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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT CHAD COUNTRY PORTFOLIO (2003–2009)

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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.

Director, RMP*:	Mr C. Kaye	tel.: 066513-2197
Senior Programme Adviser, OD**:	Mr P. Rodrigues	tel.: 066513-2361
Chief, RMPP***:	Mr K. Owusu-Tieku	tel.: 066513-3018
Performance Management Officer, RMPP:	Ms M. Hassinen-Agoya	tel.: 066513-3752

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms I. Carpitella, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

* Performance and Accountability Management Division

** Operations Department

*** Performance Management Branch

BACKGROUND

1. This document presents the management response to the recommendations of the country portfolio evaluation of WFP's assistance to Chad (2003–2009).
2. The Secretariat appreciates the recommendations concerning WFP's future programme portfolio in Chad. In consultation with stakeholders, the country office will initiate a country strategy process to address the factors that were found to be limiting WFP's performance. The country office will also work with stakeholders to enhance its partnerships with a view to improved operational efficiency and synergies.

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE
SUMMARY EVALUATION REPORT CHAD COUNTRY PORTFOLIO (2003–2009)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>1. <i>The country office should develop a clear five-year strategy and vision for the overall country portfolio, which would permeate all country office operations and guide programme decisions and resource allocation, with a view to increasing impact and sustainability.</i> Senior country office staff, especially the country director, the deputy country director and heads of units, should participate in the strategy development process with senior managers from technical units at the regional bureau and Headquarters, to ensure that the engagements are realistic and implementable. Consultation with major stakeholders, including the Government, other United Nations agencies, multilateral and bilateral donors and NGOs, is also recommended, to ensure realism, relevance and coordination. External facilitation is recommended to ensure a well-articulated process.</p>	Country office	The country office will initiate the country strategy process, supported by the regional bureau and the Performance and Accountability Management Division. The strategy will build on experience and identify WFP's comparative advantages in supporting the Government in improving food and nutrition security. The process is aligned with the United Nations Development Assistance Framework (UNDAF) and will focus on repositioning WFP and guiding its programmes.	June 2011
<p>2. <i>The country office should develop a management approach that supports implementation of the strategy and attainment of the vision, by integrating decision-making across the entire country portfolio.</i> The breadth of decisions and challenges across all operations requires a clearly articulated management approach that increases responsiveness to field requests, allows the country office to adapt to changing needs, and improves operational efficiency and effectiveness. Several specific actions are recommended:</p> <ul style="list-style-type: none"> a) Develop a detailed framework, specifying who is responsible for routine and exceptional decisions and who should be informed. b) Give increased responsibility – with proper oversight by senior manager – to sub-offices, especially the Abeche office in eastern Chad. c) Prepare a more detailed and integrated annual work planning process, describing major activities, roles and responsibilities to guide and empower sub-office managers. d) Develop a strategy to ensure that sufficient staff are available, taking into consideration rest and recuperation, etc., and that staff live and work in adequate conditions. 	Country office	<p>The country office reviewed its organization in June 2010; a further review is planned in line with the strategy planning process (see recommendation 4). The review resulted in improvements in the number and quality of staff, ensuring smooth implementation of WFP operations under two deputy country directors. The new decentralized structure delegates most operational decisions to the field.</p> <p>Field-level agreements with government counterparts and implementing partners are being concluded. The capacity of partners is being reinforced; this is funded from the other direct operational cost budgets of the operations.</p> <p>An annual work plan was prepared in February 2010; a mid-term review will take place in September 2010.</p>	December 2010



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Recommendations	Action by	Management response and action taken	Implementation deadline
<p>3. <i>The cost of implementing programme activities should be reviewed during development of the WFP country strategy for Chad, with a view to lowering the high costs of implementing projects in Chad.</i> It is recommended that a complete portfolio review be conducted to see where cost synergies can be gained, such as by clustering activities in smaller areas, etc.</p>	Country office	The country office plans to review the possibility of combining some operations by the end of 2011 (see recommendation 7).	December 2011
<p>4. <i>Given the size and complexity of the portfolio, the country office, the regional bureau and Headquarters should clearly identify what technical support and backstopping are required from the regional bureau and Headquarters and should give more consideration to staffing needs and staff rotations, to ensure smooth portfolio implementation and management.</i></p>	Country office	In line with the strategy planning process, the country office will again review its organization in 2011 to align staffing with the operational structure required to implement the strategy.	May 2011
<p>5. <i>The country office's systems and standards must be strengthened, to increase operational efficiency and reinforce programmes.</i> The country portfolio faces a complex mix of operational challenges, technical demands and reporting requirements. To enhance efficiency, simple systems and standards for communication, programming, monitoring and reporting should be put in place and communicated throughout WFP and to stakeholders. The administrative, financial and programme systems should be coordinated and aggregated to support efficient decision-making and an understanding of trade-offs.</p>	Country office	<p>Once the country strategy document has been prepared, the country office will organize implementation workshops with partners.</p> <p>Joint evaluation, monitoring and evaluation training, independent post-distribution monitoring and standardized approaches are already being implemented.</p>	<p>March 2011</p> <p>March 2011</p>
<p>6. <i>The country office should develop a systematic approach with its main partners, to strengthen partnership, integration and coordination with the Government.</i> There is also need for a high-level strategy that engages and commits the Government. This will involve frank dialogue with senior government officials and will reconnect WFP to the Ministry of Planning and Economics, which has a coordination role. The focus should not be on “what you can do for me”, but on “what we can accomplish together”, and how. WFP could use existing United Nations coordinated structures as a forum for facilitating this.</p>	Country office	<p>This recommendation is in line with the objective of ensuring that WFP programmes are aligned with the Chad Poverty Reduction Strategy Paper and UNDAF. This will involve engaging the Government at higher levels during the country strategy process and development of WFP interventions.</p> <p>The country office will develop a joint plan of action with the ministries of planning, education, agriculture and social affairs and with FAO, UNDP, UNICEF, UNESCO, WHO and the World Bank.</p>	June 2011





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Recommendations	Action by	Management response and action taken	Implementation deadline
<p>7. <i>The country office should review the scope and content of activities, and the potential for integrating them both within operations and across programme categories. This would help ensure focused efforts towards high-level performance and results.</i> It is recommended that a formal review be conducted looking at each operation and across operations. It should be conducted with support from the regional bureau and Headquarters with the involvement of the Government and other United Nations agencies to ensure that realistic expectations are conveyed to stakeholders and to promote ownership and buy-in.</p>	Country office	In view of the complex operating environment, the country office needs to be prepared to launch multiple operations in response to emerging needs. All current projects will end in December 2011, so the country office will review the situation as part of the country strategy process and promote synergies where possible.	October 2011
<p>8. <i>The country office needs a fully qualified public relations officer to ensure that the message of WFP's good work is communicated and that important emergency situations receive sufficient attention.</i> This would avoid misinformation and poorly coordinated messages about WFP's role and good work, while helping to highlight the food security situation and assistance needs of the host population in eastern Chad and the Sahelian zone.</p>	Country office	The country office employed a consultant as public information officer early in 2010. A staff position has since been created and recruitment is ongoing.	November 2010