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Programme
Alimentaire
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World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Third Regular Session**

Rome, 21–25 October 2002

INFORMATION NOTES



Distribution: GENERAL
WFP/EB.3/2002/INF/17

2 October 2002

ORIGINAL: FRENCH

SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— MID-TERM EVALUATION OF COUNTRY PROGRAMME— MADAGASCAR (1999–2003)

This document should be read in conjunction with the document “Summary Report of the Mid-term Evaluation of Country Programme—Madagascar (1999–2003)” (WFP/EB.3/2002/6/7).

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RECOMMENDATION TO WFP (JUNE 2002)	ACTION OFFICE/UNIT	MANAGEMENT RESPONSE AND ACTION TAKEN (AUGUST 2002)
ASSESSMENT OF THE COUNTRY PROGRAMME RESULTS		
Project Design		
<p>➤ Summaries of CP activities should be formulated before the planning of the CP is complete in order to ensure better integration of these documents. The concurrent development of logical frameworks for each activity will provide for greater consistency between the CP's and its activities' goals and objectives. The joint signing of the CP agreement and the summaries of activities should take place within six months of a CP's approval by the Executive Board.</p>	Country office	<p>The planning schedule of the next CP has had to be adjusted (see General observation) together with that of the CCA and the UNDAF. The new UNDAF cycle approved by the undg covers the 2005–2009 period instead of 2004–2008. As a result, preparation of the Country Strategy Outline (CSO) and of the CP have been postponed to ensure that the Government is able to participate in the formulation of those documents. Submission of the new CSO has been postponed to the Executive Board's session in May 2003, while the CP is due to be presented at the following session; this schedule will be revised again to take account of the next UNDAF programme set for 2005–2009. During preparation of the CP, a logical framework will be elaborated separately for each activity and will be discussed at meetings/workshops with the partners involved (Government, NGOs and others). A maximum period of six months between signatures will be included as an essential constraint.</p>
<p>General observation:</p> <p>Follow-up on the evaluation mission's recommendations was affected by constraints arising from the contested first round of the Presidential elections on 16 December 2001, which resulted in a political crisis and paralysis of economic and social activities in the country between February and June 2002. A new government was finally formed halfway through the year, and this was accompanied by a complete reorganization of all the ministries' directorates. The effect was to delay greatly the technical discussions due to have taken place with the ministries with a view to implementing the recommendations of the CP evaluation mission.</p>		
Consistency		
<p>➤ The Intersectoral Steering Committee should develop a mandate that affirms, in particular, its role in the validation of the activity summaries of the consolidated monitoring and evaluation reports. Moreover, the mandate should cover planning of various CP activities as well as allocation of resources in the event of emergencies, should the need arise. Finally, the Intersectoral Steering Committee should monitor the consistency of the activities and the search for synergies among them and partners.</p>	Country office	<p>The Intersectoral Steering Committee was unable to meet between February and June 2002 for the reasons mentioned above. Reorganization of the various ministries involved in the CP has begun. The Committee's mandate will be revised to give it broader powers as regards monitoring, respect for consistency, and synergy between activities. Discussions on the subject have begun with the new authorities, and the Committee's strengthening is proceeding satisfactorily. The new Government has said that it attaches great importance to optimizing the utilization of resources, including external aid.</p>

RECOMMENDATION TO WFP (JUNE 2002)	ACTION OFFICE/UNIT	MANAGEMENT RESPONSE AND ACTION TAKEN (AUGUST 2002)
Integration		
<ul style="list-style-type: none"> ➤ During preparation of the next CP, the scope of decentralization (notably, more provincial autonomy) should be taken into account. This would allow WFP to link CP activities, where necessary, to new provincial development plans and to benefit from available financial and technical resources. Intersectorial coordination and that between all concerned parties, including the Government, should be strengthened to identify opportunities for collaboration. 	Country office	WFP is chairing the United Nations Interorganizational Think Tank on the problem of decentralization. Discussions are under way with the new provincial authorities to involve them more closely in the activities. As regards the school feeding activity, this will now be coordinated with Tuléar Province rather than with Antananarivo, the capital. WFP has also started periodic “decentralized” meetings in the field with stakeholders with a view to strengthening collaboration and partnerships with all concerned parties.
Targeting		
<ul style="list-style-type: none"> ➤ The CP resources foreseen for VAM should be made available for this purpose and should support the National Relief Committee. The small WFP VAM Unit would benefit from being better equipped and provided with a budget for training. In addition, there is a need to differentiate between targeting for CP activities and that for emergencies. 	Country office and ODA (VAM)	Support to the National Relief Committee (NRC) has been strengthened, and seminars and workshops have been financed to reinforce vulnerability analysis and mapping (VAM). In the same context, collaboration is being developed with the International Labour Organisation/Cornell University project. In the South, targeting for CP activities is being carried out with all the involved partners active in the development field, while targeting for emergency operations is chiefly being conducted on the basis of early warning system (EWS) diagnoses, as in the recent planning of the EMOP for the drought in the South.
ASSESSMENT OF THE CONTRIBUTION OF ACTIVITIES TO COUNTRY PROGRAMME OBJECTIVES		
Basic Activity 1: Community Nutrition		
<ul style="list-style-type: none"> ➤ To enhance the impact of this activity and benefit from better synergy among the three CP activities, the three activities should co-exist in the same community, when local conditions allow, taking into account absorptive capacity so as to avoid creating dependency on food aid. Greater collaboration between WFP and the Ministries of Health and Agriculture is desirable for this activity. In addition, targeting should take into account worse-off areas in terms of food security and households’ food consumption patterns. 	Country office	The southern part of the country benefits from three basic CP activities thanks to the staff responsible for monitoring the food aid. The sub-office in Fort Dauphin is working to improve synergy between the three activities. For instance, it is planned that FFW activities will be used to create desert tracks servicing isolated schools or community nutrition centres. Discussions on re-targeting and concentrating activities have not begun yet because of the reorganization of government services. However, the question will be discussed as soon as possible. The country office will take account of the results of the project aimed at stimulating sorghum production and introduce that commodity into the food basket of WFP activities.





RECOMMENDATION TO WFP (JUNE 2002)	ACTION OFFICE/UNIT	MANAGEMENT RESPONSE AND ACTION TAKEN (AUGUST 2002)
Basic Activity 2: School Feeding		
<p>➤ To improve the geographical targeting of the school feeding activity, and to assess the activity's contribution to achieving CP objectives, the M&E system should be overhauled systematically to integrate basic performance indicators. These should permit a gender-disaggregated qualitative analysis that indicates enrolment and attendance rates, as well as drop-out and repetition rates. Geographical division, along with intersectorial responsibility for monitoring, would also be desirable.</p>	Country office	<p>A database has been created to include information on the schools, the number of persons involved (pupils, teachers and cooks) disaggregated by gender and monthly attendance/absence. The database will gradually integrate qualitative elements such as attendance rates and drop-out and repetition rates. The database lists the schools by school district, with each district being asked to monitor the schools in the geographical area it oversees. In November, a consultant is due to carry out a survey in order to review and reinforce the monitoring systems for all the CP activities.</p>
Basic Activity 3: Mitigate the Effects of Natural Disasters		
<p>➤ There should be a clear definition of the objectives of the disaster-mitigation activity and of different modus operandi for emergency and development interventions. Efforts should be stepped up, particularly in the southern part of Madagascar, to sign implementation agreements with partners capable of guaranteeing the best use of CP resources.</p>	Country office	<p>It is intended that the intervention strategy in the South will be redefined, with the support of partners who can guarantee the best use of WFP resources in the framework of consultations with the various parties involved. Similarly, the disaster-mitigation activity will focus on longer-term and larger-scale interventions with the support of new partners (NGOs: German Agro-Action, Catholic Relief Services, Action Against Hunger), while the EMOPS will involve short-term works.</p>