

برنامج
الاغذية
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Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

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PART III

Follow-up to Economic and Social Council Resolution 1995/51

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NOTE TO THE EXECUTIVE BOARD

1. This document is submitted to the Executive Board for review and comments.
2. Pursuant to the decisions taken on the methods of work by the Executive Board at its First Regular Session, the documentation prepared by the Secretariat for the Board has been kept brief and decision-oriented. The meetings of the Executive Board are to be conducted in a business-like manner, with increased dialogue and exchanges between delegations and the Secretariat. Efforts to promote these guiding principles will continue to be pursued by the Secretariat.
3. The Secretariat therefore invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff member(s) listed below, preferably well in advance of the Board's meeting. This procedure is designed to facilitate the Board's consideration of the document in the plenary.
4. The WFP staff dealing with this document are:

Director: W. Kiene tel.: 5228-2029
5. Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Documents Clerk (tel.: 5228-2641).

Follow-up to Economic and Social Council resolution 1995/51

INTRODUCTION

1. The effectiveness of United Nations system assistance depends crucially on efficient management mechanisms, both at the level of the United Nations agencies and among implementing agencies of recipient countries. WFP's efforts and achievements in monitoring and evaluation, national capacity-building and efficiency increases in administrative services, as they relate to Economic and Social Council resolution 1995/51, are summarized in the following sections.

MONITORING AND EVALUATION

Monitoring and evaluation as a strategic priority

2. WFP's Strategic and Financial Plan (1996-99) mandates the organization to increase the quality and quantity of information on development projects, emergency operations and protracted refugee operations. Field evaluations are seen as a vehicle to gain added insights on what works, what does not, and why, from the perspective of beneficiaries. Monitoring activities are seen as crucial management tools for both recipient countries and WFP.
3. WFP is complementing its traditional focus on accountability and physical target achievement with a stronger emphasis on effects on target groups, programme outcome and policy achievement. The objectives of evaluation are therefore to:
 - a) provide lessons for future initiatives;
 - b) contribute to the evolution of appropriate policies and procedures;
 - c) contribute to strategic decisions.
4. Evaluation activities focus on projects and emergency operations on one hand, and on procedures and special issues on the other. Findings, conclusions and lessons learned are obtained through the "evaluation of individual projects/emergency operations", through "sectorial evaluations" (examining several projects of the same type) and through "thematic evaluations" (providing insights into a particular issue).



STRENGTHENING NATIONAL CAPACITY FOR MANAGEMENT AND COORDINATION OF INTERNATIONAL ASSISTANCE

5. In 1994, WFP's Governing Body adopted the Programme Approach for coordinating food aid with other instruments of assistance. In implementing the Programme Approach, WFP contributes to the emergence of national consultative processes that sometimes take the form of "food aid advisory committees" or similar institutions through which food aid issues can be related effectively to overall development concerns.
6. With these improved processes and structures, recipient countries are in a better position to participate in the formulation of Country Strategy Notes and Country Strategy Outlines and help steer WFP's assistance into areas where it is needed most and can achieve the most. National institutions and national staff are active and often leading participants in appraising new initiatives as well as monitoring and evaluation exercises. Furthermore, WFP training workshops and publications are important for strengthening the national coordinating capacity.

IMPROVING NATIONAL PARTICIPATION IN EVALUATION OF UNITED NATIONS OPERATIONAL ACTIVITIES

7. All WFP-supported projects are nationally executed. WFP country offices assist national institutions in this task. Project progress is monitored according to Monitoring and Evaluation (M&E) standards elaborated jointly with the executing organizations at the outset of implementation. WFP provides monitoring and evaluation advice through country office and headquarters staff. In addition, periodic training workshops are organized in which both recipient country staff and WFP project officers participate.
8. Evaluations are prepared jointly with national implementing organizations. National staff are invited to participate in all evaluation exercises in order to maximize the training impact and, consequently, strengthen national capacities.

PROMOTING GREATER COLLABORATION IN EVALUATION

9. WFP is an active member of the Inter-Agency Working Group on Evaluation (IAWG), where national capacity-building, specific evaluation issues such as gender-relevant evaluation, and appropriate evaluation methodologies are being discussed and agreed upon.
10. Of increasing importance have been the efforts to develop a common understanding on how to evaluate achievements in the context of the Programme Approach. Common assessment approaches are receiving increased attention since they establish baseline data for future evaluations. Equally important are the efforts to



establish a shared understanding of the problems and issues to be addressed in the evaluation of emergencies.

11. WFP is also in close contact with other United Nations agencies on evaluation issues addressing specific subject matters. A harmonized framework for evaluating gender issues as well as an increasing collaboration with agencies involved in relief and emergency operations are examples of these initiatives.

SCOPE FOR IMPROVING COST-EFFECTIVENESS OF ADMINISTRATIVE SERVICES

12. In addition to streamlining administrative procedures in Headquarters, WFP is closely collaborating with its United Nations system partners in the various country offices to increase the cost-effectiveness of administrative services. This drive for efficiency is significantly enhanced by delegation of authority to country offices and reliance on common premises.
13. As mentioned in document WFP/EB.A/96/7 (Part I) (paragraph 39), WFP headquarters has delegated considerable authority on financial, personnel and resource matters to country offices. This ensures that staff can work more efficiently with United Nations partners and national counterparts.
14. In the same document (paragraph 41), it was mentioned that WFP is sharing common premises with other United Nations organizations in 50 locations. This represents a significant share of all WFP country offices. WFP remains committed to common-premise ventures particularly when the cost-effectiveness of administrative services can be enhanced and cost savings realized.

