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**Executive Board  
First Regular Session**

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## **EVALUATION REPORTS**

**Agenda item 5**

*For consideration*



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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 GUATEMALA (2003–2010)**



## 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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## BACKGROUND

1. This document presents the management response to the recommendations of the evaluation of the impact of food for assets (FFA) on livelihood resilience in Guatemala between 2003 and 2010. The evaluation identified lessons for enhancing resilience impacts and the alignment of current programming with WFP's 2011 FFA Guidance Manual and its disaster risk reduction policy.
2. While noting that a full assessment of impacts was constrained by lack of data, the evaluation found that the assets constructed were mainly household assets, most of which were still functional; household assets generally had higher rates of survival than community ones. Positive impacts were reported on livelihoods and the biophysical condition of land. Participants in the FFA programme also reported significantly less migration, improving stability in targeted communities.
3. Management welcomes the evaluation findings and recommendations, which include reframing FFA programming in Guatemala more strategically to address disaster risk reduction and response by concentrating efforts in fewer interventions and fewer communities. While recognizing this as an appropriate approach for development activities, management also highlights the benefits of shorter-term FFA activities for relief in enabling WFP to move beyond general food distributions and to add value to its response by supporting vulnerable households in restoring their livelihoods.
4. Actions for addressing the evaluation recommendations, and implementation timelines are presented in the attached matrix. Management will continue to examine contextual and implementation factors and their interactions to inform project design for achieving positive results elsewhere.

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Recommendation	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 1: Building on its experience and reputation, the country office should reframe its FFA programming towards disaster risk reduction and response.</b> This will involve developing a strategy and action plan for its FFA approach and then prioritizing, designing and aligning these to Guatemala's diverse environmental, risk and vulnerability contexts. It should include specific plans for enhancing disaster risk reduction and response capacity tailored to the community, municipal and national levels; establishing effective partnerships to ensure the requisite technical skills; and developing staff capacity to enable WFP to play a leadership role with national government and international institutions.</p>	Country office	<p>Agreed. However, strategies for relief FFA and development FFA should be differentiated.</p>	March 2015
	Country office	<p>A strategy for development is already in place for implementing the resilience agenda in the Dry Corridor and the emergency preparedness and response approach, in coordination with community, municipal and national institutions. Both approaches have been jointly developed with the regional bureau.</p>	March 2014
	Country office	<p>The new protracted relief and recovery operation will include actions for relief and early recovery through capacity development for disaster risk reduction (DRR) and response tailored to the community, municipal and national levels. The country office will use the integrated context analysis completed in 2013 to incorporate DRR into programme formulation and the design of FFA interventions. The analysis will allow the Government and WFP to gear FFA interventions to DRR.</p>	Ongoing





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Recommendation	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 3: The country office should develop a broad vision and framework for gender issues in FFA, focusing on household food and nutrition requirements during and after emergencies and taking into consideration women's needs, interests and roles in food and nutrition security.</b> Rigorous analysis should be undertaken to identify barriers to women's empowerment and ways of engaging men in the elimination of these barriers. Women should be fully integrated into FFA decision-making processes so that they can benefit from the empowerment brought by such engagement.</p>	Country office	<p>Agreed.</p> <p>With support from the regional bureau and Headquarters, the country office will develop an FFA strategy that takes into consideration women's needs and their role in food and nutrition security. Barriers to women's empowerment will be identified, along with ways of eliminating these barriers. The strategy will also engage men.</p>	June 2014
	Country office	<p>In coordination with the Government, the country office will develop a manual for gender mainstreaming in rural interventions, as part of the <i>Cuadernos del extensionista</i> (rural extensionists' handbook) providing technical assistance at the national level.</p>	June 2014
<p><b>Recommendation 4: The country office should develop longer-term and stronger partnerships at the national, municipal and community levels to ensure that assets are well designed and constructed according to appropriate technical standards and that there is adequate maintenance for the long-term sustainability of its FFA interventions.</b> The country office should implement a strategy for the knowledge transfer of successful FFA interventions to government partners, emphasizing sustainability at the national, municipal and community levels. It should also develop a clear cooperation strategy for the municipal level, setting out clear actions to be undertaken. Protocols for cooperation should be developed to clarify conditions and responsibilities for food delivery, divisions of labour regarding technical assistance, and the involvement of municipalities in follow-up, maintenance and monitoring at the community level.</p>		<p>Agreed.</p>	



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Recommendation	Action by	Management response and action taken	Implementation deadline
	Country office	WFP partners the Ministry of Agriculture at the national and department levels, and seven municipalities. As well as informing the design of programmes according to seasonal and livelihood dynamics, SLP consultations and CBPP also facilitate the selection of complementary actions and the identification of key stakeholders to partner WFP in building resilience at the community and municipal levels. Under this process, the municipality, the state government and community representatives participate in a plan of action that identifies activities and supportive partners. Under the new country programme (CP), WFP will develop a strategy based on evidence from the current CP in new areas of the resilience agenda.	Implemented  March 2015
	Country office	FFA operational manuals, work norms and standards will be revised with cooperating partners: the National Rural Extension Programme of the Ministry of Agriculture, Livestock and Food	March 2014
<b>Recommendation 5: The country office should develop and implement a robust and systematic FFA monitoring and evaluation system to measure the intended biophysical and socio-economic effects and provide adequate data at the community/municipal level to facilitate ownership and sustainability.</b>	Country office	Agreed.  Monitoring and evaluation of implementation of the resilience agenda is being improved. A baseline survey will be completed by the end of 2013, prior to the implementation of resilience activities in 2014.	End 2013
	Country office	Activity 2 will be evaluated at the end of the CP cycle; it focuses on improving the livelihoods of subsistence farmers, including through asset creation.	December 2014



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## ACRONYMS USED IN THE DOCUMENT

CBPP	community-based participatory planning
CP	country programme
DRR	disaster risk reduction
FFA	food for assets
SLP	seasonal livelihood programming