

برنامج
الأغذية
العالمي



Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Second Regular Session**

Rome, 27–30 October 2008

EVALUATION REPORTS

Agenda item 6

For consideration

E

Distribution: GENERAL

WFP/EB.2/2008/6-A/Add.1

26 September 2008

ORIGINAL: ENGLISH

MANAGEMENT RESPONSE TO THE SUMMARY REPORT OF THE THEMATIC EVALUATION OF WFP'S HIV AND AIDS INTERVENTIONS IN SUB-SAHARAN AFRICA

This document is printed in a limited number of copies. Executive Board documents are available on WFP's website (<http://www.wfp.org/eb>).

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, Change Management OED*: Mr S. Sharma tel.: 066513-2700

Senior results-based management Mr K. Owusu-Tieku tel.: 066513-3018
Officer, OED:

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).

* Office of the Executive Director



BACKGROUND

1. This document presents the Secretariat's response to the recommendations of the Summary Report on the Thematic Evaluation of WFP's HIV and AIDS Interventions in Sub-Saharan Africa.
2. The Secretariat notes that the report highlights the following:
 - i) Implementation of the Programming in the Era of AIDS: WFP's Response to HIV/AIDS policy was pioneering and ground-breaking.
 - ii) In spite of funding constraints, WFP has raised the profile of food and nutritional responses to HIV and AIDS among food-insecure people.
 - iii) HIV and AIDS activities are implemented in more than half of the countries assisted regularly by WFP.
 - iv) Most of WFP's HIV and AIDS activities are implemented in southern Africa, where the impact of HIV and AIDS has been most significant during the past decade.
3. The Secretariat acknowledges the following observations by the evaluators:
 - i) The policy did not establish a results framework for assessing the effectiveness and impact of HIV and AIDS interventions.
 - ii) Weaknesses in providing robust and systematic evidence of results and monitoring and evaluation (M&E) have not been remedied to enable WFP to assess fully the effectiveness and impact of HIV and AIDS interventions.
 - iii) The targeting of assistance in WFP's HIV and AIDS interventions in sub-Saharan Africa was weak.
4. The Secretariat believes that there is significant value in implementing the report's recommendations to improve the effectiveness of future HIV and AIDS interventions, and agrees in principle to address the report's recommendations.
5. The Secretariat's responses to the recommendations are presented in the attached matrix.

ANNEX: RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>1. The Thematic Evaluation recommends that WFP's HIV and AIDS Policy be revised to reflect the realities, experience and knowledge base that have evolved since 2003. Policy objectives and a results framework should be clarified in the revision process. Furthermore, the strategy should be refined to make optimal use of limited resources and adapted to enable [country offices] to respond to local needs and the realities of their budgets. In this way [country offices] might be supported to achieve a higher quality of measured outputs, albeit within a reduced scope.</p>	<p>Policy, Planning and Strategy Division (OEDP) and Programme Design Service (OMXD)</p>	<p>The Secretariat agrees with this recommendation. A policy document will be submitted to the Board in late 2009 that will: i) reflect new programming and funding realities; ii) set out WFP policy on HIV programming and a framework of objectives and implementation strategies; and iii) offer a practical interpretation of WFP's mandate in HIV programming in view of operational realities and current financing for AIDS programmes. A results matrix has been developed for the Strategic Plan (2008–2011) that outlines expected results and associated indicators, and project and corporate targets including those for HIV programming.</p>	<p>November 2009</p>
<p>2. Indicators relating to WFP HIV and AIDS activities should be rapidly developed, made mandatory and, as far as possible, standardized. In this way WFP will be able to better gauge the effectiveness of its inputs and make informed programming adjustments. Adequate resources should be allocated to train implementing partners (IPs) and WFP country offices and sub-office staff on the collection of monitoring data to inform on adherence to [anti-retroviral therapy] ART and [directly observed treatment with short-course chemotherapy] DOTS and attendance at [prevention of mother-to-child transmission] PMTCT appointments. Where appropriate, baseline and subsequent body weight measurements should be taken of beneficiaries participating in WFP programmes supporting treatment and care (for example, ART, DOTS and home-based care) as an indicator of the effectiveness of approaches to Strategic Objective 3.</p>	<p>OEDP and OMXD</p>	<p>The Secretariat agrees and is adjusting its monitoring framework and corporate indicators to report progress against the Strategic Plan (2008–2011); the evaluation comments will be taken into consideration in this context. Developing standard mandatory indicators for measuring HIV and AIDS outcomes is a technical challenge because there is no consensus on them among United Nations agencies and partners. Issues involving privacy of personal information and potential stigmatization were revealed in WFP's pilots of indicators such as weight gain and treatment adherence; the collection of data on tuberculosis (TB) completion rates and attendance and enrolment rates of orphans and other vulnerable children (OVC) was more successful. The Secretariat will continue its work with partners to develop indicators and training to improve programme monitoring. A monitoring toolkit will be published towards the end of 2008 to guide design, implementation and monitoring of HIV food-assisted projects.</p>	<p>December 2008</p>



ANNEX: RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>3. Given the lack of clarity regarding [the Joint United Nations Programme on HIV/AIDS] UNAIDS Division of Labour (DOL) lead roles, the new structures that have assumed the roles of [the HIV/AIDS Service] PDPH in WFP should clearly and realistically define WFP's role as the lead organization in dietary nutrition support at the global and country office levels. A menu of specific measurable activities to be implemented by responsible HIV and AIDS officers at [Headquarters] and in country offices should be developed along with implementation and monitoring guidance.</p>	OEDP and OMXD	<p>The Secretariat agrees with this recommendation. The new policy document will outline WFP's role as lead organization in dietary support at the global and country office levels, taking into account realities in the field and WFP's financial limitations, current knowledge of HIV and nutrition, and epidemiological trends, particularly as regards co-infection with HIV and TB. This will be followed by guidance as appropriate.</p>	November 2009
<p>4. As the Memorandum of Understanding with [the Joint United Nations Programme on HIV/AIDS] UNAIDS prescribes WFP's collaborative role in supporting research on food and nutritional support in response to HIV and AIDS, WFP should lobby to ensure that adequate funds are budgeted to support studies to investigate links between HIV and AIDS and household food security, including coping mechanisms and mitigation strategies during times of crop failure. It should also ensure an adequate financial allocation to sharing and circulation of information generated by research it supports.</p>	OEDP and OMXD	<p>The Secretariat agrees that additional funds are needed for further investigation of the links between HIV and AIDS and household food security. It is keen on academic and operational research that informs programme design. WFP will increase its use of in-house assessment tools and capacities and will continue to liaise with research groups to identify and prioritize research gaps. WFP will continue to disseminate research findings to its field staff, implementing partners and donors.</p>	December 2009
<p>5. WFP should reassess its commitment to the wider United Nations HIV and AIDS in the Workplace policy and principles and ensure the maintenance of training both to temporary and fixed-term employees. WFP should take responsibility for ensuring employees' access to current, accurate and local information in line with United Nations directives. The dedicated HIV and AIDS in the Workplace website on the WFP intranet should be updated. The inconsistencies in implementation activities and staff training must be addressed immediately, regardless of when the common United Nations programme "UN Cares" becomes effective in WFP.</p>	Human Resources Division (OMH), OEDP and OMXD	<p>The Secretariat agrees in part with this recommendation and will ensure that all WFP staff receive training and have easy access to information about HIV and AIDS; this commitment is reflected in the US\$100,000 contribution to the 2008/09 "UN Cares" budget. WFP's participation in "UN Cares" will ensure coordination of HIV and AIDS activities in the workplace and will help staff and their families to be aware of HIV and AIDS in WFP.</p> <p>The Secretariat will continue to contribute to inter-agency work and training in HIV and AIDS and will share experiences through a network of HIV and AIDS focal points, staff counsellors and peer support volunteers at Headquarters, regional bureaux and country offices.</p>	2009





ANNEX: RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX

Recommendations	Action by	Management response and action taken	Implementation deadline
		<p>The Secretariat's commitment to HIV and AIDS training is shown by the fact that 93 percent of the workforce had been trained under WFP's HIV and AIDS in the Workplace Programme (HAWP) by the end of 2006. The Secretariat has in place HIV and AIDS-friendly medical and health insurance policies covering all categories of staff.</p> <p>The Secretariat will continue to disseminate information on HIV and AIDS through a WFPGo web page. The OMH medical and counselling services will continue to participate in "UN Cares" through working groups that will advise on and monitor inter-agency activities on HIV and AIDS in the workplace.</p>	
<p>6. HIV prevention and awareness education should be mainstreamed in all WFP development and relief programmes such as [food for work] FFW, [food for training] FFT, [mother-and-child health and nutrition] MCHN and [therapeutic feeding/supplementary feeding programmes] TF/SFP through the development of partnerships with competent local organizations.</p>	<p>OEDP and OMXD</p>	<p>The Secretariat partially agrees with this recommendation and recognizes the importance of mainstreaming HIV prevention and awareness education to minimize the spread of HIV and AIDS among beneficiaries. But the decision whether to incorporate this element in development and relief programmes should be derived from WFP's strategic approach in a country and discussions with the government and partners. WFP will continue to prioritize HIV prevention and awareness education in countries with high levels of HIV and AIDS. The Secretariat is reviewing HIV and AIDS prevention education and awareness raising at the country office level with a view to improving their design and implementation.</p>	<p>December 2009</p>

ANNEX: RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>7. Prior to finalizing the draft guidance on ration design in HIV and AIDS programming, WFP should consider incorporating more specific information on appropriate macro- and micronutrient composition. Additional information should be provided to IPs on determining the composition of household rations and their size.</p>	OEDP and OMXD	<p>The Secretariat agrees with this recommendation. It acknowledges the significance of providing information about the macro-nutrient and micro-nutrient composition of rations. In the absence of normative guidance on the micronutrient requirements and optimal intake of people living with HIV (PLHIV), WFP will continue to apply the World Health Organization (WHO) recommendations. The Secretariat will roll out the <i>Ration Design Guide</i> to regional bureaux and country offices by the end of 2008 to support ration design for HIV and AIDS programmes.</p>	December 2008
<p>8. To enhance the efficiency and effectiveness of food and nutritional support:</p> <p>a) The structures that have taken over the responsibilities of the Nutrition Service (PDPN)/PDPH should determine the feasibility and effectiveness of providing new specialized food products and commodities, such as home-based fortification products, ready-to-use-supplementary foods, and improved blended foods to beneficiaries in order to better address the nutritional needs of different groups, especially PLHIV when cereals cannot be fortified prior to distribution.</p>	OEDP and OMXD	<p>The Secretariat agrees with this evaluation recommendation and has addressed the issues raised, for example by piloting new ready-to-use foods (RUFs) to determine their effectiveness in addressing malnutrition. The RUFs are energy-dense and digestible and they have a better micronutrient profile and improved bioavailability.</p> <p>Initial results show that they are effective in managing severe acute malnutrition, and a number of non-governmental organizations (NGOs) and academic institutions are evaluating their cost-effectiveness with a view to adopting them for PLHIV programmes. The pilot outcomes will inform future programming decisions. The Secretariat is working with specialists to improve the composition of fortified blended flours, which are often used in ART programmes to address micronutrient gaps. In the meantime, the Secretariat will continue to apply the current policy on micronutrient fortification and the fortification of flour and other processed foods.</p>	September 2009



ANNEX: RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>b) Country offices should investigate ways to provide more consistent food and nutrition training to IPs to optimize the use of rations by recipients.</p>		<p>More than 2,000 WFP and stakeholder staff have been trained in food and nutrition since 2001. Materials have been developed during the last two years for training programme staff at regional bureaux and country offices. Staff will be trained during 2008–2009 in the skills required for programming food-assisted HIV activities.</p>	
<p>9. To enhance programming, WFP guidance on therapeutic and supplemental feeding should be updated to include information about HIV and acute malnutrition; and on the integration and/or referral of patients with acute malnutrition for Voluntary Counselling and Testing (VCT).</p>	<p>OEDP and OMXD</p>	<p>The Secretariat partially agrees with this recommendation. It recognizes the value of updating guidance materials on TF/SFP but is uncomfortable with urging country offices and partners who may not have the necessary expertise to offer VCT for people suffering from acute malnutrition.</p> <p>The Secretariat will update its guidance and has secured funding to revise the guidance on mother-and-child health and nutrition (MCHN) to integrate nutrition and HIV-related considerations; this work has been commended for its pioneering nature. The Secretariat will continue to work with donors and cooperating partners such as WHO, the United Nations Children's Fund (UNICEF) and <i>Médecins sans frontières</i> (MSF) to coordinate and disseminate new guidance.</p>	<p>December 2008</p>



ANNEX: RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>10. To further support nutrition and HIV and AIDS programme integration, closer working relationships need to be developed between specialist [Headquarters] staff (previously PDPH and PDPN) and HIV and AIDS focal points and nutritionists in country offices. At the country level, when possible, nutritionists with expertise in HIV should be engaged to supervise the nutrition components of HIV programming.</p>	OMXD and OEDP	<p>The Secretariat agrees with the recommendation. Nutrition and HIV and AIDS experts in OMXD and OEDP provide technical inputs and support for HIV and AIDS policy formulation, project design and implementation through HIV and AIDS focal points in regional bureaux and country offices.</p> <p>To enhance operational efficiency and cost-effectiveness, the Secretariat continues to encourage regional bureaux and country offices to develop joint strategies and work plans with Headquarters offices dealing with HIV: the HIV units in OMXD, OEDP and the Regional Bureau Johannesburg (OMJ) are working out modalities for such joint work.</p>	October 2008
<p>11. The evaluation recommends a number of measures to ensure that interventions focus on short-term, yet sustained investment through graduation from food support to appropriate livelihoods activities, either as WFP activities (for example food-for-training; food-for-skills, etc) or through liaison with specialist partners:</p> <p>a) Each WFP [country office] should strengthen linkages with line ministries, national institutions, multi- and bilateral donors, NGOs/[community-based organizations] CBOs, and other partners specializing in livelihoods to develop mechanisms by which beneficiaries graduate from food assistance to appropriate and sustainable livelihoods.</p> <p>b) [Country offices] in collaboration with IPs should prepare local guidelines with clear criteria to facilitate beneficiary graduation from food assistance to livelihoods support in an informed manner.</p>	OEDP and OMXD	<p>The Secretariat agrees with the recommendation. Strategic Objective 5 in the Strategic Plan (2008-2011) recognizes the need to build the capacities of national governments as a basis for handing over projects. The Secretariat will ensure that national counterparts and stakeholders are trained in assessing, planning, implementing, monitoring and evaluating projects that support livelihoods and the integration of HIV and AIDS. Guidance will be prepared to support capacity-building for social protection carried out with governments under United Nations Development Assistance Frameworks (UNDAFs), Poverty Reduction Strategy Papers (PRSPs) and sector-wide approaches (SWAPs).</p>	December 2009





ANNEX: RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>12. To respond to the constraints on specialist HIV and AIDS human resources, the evaluation recommends that:</p> <ul style="list-style-type: none"> a) WFP invest in the development of a “Starter Pack” to provide focal points with basic training and information resources to enable those with no HIV and AIDS expertise to function in their role with an improved level of confidence and effectiveness. It is suggested that this might contain a CD-ROM training course, similar in style to that used for United Nations security training. This would provide cost-effective and immediate training for staff as soon as they take up their duties as focal points. To complement this, HIV focal points should be offered a programme of continuous in-service training to ensure that appropriate skills are developed and maintained throughout staff changes and as new guidance documents are introduced. b) Human resourcing mechanisms should be adapted to enable country directors to fill vacant positions with specialist HIV and AIDS human resources as required, rather than by generalists. c) For more efficient use of in-house expertise, WFP should ensure that job descriptions for rotating staff are more specific when posts for HIV and AIDS focal points and other designated positions are advertised. The creation of a technical “pool” similar to that used for [vulnerability analysis and mapping] VAM specialists should be considered for both HIV focal points and nutrition specialists. 	<p>OMH, OEDP and OMXD</p>	<p>The Secretariat agrees with the recommendation and plans to develop a “Starter Pack” as suggested, funding permitting.</p> <p>The Secretariat will consider setting up a pool of specialists to enhance HIV and AIDS programming capacity in the context of food security and nutrition programmes, and will encourage country offices to assign nationals as HIV programme officers to maximize local knowledge retention and minimize loss of programming capacity caused by staff rotations.</p>	<p>2009</p>

ACRONYMS USED IN THE DOCUMENT

ART	anti-retroviral therapy
CBO	community-based organization
DOL	UNAIDS Division of Labour
DOTS	directly observed treatment with short-course chemotherapy
FFT	food for training
FFW	food for work
HAWP	HIV and AIDS in the Workplace Programme
IP	implementing partner
M&E	monitoring and evaluation
MCHN	mother-and-child health and nutrition
MSF	<i>Médecins sans frontières</i>
NGO	non-governmental organization
OEDP	Policy, Planning and Strategy Division
OMH	Human Resources Division
OMJ	Regional Bureau Johannesburg
OMXD	Programme Design Service
OVC	orphans and other vulnerable children
PDPH	HIV/AIDS Service
PDPN	Nutrition Service
PLHIV	people living with HIV
PMTCT	prevention of mother-to-child transmission
PRSP	Poverty Reduction Strategy Paper
RUFs	ready-to-use foods
SWAP	sector-wide approach
TB	tuberculosis
TF/SFP	therapeutic feeding/supplementary feeding programme
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
VCT	Voluntary Counselling and Testing
WHO	World Health Organization