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**Executive Board  
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# **EVALUATION REPORTS**

## **Agenda item 3**

***For consideration***



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## **SUMMARY REPORT OF THE MID-TERM EVALUATION OF COUNTRY PROGRAMME— ETHIOPIA (1998–2003)**

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# Note to the Executive Board



**This document is submitted for consideration to the Executive Board.**

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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# Executive Summary

Ethiopia remains among the world's poorest countries, largely as a result of degraded natural resources, rapid population growth and frequent droughts. Food aid continues to be needed for emergency relief and development efforts aimed at reducing food insecurity, malnutrition and poverty, though there has been progress in confronting the causes of food insecurity. Ethiopia is in most years the largest recipient of targeted food aid in the world.

The present Country Programme (CP) has channelled food resources to three aspects of development.

- The main activity has provided food-for-work (FFW) assistance to rural communities in the most food insecure *weredas* (districts) in order to restore degraded land and re-establish sources of groundwater and surface water. This is one of the largest FFW programmes in the world, operational for nearly 20 years.
- Although Ethiopia has the lowest school enrolment of any country in sub-Saharan Africa, WFP's school feeding initiative is providing nourishing blended food to 260,000 children at 602 rural primary schools in the most food insecure districts. As a result, enrolments have increased, drop-out rates have declined, child malnutrition is lower and the ratio of girls to boys has increased from 43 to 57 percent in these schools.
- The third element of WFP's Ethiopia CP enhances the ability of local government and non-governmental organizations (NGOs) to confront rapidly increasing urban poverty in Addis Ababa, particularly among women.

The CP focuses on the principal enabling-development thematic objectives. Through partnerships with regional and local government agencies, the CP has expanded vulnerability analysis and mapping (VAM) technologies from relief for those suffering acute malnutrition to the assessment of vulnerability to chronic food insecurity. The programme aims to promote women's development, where much remains to be accomplished.

Thirteen recommendations are contained in the full report. These are summarized in paragraph 46.

## Draft Decision

The Board notes the recommendations contained in this evaluation report (WFP/EB.2/2002/3/3) and notes also the management action taken so far, as indicated in the associated information paper (WFP/EB.2/2002/INF/8). The Board encourages further action on these recommendations, with considerations raised during the discussion taken into account.





## RATIONALE FOR WFP FOOD AID

1. Several million people in Ethiopia require food assistance year after year, because they are unable to produce or purchase enough food to feed themselves and their families. It appears that massive amounts of relief will be needed indefinitely unless land erosion is reversed, water resources increased and millions of Ethiopians are enabled to become substantially more productive through economic and social development.
2. Under these circumstances, food aid is an appropriate instrument for preventing serious malnourishment among the food-insecure poor and for generating physical and institutional assets. WFP's experience in Ethiopia demonstrates the effectiveness of food as a development tool. The challenge ahead is to increase the effect of food and non-food resources on growth, development and improved livelihood security for a much larger number of Ethiopians.

## SCOPE OF THE EVALUATION

3. This report was produced by an evaluation mission that visited Ethiopia from 7 to 28 June 2001. The principal objectives were to assess the extent to which WFP's current enabling-development approach has guided the CP and contributed to development in Ethiopia, the extent to which CP activities have contributed to the objectives and the extent to which WFP activities represented good practice in food aid. The evaluation provides guidance to WFP/Ethiopia for developing a new Country Strategy Outline (CSO) and CP for the period 2003–2006.

## OVERVIEW OF THE COUNTRY PROGRAMME

### Analytical Basis

4. The extent of poverty in Ethiopia is reflected in a per capita gross national product (GNP) of US\$110. The reality is that the vast majority of the population live on far less than US\$1 per day. Primary school enrolment is among the lowest in Africa, infant malnutrition rates are among the highest and stunting affects more than 50 percent of children.
5. The Government's agriculture-led development strategy, decentralization of decision making to regions and subregions and moves towards a market economy are among the indications of Ethiopia's commitment to reducing poverty, increasing popular participation and improving the rate of economic growth.
6. Small-scale producers predominate in the agriculture sector, which accounts for half of annual GDP and 85 percent of employment. The average rural household in areas targeted by the CP exists in an agricultural context of badly depleted soils and high population growth. Ethiopia's present population of 60 million is expected to increase to 120 million by 2025, which could overwhelm the country's resources.



## Strategic Orientation of the CP

7. For more than 20 years, WFP has been providing large amounts of food and other resources for humanitarian relief, government food-for-work (FFW) and mother and child health (MCH) relief and rehabilitation activities in the poorest areas.
8. Development assistance provided under the 1998–2003 CP has focused on Ethiopia's chronically food insecure poor, in line with the Government's food-security objectives. The Government recently devolved food-security programming to the regions. New national policies on the role of food aid in development, food security, agriculture, education and health have provided a framework enabling WFP and the Government to direct food resources to the most food insecure *weredas* in the worst affected regions. The government maintains that relief assistance must contribute to the rehabilitation of food-insecure areas. National and regional activities to increase the involvement of the rural poor in the design and implementation of FFW activities have improved the targeting of the CP.
9. The 1998 CP was developed in the context of the Government's food-security strategy, its subsequent investment programme for food security and decentralization of development activity to regional bureaux. WFP and the Government have tried to increase the involvement of food-insecure poor people in development decisions, beneficiary selection and resource allocations. In-country coordination of United Nations agencies under the proposed United Nations Development Assistance Framework (UNDAF) umbrella has been increased.
10. In early 1998, WFP initiated a CP aimed at assisting nearly 1 million Ethiopians in the most food insecure regions to graduate from dependence on relief to food security and self-reliance through:
  - efforts to enhance the ability of farmers and communities to protect degraded lands, increase the availability of water and expand reforestation for watershed protection and household income;
  - improved access to primary education for the food-insecure poor;
  - temporary employment of acutely food insecure people during times of drought or crisis;
  - testing participatory approaches with local NGOs as partners to deal with severe and rapidly increasing urban poverty and food insecurity; and
  - increased women's participation.
11. Activities were to be coordinated with the programmes of other United Nations agencies and donors and operated jointly with regional and subregional authorities. Beneficiaries were to participate in project design, implementation and monitoring.

## Activities/Projects and Their Relation to the CP

12. Four activities were identified in the CP:
  - participatory rural land rehabilitation (Ethiopia 2488):<sup>1</sup> 59 percent of the basic CP budget;
  - improving education through school feeding (Ethiopia 4929): 25 percent;

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<sup>1</sup> This activity has been renamed Managing Environmental Resources Better to Enable Transitions to more Sustainable Livelihoods (MERET).



- urban food assistance facility (Ethiopia 5403.01): 8 percent; and
  - pilot initiatives: 8 percent.
13. The first three constitute the present CP. Preparation for the proposed pilot initiatives, which would have piloted the use of additional development resources in the two least-developed regions of Ethiopia, Afar and Somali, has been slowed down because of insufficient WFP resources, severe droughts in 1999 and 2000 and inadequate implementation capacity. An appraisal of possible pilot activities is currently under review.
14. The three active components are concentrated in the most vulnerable rural *weredas* and in neighbourhoods of Addis Ababa. The targeting of beneficiaries for rural land rehabilitation and school feeding, which operate in the most food insecure *weredas* in six regions, has been based on vulnerability analysis and mapping (VAM) assessments. NGO and local-government intermediaries have undertaken the targeting of beneficiary households in the urban activities.
15. The participatory rural land rehabilitation project (activity 2488) expands community efforts to use FFW-supported land rehabilitation and water development to reverse centuries of land degradation. The project helps agricultural bureau staff to assist farmers' groups, through the local-level participatory planning approach (LLPPA), to prepare plans to reverse soil losses, regenerate water sources and revive vegetation on steep hillsides.
16. The first two and a half years of the CP have resulted in: i) implementation of individual LLPPA plans by 800 farmers' groups in 66 *weredas*, covering 400,000 to 500,000 ha; ii) direct support to 1.4 million beneficiaries; iii) FFW support to 680 tree and plant nurseries; iv) conservation of 70,000 ha of land; v) planting of 200 million trees; vi) an increase from 30 to 44 percent in women's participation; and vii) the initiation or enhancement of partnerships with donors. Excellent working relationships have been formed among FFW staff, regional bureau staff, *wereda* officers and farmer development committees.
17. The problems encountered include:
- delayed arrivals of food;
  - inadequate staff at government regional bureaux;
  - insufficient transport for field personnel;
  - inadequate funds for transport, supervisory activities, local purchases and inputs for local capacity-building initiatives; and
  - delays in implementing improved monitoring, evaluation and impact assessment.
18. Activity 4929, improving education through WFP-assisted school feeding, was launched in 1998 by the Ministry of Education. It extends the availability of primary education into the most food-deprived areas in ways that:
- improve students' micronutrient intake, particularly of vitamin A, iron and iodine;
  - enhance students' ability to concentrate and learn;
  - reduce drop-out rates; and
  - increase enrolment, particularly of girls.
- Its cost over five years is estimated at US\$33.2 million.
19. Some 260,000 chronically food-insecure children attending 602 primary schools in rural areas of four food-insecure regions are currently being provided with supplementary food. In 1998–1999, 100,000 such children were assisted. Expansion to 320,000 is planned by 2003 and a fifth region, Somali, will be added in 2002. The project will train 250 staff in



improved reporting. Some 2,000 cooks and counterpart staff will be trained in the preparation of corn-soya blend (CSB) and 1,000 staff will receive logistics training.

20. Until recently, the project provided locally produced, micronutrient-fortified blended foods—famix porridge, famix drink and biscuits—to participating primary schools. Increasingly, however, CSB and other imported foods are being utilized as a result of support from the Government of the United States' Global School Feeding Initiative. The day-to-day operations of the school feeding activity are supported by parents and communities, who provide fuelwood and water, voluntary labour and local materials for the construction of kitchens, storage rooms and additional classrooms.
21. Problems have included enrolments outstripping the availability of classrooms, teachers and teaching materials in some schools, late arrival of WFP food in some locations, inadequate reporting and the need for better coordination of WFP school feeding assistance with other programmes.
22. The urban food-assistance facility (activity 5403.01) is a US\$24 million expansion of the 1995 pilot project intended to benefit 80,000 poor urban participants. Its immediate objective is to improve the effectiveness of WFP food resources in confronting poverty and food insecurity in towns.
23. Pilot and bridging activities have supported the work of four NGOs in Addis Ababa. These focused on MCH, day care, support to street children, income generation, training and infrastructure upgrading. The number of eligible NGOs has gradually increased to the 14 now included in the expansion phase. Six local government agencies and one community-based organization have been added to the list of intermediaries eligible for WFP food resources.
24. Progress during 1997 to 2001 was mixed. Of targeted outputs, infrastructure rehabilitation achieved 87 percent, health 36 percent, day care of children and the elderly 97 percent, skills training 35 percent and income-generation 42 percent. Of the 80,000 originally targeted beneficiaries, 39,000 were assisted. Attention to improved progress indicators is included in the extension phase. To be successful, these efforts must include more carefully defined objectives and strengthened monitoring and evaluation (M&E).
25. The new phase has started hesitantly as a result of slow implementation of the pilot phase, human resource constraints in intermediary organizations, a cumbersome approval process and the complex nature of the project. Better progress is anticipated.

### The Employment Generation Scheme

26. CP support for the Government's employment-generation scheme (EGS) is an experimental activity with a potentially high pay-off. The Government's Disaster Prevention and Preparedness Commission (DPPC) operates an extensive EGS using relief food from WFP and donors to assist acutely food-insecure households to recover from droughts, floods and other shocks. Participants are employed by the EGS for periods up to several months in asset-creation that helps to restore productive capacities. In 2000, a CP sub-programme was initiated to enable regional-government personnel to apply the approaches developed under WFP's activity 2488 in selected EGS areas. The aims are to improve participation by affected communities in the design of EGS activities, improve the quality of assets created and increase the likelihood that soil and water rehabilitation would be sustained in the long term. CP resources included technical assistance, training of bureau staff and monitoring of results. Use of the LLPPA approach, technical assistance from regional agricultural staff and training of DPPC field staff were part of the sub-programme, which utilized 33,000 tons of WFP relief wheat. The objective is to see





whether six months of relief support managed in a manner similar to activity 2488 might improve land rehabilitation.

## ASSESSMENT OF THE COUNTRY PROGRAMME

### Integration, Coherence, Focus and Flexibility

27. The activities in the present CP and the EGS experiment focus on the high-priority objectives of the Government's development strategy. Designed and implemented in collaboration with government and donors, they are compatible and have high priority in the UNDAF and Interim Poverty Reduction Strategy Paper (IPRSP) frameworks. Flexibility is a hallmark of the experiments at the heart of urban and EGS activities. The three activities appear to be distinct and aimed at different objectives because of the extent and severity of the problems, not because of lack of coherence. All contribute to achieving higher-level objectives in the context of donor, NGO and government resources and targets. There is a need, however, to improve the synergy between the activities in rural areas.

### Use of Food Aid

28. Food aid is used effectively in all three CP development activities, particularly in FFW rural land rehabilitation. In targeted areas, self-produced food is in chronically short supply. Most affected households are too impoverished to purchase the food needed to fill the gap. FFW enables the poorest, selected by the communities, to acquire up to 270 kg of wheat in exchange for up to 90 days of labour in land rehabilitation, soil conservation, slope protection, erosion prevention and reforestation. Results of earlier phases demonstrate that such initiatives ultimately increase the productive capacity of households and communities.

29. The original design of the school feeding initiative proposed local purchases of famix porridge, famix drink and locally produced biscuits, all well suited to the objectives. From 2001 onwards, however, food is to be imported under United States Section 416 allocations for the Global School Feeding Initiative. Such support is appreciated, but it will affect local food producers and means that additional cooking equipment has to be bought. Locating, transporting and boiling water are added problems for some schools. These impacts are unlikely to have an adverse effect on the principal objectives, which are increased primary enrolment, improved nutrition among students and improved attendance by girls.

### Partnerships and Coordination

30. There is evidence of shared analysis, planning, implementation, monitoring and evaluation in many aspects of the programme. The VAM unit has worked with European Union Early Warning, the United States Agency for International Development (USAID) Famine Early Warning System Network (FEWSNET) and the Save the Children Fund (United Kingdom) vulnerability-analysis module in identifying the regions most vulnerable to acute and chronic malnutrition. There is still a requirement to locate donor partners to provide non-food resources.

31. At some activity 2488 sites, farmers' associations have continued to protect rehabilitated soils and to manage groundwater and surface water resources regenerated during the activity. These constitute excellent areas for "sequential partnering", where other donor-



supported projects can be developed to take advantage of the improved soil and water created through FFW.

### Targeting

32. VAM data collection and analysis has enabled food assistance to be targeted to the poorest, most food-insecure *weredas*. An estimated 1.7 million residents are direct beneficiaries. Several hundred thousand more people benefit from WFP support for development aspects of EGS, some as observers. In recent years, however, the academic community has underlined the importance of developing a targeting and monitoring system at household level for WFP and other FFW programmes.
33. VAM methodology is being used to develop improved indicators for measuring changes in chronic food insecurity and the influence of causative factors. This should improve tracking of the impact of food-aided activities on participating households, a significant step in the application of WFP's VAM technology in rural Ethiopia. There is an urgent need for an in-depth evaluation at beneficiary level of the impact of activity 2488.

### Assets

34. The creation of assets that contribute to long-term food security lies at the heart of the Ethiopia CP. Physical assets, such as the bunds, drainage structures, check dams, local roads and reforested hillsides of activity 2488, have been produced by the tens of thousands of food-insecure people engaged in FFW programmes. Assets created in this way constitute a foundation that enables enhanced economic development in participating communities. Improved human capacities, whether a result of activity 2488 or improved education opportunities fostered by school feeding or training in income enhancement in the urban activity, create personal assets that lead to changes in behaviour patterns. These can often be more enduring and more conducive to development than physical assets. When attitudes are changed to ensure the perpetuation of created assets, sustained development occurs.

### Meeting Commitments to Women

35. Government policy promotes development activities that improve the participation and status of women. In activity 2488 and other FFW programmes, women are increasingly likely to participate in community development committees that design and allocate FFW sub-activities. Improving enrolment rates of girls in primary schools is an objective of the school feeding initiative, which will in the long term significantly enhance the education of Ethiopian women. Studies in developing countries suggest that this should have a positive effect on women's quality of life. Women are the primary beneficiaries of the urban activity, and constitute an estimated 70 percent of beneficiaries in the initial phase. Girls account for 46 percent of the beneficiaries of school feeding; women constitute an estimated 44 percent of the direct beneficiaries of land rehabilitation.

### Monitoring and Accountability

36. There is a need to strengthen M&E in all three activities. In activity 2488, the important need is to evaluate the long-term impact of the assets created by FFW, of changing community attitudes to land and water rehabilitation and the willingness of communities to maintain the assets.



37. Reporting in all three activities needs to be enforced more vigorously. There is a pattern of slow and inadequate reporting, particularly local-government reporting on school feeding.

## APPLYING THE ENABLING DEVELOPMENT POLICY

### Compatibility of Current Activities/Projects with Enabling Development

38. The Ethiopia CP addresses all five themes of WFP's enabling-development philosophy. The urban food facility focuses on enabling infants and expectant or nursing mothers to meet their nutrition-related health needs. The school feeding initiative in particular is an investment in human capital that will produce better educated and better nourished children. The land rehabilitation activity helps poor families to acquire physical assets, mitigates the effects of natural disasters and enables households that depend on degraded natural resources for their food security to move towards sustainable livelihoods. All the activities emphasize local participation, accurate targeting, women's requirements and participation and collaboration with central and local government and other partners.
39. Rehabilitation of land and water resources in activity 2488 regenerates the physical base on which productivity-enhancing and income-generating activities can be based. These contribute significantly to enabling households to rise out of destitution and chronic malnutrition. Activity 2488 is almost unique in WFP's experience in sub-Saharan Africa in that it has focused on this objective for nearly 20 years. Numerous watersheds have been improved, hillsides reforested and aquifers recharged. Communities whose livelihoods have been improved by these resources have been enabled to develop in ways that would otherwise have been impossible.

### Required Adjustments and Possible New Activities/Projects

40. Inadequate cash resources currently impede WFP's ability to maximize the impact of food aid in enabling the hungry poor to participate in development. Lack of resources to purchase vehicles, finance storage costs, expand training, improve M&E and support sub-components is a problem in all three activities. It may soon be less of a problem for the school feeding activity, however, as non-food resources become available under the United States Global School Feeding Initiative. In recent years, changes in WFP policy relating to the full cost recovery precept have emphasized the need to mobilize non-food resources at country level or seek other means of generating funds. This has proved difficult in Ethiopia.

## CONCLUSIONS

41. The approved development strategy and the programme to implement it are contained in the 1998 CP document. The strategy in the 1993 CSO was outdated and did not play a role in development of the CP. A new CSO will be prepared in 2002.
42. The present CP, with its three core activities and support for EGS, is congruent with WFP's enabling-development approach and the Government's development agenda for alleviating the causes of food insecurity. It is consistent with the themes of the new UNDAF and the development strategy of the IPSRP, and of the Poverty Reduction Strategy Paper (PRSP) to be completed in 2002.



43. The participatory rural land rehabilitation activity is a good example of collaborating with local governments in using food resources to generate sustainable assets and enable poor rural communities to use them in the long term. It demonstrates that in Ethiopia, FFW is a powerful tool for reducing the causes of chronic and acute food insecurity. WFP and its regional government partners need to convince other donors, particularly the World Bank and the International Fund for Agricultural Development (IFAD), that land and farmers' groups that benefited from the previous phases of activity 2488 are excellent candidates for the next phase of economic development. A beneficiary-focused impact evaluation is essential at this stage.
44. The school feeding initiative is achieving the desired enrolment increases and improvements in the nutritional status and learning capacity of primary schoolchildren. It has increased the ratio of girls to boys from 43 percent to 57 percent among the 260,000 participating children. The daily food ration is viewed by the children's families as a supplement to household income. To be successful as programmed, however, there must be a verifiable and lasting reduction in the number of those at risk of chronic food insecurity. Such a reduction could be signalled by evidence that:
- beneficiary children are less food insecure as a result of attending school;
  - families or communities of beneficiary children have, as a result of other economic development activities, improved infant and child nutrition sufficiently to allow the school feeding programme to be reduced; or
  - communities have been enabled to continue to provide food for school feeding from their own resources after WFP assistance has ended.

The evaluation team was satisfied that the project is working well, but the contribution of the school feeding project to WFP's development goals in Ethiopia is less clear.

45. The present phase of the urban food assistance facility has been slow to get under way. None of the 21 intermediaries is yet operational. The contract between the Government and WFP was finalized in May 2001. At the time of the mission, 21 proposals had been received and reviewed by the joint project management unit and by Project Coordinating Committee at the May meeting. Seventeen were approved. Implementation was expected to start during the second half of 2001. The regional government and WFP/Ethiopia believe that significant progress is finally being made, and assign the highest priority to combating poverty in urban Ethiopia.

## RECOMMENDATIONS

46. The full evaluation report contains 13 recommendations.
- The 2003–2006 CP, unlike the present programme, must have an approved CSO.
  - WFP should be more proactive in securing complementary non-food resources to enhance the effectiveness of its food aid.
  - WFP and regional bureaux should seek more sequential partnerships with bilateral and multilateral donors.
  - VAM should work more closely with WFP's development unit in future, in order to improve initial targeting and monitoring of households by community leaders. There is a need to determine who has benefited from WFP's FFW programme, by how much and for how long. This should be a major component of VAM in the 2003-2006 CP period.



- WFP should undertake a survey of changed farmers' attitudes towards conservation that can be attributed to Phases I, II and III of activity 2488.
- WFP and Government agencies should agree on improved reporting formats and timetables.
- WFP and the Government should review the status of contributions and prepare a revised schedule for the remainder of the present CP.
- WFP should evaluate the impact of 20 years of activity 2488.
- WFP Headquarters should consider developing a media presentation about activity 2488 as an example of the utility of FFW programmes in land rehabilitation.
- WFP and government agencies should identify more clearly the relationships between the achievement of targets in school feeding and food security.
- WFP and the Government should determine which schools in the WFP-supported school feeding programme are not being upgraded prior to or during the activity, or improved as part of the Government's education development programme. WFP-supported schools that are not included in this programme should be added as soon as possible and provided with classrooms, toilets, books, teaching materials and, above all, trained staff. School feeding should not be continued in schools that are not upgraded.
- Under activity 4929, WFP and the Government should target schools in areas where economic-development activities, including project 2488, are under way or proposed. Such communities will eventually be able to take over the feeding of these children at home or in school from their own resources.
- WFP and its partners should develop improved targeting to ensure that beneficiaries are selected from among the food-insecure urban poor.

## FUTURE SCOPE OF THE COUNTRY PROGRAMME

47. The timetable for the next CP in 2003–2006 should accord with the programming cycles of other United Nations organizations. WFP is planning to speed up its programming to harmonize with other United Nations agencies in Ethiopia. Work on the next CSO is scheduled to commence in the fourth quarter of the year. The evaluation team endorses this timetable.
48. Ethiopia will need high levels of food assistance in the decades ahead. Domestic production is unlikely to provide enough food to feed the steadily increasing population. Large food imports will be required to fill the gap between availability and need. WFP should assume that it will be called on to provide food to support government and donor efforts to speed up the pace of development.
49. The 2003–2006 CSO should be developed using a sustainable-livelihoods approach. Improving subsistence farming alone cannot sustain a population that in 20 years will have grown to more than 100 million. Other livelihood options, including increased focus on raising household on-farm and off-farm income, must be pursued. There will be an important role for food aid in this process.
50. WFP food aid will be needed to confront the impact on Ethiopia's poor of the HIV/AIDS epidemic. An estimated 2.4 to 3.0 million Ethiopians, approximately 5 percent of the population, are HIV-positive—the second largest number in sub-Saharan Africa.



Under the new CSO/CP, WFP food should be used to mitigate the effects of HIV/AIDS through assisting families and communities to become more productive.

51. The WFP country office should consider analysing the achievements of the original phase of the urban project in terms of CP objectives and constraints and what is likely to be accomplished by WFP and its partners. This analysis should make it possible to prioritize objectives, focus on fewer components, target fewer categories of beneficiaries and limit the number of partners. The effect will be to simplify management and the measurement of progress by reducing the number of elements requiring attention.



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## ACRONYMS USED IN THE DOCUMENT

AIDS	Acquired immunodeficiency syndrome
CP	Country Programme
CSB	Corn-soya blend
CSO	Country Strategy Outline
DPPC	Disaster Prevention and Preparedness Commission
EGS	Employment generation scheme
FFW	Food-for-work
Ha	Hectare
HIV	Human immunodeficiency virus
LLPPA	Local-level participatory planning approach
M&E	Monitoring and evaluation
MCH	Mother and child health
NGO	Non-governmental organization
UNDAF	United Nations Development Assistance Framework
VAM	Vulnerability analysis and mapping

