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Agenda item 6

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT NEPAL COUNTRY PORTFOLIO

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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.

| | | |
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BACKGROUND

1. The Secretariat welcomes the evaluation recommendations.
2. WFP's country strategy in Nepal will adopt an integrated approach to food security and measures to maintain capacity to respond to emergencies while supporting initiatives to enhance the Government's capacity.
3. The detailed responses and related actions to implement the evaluation recommendations are presented in the matrix.

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| Recommendations | Action by | Management response and action taken | Implementation deadline |
|---|----------------|---|--|
| <p>1. The next country strategy should consider engaging in longer-term productive safety nets. The primary design considerations to be taken into account are:</p> <ul style="list-style-type: none"> a) comprehensive design and multi-year funding, to address immediate needs and the causal factors of chronic food insecurity, both of which are priority issues for the Government of Nepal; b) consolidation of programming in fewer districts; c) greater community input regarding preferred food/cash ratios for FFW/food-for-assets (FFA) activities; and d) alignment with national- and local-level planning processes, and inclusion of joint monitoring. | Country office | <p>Agreed.</p> <ul style="list-style-type: none"> a) The country office will work with the Government Donor Relations Division (ERD)/Private Partnerships (CPP) to secure multi-year funding from donors. The new protracted relief and recovery operation (PRRO) for approval at EB.2/2010 includes longer-term food security and livelihood projects. The country office has asked partners to submit a two-year strategy to implement such projects. b) Consolidation of interventions targeting the most food-insecure districts have started, in line with WFP's needs-based targeting. Districts in mid-western and far-western hills are the main target for food, cash and nutrition support activities. c) The country office decides on cash and/or food assistance on the basis of indicators such as availability of local food supplies, road access, food price volatility and availability of local banks. WFP and partners discover community preferences as a basis for adjusting cash/food ratios. d) WFP, the Government and stakeholders are discussing plans for food-security and nutrition strategies. Following a nutrition gap analysis in 2009, a nutrition action plan and a food security and nutrition strategy paper are being prepared. The country strategy is aligned with current planning and strategies. A memorandum of understanding is being prepared with the Ministry of Local Development for implementation of cash/food-related activities. At the field level, cash and food-for-work activities are in line with targeting mechanisms and endorsed by district development committees. Agreements for country programme activities have been signed with partners. Joint monitoring will continue and be formalized periodically. | <p>Ongoing</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p> <p>October 2010</p> <p>September 2010</p> <p>Ongoing</p> |

¹ Safety net programmes are one of many components in a social protection system, which generally includes cash or food transfers such as conditional cash transfers, school feeding, food for work (FFW) and cash for work, social services such as health clinics, aspects of labour market policies and insurance options, and aspects of other sectoral policies for education, health, nutrition, HIV/AIDS and agriculture. (WFP. 2009. *Unveiling Social Safety Nets*. Occasional Paper No. 20, November. Rome.)



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| <p>2. <i>The next country strategy should develop a comprehensive integrated life-cycle approach to nutrition.</i> This will involve a continuum of care, and geographical consolidation and integration of essential packages of resources.</p> | Country office | <p>Agreed. The country strategy has an integrated approach to food security and nutrition through a productive social safety net. It addresses immediate hunger and undernutrition during shocks and helps households and communities to become more resilient in the medium and long term.</p> <p>To deliver the programme, the country office is enhancing its expertise in nutrition and areas such as markets and livelihoods.</p> | <p>Completed</p> <p>January 2011</p> |
| <p>3. <i>The next country strategy should maintain an emergency response capacity.</i> This should include:</p> <p>a) standing agreements for rapid emergency response;</p> <p>b) buffer stocks of food; and</p> <p>c) building the Government's emergency response capacity.</p> | Country office | <p>Agreed. The country strategy emphasizes the need for an emergency-response capacity while enhancing the capacity of the Government.</p> <p>Emergency-response capacity will be enhanced as WFP continues its leading roles in the food security, emergency telecommunications and logistics clusters and through participation in the nutrition cluster.</p> <p>a) A standby agreement with the National Red Cross Society for emergency response is under way.</p> <p>The United Nations and the Government have an agreement to facilitate rapid customs clearance following a disaster. WFP is working with civil aviation, home ministry and army authorities to enhance preparedness and ensure that relations are maintained.</p> <p>b) Resources permitting, the country office maintains an emergency stock of 300 mt of food. WFP will seek agreement with the Nepal Food Corporation in the Ministry of Supplies on buffer stocks and standing loan arrangements.</p> <p>c) WFP is working with UNDP, the Red Cross and others to enhance local emergency-response capacity through district and central relief committees under the Ministry of Home Affairs.</p> | <p>September 2010</p> <p>By mid-2011</p> <p>December 2010</p> <p>December 2011</p> |



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| <p>4. Reintroduce local-level procurement of traditional staples. This could be combined with:</p> <p>a) adoption of the Purchase for Progress approach and local procurement of local staples; and</p> <p>b) piloting of home-grown school feeding.</p> | Country office | <p>Nepal has had a food deficit for three years. Large-scale procurement of locally produced staples such as rice is discouraged by the Government, but WFP is purchasing several foods locally, including wheat-soya blend.</p> <p>a) Under the country strategy, WFP will seek to support farmers producing and marketing staple foods and will set up pilots accordingly. Discussions with potential partners are ongoing. The country office will seek additional expertise.</p> <p>b) Similarly, home-grown school feeding will be assessed and piloted in selected areas.</p> | <p>December 2010</p> <p>December 2011</p> <p>December 2011</p> |
| <p>5. Refine WFP's nutrition/mother-and-child health care (MCH care) programming further, and demonstrate the impact. This will involve:</p> <p>a) consolidation in fewer districts, reaching more village development committees (VDCs) in each district until further funding is secured;</p> <p>b) sustaining and enhancing WFP's existing emphasis on infant-and-child feeding practices, health, nutrition and hygiene education, and alignment with the messages of Helen Keller International, UNICEF and other nutrition actors;</p> <p>c) adapting the micronutrient powder (MNP) strategy to improve coverage and the sustainability of outcomes, and to avoid overlap with beneficiaries of MCH care fortified food;</p> | Country office | <p>Agreed. An impact study of MCH care programmes will be undertaken. As part of the National Nutrition Action Plan and in consultation with partners, WFP will redefine its nutrition interventions.</p> <p>a) Targeting will be reviewed to consolidate WFP interventions and other planned initiatives such as community-based nutrition initiatives.</p> <p>b) WFP will promote improved coordination of information dissemination in coordination with partners in support of the Ministry of Health and Population.</p> <p>c) Under the new PRRO, children aged 6–59 months in targeted food-insecure communities will receive micronutrient powder as targeting shifts from households to communities.</p> <p>Where MCH care programmes are implemented, micronutrient powder is no longer distributed.</p> | <p>March 2011</p> <p>December 2010</p> <p>October 2010</p> <p>Completed</p> |



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| <p>d) enhanced attention to capacity development of Ministry of Health and Population staff and women community health volunteers, and to the delivery of health/nutrition education messages; and</p> <p>e) regular monitoring and evaluation of activities, using appropriate outcome indicators.</p> | | <p>d) WFP will continue to enhance the capacity of health staff under the MCH care programme as the country office increases its nutrition capacity. Additional capacity development will be carried out for staff of the Ministry of Health and Population, with which an action plan will be developed.</p> <p>e) All interventions have defined outputs and outcomes with indicators and targets for monitoring.</p> <p>Since April 2010, nutrition data are collected through regular monitoring by partners, WFP and the Government and through surveys and WFP's food-security monitoring.</p> <p>Case studies will be conducted to establish synergies between components.</p> <p>To enhance the monitoring of nutrition status, the WFP-supported food-security monitoring system incorporates nutrition indicators that are analysed with the support of Helen Keller International. The first report is due in September 2010</p> | <p>March 2011</p> <p>Ongoing</p> <p>Completed</p> <p>December 2010</p> <p>September 2010</p> |
| <p>6. Combine food-for-education (FFE) and Girls' Incentive Programme (GIP) activities with other education improvement activities implemented by the Ministry of Education, UNICEF and NGOs, to ensure that the quality of education does not deteriorate with increased enrolment and retention.</p> | Country Office | Agreed. The government School Sector Reform Plan (2009–2015) emphasizes quality of education. It is funded by multilateral donors such as the World Bank and the Asian Development Bank. WFP is partnering Open Learning Exchange, which also focuses on quality of education by providing computer-based learning materials related to the Nepali curriculum. WFP will seek partnerships as part of the school sector reform plan. | Ongoing |
| <p>7. Select partner NGOs with greater transparency and clear selection criteria, because of high politicization. Partner selection criteria should include the ability to contribute resources to implementation.</p> | Country office | Criteria were established for the selection of NGO partners, including access to complementary resources, and used to select partners for the new PRRO. The criteria will be regularly reviewed to ensure relevance. The review and decision-making process is recorded to ensure transparency. | Completed |



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| <p>8. Foster women's participation within the country office and among cooperating partners. Sub-offices should continue to address the issue of low representation of women in their staffs, to provide positive role models. This will also help sub-offices to link more directly to women in beneficiary communities, and to identify concerns and factors affecting women's participation.</p> | Country office | <p>Agreed. In line with WFP's gender policy and enhanced commitments to women, the country office will continue to encourage women to apply and will give preference to equally qualified women.</p> <p>WFP supports an intern programme that provides opportunities for disadvantaged groups to gain work experience; 50 percent of the participants should be women.</p> <p>The country office will train all staff in improving the participation of women at the project level, and will raise awareness among partners by including guidance in field-level agreements.</p> <p>Gender equality and social inclusion are among the criteria for selecting partners.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>December 2011</p> |
| <p>9. Enhance WFP's role in policy dialogue. The country office should work across sectoral divisions, using its position and influence within the food security, agriculture, local development and nutrition sectors to promote greater synergy in tackling chronic food insecurity and stunting.</p> | Country office | <p>Agreed. See also recommendations 1 and 2.</p> <p>WFP plans to lead the dialogue on durable solutions for populations that are food and nutrition insecure. This will include improving coordination among development partners and the Government in relation to interventions that influence food and nutrition security through a revitalized national food security coordination forum. WFP will help the Government to create a comprehensive food security and nutrition plan.</p> <p>WFP will help the Government to develop national food security monitoring, assessment and analytical capacities and will seek to integrate aspects of the current Nepal Food Security Monitoring System (NeKSAP) into a Government-supported system.</p> <p>WFP will continue to use NeKSAP and its analytical capacity to develop information products to guide Government decision-making and increase awareness of food insecurity and undernutrition.</p> | December 2012 |
| <p>10. Strengthen monitoring and evaluation of programme activities. Baseline and end-line surveys are critical for measuring impact. WFP should monitor areas where multiple activities are carried out, to capture synergistic programme impacts.</p> | Country office | <p>See recommendation 5</p> <p>Agreed. Consolidation of programmes into fewer areas will enable WFP to improve the current monitoring system with modules that measure synergies between programmes.</p> <p>The monitoring and evaluation system set up for the country programme is under review to ensure that impact is measured. Baselines and end lines for all implemented activities will be established.</p> | December 2011 |



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| <p>11. Identify regions where local production is sufficient to allow local procurement without causing shortages or market distortion. Local procurement is important for stimulating local production and providing markets for farmers. In areas where farmers sell some of their produce, there is opportunity for introducing home-grown school feeding, linking children with traditional food sources and providing an additional local market for farmers.</p> | Country office | Agreed. See recommendation 4. The country office will implement this recommendation on the basis of the assessments. | December 2012 |

