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Programme
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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/13

19 September 2002
ORIGINAL: ENGLISH

SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— MID-TERM EVALUATION OF COUNTRY PROGRAMME— EL SALVADOR (1998–2002)

This document should be read in conjunction with the document Summary Report of the Mid-term Evaluation of Country Programme—El Salvador (1998–2002) (WFP/EB.3/2002/6/3).

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RECOMMENDATION TO WFP (APRIL 2002)	ACTION BY	MANAGEMENT RESPONSE AND ACTION TAKEN (AUGUST 2002)
ASSESSMENT OF THE COUNTRY PROGRAMME PERFORMANCE		
Integration <ul style="list-style-type: none">➤ A future CP should contain clear references to the Government's commitments regarding policy reform and implementation, particularly those related to food security and nutrition. These commitments could be reflected in the future logframe at the purpose level➤ The WFP country office should ensure that food security analysis is incorporated during the CCA process and in the preparation of the UNDAF	Country office Country office	WFP is a member of the Inter-Institutional Committee that has elaborated the Food Security Policy. One of the committee's purposes is to strengthen the food aid programmes as a means to improve the immediate food security in any situation, and the consumption and availability of food among families in extreme poverty. The CCA considers food security an item in its socio-economic analysis. WFP has participated in the elaboration of this component, contributing with important information and participating in its analysis.
Coherence <ul style="list-style-type: none">➤ A new CP should be based on a well-defined logframe that ensures the CP's overall coherence and facilitates strategic management. Whenever possible, synergies should be built between PRRO and CP activities.	Country office ODM	No decision has been taken as whether this country will have a Country Programme.
Targeting <ul style="list-style-type: none">➤ VAM should be mainstreamed into all WFP activities.➤ The possibility of developing VAM capacities directly in one of the WFP counterparts should be given due consideration in the formulation of WFP future activities so as to ensure their overall sustainability and economy of scale.	Country office Country office ODM	VAM has been a priority. Analyses of socio-economic information and of natural disaster vulnerability have made it possible to identify the country's geographical areas vulnerable to food insecurity. The necessary data are being collected in order to structure other relevant indicators. The phase of the identification of vulnerable population groups is pending. There is already a cartographic facility installed in the Ministry of Agriculture and in the Ministry of Environment. There is an interest in these two ministries' strengthening existing capacities and their availability to complement WFP efforts so as to ensure the implementation of a VAM Unit. A person would be hired full time in order to be in charge of this activity.



RECOMMENDATION TO WFP (APRIL 2002)	ACTION BY	MANAGEMENT RESPONSE AND ACTION TAKEN (AUGUST 2002)
<ul style="list-style-type: none"> ➤ The chronic malnutrition indicator (height-for-age) should be used as one of the main indicators for more disaggregated geographic targeting. Additional analysis is needed to identify the main causes of food insecurity and to determine livelihoods and household vulnerability profiling for better project targeting. To this extent, the regional bureau should continue to provide technical backstopping in VAM, in order to undertake the required vulnerability analysis. 	Country office ODM	The height-for-age indicator is the main indicator for analysing vulnerability to food insecurity. The vulnerability analysis has been amplified using other very important socio-economic indicators. Technical support from the regional office will ensure completion of the analysis and will help identify vulnerability at the family and community levels.
<p>Gender</p> <ul style="list-style-type: none"> ➤ WFP should devote further attention to enhancing women's control over the resources distributed or the assets created through the various activities. This will require adopting a gender equality model, identifying and systematically collecting appropriate indicators and intensifying the dialogue with implementing partners. 	Country office	This policy is totally incorporated into the CSO and into future operations. A computerized system is being implemented with indicators that will allow control of this matter. Counterpart awareness on gender equity activities has been included for this year.
<p>Monitoring and Accountability</p> <ul style="list-style-type: none"> ➤ The CP's monitoring system should aim at regular collection and analysis of a manageable number of outcome indicators in order to allow a more qualitative appraisal of the effects of the various activities. ➤ CP-level indicators will have to be established for the preparation of a CP logframe. ➤ A minimum and manageable set of baseline data, through VAM, should also be collected. 	Country office Country office Country office	In the CSO framework, work is being done with counterparts to identify indicators, which will be incorporated into the CP. If a CP exists, the abovementioned indicators will be used to establish a logframe There is already information in the VAM database that will serve as a baseline for the Country Programme.
<p>Links between Emergency and Development</p> <ul style="list-style-type: none"> ➤ The country office should identify measures that maximize the efficient and effective use—in emergency situations—of the organizational network for implementing development activities. 	Country office	Lessons learned during the earthquake emergency are being taken into account.



RECOMMENDATION TO WFP (APRIL 2002)	ACTION BY	MANAGEMENT RESPONSE AND ACTION TAKEN (AUGUST 2002)
EVALUATION OF THE ACTIVITIES' CONTRIBUTION TO THE CP OBJECTIVES		
Activity 1 ➤ The activity is effective, efficient and relevant to CP objectives, and should be continued with the perspective of consolidating achievements and a possible phase-out	Country office	The CSO includes all the mechanisms and work plan to carry out the phase-out that will end in the year 2007. This phase-out will be successful only if the goals are accomplished.
Activity 2 ➤ The components of this project are effective and relevant to CP objectives and should be consolidated in the next CP, using chronic malnutrition as the main targeting indicator. The activities supporting CBIs would be better managed, given their objectives and approach, if included under the school feeding activity (ES 3886.00). Continuation of the activity supporting the Ministry of Health will need a firmer government commitment on cost-sharing arrangements. ➤ WFP should ensure that key malnutrition indicators are incorporated in the UNDAF.	Country office Country office	The Government has approved the CBIs' incorporation into the school feeding project. The Ministry of Health has implemented a budget item in order to buy complementary food to assist vulnerable groups. Key malnutrition indicators are already incorporated into the UNDAF.
Activity 3 ➤ The next CP and the new PRRO should be complementary, with CP activities tackling the structural causes of poverty and food insecurity, and PRRO activities aimed at reducing the target groups' vulnerability to natural disaster.	Country office ODM	In the new CP, there will be no Activity 3. PRRO 10212.0 will assume much of the objectives of Activity 3 from the previous CP, which will be complementary with the objectives of Activities 1 and 2 of a future CP.