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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 SENEGAL (2005–2010)



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.

Director, RMP*:	Mr C. Kaye	tel.: 066513-2197
Senior Programme Adviser, OM**:	Mr G.C. Cirri	tel.: 066513-3677
Programme Adviser, RMPP***:	Mr C. Martino	tel.: 066513-3576

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 an evaluation of the impact of food-for-assets (FFA) programming on livelihood resilience in Senegal between 2005 and 2010. The evaluation emphasized learning for enhancing resilience impacts and aligning future programming with the Government's forthcoming resilience-building strategy and with WFP's 2011 FFA Guidance Manual and its disaster risk reduction (DRR) policy. The evaluation was part of a series on the impact of FFA on livelihoods resilience in five countries. Management recognizes emerging cross-cutting themes, notably the need to adjust monitoring systems for gathering lessons, and improve approaches to partnerships.
2. Management is pleased to note that the evaluation found positive results of FFA activities – 95 percent of the assets constructed were still in use, confirming a high degree of sustainability and perceptions of short-term benefits from the assets. Medium-term impacts were found mainly with assets linked to income-generation and food production.
3. Food-for-assets activities in Senegal were found to have had less impact on longer-term social cohesion and resilience-building, with most respondents reporting no significant changes in these areas. WFP has already taken steps to address longer-term concerns.
4. Management welcomes the evaluation findings and recommendations, which include developing a longer-term approach; improving training on FFA guidelines; and the cross-cutting themes of monitoring and partnerships.
5. Actions for addressing these 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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Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 2: Implement WFP's disaster risk reduction policy and corporate guidance for FFA programming by ensuring that WFP field staff are appropriately trained to apply corporate guidelines and provide technical assistance to partners and communities; and providing WFP guidance and best practices in French, adapted for partners and community audiences.</p> <p>This approach would contribute to the capacity development of WFP staff and partners and to the effective integration of disaster risk reduction and management and environmental concerns into FFA design and field implementation. Resources will be required for document translation, adaptation and dissemination, training, and ensuring adequate staff capacity for implementation at the field level.</p>	<p>Country office, with regional bureau and Headquarters support</p> <p>Country office</p> <p>Country office</p>	<p>Agreed.</p> <p>The new DRR policy will be drafted in line with WFP's 2014–2017 Strategic Plan. The country office will develop guidance in French and disseminate it among staff and partners.</p> <p>A rural development training manual published in French in 2011 has been shared with cooperating partners and used to train them and government counterparts. Guidelines will be updated to reflect new FFA categories and standards.</p> <p>Country office staff, including at sub-offices, were trained on seasonal livelihoods programming and community-based participatory planning (CBPP), to ensure community ownership. Joint training on DRR for WFP and FAO staff was conducted in May 2013 to enhance understanding of WFP's DRR policy and tools, and to promote partnerships and identify synergies among WFP, FAO, non-governmental organizations and the Government.</p>	<p>March 2014</p> <p>June 2014</p> <p>Implemented</p>
<p>Recommendation 3: Strengthen implementation accountability and transparency through:</p> <p>i) comprehensive and mutually accountable annual programme agreements with implementing partners; and</p> <p>ii) community-level participatory action plans that set clear roles and responsibilities for WFP, technical partners and community members in achieving and implementing agreed objectives, outputs and activities.</p> <p>Annual partnership agreements should cover programme implementation guidance (see recommendation 2); progress and outcome monitoring and reporting; and partnership evaluation schedules.</p>	<p>Country office</p> <p>Country office</p>	<p>Agreed.</p> <p>The country office engages cooperating partners under annual field-level agreements, which include an implementation plan and reporting obligations as annexes. The country office will enhance this accountability mechanism by adding a schedule for evaluations of cooperating partners. Outcome monitoring is reflected in WFP's annual standard project reports.</p> <p>The country office will continue to provide regular CBPP training to partners to ensure community participation in FFA selection and stronger ownership, increasing the likelihood that activities are relevant and their gains sustained.</p>	<p>Implemented</p> <p>March 2014</p> <p>Implemented/ongoing</p>

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Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 4: Develop an FFA education and communication strategy for community mobilization and enhanced transparency.</p> <p>The strategy should:</p> <ul style="list-style-type: none"> ➤ bring together key individuals from local authorities and different levels of administration and gender-balanced representatives of targeted FFA villages, to inform, consult and plan with villagers prior to signing FFA village action plans; and ➤ simplify the FFA extension materials made accessible to community audiences using multiple media formats. 	Country office	<p>Agreed.</p> <p>Through the CBPP process, the country office will develop a more focused and accessible education and communication strategy, for implementation through the existing CBPP network, which is expected to be expanded to 60 communities.</p>	June 2014



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Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 5: Over the medium term and in collaboration with partners, the country office monitoring and evaluation (M&E) unit should support the establishment of a government-led comprehensive framework for FFA M&E that integrates interventions with national and local development plans; facilitates the monitoring of results; and involves all stakeholders – government, partners and communities.</p> <p>This will require a medium-term perspective and appropriate human resources working closely with the Agency for Rural Development to facilitate the integration of FFA activities into regional and local development plans, and eventual hand-over. Training of partners and communities will also have to be planned and budgeted.</p> <p>Efforts will aim to establish and maintain:</p> <ul style="list-style-type: none"> ➤ a national database with sub-regional data banks; ➤ nationally standardized, consistent and relevant monitoring indicators and systems; and ➤ sustained training of partners at the central and sub-regional levels, and development of tools for involving targeted communities in M&E of assets at the most decentralized (village) level. 	Country office	<p>Agreed.</p> <p>The country office's M&E unit routinely develops baselines and fine-tunes its indicators, as outlined in the FFA guidelines. The unit will use the indicators from the 2014–2017 Strategic Plan to monitor results more effectively.</p> <p>The Government has an M&E framework developed under its Integrated National and Regional Development Planning and managed by the Regional Departments for Rural Development and the Senegal Department for Rural Development. The country office will continue to work within this framework to enhance government capacity.</p>	<p>Ongoing</p> <p>Ongoing</p>



ACRONYMS USED IN THE DOCUMENT

CBPP	community-based participatory planning
DRR	disaster risk reduction
FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
M&E	monitoring and evaluation