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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT BANGLADESH COUNTRY PROGRAMME 104100 (2007–2010)

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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, Performance and Accountability Management Division:	Ms R. Hansen	066513-2008
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Senior Performance Management Officer, Performance and Accountability Management Division:	Mr K. Owusu-Tieku	066513-3018
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).



BACKGROUND

1. This document presents the Secretariat's response to the recommendations of the Summary Evaluation Report Bangladesh Country Programme 104100 (2007–2010).
2. The Secretariat welcomes the observations, which provide useful insights for improving the design, implementation and monitoring and evaluation of interventions.
3. The Secretariat's responses to the recommendations are outlined in the attached matrix.

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY
EVALUATION REPORT BANGLADESH CP 104100 (2007–2010)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>To improve the effectiveness of the current programme:</p> <p>1. The country office needs to:</p> <p>i) focus more on integration of the programme components to improve synergy, household-level impacts and cost-effectiveness; and</p> <p>ii) co-locate the following three components: the full vulnerable group development (VGD) – the development package and fortified <i>atta</i> – the community nutrition (CN) and the food for education (FFE) components.</p>	Country office	<p>The country office agrees with the principle of integration whereby CN and FFE programmes would be run in the same areas as VGD so that households receive a package of interventions. But the country office estimates that full application of this approach would entail a six-fold increase in the size of the CP and predicts that resource constraints, already an impediment, would become a major barrier. The country office proposes to study ways of increasing household integration in the new phase of the CP.</p> <p>With this in view, the country office proposes to:</p> <p>i) design an integrated CP model to address the multiple livelihood needs of ultra-poor households;</p> <p>ii) field test the combined intervention strategy and refine the model for replication in the next CP; this will be done in areas where the full CP is implemented with a view to supporting the co-location of VGD; and</p> <p>iii) make arrangements with the Government to co-locate VGD with other CP components on the basis of the field tests.</p>	<p>April 2010</p> <p>December 2009</p> <p>January–December 2010</p> <p>January–March 2011</p>
<p>2. The country office should ensure that, in the event of a late start of remaining component cycles, participants receive benefits throughout the full country programme (CP) period.</p>	Country office	Agreed. WFP will explore this possibility with the Government in planning the new phase of the CP.	December 2010
<p>3. Through its monitoring and evaluation work, the country office should ensure that the added-value of WFP inputs is known and disseminated, by:</p> <p>i) designing VGD outcome surveys so that they provide evidence of the differential impact of the development package;</p> <p>ii) providing better analysis of the nutritional impacts of the programme, specifically fortified wheat and micronutrient-fortified biscuits; and</p>	Country office	<p>i) Agreed. The VGD outcome survey at the end of the 2009–2010 cycle will determine the outcomes attributable to the development package.</p> <p>ii) Agreed. In September 2009, WFP will start an outcome survey of FFE that will assess nutritional outcomes and the use of fortified biscuits and compare them with the favourable outcomes noted in the Bangladesh Institute of Development Studies 2007 paper “Nutrition Outcome and Baseline Survey of Country Programme Activities in the World Food Programme, Bangladesh”.</p>	<p>Design: October 2010; report: March 2011</p> <p>Study: September–October 2009; report: March 2010</p>



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY
EVALUATION REPORT BANGLADESH CP 104100 (2007–2010)**

Recommendations	Action by	Management response and action taken	Implementation deadline
iii) analysing the impact of component synergies at the household level.		With regard to fortified wheat flour, the survey of the VGD programme planned for the end of the 2009–2010 cycle will study nutritional outcomes, including the impact on anaemia. iii) WFP will seek funding for an outcome survey of areas where several components of the CP are co-located as a basis for planning the new phase of the CP.	January–February 2011 January–February 2011
4. To resolve funding constraints on CP delivery, the country office and WFP Headquarters should: <ul style="list-style-type: none"> i) make further efforts to attract unearmarked contributions by demonstrating the livelihoods achievements of the WFP-assisted VGD programme; and ii) resolve delays in the availability of committed resources. 	Country office/ Government Donor Relations Division	The country office and the Government Donor Relations Division note that the funding environment for food assistance programmes in Bangladesh has become particularly challenging and seems set to remain so for the foreseeable future. The country office and the Government Donor Relations Division will continue to sensitize donors as to the needs of the CP. To that end the country office has developed a new fundraising strategy centred on the requirements of the CP.	Ongoing
To inform future programme design: 5. WFP Headquarters should provide consultancy support to: <ul style="list-style-type: none"> i) redesign programme cycles, including through the definition of 'graduation' benchmarks, to allow the achievement of beneficiary outcomes sufficient to enable sustained income generation; ii) design a programme component to support sustained livelihood enhancement of ultra-poor women, which may include redesigned microfinance mechanisms or productive asset transfer; lessons may be learned from other such programmes in Bangladesh; and iii) develop a comprehensive capacity-building strategy and programme identifying possible areas of hand-over, the thresholds required for hand-over to take place and the capacity-building required. 	Programme Design and Support Division	WFP projects are designed by the country office with support from the regional bureau, the Programme Design and Support Division and the Policy, Planning and Strategy Division. Technical staff from the Policy, Planning and Strategy Division and the Programme Design and Support Division undertook a support mission for cash transfers in 2009, which was related to the redesigned activity to support extremely poor women. The Programme Design and Support Division will assist the country office on request using expertise in the Food Security Analysis Service – vulnerability analysis and mapping (VAM) and needs assessment; and the Programme Design Service – nutrition, school feeding, monitoring and evaluation, prevention and recovery, and cash and vouchers. Headquarters may be able to recommend consultants in cases where it does not have appropriate expertise. The redesign of programme cycles, sustained livelihood enhancement for extremely poor women and capacity-building and hand-over will be revised in preparation for the new CP. A country office/Programme Design Service mission is planned for the first quarter of 2010 to review activities and support design of the new CP.	Ongoing/March 2010



ACRONYMS USED IN THE DOCUMENT

CN	Community Nutrition
CP	country programme
FFE	food for education
VGD	Vulnerable Group Development