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de Alimentos

**Executive Board
First Regular Session**

Rome, 14–16 February 2011

EVALUATION REPORTS

Agenda item 6

For consideration

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Distribution: GENERAL

WFP/EB.1/2011/6-A/Add.1

30 December 2010

ORIGINAL: ENGLISH

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT MALI COUNTRY PORTFOLIO (2003–2009)

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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.

Director, RMP*	Mr C. Kaye	tel.: 066513-2197
Senior Programme Adviser, OD**	Mr P. Rodrigues	tel.: 066513-2361
Chief, RMPP***	Mr K. Owusu-Tieku	tel.: 066513-3018
Performance Management Officer, RMPP	Ms M. Hassinen-Agoya	tel.: 066513-3752

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms I. Carpitella, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

* Performance and Accountability Management Division

** Operations Department

*** Performance Management Branch

BACKGROUND

1. The Secretariat welcomes the recommendations in the evaluation of the Mali country portfolio (2003–2009). The Secretariat's responses and the actions to be taken to implement the recommendations are presented in this document.
2. The country office will initiate a country strategy process to align its work with national programmes on food security and nutrition and to increase coherence among activities. It will define the resources needed to implement the country strategy and will establish a fundraising strategy.
3. To address the recommendations, the country office is enhancing its capacities as part of the Government's decentralization process to improve performance in nutrition and health, education and school feeding, rural development and market interventions.

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY
EVALUATION REPORT MALI COUNTRY PORTFOLIO (2003–2009)**

Recommendations	Action by	Management response and action taken	Implementation deadline
Cross-cutting			
<p>Recommendation 1: Optimize fundraising and adapt the scope of activities to the resources available, by for instance:</p> <ul style="list-style-type: none"> ➤ reintroducing a hub in Mopti to cover the four northern regions, which would reduce operational costs; ➤ refocusing operational activities on emergency responses for which donor support exists and providing technical support to the Government in other areas of WFP's competences; and ➤ redesigning food-for-work (FFW) activities to work with strong partners to identify opportunities where food assistance can add real value and has secure resources from the outset. 	Country office	<p>Agreed.</p> <p>Funding permitting, the country office will consider hiring an international staff member to oversee the Mopti sub-office.</p> <p>Donors have responded well to WFP's emergency response. In line with the country strategy process and to sustain donor support in future, operational activities will aim to enhance capacity in education, rural development, food security and nutrition to ensure timely responses and delivery when emergencies occur.</p> <p>The country office will support large government rural development projects such as dam construction and reforestation where FFW modalities are most appropriate.</p>	<p>November 2011</p> <p>July 2011</p>
<p>Recommendation 2: Develop programmes in an integrated way that:</p> <ul style="list-style-type: none"> ➤ ensures synergies among programme activities (mother-and-child health, school feeding and rural development), which would entail geographical consolidation and would be more in line with the decentralization efforts of the Government; 	Country office	<p>Agreed.</p> <p>The country office will initiate the country strategy process early in 2011, supported by the regional bureau and the Performance and Accountability Management Division. The strategy will ensure clear linkages and synergies between WFP interventions and government priorities.</p>	November 2011



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Recommendations	Action by	Management response and action taken	Implementation deadline
<ul style="list-style-type: none"> ➤ improves the vulnerability analysis and mapping (VAM) unit capacity to better identify vulnerable beneficiaries at levels lower than the regions; ➤ re-think the monitoring system (logframes and indicators, adapting them to different situations and capacities) so that it becomes a true management system. 		<p>The country office will work with Headquarters and the regional bureau to improve VAM and monitoring and evaluation (M&E). It will seek additional funding to: i) employ a national M&E officer and a VAM officer (P3 level); ii) review existing M&E tools and methods; and iii) train programme officers, sub-office staff and cooperating partners in M&E.</p>	December 2011
<p>Recommendation 3: Reconsider WFP's position in the decentralization process, in line with decisions and actions taken in response to recommendation 2.</p>	Country office	<p>Agreed. In support of the decentralization process in Mali, the country office has initiated capacity development at the district level, targeting mayors and counsellors to engage them fully in WFP-assisted projects.</p> <p>Capacities are being enhanced in the sub-offices to ensure an effective contribution to the Government's decentralization process through sharing of information, joint activities and joint missions with other institutions at the municipal level.</p>	June 2011
<p>Recommendation 4: Make institutional adjustments with the <i>Commissariat à la sécurité alimentaire</i> (CSA, Food Security Commission) by clarifying roles and responsibilities in relation to the <i>Direction nationale des projets du PAM</i> (DNPP, National WFP Projects Office).</p>	Country office	<p>Agreed. The country office has requested the Ministry of Foreign Affairs and International Cooperation to establish a committee to review the future role and responsibilities of DNPP, in line with the United Nations "Delivering As One" reforms underway in Mali.</p>	September 2011



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Nutrition and health			
<p>Recommendation 5: Review the WFP nutrition strategy in terms of choice of operations, long-term approach and the hand-over strategy for HIV and AIDS activities.</p>	Country office	<p>Agreed. The country strategy process will build on the national consultation forum with a view to alignment with the Government's policy on nutrition.</p> <p>The country office will work with the United Nations Children's Fund (UNICEF), the World Health Organization (WHO) and the Ministry of Health, with technical support from the regional bureau, to review the selection of interventions and improve targeting. This collaboration will facilitate government ownership of nutrition and HIV and AIDS activities after hand-over.</p>	November 2011
<p>Recommendation 6: Participate in research on local complementary foods.</p>	Country office	<p>Agreed. The country office is evaluating the possibility of procuring local complementary foods, with support from Headquarters, and is participating in a study led by Helen Keller International on the acceptability of fortified corn-soya blend (CSB++) and other locally-produced fortified blended foods. The country office plans to collaborate with the REACH inter-agency team to implement recommendations from the study, and to work through a partnership of local stakeholders to support small industries, particularly those managed by women's groups.</p>	December 2011
<p>Recommendation 7: Obtain the financial, logistical and human resources needed to properly identify people suffering from moderate undernutrition and to develop the appropriate tools and strategies.</p>	Country office	<p>Agreed. The country office will continue to work with UNICEF to help the Government to finalize a national strategy for care and support for moderately malnourished populations. The United Nations country team will continue to mobilize resources. As part of the development of the country strategy, staffing needs will be reviewed to ensure that the country office will be in a position to support the Government in addressing malnutrition.</p>	July 2011





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Recommendations	Action by	Management response and action taken	Implementation deadline
Education and school feeding			
Recommendation 8: In the schools establish and systematize food-for-training activities, in order to develop the capacities of beneficiary communities, focusing on parents and local officials.	Country office	Agreed. The country office has enhanced the capacities of school steering committees with a view to improve stock reporting, hygiene, and their role in sensitizing communities on enrolment of children. This is carried out with the Ministry of Education and cooperating partners through traditional classroom training. The country office will also look into the feasibility of utilizing food stocks to support food for training in future.	September 2011
Recommendation 9: Make a thorough inventory of school feeding programmes, in order to adapt WFP resources to the real situation and adjust expenditures to optimize those resources.	Country office	Agreed. In line with the new National School Feeding Policy, the country office is supporting the Government in its revision of the inventory compiled in 2007. The information will be useful in the preparation of proposals for funding to scale up coverage of the school meals programme in the most vulnerable areas.	June 2011
Rural development and markets			
Recommendation 10: Develop bilateral approaches in order to extend development and food-assistance strategies, for example as used by the <i>Office pour la Mise en Valeur du système Faguibine</i> (OMVF) project.	Country office	Agreed. New bilateral funding proposals have been prepared that take into account the need to address climate change and food security issues. If funding permits, the successful techniques developed and used in the Japanese bilateral rice project could be transferred to OMVF (see also Recommendation 1 with regard to FFW projects).	February 2011
Recommendation 11: Revise the food-for-work norms to more effectively adapt them to realities on the ground.	Country office	Agreed. The country office will review FFW norms in line with WFP's programme guidelines and best practice in other countries, with support from the regional bureau.	December 2011