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Agenda Item 6  
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Evaluation Reports  
**For consideration**

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## **Management Response to the Recommendations of the Summary Evaluation Report — Burundi Country Portfolio (2011–2015)**

### **Background**

1. This document presents the management response to the recommendations of the summary evaluation report of the Burundi country portfolio (2011–2015).
2. The Secretariat appreciates the evaluation findings and recommendations, which will inform the national zero hunger strategic review and the new Country Strategic Plan.
3. Management notes that the evaluation team found wide appreciation for the Burundi country office's expertise in food assistance, policy support, flexibility and transparency. Stakeholders perceived WFP as a leading partner in general food assistance, vulnerability assessment and mapping, disaster response, logistics and innovations; and WFP's portfolio in Burundi was generally seen as relevant, effective, timely and aligned with humanitarian principles.
4. Management agrees with the evaluation's nine recommendations on refocusing WFP's food assistance on food and nutrition security and emergency preparedness and response based on strengthening synergies by improving targeting and programme integration; promoting women's economic empowerment; enhancing safety nets and incorporating humanitarian and protection principles; supporting development of a national strategy for stunting reduction, school feeding and community resilience with comprehensive food-for-assets packages; mobilizing resources; and strengthening outcome monitoring and analysis.
5. The matrix sets out the planned actions and timelines for implementing the recommendations.

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<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT — BURUNDI COUNTRY PORTFOLIO (2011–2015)</b>			
<b>Recommendations</b>	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
<p><b>Recommendation 1: Strategic alignment and positioning</b></p> <ul style="list-style-type: none"> <li>➤ In the new Country Strategic Plan (CSP), maintain the two CS priorities – i) food and nutrition security; and ii) emergency preparedness and response – in a two-pronged strategic approach. Include readiness<sup>1</sup> to respond more effectively to current challenges. Capacity development should be mainstreamed as a cross-cutting theme in the new CSP and operations.</li> <li>➤ Externally, strengthen synergies with national strategic partners – ministries of agriculture, health, education, and solidarity – and United Nations partners, complemented by institutional advocacy for synergies on major food security issues.</li> </ul>	Country office, with support from the regional bureau and the Policy and Programme Division	<p>Agreed.</p> <p>Management recognizes the need to maintain food and nutrition security and emergency preparedness and response as part of the CSP (Country Strategic Plan). WFP will continue to mainstream capacity development, taking into consideration the evolving security and political situation in the country, and will ensure strategic pre-positioning of supplies and contingency planning for disaster preparedness and response.</p> <p>WFP is enhancing its collaboration with partners and donors, building on its extensive field presence to strengthen partnerships. The country office is developing Memoranda of Understanding (MOUs) with other United Nations agencies to create synergies in areas – such as gender equality – that complement interventions on food security and nutrition.</p>	December 2018
<p><b>Recommendation 2: Targeting and integration</b></p> <ul style="list-style-type: none"> <li>➤ Internally, strengthen geographical and programme integration through better-targeted multi-sectoral operational planning. Strengthen coordination with government and non-government implementing partners.</li> </ul>	Country office, with support from the regional bureau	<p>Agreed.</p> <p>WFP has been integrating its operations geographically and thematically since 2015. Examples include the integrated nutrition and resilience programme in Karuzi and Gitega provinces, and the home-grown school feeding programme that provides support to education, Purchase for Progress (P4P), nutrition and environment interventions in Cibitoke, Bubanza and Bujumbura provinces. In 2016, with support from the regional bureau, the country office has concentrated its programmes geographically – taking into account deterioration in food security linked to the political situation. WFP will continue to apply this approach to programme design and implementation in the protracted relief and recovery operation (PRRO) and the country programme (CP).</p> <p>In mid-2013, the country office concentrated its moderate acute malnutrition (MAM) treatment programme, reducing coverage from 11 to 2 provinces.</p>	<p>Completed</p> <p>December 2017</p>

<sup>1</sup> Strategic pre-positioning of supplies and contingency planning for disaster preparedness and response, while addressing long-term development challenges.

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		Jointly with other stakeholders in the nutrition sector – including the Ministry of Health and the United Nations Children’s Fund (UNICEF) – WFP monitors the nutrition situation in Burundi and adjusts nutrition programmes accordingly. Where assistance is being discontinued, WFP will work with MAM treatment centres to establish the necessary processes and procedures before handing over to the Government. For example, the Ruyigi MAM treatment programme will be closed because the global acute malnutrition (GAM) rate is less than 3 percent.	
<p><b>Recommendation 3: Gender</b></p> <p>➤ Enhance women’s economic empowerment through gender-sensitive income-generating activities and the formation of partnerships with other actors in gender and family planning. Programming should focus on young people – men/boys and women/girls – using the national nutrition platform to support gender empowerment and applying gender markers systematically.</p>	Country office, with support from the regional bureau and the Gender Office	<p>Agreed.</p> <p>To address problems identified by the evaluation – gender inequality, gender-based violence and lack of sensitization – WFP has developed new approaches based on recent seasonal livelihood programming in Gitega in 2016. WFP and its partners will complement activities with high-quality gender-transformative sensitization, especially among men, to ensure that they understand the benefits of gender equality in contributing to improved food security and nutrition outcomes for the whole community.</p> <p>The delivery of sensitization activities that change mind sets as part of assistance provision is increasingly promoted as a best practice among international non-governmental organizations (NGOs) and local activist movements in Burundi. WFP will build on the experiences of its partner NGOs and strengthen its partnerships in this area.</p> <p>The country office signed an MOU with the United Nations Population Fund (UNFPA) in August 2016 and is discussing a proposal for using WFP programmes in the field – school feeding, P4P and food assistance for assets (FFA) – as a platform for partners to deliver services and activities related to reproductive health, countering gender-based violence, and women’s empowerment and leadership. The country office has engaged a standby partner to mainstream gender and protection considerations into WFP operations, particularly humanitarian interventions.</p>	<p>December 2017</p> <p>December 2017</p> <p>Completed</p>

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<p><b>Recommendation 4: Social protection, humanitarian and protection principles</b></p> <ul style="list-style-type: none"> <li>➤ In partnership with the Ministry of National Solidarity, expand carefully designed safety nets for social protection programming to respond to population needs arising from the crisis and adhering to humanitarian and protection principles.</li> <li>➤ Explicitly include the humanitarian principles of neutrality, impartiality and independence, and protection in WFP strategic and programme documents.</li> </ul>	Country office, with support from the regional bureau	<p>Agreed.</p> <p>WFP played a crucial role in formulation of the national social protection policy and programme, using its considerable experience in targeting geographical areas and vulnerable households. The World Bank and UNICEF – leaders in supporting the Government in social protection – have asked WFP to help design a national register of vulnerable households for inclusion in the programme. The country office will provide this support, while ensuring that WFP’s targeting criteria for conditional and unconditional cash-based transfers are consistent with those for unconditional cash transfers through the national programme, and that WFP’s operations are integrated with the Government’s broader social protection strategy.</p> <p>The country office will make explicit reference to the humanitarian principles in the next version of the PRRO and in the CSP.</p>	<p>January 2017</p> <p>January 2018</p>
<p><b>Recommendation 5: Nutrition</b></p> <ul style="list-style-type: none"> <li>➤ In partnership with the Ministry of Health and UNICEF, enhance the country office’s role in nutrition through: i) consistent application of WFP nutrition guidelines; ii) a continuum of care services at health centres and in communities integrating nutrition with access to food; iii) support to the development of a national stunting reduction strategy, while continuing to promote the Scaling Up Nutrition (SUN) initiative; iv) improving monitoring, evaluation and analysis of nutrition outcome data; and v) advocating for the engagement of young people in prevention of malnutrition.</li> </ul>	Country office, with support from the regional bureau	<p>Agreed.</p> <p>WFP will support the development of a national strategy for addressing stunting and will continue to apply nutrition guidelines systematically and to integrate nutrition-specific activities into broader food support.</p> <p>When budget constraints force the prioritization of available resources, WFP prioritizes children aged 6–23 months, rather than pregnant and lactating women, in its support for stunting prevention. WFP is systematically discontinuing MAM treatment in provinces where GAM prevalence has dropped below 5 percent, to focus on provinces where prevalence among children aged 6–59 months is at least 10 percent, or where it is 5–9 percent with aggravating factors. The country office has initiated nutrition-sensitive cash-for-asset projects in Karuzi and Gitega provinces to ensure a continuum of care in communities and at health facilities while improving access to food by transferring cash to vulnerable households with children aged 6–23 months and/or pregnant and lactating women, and organizing nutrition education activities.</p>	<p>December 2018</p> <p>Completed</p>

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		<p>As recognized by the evaluation team, the monitoring and evaluation (M&amp;E) system has been improved since 2015 and outcome data are available and analysed for both MAM treatment and stunting prevention. The country office will continue to improve the system with support from additional technical staff – a vulnerability analysis and mapping (VAM)/M&amp;E officer who is expected to be working throughout the last quarter of 2016.</p> <p>A pilot project on improving nutrition among adolescent girls, and the MOU with UNFPA provide entry points for engaging young people – girls and boys – in malnutrition prevention activities.</p>	<p>December 2016</p> <p>January 2017</p>
<p><b>Recommendation 6: School feeding</b></p> <p>➤ Support the development of national school feeding programmes with greater focus on education quality, working in partnership with the Ministry of Education and UNICEF, and through gap analysis and mapping. Internally, strengthen linkages with P4P to deliver a standard package to targeted schools.</p>	<p>Country office, with support from the regional bureau</p>	<p>Agreed.</p> <p>WFP is transitioning from school feeding to a sustainable home-grown school feeding programme led by the Government. While maintaining direct support to school meals, WFP is supporting the inter-ministerial committee on the formulation of a national home-grown school feeding policy and programme. WFP will continue to focus on increasing enrolment, retention and nutrient intake, strengthening its involvement with other actors, particularly UNICEF, on improving education quality. WFP and UNICEF plan to sign an MOU before the end of 2016 to formalize their cooperation in the education sector.</p>	<p>December 2018</p>
<p><b>Recommendation 7: Resilience</b></p> <p>➤ In collaboration with the Ministry of Agriculture, FAO and IFAD, support communities by integrating comprehensive and sustainable FFA packages into community development plans.</p>	<p>Country office, with support from the regional bureau</p>	<p>Agreed.</p> <p>WFP uses community-based participatory planning and communal development plans to inform its FFA activities. Working with partners, WFP has increased the use of integrated context analysis in targeting geographical areas, and seasonal livelihood programming in identifying and facilitating synergies among programmes and partners, including the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD).</p>	<p>Completed</p>

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<p><b>Recommendation 8: Resource mobilization</b></p> <ul style="list-style-type: none"> <li>➤ Update the country office’s resource mobilization strategy and advocate for more flexibility in donor funding, allowing multi-year resource commitments.</li> </ul>	Country office, with support from the regional bureau and the Government Partnerships Division	<p>Agreed.</p> <p>The country office’s resource mobilization strategy has been reoriented towards multi-year contributions. In this regard, WFP has secured multi-year commitments from several donors – including the Netherlands (five years), Monaco (three years), Germany (three years) and Canada (two years) – and sustained annual contributions from the Government of Burundi. The country office and other United Nations agencies are working to deepen and expand the donor base for humanitarian and development programmes in Burundi.</p>	Completed
<p><b>Recommendation 9: Outcome monitoring and analysis</b></p> <ul style="list-style-type: none"> <li>➤ Enhance the consistency of outcome data monitoring and analysis.</li> </ul>	Country office, with support from the regional bureau	<p>Agreed.</p> <p>The country office is enhancing its outcome monitoring and analysis capacity by hiring an international VAM/M&amp;E officer to coordinate all WFP VAM and M&amp;E-related activities in Burundi, focusing on outcome monitoring. With an additional P3 staff member, and based on the new Corporate Results Framework (CRF), the country office will ensure that outcome data are collected and analysed based on the CRF requirement.</p>	December 2017

**Acronyms Used in the Document**

CRF	Corporate Results Framework
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GAM	global acute malnutrition
IFAD	International Fund for Agricultural Development
M&E	monitoring and evaluation
MAM	moderate acute malnutrition
MOU	Memorandum of Understanding
NGO	non-governmental organization
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping