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# **INFORMATION NOTES**



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## **SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— COUNTRY PROGRAMME—ZAMBIA (1998–2002)**

This document should be read in conjunction with the document “Summary Report of the Mid-term Evaluation of Country Programme—Zambia (1998–2002)” (WFP/EB.3/2001/6/1).

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RECOMMENDATION	ACTION OFFICE/ UNIT	MANAGEMENT RESPONSE AND REVIEW OF ACTION TAKEN (AUGUST 2001)
<p>Systems and procedures in support of the country programme (CP):</p> <ul style="list-style-type: none"> <li>➤ Budget and accounting procedures should be consistent with the flexibility in resource allocation that the CP is intended to provide.</li> </ul>	<p>OEDB with FS, ODP and ODA</p>	<p>This longer-term issue was still under consideration by OEDB, FS, ODP and ODA at the time of finalization of this matrix and no definite response could be given.</p>
<p>Funding and resource allocation issues:</p> <ul style="list-style-type: none"> <li>➤ A more appropriate method for determining direct support costs (DSC) for development activities should be found.</li> <li>➤ The two food baskets should be reviewed with a view to making them more complementary.</li> </ul>	<p>OEDB with ODA, FS  Country office with SPP</p>	<p>The issue is being considered by OEDB, ODA and FS. Meanwhile, special allocations may be possible to support smaller country offices with serious funding difficulties.  It has been decided that the next CP (starting in 2002) will switch from maize meal to maize grain, for all activities.</p>
<p>Internal transport, storage and handling (ITSH):</p> <ul style="list-style-type: none"> <li>➤ The ITSH matrix for each CP activity should be reviewed to update distribution costs between extended delivery points (EDPs) and final distribution points (FDPs), and Food Programme Management Unit (FPMU) staff should be given training in ITSH requirements, especially logistics planning and reimbursement conditions.</li> <li>➤ Consideration should be given to raising the level of ITSH reimbursement to 100 percent.</li> <li>➤ WFP and the Government should agree on the right strategy for food distribution to FDPs.</li> </ul>	<p>Country office with OTL support  Country office, with ODK and OTL  Country office</p>	<p>Ongoing. Data on costs for secondary distributions (from EDPs to FDPs) are being gathered during field visits.  To be implemented in the next CP as Zambia has been classified as a least developed country (LDC) since 1999.  Strategies will be finalized during the next CP activity design consultations. A full ITSH reimbursement would assist the country office to develop the right strategy to overcome the problem of transport to FDPs.</p>

RECOMMENDATION	ACTION OFFICE/ UNIT	MANAGEMENT RESPONSE AND REVIEW OF ACTION TAKEN (AUGUST 2001)
<p>Human resources:</p> <p>WFP should urgently review the issue of staffing and implementation modalities with a view to providing:</p> <ul style="list-style-type: none"> <li>➤ The minimum fixed core staffing required (both national and international) for effective programme management, irrespective of the planned (or realized) annual food tonnage, based on the scope and nature of the programme needs and national institutional capacity;</li> <li>➤ A suitable formula for determining the required number of programme and support staff posts (functions, responsibilities and job descriptions), which would vary with the size, complexity and geographic coverage of the programme; and</li> <li>➤ The appropriate staff profiles (qualifications and experience) and internal organizational structure of the programme unit.</li> </ul>	<p>ODA with ODK, Country office, OEDE and HR</p>	<p>The country office hopes that it will be possible to make such arrangements under the next CP. The issue is linked directly to that of DSC funding mechanisms (see above) and the impact of tonnage deliveries on funding for staff and other programme management costs.</p> <p>This is currently under review by the new Country Director, in consultation with ODA, etc.</p> <p>The country office organigram has been reorganized and will be adjusted according to the requirements of the next CP.</p>
<p>Monitoring:</p> <ul style="list-style-type: none"> <li>➤ CP executing and implementing agencies should have collective responsibility for establishing an effective monitoring and evaluation (M&amp;E) system, for which WFP should provide support and guidance.</li> <li>➤ M&amp;E and reporting systems, including formats, frequencies and channels of communication, should be clearly outlined in the CP and activity documents.</li> </ul>	<p>ODA with OEDE</p>	<p>WFP Headquarters can provide support and guidance through the completed Programme Design Manual (PDM), which is now available electronically. Support can also be given through the new M&amp;E guidelines, which should be ready for distribution to the field during the last quarter of 2001. Thereafter, OEDE will arrange training sessions in regional locations and can provide the support of regional M&amp;E consultants, funded under the United Kingdom/ISP (Institutional Strengthening Programme) grant.</p>
<p>Gender:</p> <ul style="list-style-type: none"> <li>➤ In the design of future Country Programmes, women's non-governmental organizations (NGOs) or other gender specialists should be brought in to address gender issues appropriately.</li> </ul>	<p>Country office, with ODA and SPP</p>	<p>The country office will involve national NGOs with experience in gender issues and seek gender specialist advice in the development of the next Country Programme.</p>
<p>Vulnerability analysis and mapping (VAM):</p> <ul style="list-style-type: none"> <li>➤ The VAM Unit and the Disaster Mitigation and Management Unit (DMMU) should cooperate to integrate methods and databases into one common system to the extent possible.</li> </ul>	<p>Country office (with support from SPP/VAM)</p>	<p>A data system has been installed at the DMMU and staff have been trained. The DMMU is defining its own data needs. Thereafter, both systems should be made compatible.</p>





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<ul style="list-style-type: none"> <li>➤ The M&amp;E and VAM Units should be mutually dependent and reinforcing.</li> <li>➤ Geographic targeting for the next CP should be based on an updated analysis of <b>chronic vulnerability</b>. The VAM Unit should also seek to improve its accuracy further by examining sub-district-level vulnerability.</li> <li>➤ The VAM Unit, in collaboration with the DMMU and the Vulnerability Analysis Working Group, should conduct an updated analysis of <b>chronic vulnerability</b> as soon as possible. This assessment should be based on a detailed analysis of disaster risk.</li> </ul>		<p>In process. The M&amp;E system is being redesigned to adapt it to reporting needs.</p> <p>Done.</p> <p>Done.</p>
<p>Institutional arrangements for CP oversight and management:</p> <ul style="list-style-type: none"> <li>➤ The CP Advisory Committee (CPAC) that was envisaged in the CP document should be established.</li> <li>➤ Under the CPAC, a technical sub-committee should have responsibility for the design, implementation arrangements, monitoring and evaluation of CP activities.</li> <li>➤ The FPMU should be the secretariat of both these bodies.</li> <li>➤ The respective functions and responsibilities of the various participating agencies should be clearly defined and agreed upon.</li> <li>➤ Training should be provided for counterpart personnel in the changed work practices and the implementation modalities arising out of the CP approach.</li> </ul>	Country office	<p>Done. Implementation started with preparation of the new Country Strategy Outline and continues with the preparation of the next CP.</p> <p>See above. This is part of the process.</p> <p>Done.</p> <p>To be finalized in the next CP design.</p> <p>On-the-job training is planned during the preparation of the next CP.</p>

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<p>Compatibility with the Enabling Development policy:</p> <ul style="list-style-type: none"> <li>➤ For the next CP, an assessment should be made of the skills required for programme design, management and execution.</li> <li>➤ Counterpart personnel should be informed about WFP policies and programme, budgetary and administrative guidelines and procedures.</li> <li>➤ Consultation of and participation by beneficiaries, specifically women, should guide the formulation and implementation of future CP activities.</li> </ul>	Country office	<p>Ongoing in the process of preparing the next CP.</p> <p>Ongoing in the process of preparing the next CP.</p> <p>Ongoing in the process of preparing the next CP.</p>
<b>ASSESSMENT OF ACTIVITIES AND THEIR CONTRIBUTION TO CP OBJECTIVES</b>		
<p><b>Basic Activity 1: Urban Food for Assets (UFFA)</b></p> <ul style="list-style-type: none"> <li>➤ Efforts should be made to increase the involvement of participants in selecting activities and beneficiaries.</li> <li>➤ Strategies for ensuring the maintenance of the community infrastructure created should be worked out without further delay.</li> <li>➤ An evaluation of the skills training component and determination of the appropriate length of the modules should be made as soon as possible.</li> </ul>	Country office	<p>Ongoing. The implementing partner is developing the mechanisms to increase beneficiary participation.</p> <p>Ongoing, but progress varies from community to community.</p> <p>Evaluation completed and recommendations adopted. Modules are under review by the implementing partner.</p>
<p><b>Basic Activity 2: Rural Food for Assets (RFFA)</b></p> <ul style="list-style-type: none"> <li>➤ In the period up to the end of the current CP, the RFFA and its institutional arrangements for implementation should be redesigned to include disaster preparedness and mitigation activities.</li> <li>➤ To the extent possible, NGOs with substantial experience in designing and implementing activities similar to those proposed under the RFFA activity should be actively involved in the formulation process.</li> </ul>	Country office	<p>The recommendation has been accepted in principle, for inclusion in the formulation of the next CP.</p> <p>Partner identification is under way. A comprehensive matrix of NGO and bilateral initiatives is being compiled for the next CP preparation process.</p>



