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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE JOINT THEMATIC EVALUATION OF FAO AND WFP SUPPORT TO INFORMATION SYSTEMS FOR FOOD SECURITY

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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. This document presents the Secretariat's response to the recommendations of the first joint independent evaluation "Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security".
2. The Secretariat appreciates the recognition accorded to the FAO and WFP collaboration and the recommendations to strengthen and sustain the joint project. It notes the challenges and will take action to address the recommendations as presented in the matrix.
3. This joint response further demonstrates the importance the Secretariat attaches to the ongoing collaboration among the Rome-based United Nations agencies.





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Recommendations	Action by	Management response and action taken	Implementation deadline
STRATEGIES			
<p>Recommendation 1.1: FAO and WFP should each develop corporate information systems for food security (ISFS) strategies for the range of their ISFS work at national, regional and global levels based on overall goals defined jointly and including means and plans for implementation.</p> <p>The strategies should clearly differentiate between ISFS support – such as generation of models, methods, and tools, capacity development and technical advice – and direct execution of ISFS. The corporate strategies should be based on analysis of comparative advantages of major ISFS stakeholders, for instance other United Nations agencies, development banks, INGOs, donors, and inter-governmental organizations, in providing ISFS support at different levels. This analysis should be based on an open and continuous dialogue with the different stakeholders putting special emphasis on the long-term functionality of the ISFS. Given the global leadership of FAO and WFP in ISFS work, both agencies' Governing Bodies should take responsibility to ensure that these well-coordinated corporate ISFS strategies and business plans are prepared and implemented.</p> <p>When preparing these strategies:</p> <ul style="list-style-type: none"> ➤ FAO should develop its strategy as part of its ongoing reform process to ensure improved coordination of overall FAO support to ISFS, thereby ensuring greater efficiency. Major elements of the strategy should be a restructured Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS) Secretariat building on the positive integration of the FIVIMS Secretariat into the Food Security and Agricultural Projects Analysis Unit (ESAF) and maximizing collaboration with the new phase of the Food Security Information for Action (FSIA) project. As part of the strategy development, FAO's global ISFS products should undergo a user analysis. 	<p>FAO and WFP (Food Security Analysis Service (ODXF)) each</p>	<p>WFP (ODXF) will prepare a corporate ISFS strategy, which will be in line with the joint FAO/WFP ISFS strategy (see 1.2).</p> <p>This strategy will include:</p> <ul style="list-style-type: none"> ➤ an in-country ISFS approach based on supporting and institutionalizing a national inter-ministerial/-sectoral food security body, complemented by FAO, WFP and various partners; ➤ capacity-building of WFP country offices (mainly vulnerability analysis and mapping (VAM)), governments and partners, in collaboration with FAO and other development partners; ➤ the prioritization of low-income, food-deficit countries – where VAM should be present – and solutions for countries without VAM; ➤ provision of resources for this corporate strategy, including VAM presence and in-country ISFS activities. 	<p>December 2010</p>

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<ul style="list-style-type: none"> ➤ WFP should include the maintenance of an effective food security information capacity in all low-income and food-deficit countries, including countries that are not affected by acute emergencies or immediate humanitarian demands. This country-level ISFS should function in close collaboration with FAO and other relevant partners. 			
<p>Recommendation 1.2: FAO and WFP should develop a joint FAO/WFP ISFS strategy based on their identified comparative advantages.</p> <p>The corporate ISFS strategies should be complemented by a joint FAO/WFP ISFS strategy, which should include operational plans for complementary and joint ISFS support. This joint strategy development process should be closely monitored by the two agencies' Governing Bodies whose role as critical ISFS stakeholders should be recognized.</p> <p>The joint FAO/WFP ISFS strategy should include:</p> <ul style="list-style-type: none"> ➤ awareness-raising and advocacy activities on the importance of well-functioning ISFS; ➤ a strategy for mobilization of much-needed new investments in FAO/WFP joint food security diagnostics to strengthen national as well as global ISFS capacities; and ➤ guidelines for integration of FAO and WFP ISFS work and ISFS work in general into coordination and harmonization frameworks such as One UN, the common country assessments, United Nations Development Assistance Frameworks, Poverty Reduction Strategies, donor country strategies, etc. 	FAO and WFP jointly	<p>Starting in December 2009, WFP (ODXF) and the FAO Sustainable Development Division (ESDD) will meet regularly and draft a joint strategy. The development of the strategy will include the identification of activities that will be jointly executed (such as in-country capacity development and/or food security assessment and analysis work), are complementary, and/or include activities to be executed individually by the two organizations.</p> <p>Awareness-raising and advocacy will be part of the joint ISFS and communication strategies and will include proposals for mobilization of resources to ensure the smooth functioning of the ISFS.</p> <p>WFP and FAO will be proactive in integrating ISFS information into coordination and harmonization frameworks at the country level.</p>	<p>June 2010</p> <p>June 2010 /December 2010</p> <p>Ongoing</p>





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LEADERSHIP			
<p>Recommendation 2: FAO and WFP should jointly maintain and strengthen their leadership in ISFS.</p> <p>FAO and WFP should jointly invest in maintaining and strengthening – and in the case of FAO, to a great extent reclaiming – their leadership in ISFS development and implementation, based on the analysis of comparative advantages and policy decisions made during the development of the ISFS strategies.</p> <p>In order to maintain and strengthen the ISFS leadership the following should be prioritized:</p> <ul style="list-style-type: none"> ➤ As early as possible, FAO and WFP should jointly organize an informal, multi-stakeholder group including United Nations agencies, INGOs, donor governments, national and regional ISFS, research institutions, the international media, and other important ISFS stakeholders. The multi-stakeholder groups should focus on future ISFS institution-building. This should be along the lines of the original FIVIMS, but under a joint FAO/WFP leadership, and redesigned and renamed to learn from and avoid failures of the past. It will be particularly important to ensure that the multi-stakeholder group set realistic goals and work according to a rolling five-year business plan updated every year. The group should consider how best to establish a global ISFS network with a focus on national ISFS, supported by sub-regional, regional, and global ISFS. The ultimate goal of the ISFS multi-stakeholder group would be to identify how to sustain collaboration for more effective and continuous ISFS institution-building. In this context, WFP should ensure that the positive experience from the expert groups established under the Strengthening Emergency Needs Assessment Implementation Plan (SENAIP) is used to establish similar working groups to support this informal group, with FAO closely involved 	FAO and WFP jointly	<p>FAO and WFP have jointly provided technical leadership on ISFS including through: the development of methodologies for undertaking specialized assessments and analyses at regional and country levels, in addition to joint analyses of global crises such as the food, fuel and economic/financial crises; the Global Partnership in support of the application of the Integrated Food Security Phase Classification (IPC); and a joint programme to model the impact of the various natural or economic crises. FAO and WFP will continue to provide and strengthen their technical leadership on ISFS based on their comparative advantages, including by investing in advanced technologies and new techniques to keep up with advances in the field and global challenges.</p> <p>As part of the joint ISFS strategy development, a multi-stakeholder group will be considered taking into account existing fora, such as the (reformed) Committee on World Food Security (CFS), in addition to work undertaken by the thematic clusters and the interagency technical frameworks, such as the IPC.</p> <p>WFP-supported ISFS, in collaboration with FAO and other key partners, will broaden food security analysis to support information needs beyond guiding food assistance-related programme decisions in order to be more relevant to all food security stakeholders.</p>	<p>June 2010</p> <p>Ongoing</p>

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<ul style="list-style-type: none"> ➤ WFP's leadership role in supporting ISFS should be widened beyond being just a means for corporate effectiveness and should be designed to equally serve decision-making by partners not directly involved in decisions related to WFP's food assistance. WFP's ISFS support should thus be defined in part as a public good similar to that of FAO. 		The ISFS strategy will include the identification of food security information needs of a wide range of decision-makers to ensure that WFP food security products are part of a global public good.	December 2010
TECHNICAL SUPPORT			
<p>Recommendation 3: FAO and WFP should promote ISFS which respond to identified needs</p> <p>FAO and WFP must each ensure that ISFS at all levels have the technical capacities to provide the types of information and analysis needed by decision-makers for today's and tomorrow's food security challenges.</p> <p>In order to provide the most useful and appropriate technical support FAO and WFP should:</p> <ul style="list-style-type: none"> ➤ regularly undertake strategic analyses of food security information needs of intended, actual and potential decision-makers. This work should preferably be undertaken jointly and should give special attention to potential future threats to food security. ➤ jointly advocate for an agreement on a core set of indicators for integrated measurement of food security, including nutrition, building on already established initiatives such as the Standing Committee on Nutrition's Task Force on Assessment, Monitoring and Evaluation, which is co-chaired by FAO and WFP. 	FAO and WFP each and jointly	<p>The joint FAO/WFP ISFS strategy and the corporate WFP ISFS strategy will include a process to identify information needs of key stakeholders. The ISFS communication strategy will identify channels and tailor messages to best meet the needs of key stakeholders at local and international levels.</p> <p>WFP and FAO are among key partners contributing to the development of the IPC, which is identifying a core set of indicators for classifying the severity of food insecurity. Both WFP and FAO are members of the inter-agency Needs Assessment Task Force that is identifying a core set of food security indicators for inclusion in inter-agency assessments.</p>	<p>June 2010/ December 2010</p> <p>Ongoing</p>





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SUSTAINABILITY			
<p>Recommendation 4: ISFS support should promote long-lasting national multi-stakeholder ISFS partnerships.</p> <p>In seeking to achieve “sustainability” of national ISFS, FAO and WFP should each discuss with funding partners to reconsider the usual working definition of sustainability, which presumes continuation of benefits under exclusively national funding and management. In the case of ISFS, donors and other partners are users as well as supporters, and “sustainability” should be redefined to mean “continuation of benefits under long-term multi-stakeholder funding and partnership.”</p> <p>To promote long-lasting national ISFS, FAO and WFP should each:</p> <ul style="list-style-type: none"> ➤ continue to support the development of national ISFS based on multi-stakeholder partnerships and networks, focusing on the production of consensus-based information. Whenever possible, FAO and WFP should privilege joint ISFS work between the two agencies; ➤ base their capacity development work on systematic capacity needs assessments, including the policy, institutional/organizational and individual levels; and ➤ consider the joint development of a set of guidelines for ISFS capacity needs assessments. 	FAO and WFP each	<p>FAO and WFP fully recognize the importance of a multi-stakeholder approach of supporting the longer-term sustainability of ISFS capacity at regional and country levels.</p> <p>WFP will continue its current practice to support multi-stakeholder groups and networks, which will be a core element of the corporate and joint WFP/FAO ISFS strategy.</p> <p>Capacity needs assessments will be conducted and will be part of both the corporate WFP and joint WFP/FAO ISFS strategies.</p> <p>A set of principles to assure capacity-building of partner institutions and not only of individuals within these institutions will be part of the joint WFP/FAO ISFS strategy.</p>	<p>Ongoing</p> <p>Starting second half 2010</p> <p>June 2010</p>

