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EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSES— COUNTRY PROGRAMME— MOZAMBIQUE (1998–2001)

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WFP RECOMMENDATION (JULY 2000)	IMMEDIATE MANAGEMENT RESPONSE	ACTION OFFICER/UNIT	REVIEW OF ACTION TAKEN (AS AT END MARCH 2001)
SYSTEMS AND PROCEDURES SUPPORTING THE COUNTRY PROGRAMME			
1. Decentralization 1.1 Strengthen the regional programme adviser's office; equip the regional office with the funds and expertise necessary to organize regular programming workshops in a region where development is a principal activity.	1.1 It is expected that the setting up of three new field-based bureaux for the Africa region will address these issues appropriately.	Africa Regional Bureau (OSA), Headquarters	1.1 The decentralization of the Headquarters-based Africa Regional Bureau to three locations in Africa is expected to be complete by September 2001. Meanwhile, staffing and other requirements for the regional bureaux and sub-offices are being reviewed at Headquarters.
1.2 Define precisely the respective areas of responsibility of WFP Headquarters and regional/country offices with regard to programme development and technical support, supported by clearer rules of procedure.	1.2 The Operations Department (OD) decentralization directive, which clarifies roles and responsibilities, has been finalized and should be issued, after clearance by the Executive Director, to all staff in October 2000.	Office of the Assistant Executive Director (ODD) Headquarters	1.2 The OD Directive on Decentralization was issued in October 2000. It will be updated by mid-2001 to reflect the new situation that will obtain once full decentralization has been achieved, after September 2001.
2. Budgets 2.1 Develop a more appropriate formula for calculating direct support costs (DSC) for Country Programmes.	2.1 The calculation of DSC for development is currently under review. The Office of Budget (OEDB) is trying to identify solutions to problem areas where they can be implemented within the framework of the current Resourcing and Long-term Financing (R<F) policies.	OEDB Headquarters	2.1 See management response.
3. Human Resources 3.1 Determine the minimum fixed core staffing (both national and international) required for effective programme management and develop suitable formulas and staff profiles for determining those programme and support staff posts.	3.1 ODD agrees that every country office must have the minimum core staffing required for effective programme management, while also keeping within WFP's R<F, particularly concerning full-cost recovery. ODD participates in an interdivisional DSC working group chaired by OEDB, which annually reviews country office staffing and	ODD Headquarters	3.1 OEDB will lead joint OEDE/ODD/ODP/country office missions in April 2001 to some 15 country offices. One of the aims is to develop a country office support-structure model that will address different country office requirements and

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	local operating cost structures. One of the objectives of this Working Group is to ascertain, together with regional bureaux and country offices, the appropriate annual DSC rates per ton for each country office. These will then be used to resource or fund country office support structures.		constraints, as well as cost containment and R<F.
3.2 Retain the existing two sub-offices.	3.2 The level of Mozambique's annual DSC rate per ton will be affected by whether or not the two existing sub-offices are retained. The DSC Working Group, in coordination with OSA and the Mozambique country offices, will also look into such issues.	OSA Headquarters	3.2 Headquarters is fielding missions in April 2001 to selected country offices, with different portfolios, to review DSC needs, including special needs for sub-offices in certain countries. The findings of this review will help WFP formulate criteria for the establishment of DSC levels for the future.
VULNERABILITY ANALYSIS AND MAPPING (VAM)			
4.1 Revise the terms of reference for the VAM unit to enable VAM to focus more on the development of sustainable government capacity for early warning and vulnerability analysis.	The country office agrees: 4.1 A mission is being deployed in November 2000 to help the VAM Unit in Mozambique prepare VAM food security data for the Country Strategy Outline (CSO). This will be the basis for revision of the terms of reference for the VAM Unit.	Country office VAM Unit	4.1 A mission was deployed in November 2000 and the results (including map) have been included in the CSO.
4.2 Conduct an updated analysis of chronic vulnerability as soon as possible.	4.2 Chronic vulnerability analysis and mapping is to be completed by end November 2000.		4.2 Chronic vulnerability analysis was carried out from January to March 2001 and the results have been included in the Country Programme.



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4.3 Base geographic targeting for the next CP on an updated analysis of chronic vulnerability.	4.3 The new chronic vulnerability analysis will provide the basis for the targeting of the next CP.		4.3 The Government's Poverty Reduction Strategy describes VAM as critical work for analysing and monitoring poverty reduction programmes.
ACTIVITY-SPECIFIC RECOMMENDATIONS			
5. Education (general)			
5.1 Continue and, if possible, expand support to the education sector for the rest of this CP and the next, while increasing the proportion of food aid resources targeted to girls to 60 percent.	The country office agrees: 5.1 This will be done through the United States Government School Feeding Initiative. The CSO will be modified to ensure that assistance targeted to girls is expanded.	Country office	5.1 and 5.2 The CSO includes expanded assistance targeted to girls, including an activity focused on girls' education.
5.2 WFP and the Ministry of Education Gender Unit should examine forms of collaboration in education programmes aimed at girls.	5.2 This will be done during CSO preparation through a plan of action.	Country office, Ministry of Education	
5.3 Include adult literacy activities in Food Fund districts under food for training.	5.3 CSO planning will review this recommendation as well as the appropriateness of the Food Fund activity as the right strategy.	Country office	5.3 Adult literacy activities will be identified during the appraisal of activities in the new Country Programme.
5.4 Decentralize programme supervision and monitoring so as to provide greater scope for management inputs from provincial and district authorities and more opportunities to air their problems and concerns.	5.4 A monitoring network is to be developed with sub-offices as part of the new work plan.	Country office	5.4 The establishment of a monitoring network has been discussed with the sub-offices and a plan is being proposed.
5.5 Provide information on WFP missions and policies at provincial and district levels so as to avoid misunderstandings on the nature and scope of WFP assistance.	5.5 An information booklet on activities is to be distributed.	Country office, project staff	5.5 An information booklet and partner awareness strategy were designed (including information on WFP and Ministry of Education rules) and were approved by the Ministry in March 2001.



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5.6 Inform communities of the Ministry of Education's rules and criteria for school location and construction to avoid misunderstandings about what can be done.	5.6 An information booklet on activities is to be distributed.	Country office, project staff	5.6 Same as 5.5
6. MOZ 5160—Feeding of Students at Boarding Schools and in Drought-prone Areas			
6.1 Continue to provide food to the boarding schools during the rest of this CP and at least for the duration of the next Country Programme.	The country office agrees: 6.1 The activity will be included in the new CSO and CP if it is endorsed by the Executive Board.	Country office	Activities indicated in 6.1 to 6.3 have been proposed in the CSO and in the draft Country Programme.
6.2 Continue support to teacher training, as it serves to increase access to primary education while enhancing its quality.	6.2 This activity will be included in the new CSO/CP.	Country office	
6.3 Continue school feeding for children as part of the school kit at EP2 level during the transition phase of fusion of EP1 and EP2 schools.	6.3 The activity will be included in the new CSO/CP and is already part of a Memorandum of Understanding between WFP and the Ministry of Education.	Country office	
6.4 Analyse the cost-effectiveness of the experimental programme for the substitution of cash for WFP food aid in selected boarding schools.	6.4 A study is to be carried out in 2001 together with the launching of boarding centre management seminars.	Country office	6.4 A study has been programmed for April 2001.
6.5 Support the rehabilitation of the boarding schools in order to improve living conditions, especially for girls, as well as their operation and maintenance.	6.5 This will be given priority in the new CSO.	Country office	6.5 Priority has been given to this activity in the CSO and draft CP.
6.6 Give renewed emphasis to food production by schools as a means of supplementing and ultimately replacing WFP food assistance as well as non-food items and financial subsidies.	6.6 Food production opportunities will be analysed by Ministry of Education in 2001 as part of phase-out planning.	Ministry of Education	6.6 The Ministry of Education will analyse food production opportunities when the activity is appraised in the second half of 2001.



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7. MOZ 5331—Primary School Construction Activity			
7.1 Support should be conditional on the presence of other partners who will contribute building materials of suitable quality, and on conformity with Ministry of Education rules on school location and design.	The country office agrees: 7.1 Construction materials will be financed by a pool of donors within the framework of the Education Sector Strategic Plan.	Country office	7.1 A presentation by the Ministry of Education to a pool of donors is scheduled for end March. Full agreement is expected.
7.2 Continue partnerships with NGOs not only because such activities may fall within the mandate and capabilities of certain NGOs but also because they may include training and the provision of non-food items that are complementary to WFP food assistance.	7.2 NGO briefing sessions will be organized as part of the implementation of the new phase of activity.	Country office	7.2 NGO briefings will start when the draft Country Programme is presented in late April.
8. LOA (Milk/Oil/Sugar) Programme			
8.1 Gradually phase out assistance to the LOA programme over the rest of the current CP and discuss WFP's replacement by another appropriate institution with the new leadership of the Ministry of Health.	The country office agrees: 8.1 The Country Programme Evaluation was sent to Vice-Minister of Health and a meeting was held at which phasing-out was discussed. The Ministry of Health is looking into other funding possibilities.	Country office, Ministry of Health	8.1 Same as previous report: no change.
8.2 Discuss with the UNICEF the possibility that it coordinate and monitor LOA and provide the milk, while WFP continues to be responsible for certain components.	8.2 UNICEF was officially informed about the phasing-out and is now discussing the possibility of taking over therapeutic feeding with the Ministry of Health.	Country office	
8.3 Submit the LOA evaluation report together with its comments, officially to the Ministry of Health and obtain its comments.	8.3 The report was submitted; no comments were received other than those made at the meeting described above (8.1).	LOA	



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9. "Waiting Houses for Expectant Mothers"			
9.1 Consider the construction of waiting houses under the Food Fund in food-insecure districts wherever requested by the communities concerned. Approval should be conditional on the contribution by the Ministry of Health and other partners (NGOs) of materials and other resources that enable conformity with Ministry of Health-approved building designs.	The country office agrees: 9.1 Discussions are continuing with the Ministry of Health on this issue. The Ministry is looking into the funding situation. If funds are not available, the activity will be reconsidered.	Country office	9.1-9.3 This activity is no longer to be considered as part of the new CSO and Country Programme.
9.2 Discuss with the Ministry of Health support modalities for the waiting houses in the Food Fund districts, should these infrastructures and their operation remain priorities in the National Health Plan.	9.2 No action will be taken until the Ministry of Health takes a decision on the waiting houses. This and the above issue will be addressed during the CSO planning meetings.	Country office, Ministry of Health	
9.3 Consider including under the Food Fund actions of food for training in nutrition, by the Ministry of Health or NGO personnel, for users of the waiting houses and for women in the communities where the waiting houses are located.	9.3 No action has been taken, as the waiting houses issue has not been clarified. However, the Ministry of Health has indicated it does not want women seeking health care to be provided with food aid.	Country office	
10. HIV/AIDS			
10.1 Determine future food security actions regarding HIV/AIDS, in concert with the UNDAF HIV/AIDS, theme group, in the context of a broad-based long-term programme approach.	The country office agrees: 10.1 Several meetings have been held with UNAIDS, UNICEF and the Ministry of Women and Social Action (MMCAS) on how to integrate HIV/AIDS issues into the Food Fund. The issue will be studied in more depth during the second United Nations Development Assistance Framework (UNDAF) debate and CSO formulation.	Country office	10.1 Meetings with United Nations, World Bank and relevant government ministries continue and activity ideas are being formulated. WFP, within UNDAF, will ensure that up to 25 percent of resources are directed to activities to address HIV/AIDS. This is reflected in the CSO and draft Country Programme.





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11. MOZ 5935—Food Fund			
11.1 Consider a change in the main national-level partner for the Food Fund, from the National Institute for Disaster Mangament (INGC) to the Ministry of Agriculture and Rural Development.	The country office agrees: 11.1 The Ministry of Foreign Affairs and Cooperation agrees in principle with the recommendation. The change in implementing partner will be further discussed during the formulation of the CSO.	Country office, Government of Mozambique	11.1 The recommendation is being implemented in the CSO.
11.2 Fully brief the Ministry of State Administration on the goals and objectives of the Food Fund.	11.2 The Ministry of State Administration will be invited to the National Food Fund Committee meeting to be held in October 2000 and a brief will be prepared.	Country office	11.2 The Ministry of State Administration was briefed in late 2000.
11.3 Commence Food Fund activities in flood-affected districts only when emergency food-for-recovery activities have ended.	11.3 Food Fund activities have begun in flood-affected areas where emergency operation (EMOP) and food-for-recovery activities have ended.	Country office/project management	11.3 Same as last report.
11.4 Continue Food Fund activities in areas unaffected by floods, but on a pilot basis. They should be assessed and revised as necessary after the completion of the logical framework (September 2000), and the initiation of community-level training activities in disaster management.	11.4 Food Fund activities have continued in non-flood-affected districts. The logframe was completed in mid-September and community level-training started in the central region (October) in the southern region (November/December 2000).	Country office/project management	11.4 Same as last report.
11.5 Provide for flexibility in the Food Fund, to switch from development to emergency, by addressing both scenarios in the terms of reference for monitors and the Letters of Understanding signed with implementing partners.	11.5 Flexibility will be formalized during the formulation of the CSO. The terms of reference for Food Fund monitors are being reviewed, as are the Letters of Understanding signed with implementing partners.	Country office	11.5 The terms of reference for food monitors have been revised, as well as Letters of Understanding signed with implementing partners.
11.6 Encourage districts to use Food Fund resources to complement other activities, as part of an integrated development package.	11.6 The integrated development package is being stressed during the training at district/community level (see (11.4) above).	Country office/project management	11.6 Same as before.

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11.7 Build interest and support for the Food Fund at the national level, especially among NGOs and UNDAF partners.	11.7 The Food Fund has been discussed during all meetings held with bilaterals and briefing material distributed. Donor visits to Food Fund sites are being organized for early November 2000.	Country office	11.7 Renewed flooding in 2001 has raised awareness among donors and NGOs. More NGOs are now working to implement Food Fund activities. Donor visits have been organized. Members of the Board will also visit Food Fund sites in June 2001.
11.8 Do not allow school construction through the Food Fund, except where all non-food items necessary to bring the proposed school building up to Ministry of Education standards will be provided, and where the school is part of the Education Sector Strategic plan.	11.8 School construction has started in districts where the Provincial Directorate for Education has given its approval.	Country office/project management	11.8 Same as before.
12. Old Micro-Projects (not part of the Food Fund)			
12.1 Revise the existing form for evaluating old micro-projects.	The country office agrees: 12.1 The evaluation form has been modified.	Country office	12.1 Same as before.
12.2 Form a neutral, external committee to review projects, eliminating subjective assessments of merit. Based on the score, the committee should recommend that the projects be: (i) halted immediately; (ii) phased out by the end of the CP period; or (iii) integrated into the Food Fund.	12.2 An external consultant is now evaluating the micro-projects. Recommendations regarding the future of the micro-project(s) will be made accordingly, in full consultation with the implementing partner and the beneficiary institution.	Country office	12.2 A consultancy has been concluded and its recommendations are being implemented.

