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EVALUATION REPORTS

Agenda item 7

For consideration



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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE ANNUAL EVALUATION REPORT 2012

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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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BACKGROUND

1. This document is based on the detailed responses to the 2012 global, country portfolio, impact and synthesis evaluation reports, which highlighted the need to strengthen partnerships in WFP's work.

- 2. The Secretariat will pay greater attention to increasing coherence and synergies among activities and programmes, and with partners, with a view to improving WFP's efficiency and effectiveness. Much of this work has already been initiated through WFP's recent organizational strengthening. The Secretariat acknowledges that prioritizing activities is crucial for making the best use of resources and is committed to coordinating approaches that will improve the evidence base for programming. This includes improving targeting and use of vulnerability analysis and mapping (VAM) along with monitoring and evaluation (M&E) tools to better inform planning and implementation.
- 3. The Secretariat appreciates the high quality of the evaluations undertaken in 2012 and acknowledges the significant contribution they make to learning, prioritizing resourcing, and rendering management systems and programme delivery more effective.



Recommendations	Action by	Management response and action taken	Implementation deadline
Recommendation 1: Mainstream the understanding and application of good partnership principles. This mainstreaming should be based on an inclusive and strategic approach to partnerships of all types, and requires investment and leadership from senior management in setting expectations and monitoring standards, developing capacity and incentives for staff development, and providing guidance and support. This recommendation builds on recommendations from specific evaluations, including the global and strategic evaluations calling for clearer partnership and funding strategies.	Partnership and Governance Services Department in collaboration with Senior Management Team	Agreed. WFP acknowledges the importance of good partnership principles among WFP staff and partners. The establishment of the Partnership and Governance Services Department will ensure inclusive and strategic approaches to partnerships across WFP. Steps undertaken as part of organizational strengthening to reaffirm WFP's commitment to partnerships include the following:	February 2013
		 A review of WFP's liaison offices was undertaken to define their optimum configuration. A unit was created to enhance collaboration among the Rome-based agencies and the Committee on World Food Security; WFP has also established an award for effective field-level collaboration with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development. The NGO Relations Unit is now called the NGO Partnerships Office and has been moved to the Operations Services Department. It supports WFP's engagement with non-governmental organization (NGO) partners in 	Implemented Implemented
		 operations, including capacity development. A new private-sector strategy has been drafted for Board approval. WFP has initiated Annual Partnership Consultations. The principles of partnership embodied in the 2007 Global Humanitarian Platform have been incorporated into 	June 2013 Ongoing Implemented

Recommendations	Action by	Management response and action taken	Implementation deadline
		A new global partnership strategy will be presented to the Board in 2014 following consultations within WFP and with partners.	June 2014
		A WFP performance compact designed to ensure improved transparency and accountability in partnership and governance is to be launched.	June 2014
		WFP will reconfirm its position on the global Memoranda of Understanding (MOUs) with NGOs, thereby ensuring that the process remains flexible and strategic. WFP also will review existing inter-agency MOUs to establish mechanisms for monitoring implementation, effectiveness, results and impact.	December 2013
		A new indicator will be included in the "Annual Performance Report 2014" to demonstrate how WFP fosters partnerships and collaboration at every level of the organization.	December 2013
		Corporate training will enhance staff partnership skills.	December 2014
a clear approach to alignment issues with national governments and international humanitarian actors; and facilitates stronger	Performance Management and Monitoring Division (RMP) in collaboration with Policy, Programme and Innovation Division (OSZ)	Agreed. Management reaffirms that developing country strategies is an important way for WFP to increase coherence with stakeholders and acknowledges that for country strategies to be effective they must align programme design, budget and WFP country-level structure. Management notes that many country strategies have articulated a more strategic and coherent approach, and have aligned WFP's shorter-term responses with longer-term national	The new strategic pla period 2014–2017
		priorities and programmes. In response to the "Annual Evaluation Report 2011", management committed itself to "putting improved processes into practice for approving country strategies", noting that these will be integrated into implementation of the next strategic plan.	
		WFP management is committed to formalizing country strategies as the primary governance tool for WFP country portfolios. The strategies will place capacity development, ownership and sustainability at centre stage and will make clearer what results are achieved and what funding mechanisms are necessary to deliver the strategies effectively; they will also provide flexibility for responding to shorter-term humanitarian needs.	



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Recommendation 3: Follow through on commitments to strengthen monitoring and reporting systems that will enable WFP to share and report on planning, costs and benefits, results and outcomes consistently. This will require appropriate and sustained investment in and management of the roll-out of the 2012 Monitoring and Evaluation Strategy to ensure adequate systems and staff capacity for data collection, analysis and use in decision-making at all levels. Progress will depend on the clarity, feasibility and comprehensiveness of indicators and measures; the practicality and coherence of systems aligned to contextual and Strategic Plan requirements; and effective management and leadership.	RMP in collaboration with all offices in Resource Management and Accountability Department	Agreed. An updated outcome measurement strategy was implemented in 2012 as a way to improve outcome monitoring and reporting, especially in WFP's larger operations. The appropriate monitoring frequency, the quality and comparability of data, and the use of non-standardized monitoring processes and systems continue to pose significant challenges. A new outcome measurement strategy will be developed in line with the 2014–2017 Strategic Plan, allowing for further improvements in monitoring and reporting. Country-office implementation of the corporate monitoring and evaluation tool will provide a standard WFP platform for monitoring functions. Funding sources have been identified. The posting of M&E officers in all regional bureaux will provide more consistent support and oversight for the field. Structural changes to Standard Project Reports (SPRs) in 2013 will improve results reporting and provide clearer unit costs. Future project classification will include activity types, which will provide more accurate information regarding outcomes and outputs. Lessons from evaluations will feed into the design of future projects. Additional information on partners and the Management Result Dimensions "learning and innovation" and "operational efficiency" will make SPRs better able to promote learning and adapting.	October 2013 All M&E officers to take up duties by July 2013 31 March 2013		
Recommendation 4: Ensure more consistent application of analytical tools to support WFP's programme effectiveness – including strengthened VAM, conflict, political, livelihoods, gender and partner capacity analysis – to shape locally appropriate programme design within broader country office and national strategies, particularly in high-risk, fragile and conflict-affected situations.	OSZ in collaboration with all offices in Operations Services Department	Agreed. WFP recognizes the need to improve analytical tools across operational areas to ensure effective programme design and implementation, including prioritizing analysis of gender, livelihoods, protection and conflict, particularly in high-risk and fragile contexts. WFP's protection policy approved in 2012 indicates the need to sharpen technical skills and address protection concerns when designing programmes. Protection specialists have conducted training in regional bureaux to develop capacity of country office staff.	2013–2014		



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		The emerging focus on resilience to mitigate disaster risk and link humanitarian assistance to longer-term development requires increased capacity for livelihood analysis at various levels in WFP. The Policy, Programme and Innovation Division is developing training materials that will facilitate the use of livelihood analysis in programme design.		
		In recognition of its role in supporting stability and recovery in fragile and conflict-affected situations, WFP is developing a new policy on transitions, expected to be submitted for approval at EB.2/2013.	November 2013	
		Improved gender analysis is critical to enhanced programming at the country level. Resources will be needed to continue ongoing gender-related initiatives and to expand analytical capacity.		



ACRONYMS USED IN THE DOCUMENT

M&E monitoring and evaluation

MOU Memorandum of Understanding NGO non-governmental organization

OSZ Policy, Programme and Innovation Division

RMP Performance Management and Monitoring Division

SPR Standard Project Report

VAM vulnerability analysis and mapping

