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SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— COUNTRY PROGRAMME— YEMEN (1998–2001)

This document should be read in conjunction with the document “Summary Report of the Mid-term Evaluation of Country Programme for Yemen (1998–2001)” (WFP/EB.1/2001/6/2).

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OEDE RECOMMENDATION	ACTION OFFICER / UNIT	MANAGEMENT RESPONSE
<p>On the Country Programme Approach:</p> <p>The awareness of the functions and benefits of a Country Programme should be raised among all parties concerned (WFP country office staff, host government, other partners), and the principles of a Country Programme Approach should systematically be applied in planning, implementation, monitoring and evaluation.</p>	Country office	<p>During preparation of the CSO and CP, extensive consultations took place with the Government and partners of the United Nations and donor community. The Government was represented in the Executive Board meeting when the CP was approved. Press releases appeared in the print media about the CP approval. It is important that the principles of a Country Programme Approach and modalities of implementation of these principles be clearly articulated in a guideline for use by the country offices.</p> <p>Although the country office does not believe it is a condition of the CP Approach to change the staffing and staffing mix of a country office, significant staffing changes did take place, including the opening of three sub-offices during the CP.</p>
<p>To this end, the recently issued operational procedures and guidelines for the Country Programme Approach need to be further developed and put into practice. The respective training needs should be taken into account.</p>	HQ,OD	<p>The Food Aid and Development (FAAD) Task Force continues to work on tools and guidelines for the Country Programme Approach. In January 2001, OD is undertaking training of FAAD leaders on existing tools and guidelines for Country Programmes. These leaders will then conduct regional workshops to train other WFP staff in the application of those tools and guidelines.</p>
<p>The scope offered by the CP approach should be further explored. This particularly refers to:</p>		
<ul style="list-style-type: none"> ➤ joint programming, monitoring and evaluation, flexibility in resource management, and 	Country office	<p>Joint programming will be explored in the context of UNDAF follow-up. The country office feels that joint monitoring and evaluation is unrealistic as there does not appear to be much value added when monitoring is done by people who do not have knowledge of WFP programmes and activities.</p>
<ul style="list-style-type: none"> ➤ the establishment of Food Aid Advisory/Coordinating Committees or similar consultative mechanisms, which should involve all relevant stakeholders and address cross-cutting issues of food aid operations. 	Country office	<p>The establishment of food aid coordinating committees at governorate and district levels is impractical. The country office feels that the Rural Development and Food Security Working Group offers a good forum for coordination among the Government, donors and the United Nations on matters related to food aid assistance. A separate food aid committee would be redundant.</p>

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<p>In order to make more effective use of the synergic effects of complementary resources and capacities provided by different donors, WFP should preferably seek to link its food aid assistance under the CP as a complementary input to assistance programmes of other United Nations agencies, donors and NGOs. The forthcoming UNDAF provides a suitable framework for such an approach.</p>	Country office	<p>The evaluation team used a small, unsuccessful pilot project in agriculture to draw the conclusion that WFP assistance in general should primarily be a complementary input to the assistance programmes of other agencies. The country office does not agree with such a sweeping conclusion based on a minor example.</p> <p>The issues of collaboration and partnerships have been addressed in the new CSO, which focuses on women and children, with girls' education being a priority activity. These figure prominently in the UNDAF and will form the basis for further collaboration and partnerships.</p>
<p>A logical framework planning method should be applied in country programming, so as to ensure programme consistency.</p>	Country office	<p>A logical framework planning method has been accepted and will be applied in planning the new CP.</p>
<p>On Targeting:</p> <p>In order to ensure that food aid reaches the poorest and most food-insecure population groups,</p>		
<p>the system of area targeting needs be refined, using disaggregated (district, sub-district) data on poverty prevalence, when such data become available through Central Statistical Organization/UNDP Poverty Information and Monitoring System (PIMS) and vulnerability analysis and mapping (VAM).</p>	Country office	<p>The country office and the regional VAM officer are already working on geographic and vulnerable group targeting using a series of selected indicators and data drawn from various sources. Early results of this exercise have been used to identify priority areas included in the CSO.</p>
<p>The targeting criteria for selecting geographic areas and beneficiary groups should be precise, well understood by all parties involved, and strictly applied.</p>		<p>Clear gender inequity and poverty criteria were used in the initial selection of schools to be assisted under the ongoing project. However, local education authorities' failure to abide by the selection during implementation compromised the targeting's effectiveness.</p>
<p>With support of the WFP regional VAM officer, a VAM system should be established which allows targeting at the district and sub-district levels as well as the identification of particular vulnerable groups.</p>		





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<p>On Gender:</p> <p>Women's participation in all project-related committees should be ensured. The food committees at the school level should have female members if there are female teachers. Also, mothers of schoolgirls, preferably in groups, should be represented in such committees. Health and/or food committees in health centres should always have female members.</p>	Country office	<p>Existing cultural constraints on women's public involvement in mixed-gender situations will take a long time to change. The country office will seek advice from gender experts on how further to enhance contributions from women's committees to community decision-making processes.</p> <p>The CSO has taken into account the need for increased participation by women, not only as beneficiaries but also in decision-making. In particular, the country office is working on forming parent and teacher associations, and women's committees at the school level.</p>
<p>On Implementation of the Education Activity:</p> <p>In order to make implementation of the education component more effective and efficient, a cluster approach is recommended. This will minimize a shift of students from non-assisted to assisted schools and facilitate food management and monitoring. The selection of schools for assistance should be made carefully, based on clear criteria, and—once selected—schools must remain in the programme for its duration.</p>	Country office	The country office agrees with the recommendation of use of a cluster approach. Such an approach will be implemented. Once selected, schools to receive assistance will remain in the programme for its duration.
<p>Provision should be made to adapt food aid deliveries to actual enrolments and to food requirements resulting from increased enrolment rates. CPs should make provision for such adjustments and flexibility. In future, such flexibility should be built into the CP document and agreement. In order to permit adjustments of food deliveries to changing requirements, quick reporting of actual enrolment figures is an absolute precondition (see recommendation on monitoring and reporting below).</p>	Country office	The need for built-in flexibility in the CPs is fully recognized. Appropriate modalities for its implementation will be discussed during the preparation of the new CP.
<p>Since food assistance to boarding schools constitutes institutional feeding and budgetary support, it is recommended to phase out such assistance in favour of increased support to girls' basic education.</p>	Country office	The country office is in complete agreement with the recommendation. It will be implemented under the new phase of the project.

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<p>On Implementation of the Health Activity:</p> <p>WFP should further seek and intensify collaboration with other agencies in its health activities. WFP should consider the recommendations made by the mid-term review of the health component, such as expansion of enrolment criteria for malnourished children and expectant mothers, establishment of women beneficiaries' committees at health centres and health education.</p>	Country office	The country office agrees with the recommendations and has already started their implementation.
<p>On Implementation of the Agricultural/Household Food Security Activity:</p> <p>Taking into consideration the efforts already made, activities should be implemented, without further delay, in Mahweet governorate, but confined to the implementation of feasible and simple community projects. The implementation should be closely monitored in order to draw lessons for any future interventions of this type. Before any further expansion into other areas is considered, the project concept needs to be reviewed in order to make it simple and feasible, e.g. closed-circuit monetization to be replaced by community food-for-work arrangements, complementary funding sources to be mobilized (Social Development Fund, other donors, NGOs), technical assistance to be ensured, and community mobilization and organization to be action-oriented by implementing simple and minor schemes at the community level.</p>	Country office	<p>The country office is in complete agreement with the recommended actions and has initiated their implementation:</p> <p>Activities have been restricted to Mahweet, and a full-time national project officer has been assigned to monitor the project. Upon completion of the ongoing activities, the project will be reoriented and reformulated as indicated in the new CSO.</p>





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<p>On Partnership and Cooperation:</p> <p>New modalities of partnership, such as tripartite agreements, between WFP, United Nations and other organizations, should be explored and tried. In order to increase the outreach, effectiveness and efficiency of food assistance programmes, efforts should be made to mobilize complementary non-food resources, e.g. through common programming and joint funding arrangements. Partnerships with NGOs and community-based organizations (CBOs) should be further explored, especially with regard to activities in community mobilization and organization. This may become particularly relevant for activities in agriculture and health. Any partnership arrangement should clearly specify the tasks and rights of each partner in memoranda of understanding or formal agreements.</p>	Country office	The recommendations are noted and accepted. New modalities of partnerships will be explored further and collaboration with NGOs and CBOs strengthened.
<p>On Monitoring, Reporting and Evaluation:</p> <p>A regular and effective monitoring system should be established, and a monitoring system should be introduced under the next CP. Respective training requirements are to be taken into account. Reporting should be introduced at the CP level. Major efforts should be made to overcome existing shortcomings in terms of timeliness, quality and content of reporting at the project level. For example, reports on food distribution should be up to date and refer to actual performance figures.</p>	Country office	<p>The first part of the recommendation is not very clear. However, in designing the new CP, specific process indicators will be identified and included for monitoring purposes. It should be made clear who would benefit from the reporting done at the CP level.</p> <p>Efforts are being made to strengthen the monitoring and reporting capacity of the government implementing units and the country office itself by increasing the number of monitoring staff and enhancing the capacities of the WFP sub-offices in the field. With the implementation of the new logistics modalities—which require that WFP play a major role in food transport, storage and delivery to beneficiaries and that the Commodity Movement, Processing and Analysis System (COMPAS) be implemented—it is expected that reporting on food movements and distribution will be more timely and accurate.</p>
<p>On Food Aid Management:</p> <p>Efforts should be made to match actual food delivery schedules with programme requirements, in order to avoid erratic, delayed or accelerated distributions.</p>	Country office	The country office will implement the recommendation in collaboration with OMN Bureau and RE Division.

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The participation of the country office in the Government's tender committees for awarding contracts for secondary transport, and vice versa should be strictly adhered to as stipulated in the plan of operations.	Country office	New modalities for food transportation have been designed and are being implemented. These include a joint tender committee for transportation, joint management of all stores and payment of transport dues by the country office directly to the transporters.
In order to improve the efficiency and effectiveness of food aid management it is strongly recommended to review the present logistical arrangements. The country office should play a stronger role in food aid management. In this context, the country office may also consider assuming direct responsibility for secondary transport as foreseen in the CP document. In any case, a rigorous monitoring system should be enforced without delay.	Country office	The country office, with OTL, has finalized new logistics arrangements, which are currently under implementation.

