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## **EVALUATION REPORTS**

**Agenda item 7**

*For consideration*



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## **MANAGEMENT RESPONSE TO THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF THE EFFECTIVENESS OF WFP LIVELIHOOD RECOVERY INTERVENTIONS**

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

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## BACKGROUND

1. This document presents the Secretariat's response to the recommendations of the summary report of the strategic evaluation of the effectiveness of WFP livelihood recovery interventions.
2. The Secretariat acknowledges the importance of implementing the report's recommendations to improve the efficacy of its livelihood interventions, and will take action to address the recommendations.
3. The Secretariat's responses to the recommendations are presented in the matrix.

**RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX**  
**SUMMARY REPORT OF THE STRATEGIC EVALUATION OF THE EFFECTIVENESS OF WFP LIVELIHOOD RECOVERY INTERVENTIONS**

	Action by	Management response and action taken	Implementation deadline
<b>Issues for the future</b>			
<p>1. WFP needs to define more clearly what its role should be in recovery contexts and then demonstrate that it can programme recovery-related activities more effectively to secure wider donor support. Headquarters and senior management must signal that livelihood-recovery programming has higher priority by allocating more resources to define policies, issue programme guidance and develop the skills of operational staff so that they are better equipped to support livelihood recovery.</p>	Programme Design Service (OMXD)	Agreed. OMXD and regional programme advisers have agreed on a 2009 action plan that includes the selection of one country in each region for increased support in programme design. Planning will involve additional staff for hands-on learning; lessons learned will be used to refine planning processes and training and support for staff.	31 December 2009
	OMXF	Agreed. Livelihood analysis skills will be developed through the OMXF capacity project.	March 2010
<p>2. In terms of livelihood objectives, a continuing difficulty is that WFP bases recovery objectives on the idea that food assistance will be phased out as people become more self-reliant. In many least developed countries where most people live at or below the poverty line and are subject to recurring shocks, this is simply unrealistic and sets projects up to fail or continue indefinitely. In protracted crises and contexts with high levels of chronic poverty, livelihood recovery objectives may need to be more modest and longer-term; WFP may need to accept that ongoing reliance on relief is necessary. WFP may also need to be more active in linking beneficiaries of food assistance with other forms of livelihood support provided by other actors.</p>	OMXD	Agreed. The project design missions will incorporate this understanding of phase-out. The Strategic Plan (2008–2011) increases the emphasis on: i) safety nets; ii) collaborative and complementary partnerships including United Nations reform; and iii) enabling government ownership for hand-over. These emphases will lead to a more robust approach to assessing vulnerability.	31 December 2009 onwards





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Recommendations	Action by	Management response and action taken	Implementation deadline
<p>b) OMXD support country offices in developing a clearer livelihood-recovery rationale, clearer livelihood objectives and more robust exit strategies for recovery activities.</p> <p>c) exit strategies include advocacy with donors who fund development and with recipient governments to develop policies and programmes to address needs previously covered by WFP.</p>		<p>Agreed. The intent of this recommendation will be addressed by the strategy already described under items 1 and 2 above. Essentially, by refining the core planning process; enhancing staff training and support; and implementing the strategic shifts of the new Strategic Plan (greater emphasis on safety nets, collaborative and complementary partnerships including through United Nations reform, and enabling government ownership for hand-over), more effective programming will result. More effective programming will include developing a clearer livelihoods recovery rationale, clearer livelihood objectives and stronger exit strategies for activities considered to be recovery activities.</p> <p>The refinement of core planning will include necessary consensus-building processes that will establish more comprehensive programmes, including definition of government (and other partners') ongoing responsibilities during and after WFP-supported interventions.</p>	31 December 2009 onwards
<b>Programme Implementation and Efficiency</b>			
<p>5. It is recommended that:</p> <p>a) WFP maintain dialogue with donors about options for tackling the structural constraint imposed by WFP's tonnage-based funding model;</p> <p>b) greater efforts be made at country offices to generate additional resources for recovery activities;</p>	<p>Finance and Legal Division</p> <p>Government and Donors Relations Division (REG)</p>	<p>Agreed. This recommendation will be addressed as part of the wider financial policy framework review.</p> <p>Agreed. WFP is reviewing its resource mobilization strategy to adjust to the changing global funding environment; strengthening country office resource mobilization is an important element of the strategy. WFP is investing in country-level resource mobilization efforts by: i) incorporating fundraising skills in manager and leadership training; and ii) strengthening exchange of information among Headquarters, regional bureaux and country offices concerning donors.</p> <p>Country-specific funding strategies are being formulated for high-priority operations. Initial guidance has been provided as part of the preparation of Country Strategy Documents.</p> <p>REG is supporting country offices to mobilize funds from pooled funding mechanisms and decentralized and bilateral donor budgets, and to encourage governments to contribute to WFP operations in their own countries.</p>	<p>Ongoing</p> <p>June 2009; ongoing</p> <p>September 2008; ongoing</p> <p>Ongoing</p>



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c) greater investment be made at the Headquarters and regional bureaux levels in rolling out livelihood-recovery policies and programming standards to the country office level;	OMXD	Agreed. Policy and programme staffing levels and competencies have been reinforced to improve support for operations.	Implemented
d) WFP invest more in professional development opportunities training for WFP and cooperating partner staff to enhance their skills in needs assessment, planning, programming and monitoring and evaluation (M&E) in recovery contexts;	OMXD	Agreed. In addition to the plans in the responses above, there will be more focused capacity-building to provide more robust skills to support the Strategic Plan (2008–2011). Livelihood and response analysis skills will be developed through the capacity-building projects.	2009 and onwards
e) WFP develop the skills of its staff with a view to enabling them to engage more effectively in policy debates on social protection and in analysis of the role of WFP in transitions to government-owned safety nets;	Policy, Planning and Strategy Division (OEDP)	In line with the Strategic Plan (2008–2011), WFP is developing capacities as recommended in existing training. OEDP has, for example, attended World Bank training on “Designing and Implementing Effective Safety Nets” and Economic Policy Research Institute training in “Designing Social Transfer Programmes”. It will also attend the forthcoming World Bank/WFP meeting on social safety nets. Participation in similar initiatives in the future will be considered.	March 2010
f) WFP continue to develop its capacity to plan and implement cash-based responses where these are appropriate;	OMXD	Agreed. This is being implemented: a new unit has been formed in OMXD and there is cooperation among OEDP, OMXF and OMXD to support country offices.  Technical guidance for EFSAs on cash and voucher responses will be developed.	Ongoing
	OEDP	In line with the WFP Strategic Plan (2008–2011) and the “Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges” policy (WFP/EB.2/2008/4-B), WFP is increasingly using cash and voucher-based food assistance where appropriate. WFP is developing its capacity to assess, plan and implement such programmes and is adopting best practices from pilots. The policy recognizes that cash and voucher transfers could be important in contexts of recovery and rebuilding and the expansion of livelihood opportunities.	December 2009



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<p>g) WFP recognize that levels of food assistance will often have to be increased from current levels and combined with relief to enable disaster-affected people to rebuild livelihoods. Given that timeframes for livelihood recovery are often too short, it is recommended that WFP implement recovery activities earlier and at the same time as relief, where this is appropriate. WFP also needs to guard against premature phasing out of relief and to make a strong case to donors for continued support where it is appropriate.</p>	OMXD	Agreed. This recommendation will be addressed through the roll-out of the Strategic Plan (2008–2011). Regular reassessments of needs will lead to evidence-based adjustment of the recovery components of ongoing programmes.	Ongoing
<p>6. It is also recommended that WFP:</p> <p>a) find ways to scale-up recovery support while maintaining the capacity to continue relief, because recovery activities tend to be implemented on a smaller scale than relief;</p> <p>b) do more to encourage other recovery actors to fund and implement other forms of livelihoods support.</p>	<p>OMXF</p> <p>OMXD</p> <p>Government Donor Relations Division (REG)</p>	<p>OMXF capacity-building targets staff of WFP and partners with a view to sensitization on livelihood and recovery issues. VAM joint assessments in the field lead to consensus among partners in situation analyses and response options.</p> <p>OMXD will integrate consensus-building with other stakeholders to improve linkages with actors in recovery and livelihood support.</p> <p>REG will sensitize country directors, deputy country directors and programme staff on the need for a broader range of recovery and funding partners by focusing on the following issues identified by donors: i) implementation partnerships; ii) links to needs assessments; iii) improved logframes with clearer presentation of indicators and outcome measurement; iv) identification of complementary resources; v) sustainability; vi) hand-over strategies; and vii) development activities carried out as part of recovery programmes. Improving the design and presentation of recovery components will help regional bureaux and country offices to advocate with donors for support for recovery.</p>	<p>March 2010</p> <p>Ongoing</p> <p>Throughout 2009</p>





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Recommendations	Action by	Management response and action taken	Implementation deadline
<p>c) do more to review its partnership arrangements and assess the capacities and performance of cooperating partners. WFP should share responsibility for the adequacy, safety and sustainability of FFA with its cooperating partners to ensure that issues of quality and sustainability are adequately addressed;</p> <p>d) do more to analyse the impact of food assistance in relation to its support for recovery processes and people's efforts to build more resilient livelihoods. This will require greater collaboration between VAM units and M&amp;E staff.</p>	External Relations Division (RER)	RER and the Programme Design and Support Division (OMX) and the Logistics Division (OML) are finalizing a training module that will help country offices to plan and implement standard field-level agreements with cooperating partners in a consistent manner. The objectives include strategy, selection and quality assurance in relation to partners, and assessment of capacity and performance.	31 May 2009
	OMXD	OMXD will improve cooperating partner selection and programme design by providing standards and support.	2009 and onwards
	OMXF and OMXD	<p>OMXF and OMXD are using standardized indicators to link assessment and monitoring data. Vulnerability assessment and mapping (VAM) and monitoring and evaluation functions have been integrated in most countries.</p> <p>OMXD will put in place measures to assess the effectiveness of strategies.</p>	<p>Ongoing</p> <p>31 December 2009</p>



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## ACRONYMS USED IN THE DOCUMENT

EFSA	emergency food security assessment
M&E	monitoring and evaluation
OEDP	WFP Policy, Planning and Strategy Division
OML	WFP Logistics Division
OMX	WFP Programme Design and Support Division
OMXD	WFP Programme Design Service
OMXF	WFP Food Security Analysis Service
REG	WFP Government Donor Relations Division
RER	WFP External Relations Division
SRF	Strategic Results Framework (2008–2011)
VAM	vulnerability analysis and mapping