextual and implementation factors and their interactions to inform project design for achieving similar positive results elsewhere.

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Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 1: The office should continue to provide the Government with support in disaster risk reduction, building on the experience of the ER component in future programmes.</b> Lessons should be well documented and widely disseminated to guide the adoption of good practice and address continuing challenges. Given that the ER component is well aligned with WFP's disaster risk reduction policy and FFA guidelines, WFP Headquarters should also draw lessons to support replication in FFA programmes in other countries.</p>	Country office	<p>Agreed.</p> <p>Action 1: The country office is aligning the ER component with DRR activities at the local – <i>upazila</i> and union – level.</p>	Ongoing
	Country office	<p>Action 2: The country office will exchange lessons and experiences with the Government's Comprehensive Disaster Management Programme (CDMP) to review the scope for and reinforce cooperation and the alignment of ER: i) during the ER Project Steering Committee meeting; and ii) during consultation with core stakeholders, including the Ministry of Disaster Management and Relief and the CDMP, in partnership with the Local Government Division (LGD).</p>	December 2013– June 2014
	Country office	<p>Action 3: The country office will implement the ER+ component, providing women from participating households with cash transfers for investment and consumption support. This activity aims to develop the economic resilience of labourers/trainees while improving community-level infrastructure. Lessons and results from the approach will be identified and shared with the International Food Policy Research Institute.</p>	June 2014
	Policy, Programme and Innovation Division (OSZ)	<p>Action 4: WFP will update the FFA Guidance Manual based on documented best practices from countries where WFP is implementing FFA, including Bangladesh. Best practices from Bangladesh and other countries covered by this evaluation series will be shared with other country offices.</p>	Ongoing



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<p><b>Recommendation 2: The office should work with its partners to elaborate and institutionalize the network management model for FCFA, refining it to facilitate synergies among different actors, to enhance access to the complementary services that lead to improved household income and food security for the ultra-poor.</b></p>	Country office	<p>Agreed.</p> <p>Action 1: The country office will work with partners to improve the network management model through regular union-level consultations.</p>	Ongoing
	Country office	<p>Action 2: <i>Upazila</i>-level stakeholder meetings will be introduced to solicit and arrange complementary services and cooperation from the different actors involved in network management.</p>	December 2013
	Country office	<p>Action 3: Mapping of resources and services at the union level will be incorporated into the local-level planning process to reinforce linkages and strengthen participants' access to complementary services.</p>	December 2014
	Country office	<p>Action 4: Yearly consultative workshops for developing and, as needed, revising FCFA action plans will be introduced. These workshops will provide a forum for reviewing results and applying lessons learned, and will involve representatives from ER participants, local-level planning teams, NGOs, line departments and ministries.</p>	December 2014
	Country office	<p>Action 5: The ER Operational Guidelines will be updated to reflect these changes and institutionalize the network management model to enhance access to complementary services for ER activities and participants.</p>	December 2014



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<p><b>Recommendation 3: Feasible asset-management plans should become an integral feature of the FCFA approach.</b> An asset maintenance committee, comprising representatives of the local community, including opinion leaders, local government representatives and officials generally involved in decision-making regarding maintenance activities, should be established for each asset constructed. Participants' committees could function as social accountability mechanisms and advocates for access to appropriate local government funds.</p>	Country office, NGO/ government partners and WFP worldwide	<p>Agreed.</p> <p>Action 1: The Local Government Engineering Department (LGED) will be requested to include ER community assets in its maintenance inventory and to allocate maintenance funds.</p>	March 2014
	Country office	<p>Action 2: The ER Operational Guidelines will be revised, emphasizing the responsibilities of union disaster management committees, local elites and ER participants in the routine maintenance of ER community assets.</p>	January 2015
	OSZ	<p>Action 3: Development of asset management and maintenance approaches is already included in the FFA Guidance Manual. Planning through asset maintenance committees is one of several approaches to ensuring effective asset management, depending on the country and local contexts. The development of committees and plans will be included in the FFA Guidance Manual as a best practice, and implemented where appropriate.</p>	Ongoing



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Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 4: More robust monitoring systems should be developed to ensure that major intended outcomes can be measured.</b> These systems should include the collection of baseline and endline data, and specific analyses to deepen understanding of the contributing factors and processes by which impacts are achieved. In particular, additional data about the impacts of FCFA on women's health, nutrition and empowerment and on the sustainability of expected longer-term changes in food security should be collected and analysed.</p>	<p>Country office, NGOs</p> <p>Country office</p> <p>Country office</p>	<p>Agreed.</p> <p>Action 1: The ER component baseline survey was completed in 2012 as part of the 2012–2016 country programme (CP) baseline.</p> <p>Action 2: The endline survey will be completed by mid-2014 and will feed into the CP evaluation and formulation of the new CP.</p> <p>Action 3: Specific studies, such as investigating the potential overburdening of women participants and the impact of heavy agricultural labour on their health and nutrition, will be commissioned to improve understanding of the impact of ER and enhance its design.</p>	<p>Completed</p> <p>June 2014</p> <p>December 2014</p>

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## ACRONYMS USED IN THE DOCUMENT

DRR	disaster risk reduction
ER+	enhancing resilience plus
FCFA	food and cash for assets
FFA	food for assets
NGOs	non-governmental organizations