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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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Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645/2558).

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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.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE ANNUAL EVALUATION REPORT 2012

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>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.</p>	<p>Partnership and Governance Services Department in collaboration with Senior Management Team</p>	<p>Agreed.</p> <p>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.</p> <p>Steps undertaken as part of organizational strengthening to reaffirm WFP's commitment to partnerships include the following:</p> <ul style="list-style-type: none"> ➤ 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 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 WFP's <i>Programme Guidance Manual</i>. 	<p>February 2013</p> <p>Implemented</p> <p>Implemented</p> <p>June 2013</p> <p>Ongoing</p> <p>Implemented</p>



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Recommendations	Action by	Management response and action taken	Implementation deadline
		<p>A new global partnership strategy will be presented to the Board in 2014 following consultations within WFP and with partners.</p> <p>A WFP performance compact designed to ensure improved transparency and accountability in partnership and governance is to be launched.</p> <p>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.</p> <p>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.</p> <p>Corporate training will enhance staff partnership skills.</p>	<p>June 2014</p> <p>June 2014</p> <p>December 2013</p> <p>December 2013</p> <p>December 2014</p>
<p>Recommendation 2: Reaffirm the importance of country strategies, and clarify their role in WFP’s governance, partnership, strategic and operational frameworks. Country strategies should take a medium- to long-term approach that recognizes the dynamics of relief and development; is centred on capacity development, ownership and sustainability; sets out a clear approach to alignment issues with national governments and international humanitarian actors; and facilitates stronger and mutually accountable partnerships that support WFP’s new approaches and enhance synergies on the ground.</p>	<p>Performance Management and Monitoring Division (RMP) in collaboration with Policy, Programme and Innovation Division (OSZ)</p>	<p>Agreed.</p> <p>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.</p> <p>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 priorities and programmes.</p> <p>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.</p> <p>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.</p>	<p>The new strategic plan period 2014–2017</p>



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		<p>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.</p> <p>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.</p> <p>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.</p>	November 2013



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