برنامج
الأغذية
العالمي

Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Annual Session**

Rome, 21 - 24 May 2001

POLICY ISSUES

For consideration

E

REPORT ON THE IMPLEMENTATION OF THE ENABLING DEVELOPMENT POLICY

From Theory to Practice

Note to the Executive Board
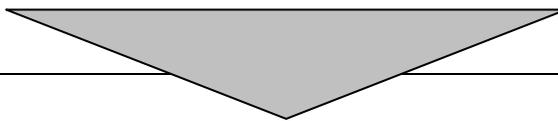
This document is submitted for consideration to the Executive Board.

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.

Deputy Director, Operations Department (OD):	Mr J. Wickens	tel.: 066513-2758
Chief, Office of the Senior Development Advisor (ODA):	Ms P. Nelson	tel.: 066513-2336

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).

Executive Summary
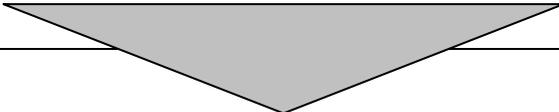
At the Annual Session of the Executive Board, 1999, while considering the Enabling Development policy (WFP/EB.A/99/4-A), the Board stressed the need to concentrate on implementation of that policy, with regular reviews of its progress. An interim progress report (WFP/EB.A/2000/4-B) was presented for information to the Board's Annual Session of 2000, on 22 May, at which time the Board requested a more analytical report for its Annual Session for 2001.

This document summarizes the progress made in revising and recasting the development portfolio so that it is in line with the Enabling Development policy, in particular through three modalities: vulnerability analysis and improved targeting; a reorientation of the development portfolio; and a new focus on partnerships. To achieve the results, substantial development of tools and guidelines has taken place over the past two years, accompanied by awareness and core skills training.

During the two-year implementation period, key issues related to ensuring success of WFP's development work have been identified, and are included in this document.

The item is brought to the attention of the Board for its consideration.

Background documentation

➢ Enabling Development (WFP/EB.A/99/4-A)

➢ Enabling Development: Interim Progress Report (WFP/EB.A/2000/4-B)

Draft Decision
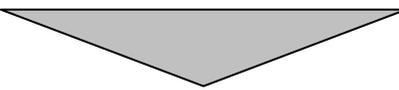
The Executive Board takes note of the report and welcomes the progress in implementing the Enabling Development policy, described in document WFP/EB.A/2001/4-A. It encourages the Secretariat to continue to implement the policy, taking into account considerations raised during the discussion.

BACKGROUND

Goals and Objectives

1. At its Annual Session on 17 May 1999, the Executive Board decided to adopt the policy elaborated in document WFP/EB.A/99/4-A, "Enabling Development". The Board called upon WFP to focus assistance where there was a food consumption problem necessitating food aid inputs, and to implement the policy directives focusing on the Enabling Development policy's five priorities. Country Programme (CP) and development project priorities were to be selected in accordance with country-specific circumstances and the national strategy of the recipient country, remaining consistent with the United Nations Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF).

2. The Action Guidelines of the Enabling Development policy committed WFP to: developing an implementation plan, introducing the guidelines and tools most needed to strengthen systems, and facilitating a review by the Executive Board, before the end of 2001, of more than 75 percent (in value terms) of the development portfolio.

3. During its Annual Session in May of 2000, the Board considered a progress report on implementation of the policy. While welcoming the report, the Board recognized that this was an early stage of the implementation and that the information was therefore process oriented. The Board requested that the next report for presentation to its Annual Session in 2001 be a more analytical review concentrating on the results achieved through implementation of the policy and the constraints encountered. This review is therefore more analytical and results oriented. Although it is still too early to evaluate the impact of implementing the Enabling Development policy, it is possible to see the trends and the expected quality improvement of the overall development portfolio. Country-specific case studies and best practices are used to illustrate achievements.

UPDATE ON THE IMPLEMENTATION STRATEGY AND REVIEW OF THE DEVELOPMENT PORTFOLIO

4. The interdivisional Food Aid and Development (FAAD) Task Force continues to meet on a monthly basis, with the central mandate of providing the necessary support for maintaining and carrying out the detailed implementation plan, attached as Annex I. The meeting involves strengthening systems, tools and guidelines in order to implement the policy (including the Programme Design Manual, targeting and vulnerability analysis [VAM], participatory approaches, technical support, and monitoring and evaluation); acting as resource persons for Enabling Development training workshops; formulating partnership strategies; and reviewing the WFP development portfolio.

5. Since May 1999, WFP development projects and programmes have been designed for compatibility with the objectives of the Enabling Development policy. Development programmes and projects approved over the two-year period from May 1999 to May 2001 represent 67 percent of the total value of WFP's development portfolio. Assuming that the Executive Board endorses or approves the documents scheduled for submission to the Third Regular Session of 2001—as it has done with the other development documents submitted to them since the Enabling Development policy was adopted—approximately 85 percent of the active development portfolio is expected to have been reviewed. This

percentage is substantially higher than the milestone of 75 percent agreed upon at the Annual Session of the Board in 1999.

6. The portfolio review has been complemented by reporting through the Standard Project Reports (SPRs) and facilitated by a simplified programme cycle for transition to second-generation Country Strategy Outlines (CSOs) and Country Programmes (COs). Local Programme Review Committees (PRCs) are established at the country level to provide an initial technical review, and to ensure quality activities within Country Programmes. The Development Programme Review Committee at Headquarters is also exercising strict quality control to ensure that Enabling Development principles are present in all new CSOs, CPs and development projects. The PRC includes representatives from various divisions (e.g. Operations, Strategy and Policy, Resources and External Relations, Transport and Logistics, Evaluation, Programming, Finance and Information Systems and Budget). The Committee's comments are taken into account in revising and finalizing the documents.

7. WFP undertakes development operations in 57 countries, 30 of which presently have Country Programmes (three of those are second generation: Bangladesh, Guatemala and Pakistan), encompassing 86 development activities. In addition, there are 79 independent WFP development projects. In the period since the Enabling Development policy was approved, 21 CSOs and 11 CPs have been approved, as have 64 CP activities, development projects and development project budget revisions. A number of CP and CSO documents will be reviewed by the Second Regular Session of the Executive Board in May 2001. Another 5 CSOs and 9 CPs will be submitted to the Third Regular Session of the Board in 2001. This means that by the end of 2001, there will be 33 WFP CPs in place, 20 of which will have been approved by the Board since May 1999.

8. As mandated by the Executive Board, all CPs are evaluated prior to the formulation of a new CSO, to allow incorporation of lessons learned. Both documents (the evaluation summary and the CSO) are presented to the same session of the Executive Board. Between November 1999 and April 2001, the Office of Evaluation (OEDE) evaluated 12 CPs. Another four will be evaluated in 2001, and five more in 2002. OEDE also plans a thematic evaluation of the Country Programme approach, based on those evaluations, in late 2001.

9. Country Programme evaluations have been instrumental in reshaping existing CPs and proposing future strategies. All CPs are reviewed for their compatibility with the Enabling Development policy, and those activities incompatible with the policy are adjusted or phased out. According to the assessments by the evaluation teams, most CP activities correspond to the five priority areas of the Enabling Development policy. Areas that could be improved were identified as monitoring and evaluation, partnerships and technical assistance, all of which are now being addressed through the development of tools and guidelines, accompanied by training. A major challenge to the implementation of the Enabling Development policy at the country level appears to be the need to identify the necessary additional human and financial resources and the appropriate partnerships to ensure successful programming in the spirit of the policy.

10.   Through discussions at workshops aimed at developing awareness of the Enabling
       Development policy, it has been noted that even where new CSOs, CPs and development
       projects were not being prepared, WFP was incorporating elements of the Enabling
       Development policy into ongoing development programmes, projects and activities.

REORIENTATION OF THE DEVELOPMENT PORTFOLIO: DEMONSTRATING RESULTS AND QUALITY IMPROVEMENT

11.   The implementation of the Enabling Development policy has resulted in better-designed
       and executed CSOs, CPs and development projects, in particular because of the strong
       focus on sound problem analysis and the selection of appropriate people-centred activities
       that incorporate the central elements of the Enabling Development policy. The Enabling
       Development policy framework is being mainstreamed throughout all phases of CSO, CP
       and development project preparation, as evidenced by adherence to the five priority
       objectives, a focus on VAM geographic and beneficiary targeting, results-based monitoring
       and evaluation, partnership strategies, participatory approaches and effective monitoring
       and evaluation. Reorientation of WFP's development portfolio has been achieved through
       three main approaches.

12.   First, **VAM targeting methodology** has been applied to WFP's development operations,
       to ensure that WFP development assistance is focused on the most food insecure areas and
       populations. This stronger focus allows for better achievement of desired results, as WFP
       assistance is not dispersed throughout the country. With funding from the Canadian Impact
       Grant Facility, the VAM Unit has initiated a long-term quality improvement strategy to
       better address programme information needs. The intent is to further adapt and apply those
       best practices already identified by the VAM Unit as most relevant to the information
       needs for CSO/CP design. This is being accomplished with the provision of technical
       support to a priority set of WFP countries—those in the process of preparing CSOs and
       CPs—so that they can develop the information base necessary for programme design.
       Small teams of experts, including both WFP staff and external consultants, have been
       mobilized to provide direct country-level support to the following areas of analysis:
       programme-level targeting, programme resource mapping and project-level targeting.

13.   Second, there has been recognition of the importance of human resources for enabling
       people to take advantage of development opportunities and for breaking the
       intergenerational cycle of hunger and malnutrition through: appropriate food intake at
       critical times, and education for women and children. This has resulted in **a shift in the
       development portfolio, to placing more focus on human rather than physical assets**,
       implying a decrease in food-for-work (FFW) activities and an increase in supplementary
       feeding, and education and training activities (i.e. Enabling Development priorities 1
       and 2). The United States of America's major contribution to WFP school feeding activities
       is helping the Programme make a shift to the building of human assets. The portfolio shift
       to priorities 1 and 2 is increasing WFP's effectiveness in reaching its main target
       beneficiary groups—undernourished and unskilled people, largely women and young
       children.

14.   A third aspect of the reorientation has involved the development of a refined
       partnership strategy, focusing on complementary technical and non-food inputs where
       food alone is insufficient for enabling development.

15.   Each of the three approaches to reorienting WFP's development portfolio is described in
       more detail below.

Vulnerability Analysis and Mapping for Improved Targeting

16. Until recently, most decisions regarding the allocation of WFP's food aid were based on national concerns, often addressing a government's broad development objectives. Food assistance programmed in that manner was not used to its full potential, as it was not viewed as part of overall development assistance, or as having an intrinsically different nature from other forms of development intervention. Even when food aid decision-making was based upon geophysical and climatic conditions, it was commonly assumed that people living in drought- or disaster-prone areas were automatically food insecure. However, although high exposure to drought or other natural disasters is indeed often an important factor in vulnerability, it cannot always be associated with food insecurity. Several recent studies have pointed out that poverty, illiteracy, malnutrition and environmental degradation are direct *causes* as well as direct effects of food insecurity. Thus, achieving food security requires that:

➢ the aggregate availability of physical supplies of food from various sources (domestic production, commercial and food aid imports and national stocks) is sufficient;

➢ household livelihoods provide adequate access to those food supplies through home production, market purchases or transfer from other sources; and

➢ the utilization of those food supplies is appropriate to meet the specific dietary and health needs of individuals.

17. In order to take full advantage of food aid potential and use it more effectively to address food insecurity, WFP refined and enhanced the application of its VAM tools to ensure identification of the most appropriate food aid strategies. Vulnerability analysis is now being applied to provide the required elements of problem analysis in order to identify food-insecure areas and people, and to suggest strategies for addressing the dimensions of food insecurity at the household and individual levels. VAM analyses the relationships within a multidimensional problem (e.g. food availability, accessibility and utilization), taking into account elements of vulnerability, rather than merely assessing exposure to disasters and analysing agricultural production. Using this approach, more comprehensive problem analyses at the sub-national level have resulted in the formulation and design of new Country Strategy Outlines, Country Programme activities and development projects, with rational geographical, sectoral and beneficiary targeting, that address some of the root causes of food insecurity of the most vulnerable people.

18. Using VAM tools, issues of food security and vulnerability have been analysed at the sub-national level, with elements such as seasonality and intra-household food distribution taken into account. This analysis enables the identification of:

➢ who is food insecure;

➢ who is vulnerable to food insecurity;

➢ why those people are food insecure or likely to become food insecure; and

➢ where those people live.

19. All development documents submitted to the Executive Board since the adoption of the Enabling Development policy in May 1999 have included descriptions of food-assisted interventions designed to enable development **where food insecurity is the major constraint**. As a result of a thorough geographic targeting undertaken prior to the design and formulation of development activities, and based largely on poverty and food security

analyses, food aid is now used only where extreme poverty prevents access to food. Furthermore, 80 percent of the new programmes have benefited from comprehensive hunger and vulnerability analyses undertaken by the VAM Unit with financial support from the Canadian Quality Improvement grant.

A Shift to a Focus on Human Rather than Physical Assets

20.   WFP's development portfolio has been substantially reviewed and reshaped subsequent to adoption of the Enabling Development policy in May 1999. There has been a shift away from the creation of physical assets and a stronger focus on activities designed to develop human resources that will break the intergenerational cycle of hunger and malnutrition, and allow people to take advantage of development opportunities.

21.   Table 1 and Figure 1 illustrate the shifts by region and programme, respectively.

TABLE 1: SHIFTS BY REGION							
	1999 requirements				2001 requirements		
Region	**Physical assets**		**Human assets**		**Physical assets**		**Human assets**	
	mt	%	mt	%	mt	%	mt	%
OAE	302 636	68	142 040	32	248 560	66	127 206	34
OLC	99 990	54	86 177	46	55 881	34	107 029	66
OMN	65 764	64	36 989	36	76 463	60	51 966	40
OSA	115 902	48	126 155	52	152 771	46	182 868	54
Total	**584 292**	**60**	**391 361**	**40**	**533 675**	**53**	**469 069**	**47**

Figure 1: Total Requirements
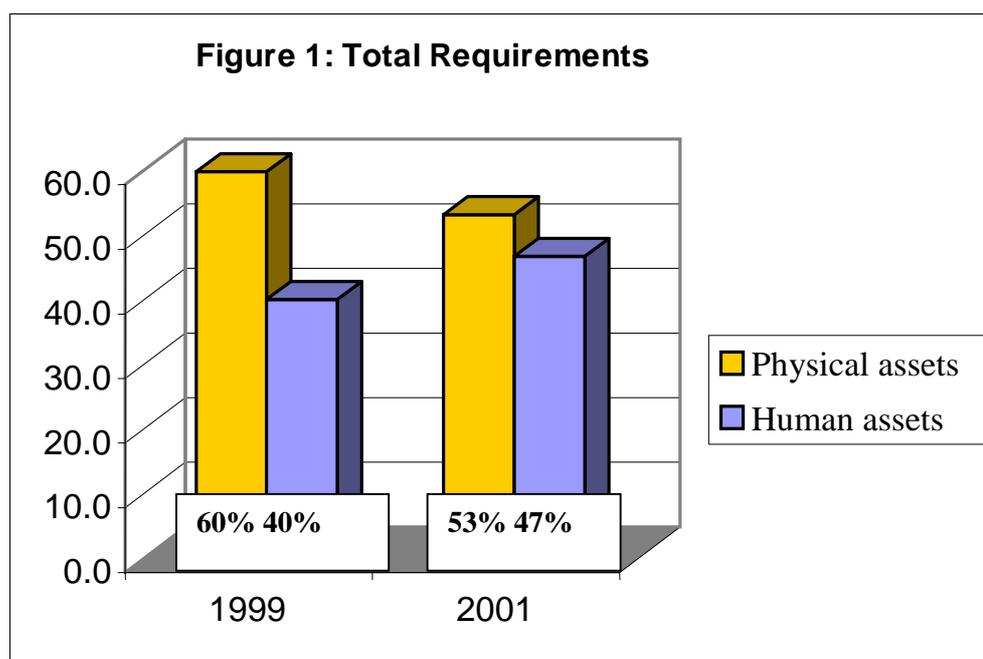
A New Focus on Partnerships

22. Food alone is insufficient for achieving development goals. To be an effective development tool, food must be complemented and strengthened by other inputs such as technical expertise, training funds, non-food items and staff. Partnerships are important for ensuring complementarity, but they require substantial commitments from WFP, not the least of which is staff time. The overall goal of WFP's partnership strategy is therefore to ensure that both implementing and technical partnerships are appropriate, effective and strong, and that they give due attention to achieving WFP's Commitments to Women, by including them in partnership agreements such as Memoranda of Understanding (MOUs). Over the past several years, WFP has been proactively identifying and reinforcing partnership arrangements with governments, within the United Nations system, with donors and with non-governmental organizations (NGOs). Those partnerships are already improving countries' absorptive capacity for effectively using development food aid.

23. **National Governments** are WFP's main development partners. WFP's assistance is aimed at ensuring government ownership and sustainability. While this may not always be simple in the countries in which WFP works, particularly least developed countries (LDCs), increased involvement in the **CCA/UNDAF process and other United Nations reform processes** is strengthening those partnerships. Harmonization of programme cycles with governments' national plans makes both planning and implementation easier, and the UNDAF process ensures that discussions of policy strategies and programming are carried out with all partners. At the time of preparing this document, 93 percent of programme cycles had been harmonized, and as a member of the Executive Committee of the United Nations Development Group (UNDG), WFP is working to achieve full harmonization. At the country level, WFP leads UNDAF thematic groups that relate specifically to the Programme's interest and expertise in areas such as food security, vulnerability analysis and disaster mitigation to ensure that those concerns are well integrated into the United Nations system's development activities in a given country. Preparation of WFP CSOs and CPs is also coordinated within the CCA/UNDAF, where such exists. Since the Enabling Development policy was approved, the development pro formas and guidance have been revised and updated to ensure that partnership arrangements are reflected in development planning and that they are reported upon to the approval authorities. Joint programming, using the guidelines developed by the UNDG, is also encouraged.

Furthermore, in the past two years, WFP has sent staff to UNDAF facilitators' training at the United Nations Staff College in Turin. Once trained, those staff are available to assist countries in their region in undertaking effective CCA/UNDAF exercises.

24.   WFP consistently seeks ways to collaborate with the other **Rome-based United Nations agencies**—the Food and Agriculture Organization (FAO) and the International Fund for Agricultural Development (IFAD)—in development activities. The Operations Department maintains a list of WFP missions, circulated to technical agencies; FAO often participates as a member of WFP project or programme design missions and evaluations. IFAD and WFP are increasingly collaborating on development programming and implementation. Examples of close collaboration between WFP and the other Rome-based agencies can be found in programmes in China and Cameroon.

China

In the mid-1990s WFP began shifting its support in China from an integrated agricultural development to an integrated rural development approach, with a final objective of not only meeting food and income needs of the poor, but also addressing human capital formation. These more ambitious objectives led to partnerships among the Ministry of Agriculture, WFP and IFAD. WFP and IFAD also established close collaboration in the project monitoring, through which it was possible to highlight some weaknesses in the model. The targeting of the joint resources was identified as one of the programme's main weaknesses. As a follow-up to the monitoring findings, WFP initiated a VAM targeting exercise and, with funding from IFAD, established a VAM targeting system in China. The VAM targeting system greatly enhanced WFP's knowledge of the target population, and has been so successful that the Ministry of Agriculture and other United Nations and bilateral agencies are interested in using the VAM methodology in their own development programmes.

Cameroon

The new WFP Country Strategy for Cameroon includes food-for-work activities that aim to increase agricultural production through the construction of hill lakes and small dams. WFP will collaborate closely with FAO, joining the FAO Special Programme on Food Security, which includes a water management component.

---

25.   Similar WFP/IFAD initiatives are under way or planned in other countries, including Cambodia, India and Laos.

26. WFP continues to strengthen its partnership with the **World Bank**, particularly for the creation of human assets through health/nutrition and basic education activities, where the World Bank has increasingly made substantial financial commitments. Last year, a senior WFP staff member was posted to Washington, D.C., as a Representative to the Bretton Woods Institutions. His mandate is to ensure that the enabling character of food assistance for the poorest is properly understood at these institutions, and that the lessons learned from joint pilot projects are used to guide other similar cooperative projects. WFP also participates in the elaboration of Poverty Reduction Strategy Papers (PRSPs) and in discussions on the Comprehensive Development Framework (CDF) and its link to the UNDAF process.

27. Local and international **NGOs** can be effective implementing partners. WFP has been undertaking a major review of its working relationships with NGOs, including MOUs. An evaluation of WFP's partnerships with NGOs was presented to the Executive Board at its First Regular Session, 2000, and another report will be presented at the same Annual Board Session as this report, in May 2001.

28. There are many examples of good partnership initiatives with NGOs. One was described in the Egypt CSO presented to the Board at its Third Regular Session, 2000, in preparation for the Country Programme that will be submitted to the Executive Board in October of this year. In the rural development activity, WFP will provide food aid to support beneficiaries as they develop their farms under very difficult desert conditions, while the USAID-funded NGO Africare will provide training in various technical areas, along with production and marketing assistance to help ensure the success of the activity.

Selected Case Studies and Best Practices

29. The following development case studies illustrate WFP's shift in focus to ensure compatibility with the Enabling Development policy, supported by the three approaches outlined above: vulnerability analysis and targeting, a shift to a focus on human rather than physical assets and a new focus on partnerships.

⇨ *Nepal*

30. Prior to adoption of the Enabling Development policy, there were two WFP-assisted development projects in Nepal. These focused on: (i) the construction and rehabilitation of national rural infrastructures (trails and tracks), implemented through a highly centralized structure; and (ii) support to a national education programme. Food aid resources were allocated to activities addressing national priorities rather than promoting the sustainable assets that were requested and managed by local communities. The omission of a participatory stakeholder and problem analysis resulted in the lack of community participation, a major weakness of the project. Similarly, the school feeding project was not based on geographical and beneficiary targeting, but instead focused on all public primary schools in rural areas. Hence, the most vulnerable and food insecure people were not identified, and interventions based on their needs and addressing the various dimensions and causes of food insecurity were not developed.

31. To recast its development programme for compatibility with the Enabling Development policy, the Nepal country office undertook a major review of its development portfolio, starting with the rural infrastructure activity. It was discovered that in order to improve access to food by the most food insecure people on a sustainable basis, more refined targeting was needed, along with a thorough analysis of the ability of those people to benefit from the creation of physical assets. Supported by the findings of a comprehensive

vulnerability analysis, which included a national vulnerability assessment survey, a Country Strategy Outline and a Country Programme (for consideration at the Second Regular Session of the Executive Board in 2001) were formulated with the following objectives:

➢ to concentrate resources where they were most needed (highest incidence of food insecure people);

➢ to focus on the most food insecure populations (the "hungry poor") within these areas; and

➢ to select activities addressing the root causes of food insecurity and community needs.

32.   A two-stage targeting strategy has been adopted. The first stage involves long-term **geographical targeting** based on the degree of vulnerability to food insecurity and the existence of the opportunity to use food aid appropriately and effectively. In operational terms, this involves a progressive phase-in in the far western mountains, the country's most food insecure area with the most difficult physical access, accompanied by a corresponding phase-out in the food-producing *Terai* area.

33.   The second stage of the targeting strategy focuses on **beneficiary targeting**. Using participatory methods, only the most food insecure communities and the most vulnerable households and individuals will benefit from the employment generated and the assets created. For the Food for Education and the newly designed Mother and Child Health Care activities, beneficiary selection criteria will also be applied.

NEPAL COUNTRY PROGRAMME 2002-2006
VULNERABILITY STATUS AND WFP ACTIVITY COVERAGE
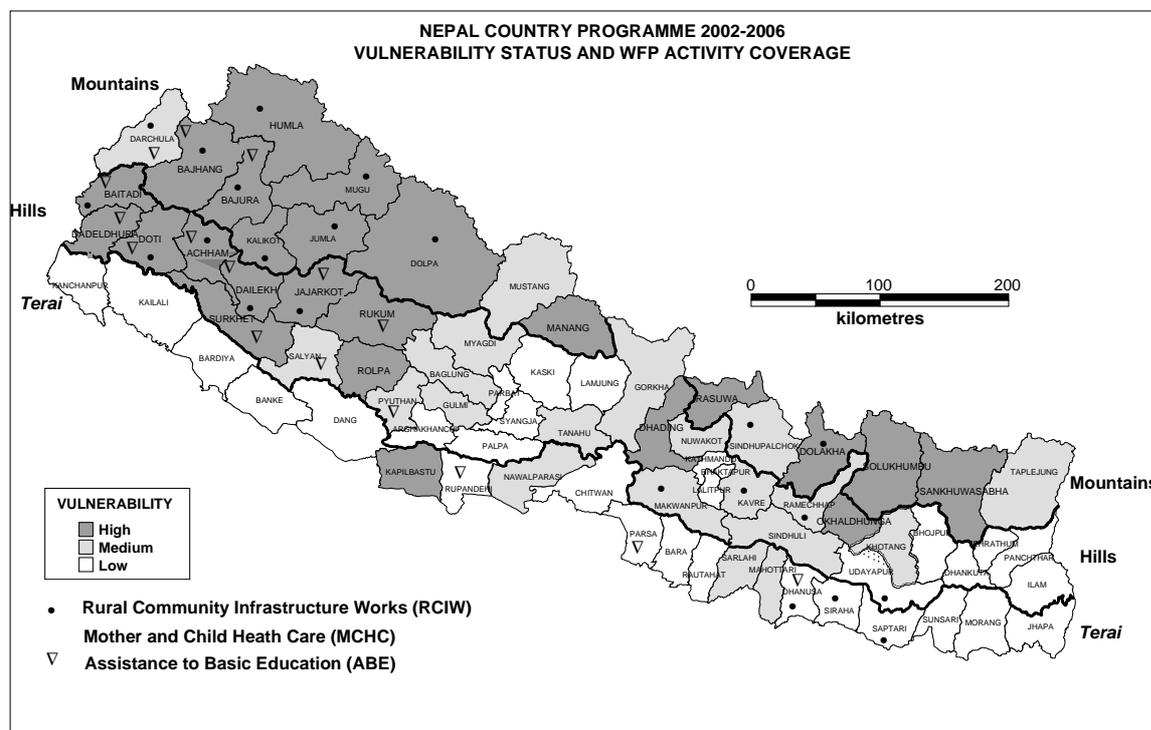
The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries

34.   In implementing the Enabling Development policy in Nepal, WFP aims to create both physical and human assets while converging all three activities in the same geographical areas in order to maximize the food security impact. The CP supports the creation of rural community infrastructure, thus establishing the necessary pre-conditions for the effective delivery of assistance to education and nutrition activities in the country's most remote and food insecure areas, and promoting an enabling environment for development activities.

35.   Furthermore, the Nepal country office has carried out effective advocacy, resulting in substantive **government, NGO, donor and United Nations partnerships** to implement the three Country Programme activities.

36.   WFP is collaborating with the Government of Nepal, the German Agency for Technical Cooperation (GTZ), local-level committees and NGOs on the Rural Community Infrastructure Works (RCIW) programme. RCIW aims to improve community infrastructure through self-help activities, with two goals: (i) to reduce temporary and seasonal food shortages of food-deficit households through the creation of short-term community-based employment; and (ii) to enhance the long-term food security of those households by improving market and service access with small roads and trails, and creating community infrastructure with a direct impact on the communities' food production (e.g. flood and soil erosion control structures, small-scale irrigation facilities, and soil and water conservation structures in small watersheds).

37.   The Government provides technical support; GTZ advisers assist the Ministry in policy planning coordination and monitoring and also train technical staff and committee members; the District Development Committees (DDCs) approve the projects and coordinate planning; and local NGOs and consultants help mobilize and establish groups and train their members, placing special emphasis on women.

38.   User groups of food-deficit households implement the community infrastructure activities through food for work, own the structure and are responsible for its maintenance. The focus is on self-help, with a strong emphasis placed on women's empowerment and increased gender equality, addressing the low social and economic status of women and the poverty of households that depend on women's incomes. In each programme district, gender action plans have been developed, and there are plans for two women-only projects. Great emphasis is also placed on strengthening women's voices in local-level decision-making by increasing the percentage of women members on local implementation committees from 30 to 50 percent.

39.   For the Food for Education activity, WFP's implementing partner is the Ministry of Education, with its Primary School Nutritious Food Programme (PSNFP). For the deworming programme, WHO provides technical assistance coordinated with the Ministries of Health and Education.

40.   For the new Mother and Child Health Care activity, the PSNFP takes the responsibility of delivering food to the district level, where Village Development Committees then take over. Supplementary food will be provided either as a component of the UNICEF-supported Decentralized Planning for the Child Programme, or will be accompanied by technical assistance from the Nepal-German Reproductive Health Project.
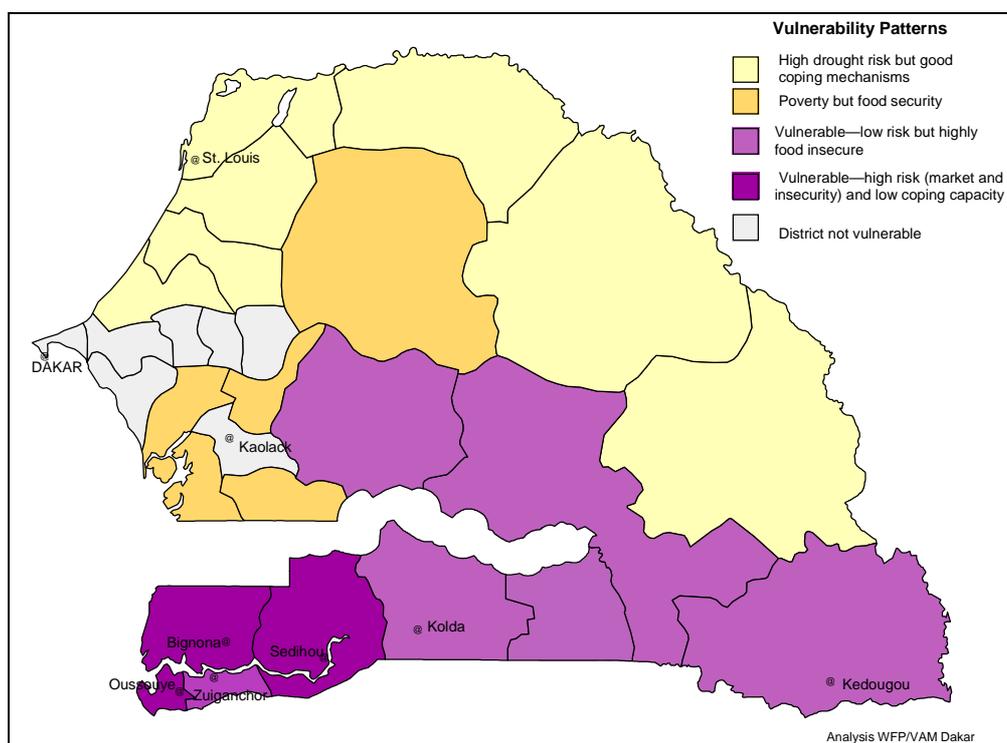
⇨ *Senegal*

41.   Conventional wisdom indicated that the Senegal River Valley and the drought-prone northern regions were the most food insecure areas of Senegal. Most of the Government's priorities, as well as international development programmes, had thus focused their

attention on these areas and, similarly, WFP designed its development projects following those same geographic and rural development priorities. In addition, the Programme responded to the Government's objective to increase school attendance by implementing a nationwide school feeding project.

42.   Following a joint government/World Bank poverty study that indicated that poverty in Senegal was *not* concentrated in the most drought prone areas, the Senegal country office undertook a comprehensive vulnerability analysis to identify areas with high incidence of food insecurity and the causes of food insecurity among the most vulnerable population groups.

WFP Vulnerability Analysis Map

Analysis WFP/VAM Dakar

43.   Given the high rate of urbanization in Senegal, WFP's VAM Unit undertook a vulnerability study focusing on the livelihoods of the urban populations. The purpose of the study was to analyse the dimensions of food insecurity among the urban poor, and the comparative advantage of food aid for addressing the needs of the urban poor. The study identified potential urban food and non-food activities that could be implemented by various organizations to create sustainable livelihoods. Based upon the evaluation of the current development programme and these VAM findings, WFP reviewed the activities included in its current Country Programme and devised a new twofold human assets strategy, described in the CSO endorsed by the Executive Board at its First Regular Session in 2001. Given the dimensions and the causes of food insecurity in Senegal, WFP concluded that food-for-work activities were not effectively addressing the underlying causes of vulnerability, while food-oriented human asset interventions had been more efficient and more successful. On this basis, WFP designed rural- and urban-specific development activities addressing two factors related to food insecurity: education/literacy and health/nutrition. In carrying out those activities, WFP will further develop a successful partnership with the Government of Senegal, the World Bank and the Kreditanstalt für

Wiederaufbau (German Credit Institution for Reconstruction) (KfW), in its health sector intervention.

44.   The experimental Community Nutrition Project, implemented in poor urban neighbourhoods, demonstrates an innovative approach: the delivery of targeted and cost-effective nutrition interventions. The project was developed as an integrated component of an overall programme promoting nutrition, potable water access and food security, co-financed by the World Bank and Germany, that involves an Information, Education and Communication (IEC)/social mobilization intervention, a supplementary feeding programme, growth monitoring and some basic preventive health care. That programme is an example of effective partnership among WFP, the World Bank, KfW and the Government of Senegal.

45.   The Presidential Commission for the eradication of hunger is responsible for project coordination and policy guidance. The primary objectives of the project are to maintain and improve the nutritional status of children under 3 and of expectant and nursing mothers in poor peri-urban areas, to help increase delivery of primary health care services (growth monitoring, immunization and health care awareness), and to initiate a change in mothers' nutritional behaviour, particularly in terms of breast-feeding, child-weaning and treatment of diarrhoea.

46.   The World Bank provides funding for the programme's implementation through AGETIP (a public development agency), whereas WFP is responsible for providing food for distribution to malnourished children aged 6 months to 3 years, and to expectant and nursing mothers.

47.   In order to stimulate local production and local economic development, and to enhance the acceptability of the food, thus improving the sustainability of the project, WFP avoided importing the food supplement required by the project. Instead, a weaning food based on local products (millet, sorghum, groundnuts and beans) was produced. The use of a low-cost, locally produced weaning food in Senegal is providing a model and guidelines for similar projects in other developing countries.

⇨ *Pakistan*

48.   For more than two decades WFP concentrated its food aid interventions in Pakistan on natural resource management in ecologically vulnerable areas. Although evaluation studies concluded that positive results had been achieved in the natural resource sector, it was also pointed out that large landowners benefited considerably from the project activities. Conversely, the evaluation of the 1994–1998 Country Programme concluded that WFP should continue its newly implemented assistance to the education and health sectors, although a review of objectives, scope and operational modalities was needed. The resulting Country Programme, supported by a comprehensive vulnerability analysis and by recent data on WFP health and education activities, included targeting that has been refined to allow for greater concentration on the most food insecure sub-districts. Moreover, the beneficiary focus of the new programme will shift to the creation of physical and human assets for women and girls, improving their abilities to take advantage of development opportunities.

WFP Geographic Targeting

Target Districts
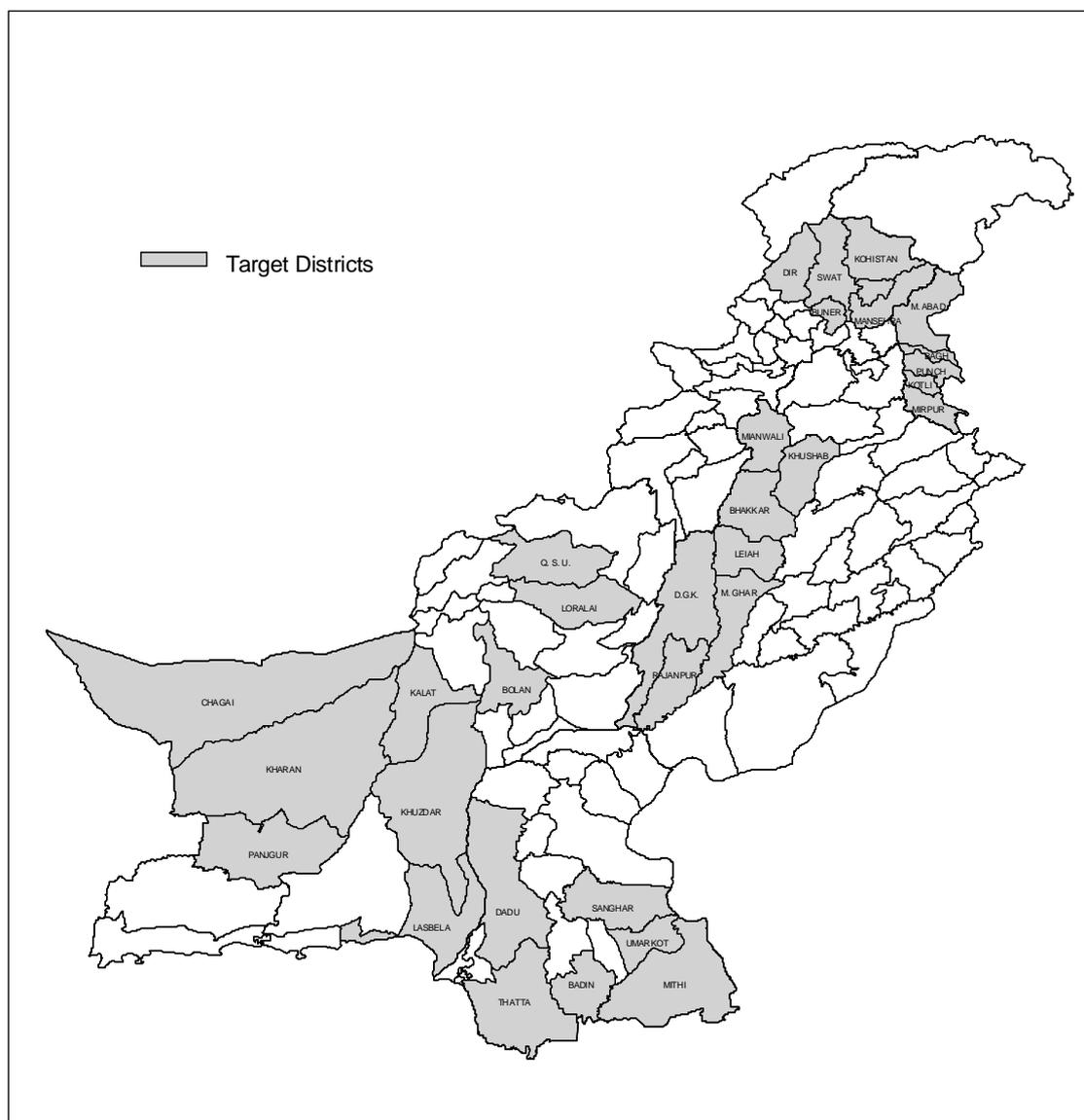
49. Even though food availability in Pakistan is sufficient to meet national requirements, every day one in three Pakistanis does not consume enough food to lead a healthy and active life. The problem is economic access. Owing to unequal gender relations, the burden falls on the poor, the majority of whom are women and girls living in rural areas. In addition to social restrictions, hunger and poverty keep children, especially girls, out of primary school and deny expectant and nursing mothers access to basic health care.

50. The main emphasis of the new Country Programme is compatible with the Enabling Development policy, as it focuses on ensuring access to food in ways that enable beneficiaries to take advantage of development opportunities. What is new is the vulnerability analysis to sharpen beneficiary targeting, the rigorous linking of food assistance and development opportunities, the emphasis on people's retention of benefits, and the application of a programme approach that allows each activity component to mutually reinforce the others in a cost-effective way. Other innovations include introducing the concept of minimum quality standards to address WFP's concern for the quality of education and health services and to better select participating schools and basic

health units (BHUs). UNESCO and WHO have developed basic minimum standards to help address WFP's to realize this objective.

51.   The new Country Programme, which focuses its interventions exclusively in favour of women and girls, will be implemented through a close partnership with the Government of Pakistan, UNICEF, UNFPA and WHO, enhancing advocacy for policies and programmes addressing the problems of hungry poor women in Pakistan.

TECHNICAL SUPPORT FOR PORTFOLIO REVIEW AND REVISION: TOOLS, GUIDELINES AND CORE SKILLS TRAINING

Reviewing and Systematizing Best Practices and Lessons Learned, and Developing Tools and Guidelines

52.   Throughout the two-year period since the Enabling Development policy was approved by the Board, WFP has continued to develop guidelines and tools to assist staff in designing and implementing quality projects and programmes. These tools and guidelines are becoming ever more essential as the Programme continues to decentralize operations.

⇨ *Programme Design Manual (PDM)*

53.   The on-line Programme Design Manual is now complete. It is available to country offices on the WFP website and as a quarterly updated CD-ROM. The PDM development section contains pro formas for projects, CSOs and CPs; guidance on the preparation of documents; links to the Enabling Development paper; technical tools; and other relevant information. Maintenance of the PDM is the responsibility of the Operations Department. A development design working group regularly reviews and revises the PDM development guidance to ensure that it is up to date and reflects the most recent refinements in the guidance.

⇨ *Targeting, Needs Assessment and Vulnerability Analysis Practices*

54.   Vulnerability analysis and mapping has greatly contributed to improving national and sub-national problem analyses. The enhanced understanding of the root causes of food insecurity has allowed for an effective sharpening of WFP geographic and beneficiary focus and for appropriate activity design. Moreover, VAM has focused increasingly on hunger at the community and household levels, with the objective of analysing inter- and intra-household resources distribution.

55.   The vulnerability analysis and targeting methods and practices are updated to reflect Enabling Development policy directives, and to define the guidelines, tools and products that support them. In particular, the VAM Unit has designed a Standardized Analytical Framework (SAF), which incorporates best practices in secondary data analysis, participatory assessments, the use of geographic information systems and other analytical tools. The SAF links VAM outputs to specific information needs throughout the WFP development programme cycle. While designed to support key WFP programming decisions, VAM information products also support the complementary needs of the broader international community—including national and local governments, United Nations agencies, NGOs, and others—for addressing more broadly the problems of food insecurity and vulnerability in developing countries. VAM works in collaboration with a variety of international partners to ensure continued quality standards.

⇨ *Monitoring and Evaluation*

56.   In May 2000, the Office of Evaluation (OEDE) presented a document to the Annual Session of the Executive Board, setting out WFP's principles and methods of monitoring and evaluation. The proposals for making evaluations relevant included recommendation tracking, a lessons system and suggestions for incorporating results-based management (RBM) in WFP operations at the design stage and during implementation. Key performance indicators for all five Enabling Development priorities have been developed by OEDE to assist country offices in improving programme quality. OEDE is also finalizing a global review of existing monitoring practices and has undertaken logframe training for its staff to ensure that they take a logical approach to building a system based on desired results. To ensure gender mainstreaming and to address both women's and men's development needs, WFP collects gender-sensitive monitoring and evaluation information. That information is systematized in the WFP data management system, Systems, Applications and Products (SAP). The system captures gender information in four areas: beneficiary statistics, development outputs, gender focus in projects, and direct support costs (DSCs) spent on gender mainstreaming.

⇨ *Participatory approaches*

57.   Tools and guidelines for participatory approaches, important for implementing Enabling Development priorities 3, 4 and 5 and ensuring the shift to community-based self-help activities rather than government budgetary support, are critical also for ensuring the overall development portfolio shift to human assets and community-based self-help activities. Participatory approaches guidelines have recently been developed by WFP's and Strategy Policy Division (SP), with assistance from the Canadian Impact Grant. This work continues to be supported by WFP's collaboration with FAO, IFAD, UNDP and the Department for International Development (DFID)-UK on sustainable livelihood approaches, addressing poverty alleviation objectives through people-centred programmes. Training and flexible operating procedures are being introduced through field-level training. Participatory guidelines are also helping WFP meet its Commitments to Women, which mandates that 50 percent of all food management committee membership must be women.

⇨ *Technical Assistance/Support*

58.   The FAAD Task Force and the Operations Department have continued discussions with United Nations technical agencies (FAO, the International Labour Organization [ILO], WHO and UNESCO) to develop strategies for providing technical support to country offices and to refine guidelines, tools and reporting formats. For example, WFP has worked closely with WHO to undertake pilot initiatives that illustrate the benefits of combined food aid, education and health intervention. With WHO technical assistance, the Programme has combined pilot deworming interventions with school feeding in Nepal. Monitoring reports from Nepal are extremely positive, indicating not only improved school attendance and enrolment by gender, but also significant gains in student health and nutrition. A series of regional school feeding/deworming workshops, in consultation with WHO, are planned for country offices during 2001, to incorporate lessons learned in similar WFP activities, particularly in Africa. The workshops are being carried out with support by a grant from the Canadian Government.

⇨ *Programme Support Guidelines*

59. At its Annual Session in May 2000, an interim progress report presented to the Executive Board noted that various programme support guidelines had been prepared. Since then there has been substantial progress on the preparation of draft **disaster mitigation guidelines**, which are essential to activities focusing on Enabling Development priority 4. Missions were organized to seven country offices (Honduras, Madagascar, Mali, Mozambique, Nepal, Nicaragua and Tanzania) to help those offices incorporate effective disaster mitigation strategies into their CSOs and CPs, and to field test the effectiveness of the draft guidelines as a programming tool.

60. Disaster mitigation experts provided technical assistance to country offices in the design of appropriate disaster mitigation strategies and the selection of appropriate partners and activities. Because risk analysis and vulnerability to natural hazards are key elements in designing disaster mitigation strategies, the missions were programmed in close collaboration with the VAM Unit, which was concurrently providing technical support to country offices for problem analysis and CSO/CP design. At the conclusion of each mission, the disaster mitigation experts reported back to WFP Headquarters on the effectiveness of the draft guidelines as a tool, offering concrete recommendations on how to improve them. The missions underscored that the strength of WFP's interventions in disaster mitigation depends on the Programme's ability to form strong partnerships with host governments and others, and on the extent to which those partners understand and embrace disaster mitigation as a priority.

61. Nine out of the 11 CSOs and CPs that were approved by the Executive Board in 2000 included disaster mitigation activities.

⇨ *Training*

62. To ensure Programme-wide compliance with Enabling Development through a consistent use of the available tools/guidelines, WFP designed and implemented a comprehensive training programme during the period May 1999–May 2001.

63. The first phase, **awareness training**, consisted of 19 regional workshops, of which 9 focused specifically on Enabling Development. The others included Enabling Development presentations and discussions along with other issues (three regional VAM workshops, six gender workshops and one food-for-work workshop). The audiences for this awareness training included WFP management and programme staff and, in some instances, government counterparts and NGO representatives. In addition, some 250 senior management staff from all regions and from Headquarters have been trained in awareness of the policy and in core technical skills for development as part of the **senior management training** courses held since May 1999.

64. The second phase, **training in core technical skills**, started with the Training of Leaders in Rome, 22 January–2 February 2001, for 23 senior programming staff (mostly Regional Programme Advisers). The training was devised to equip selected field and Headquarters staff with the requisite core technical skills that would allow them to design, implement, monitor and evaluate development programmes/projects in line with the Enabling Development policy. Along with training in technical core skills, Enabling Development Leaders received training in presentation skills. Selection criteria took into consideration linguistic abilities, previous training experience, current responsibilities and prior involvement in development-related programmes.

65.   The overall objectives of the Training of Leaders were to:

➢   improve participants' knowledge and understanding of Enabling Development policies, tools and guidelines;

➢   develop participants' technical skills in six core areas, namely PDM, logframe analysis, VAM, monitoring and evaluation, partnerships and participatory approaches;

➢   enhance training and facilitation skills;

➢   develop a follow-up strategy for the implementation of the Enabling Development policy in the field; and

➢   create a core support and resource network of Enabling Development Leaders.

66.   Apart from the six core areas listed above, gender was highlighted as a cross-cutting issue, and discussions included resources and the preparation of budgets for development activities. WFP staff with expertise in the core subject areas prepared interactive training presentations, which were converted to training modules for use by the Leaders in regional follow-up workshops.

67.   Participants trained as Leaders formed teams of three and, in consultation with Regional Managers, selected staff with the most appropriate profiles to attend field workshops—in particular Country and Deputy Country Directors, Programme Advisers/Officers and National Officers. Priority for participation in this round of training was given to staff from countries with predominantly development operations. By the time of the Board's Annual Session in May 2001, each team will have completed one or two five-day field workshops in Latin America (one), Asia (two), Africa (five) and the Middle East (one). Also by May 2001, 220 programme staff will have received training in core development skills by the Enabling Development Leaders.

GENDER MAINSTREAMING IN THE IMPLEMENTATION OF THE ENABLING DEVELOPMENT POLICY

68.   In recasting the development portfolio, gender mainstreaming is a consistent cross-cutting theme. The concepts of enabling development, empowering women and understanding increased gender equality as a success factor in development activities are closely linked. Each of the five strategic areas of the Enabling Development policy focuses on women or on the relations between women and men, and reaffirms WFP's Commitments to Women.

69.   Hundreds of millions of women and girls are too poor to take advantage of development opportunities and to escape from the hunger trap. To ensure that WFP food reached them, in 1995 at the Beijing United Nations Fourth World Conference on Women, the Programme established five Commitments to Women. These Commitments set bold and unique quantitative targets for WFP's food assistance. For example, in development activities in countries where there is a significant gender gap (i.e. over 90 percent of WFP-assisted countries), 60 percent of WFP's resources are to be invested in education, training and the creation of assets for women and girls. These Commitments are now incorporated in WFP's development projects and programmes.

70.   Where WFP invests in social services, the investment is heavily weighted to women and girls. Health and nutrition activities improve the nutritional status of women and girls, in order to reduce the lifelong intergenerational effects of malnutrition. Nutrition objectives are combined with training and health education for women and girls, enabling them to

take advantage of other development opportunities and thereby contributing to long-term sustainable changes in major social indicators and the empowerment of women.

71.   At the Beijing Conference, WFP committed itself to providing 50 percent of its education resources to girls. One of WFP's major education activities to promote gender equality is a take-home ration programme for girls. Between 1999 and 2000, the number of school-age girls benefiting from take-home rations more than doubled in 13 countries, from 471,303 to 1,094,636. There is also an increasing emphasis on skills training for women and on women's major decision-making role in the selection and use of community-based assets. Furthermore, women and men are now recognized as having different needs when disasters occur, and different roles in mitigating the effects of disasters. Women's role in natural resource management is being highlighted, along with their role in sustainable livelihoods. All of these elements are increasingly emphasized in WFP's five development priorities.

WFP enables women to take advantage of development opportunities

Nepal

The Nepal Country Programme has three components: Rural Community Infrastructure Works (RCIW), Food for Education (FFE) and Mother and Child Health Care (MCHC).

In a society where poor women's social and economic status is very low, a significant part of the CP strategy is its explicit focus on women and girls as key agents of change. Women's representation and voice in community- and family-level decision-making will be strengthened, and about half of the programme participants will be women and girls. They will identify programme activities, take part in those activities, receive food rations in return, and will benefit from the long-term human and physical assets created.

Women's education level, self-esteem, social status and control over productive assets and food resources are important determinants of household food security. Moreover women's nutritional status largely determines the physical and mental potential of the next generation. Furthermore, the impact on family well-being, including food security, is high when women control household resources. A crucial factor in breaking the intergenerational cycle of poverty and food insecurity is women's education. Educated women tend to use health services more frequently, follow better care and nutrition practices for themselves and their children, have greater access to employment opportunities and productive assets, are better able to use training opportunities effectively, and have a stronger voice in family

and community decision-making. In turn, they are also more likely to send their sons and daughters to school. Nepal's Empowerment of Women through Informal Literacy Classes is being supported by the Canadian Impact Grant.

The Nepal Country Programme integrates all these factors:

➢ RCIW aims at building and preserving productive community assets and enhancing people's, particularly women's, self-help capacity. Specific guidelines require that half of the user committee members and about 40 percent of activity participants and food aid recipients be women; in every district there are projects managed by women only, and on every user committee one of the two key positions (chairperson and treasurer) must be held by a woman. In women-only projects, the women development officer provides training in literacy, income-generating activities and self-esteem. Experience has shown that women are thrilled at the opportunity to manage employees, and to make decisions according to their own priorities.

➢ The FFE activity provides midday meals for boys and girls and aims at increasing the still considerably lower girls' enrolment rate by providing a take-home oil ration to the girls' mothers. Here too there must be about 40 percent female members in the food management committees.

➢ The MCHC activity focuses exclusively on infants and expectant and nursing mothers by providing them with an essential nutritional supplement and by serving as a platform for nutritional education and increased use of health services.

Pakistan

Pakistan's new Country Programme has three operational components—primary education for girls, safe motherhood and the creation of community assets for rural women (CARW). These three activities are brought together in a mutually supportive way to address a range of fundamental problems afflicting rural poor Pakistani women. Food for work will create assets and integrate development strategies, e.g. providing toilets in girls' primary schools, the absence of which has been a practical constraint on their attendance. Similarly, the construction of small access roads will enable expectant and nursing mothers to more readily attend basic health units. In turn, the design of CARW empowers women to have a greater voice in community life, a prerequisite for ensuring community support for girls' education in a traditionally conservative society. Solving the problem of access to food is not enough. Good health and adequate nutrition involve other things, such as water supply, sanitation and good dietary practices. Proper utilization of the right kinds of food is also important. This Country Programme starts to address those issues. For example, it introduces a pilot nutrition intervention that, when coupled with reproductive health and nutrition messages, aims directly at improving the nutritional status and well-being of expectant and nursing mothers and their children. This new approach will result in a WFP-assisted activity that deals simultaneously with the array of health and nutrition problems that are so pervasive in the poorest areas of rural Pakistan.

KEY ISSUES AND CONSTRAINTS

72.   WFP has progressed well in implementing the Action Plan of the Enabling Development policy. Country offices are finding the policy so useful in its application to operations that they often include elements of it in designing PRROs, anticipating the development activities to follow. Now the future path needs to be determined. During the review and recasting of the development portfolio, a number of issues have been identified as constraints on effective and efficient implementation of the Enabling Development policy. Until and unless those constraints are overcome, WFP will find it increasingly difficult to ensure the effective use of food aid to enable the development of the poorest people. The guidance of the Board is sought in considering the implications of a few key issues in WFP's development portfolio.

73.   The linkages between operational activities for development and special economic, humanitarian and disaster relief assistance are crucial at the present time because of the large number of countries in special circumstances where, in addition to emergency relief, development must remain a priority. Achieving all possible synergies between development and humanitarian affairs is thus important to ensure the high priority of the development dimension of United Nations activities.

74.   WFP's Resources and Long-term Financing model allows limited cash resources for implementation of the Programme's development activities. The configuration of country offices' staffing structure, supported by Programme Support and Administrative (PSA) funds (one Country Director, two national officers and three General Service support staff, with US$55,000 for office operating costs), makes it difficult for WFP to target assistance to the most vulnerable and food insecure people. These people are often in very remote areas, or in countries with little government capacity or partner support, where it is therefore difficult and/or too expensive to reach them. Many country offices question how they can achieve results when undertaking this geographic targeting in remote areas. If there are no partners, and if the Government lacks the capacity to address these needs, they question how the necessary technical assistance and non-food items can be provided. When confronted with the PSA/DSC cost containment constraints, often resulting in limited staffing in the field, is it really feasible to apply a results-based management approach, and is that approach applicable to reporting on WFP's development programmes in terms of qualitative beneficiary impact data?

75.   Working with partners is often difficult, particularly with local partners in LDCs with limited cash resources to cover the necessary non-food costs. Even large international NGOs usually expect WFP to fund project non-food inputs under other direct operational costs (ODOC) and DSC. But is this really feasible? One of the main purposes of the partnership strategy is for WFP to combine its food aid resources with the non-food and cash inputs of other United Nations agencies, NGOs and donors, thereby increasing the absorptive capacity for effective use of development food aid in LDCs. Similarly, participatory approaches are time consuming and may be costly. To what extent should WFP ensure that they are incorporated into development activities, and at what cost?

76.   Ultimately, the major overriding constraint on effective implementation of the Enabling Development policy could be the lack of sufficient food and cash contributions from donor countries. Donor pledges of food aid for development declined by 18 percent from 1999 to 2000. Considering the substantial progress made to date in implementing the Enabling Development policy, as documented in this report, donors are urged to show their confidence in the Programme's continued ability to effectively implement the policy by

increasing development contributions. Only in this way can WFP fully demonstrate the desired results and the qualitative impact of food aid for development on its beneficiaries.

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results** **(including targets where possible)**	**Status**
GOAL I: INSTITUTIONAL ANCHORAGE OF FAAD			
Establish an interdivisional task force (OD, OEDE, SP, RE, HR)	Executive Director's Memorandum, 19 October 1999	Interdivisional task force, comprising 14 members, meets monthly	Done
Appoint a senior adviser for development in ODD to chair the FAAD Task Force	Senior Staff Announcement, 3 September 1999	Senior FAAD Adviser appointed and in place	Done
Set up a development unit within ODD, under the direction of the Senior Adviser for development, and responsible for seven specific functions	Assistant Executive Director's Memoranda, 26 October and 8 December 1999	➢ FAAD unit set up ➢ ODD restructured	Done
Revise the current Programme Review Committee (PRC) structure	Terms of Reference for the PRC as of 9 December 1999	➢ Senior FAAD Adviser chairs all development and CSO/CP PRCs	Done
GOAL II: DEVELOP TOOLS AND GUIDELINES TO EMPHASIZE AND FORMULATE MORE EFFECTIVE CP/PROJECT DESIGN, IMPLEMENTATION AND MONITORING MODALITIES			
1. Develop standards to strengthen systems and methods/tools/guidelines for the improvement of CP/project design, implementation and monitoring/reporting			
➢ Prepare Programme Design Manual and activity design process review ➢ Identify gaps in PDM with respect to Enabling Development policy directive	➢ Update, revise and improve Programme Design Manual in order to provide useful tool to programme designers in country offices ➢ Ensure that capacity exists in ODD for management and continual maintenance of PDM	➢ Programme Design Manual released in on-line and CD-ROM versions ➢ Activity Design Process Review performed; PDM maintained regularly by ODA staff	Done Ongoing

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results (including targets where possible)**	**Status**
➢ Prepare further programming instruments (guidelines, methods, practices, tools) required to fill those gaps	➢ Identify and design complementary instruments/modalities required for programme and activity design consistent with Enabling Development ➢ Compile comments from bureaux and task force members on CP/CSO formats and revise them in PDM	➢ Complementary products to PDM produced ➢ CP/CSO formats reviewed/revised	Ongoing Ongoing
Review and revise vulnerability analysis and targeting methods and practices	➢ VAM consolidation and Quality Improvement Project ➢ VAM technical consultation ➢ New VAM guidelines finalized and include food security, vulnerability analysis (VA), needs assessment and targeting information ➢ Pilot food insecurity and vulnerability profiling (FIVP) in Nepal and India used to develop methods and tools ➢ Rapid vulnerability analysis pilot in Uganda ➢ Further detailed guidance on VAM tools and methods and implementing the new standardized analytical framework (pilot countries: Bolivia, Mali and Kenya)	➢ WFP information needs in VA and targeting reviewed and clearly defined ➢ Best practices in VA and targeting identified and elaborated (in conjunction with FAO and the Food Insecurity Vulnerability Information and Mapping Systems [FIVIMs]) ➢ VA and targeting methods, practices and tools revised and tested ➢ Standard outputs to address WFP information needs in VA and targeting designed and tested ➢ New methodology for rapid vulnerability analysis designed and tested in Uganda ➢ Overall VAM documentation to be revised when pilot studies are completed	VAM guidelines circulated to Task Force for comments Ongoing June 2001

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results (including targets where possible)**	**Status**
Review participatory approaches	➢ Ten-month study to review WFP experiences in applying participatory approaches in poverty assessment and their applicability to VA and targeting ➢ WFP/IFAD/FAO pilot of participatory vulnerability analysis and targeting techniques in Nepal	➢ Methods, practices and tools for participatory vulnerability analysis and targeting designed and tested; participatory toolkit prepared for general distribution	Early 2001
	➢ Five workshops on application of participatory approaches and tools (Nicaragua or El Salvador, Burkina Faso, Mozambique, Egypt or Bangladesh) ➢ Review of sustainable livelihood approaches (SLAs) to address the underlying causes of poverty and food insecurity	➢ Best practices paper produced	To be done
		➢ Handbook on participation produced, including reference system with reasons for using a tool, accompanied by groups of tools	To be done
		➢ Use of participatory approaches increased	May 2001
		➢ Terms of reference, for support from DFID for seeing how WFP can use SLA, drawn up	Done
		➢ Institutional strategy paper with DFID produced	Done
		➢ Country studies done on SLA in Ethiopia, Bangladesh and Nepal	May 2001
		➢ WFP/DFID workshop/debriefing in the aftermath of country studies conducted	June 2001
		➢ Management and analytical framework to incorporate SLA in WFP project/programme planning designed	To be done

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results (including targets where possible)**	**Status**
Design technical support plan, (including guidelines, tools, reporting formats, technical assistance, short-term technical assistance, backstopping) (Note: training addressed separately below)	➢ Determine technical support needs ➢ Formulate Technical Support Plan (TSP) ➢ Identify and secure resourcing for TSP ➢ Access technical support for key Enabling Development areas	➢ Food and Nutrition Handbook finalized; Supplementary Feeding Operational Guidelines updated ➢ Food for Assets guidelines finalized ➢ Disaster mitigation guidelines finalized ➢ Participatory toolkit produced; draft toolkit circulated to e-mail working group on participation and country offices; toolkit field tested in December ➢ Guidance on M&E given ➢ M&E "Lessons Learned" database created ➢ Cost-effectiveness and efficiency guidelines produced ➢ Gender guidelines produced ➢ Gender glossary produced ➢ Natural resources management guidelines produced ➢ Environmental review list produced	Ongoing To be finalized with ILO Circulated early 2001 Done To be finalized To be finalized Done Done Ongoing Done

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results (including targets where possible)**	**Status**
		➢ Framework and guidelines for VA and targeting revised, reporting formats for VA and targeting standardized, "user guides" for interpretation and integration of VA and targeting analysis produced	Ongoing
		➢ Guidelines produced on technical assistance from United Nations technical agencies (WHO, UNESCO, ILO, FAO) and external consultants	Done
		➢ WFP monitoring practices with GTZ reviewed; final draft prepared by GTZ to be circulated to task force	Being finalized with IFAD
Review disaster mitigation methods and practices	➢ Establish steering committee on disaster mitigation ➢ Pilot countries (Mali, Mozambique, Tanzania, Tajikistan, El Salvador, Honduras, Nepal) selected for disaster mitigation activities, implementation strategy linked to FAAD, to be reported to Executive Board Bureau and reporting mechanism to be identified (through CSOs, CPs and the FAAD annual report to the Executive Board)	➢ Disaster mitigation guidelines prepared for their integration into Programme Design Manual, including guidelines on vulnerability and risk assessment from the disaster mitigation guidelines in VAM general guidelines ➢ Pilot disaster mitigation country experiences reviewed through CSO/CP documents	Circulated to FAAD Task Force Ongoing
Ensure gender mainstreaming and meet the strategic needs of women	➢ Needs assessment and household food security analysis sensitive to gender differences ➢ Gender-sensitive programming, monitoring and evaluation ➢ Empowerment of women through training and skills building, education for girls	➢ Through gender-sensitive programmes, equal access to and shared management of resources and assets for women ensured (Target: 60 percent of development food aid for women and girls where a big gender gap exists, 50 percent of education resources, 25 percent of direct benefits from food-for-work activities)	Ongoing

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results (including targets where possible)**	**Status**
	➢ Country office gender action plans and gender survey form a basis for measuring how much WFP meets gender commitments	➢ More specific guidelines on meeting gender targets based on results of gender survey produced; WFP gender commitments clarified	Report to the Executive Director 31 October 2000
Provide guidance on cost-efficiency/effectiveness		➢ Cost-efficiency assessment made ➢ Cost-efficiency guidance given ➢ Best practices paper produced	To be finalized
Review monitoring and evaluation (results-based management)	➢ Review of current M&E practices to develop new policies and guidelines in line with FAAD policy (OEDE) ➢ Gender-disaggregated data collection ➢ Introduction over four-year period of results-based management	➢ M&E principles and practices reviewed ➢ Monitoring workshop conducted ➢ M&E policy document produced ➢ Guidance on M&E (see also technical support) given ➢ Gender-sensitive key performance indicators for main areas of Enabling Development identified ➢ RBM guidelines produced	Done Done Done Done Done Under way

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results (including targets where possible)**	**Status**
2. Develop training programmes in the above methods, tools and guidelines.	➤ Conduct training needs assessment	➤ Training needs assessment	Done
	➤ Design training plan: two phases—FAAD-awareness training and six core skills training (PDM, VAM, monitoring and evaluation, logframe, participation, partnerships)	➤ Training plan completed (including training of trainers in January 2001, training of programme staff on FAAD technical core skills by end April 2001)	Done
	➤ Identify and secure resourcing required (US$1 million obtained as additional PSA)	➤ Training modules for FAAD Leaders produced	Done
	➤ Develop training modules/conduct training of trainers	➤ Awareness training conducted (15 FAAD-related workshops involving staff from all geographic areas: (a) FAAD awareness workshops in Colombo, Ouagadougou, Thimphu, Johannesburg, Maputo, Havana, Cairo, Beijing; (b) Management training with FAAD component; since February 2000, 230 staff at P-4 level and above participated; c) regional gender focal point training workshop in South Africa, Cairo; (d) VAM workshops in Colombo, Nairobi)	Done
	➤ Implement training plan (prepare and use effective training modules in the six core skills areas, provide training for all CDs/DCDs and regional/cluster programme advisers on six core skills areas end 2001)		
		➤ Training for FAAD Leaders conducted: 23 senior programme staff from regional/country offices and Headquarters trained to organize field workshops in all regions where WFP has development operations	Done
		➤ Training modules in core skills areas produced: PDM, vulnerability analysis, monitoring and evaluation, logframe, participatory approaches, partnerships	Done

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results (including targets where possible)**	**Status**
		➢ Nine field workshops in six core skills areas organized between February and end May 2001, involving 220 programme and VAM staff, international and national, Deputy Country Directors, Country Directors	Ongoing

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results (including targets where possible)**	**Status**
GOAL III: ACHIEVE EFFECTIVE PARTNERSHIPS WITH ALL POTENTIAL PARTNERS			
1. Develop an effective partnership strategy to strengthen and reinforce collaboration with all potential partners (governments, donors, NGOs, United Nations system and Bretton Woods Institutions) in the design, implementation and M&E of WFP-assisted development interventions.	➢ Technical assistance, training, skills-building material/equipment and cash resources ➢ Where UNDAF working group for disaster mitigation exists, WFP should take an active part/lead in disaster mitigation ➢ Expand the LDC recipient country coverage of the UNDAF, involving both the UNDG organizations and United Nations specialized agencies ➢ Reinforce and strengthen the working collaboration with the World Bank and NGOs (such as CARE), within the MOU framework, strengthen links with FAO, the Red Cross and UNDP (mandated with disaster mitigation in the United Nations) ➢ Increase WFP participation in FIVIMS through (i) re-institution of regular coordination meetings with FAO, (ii) increased VAM participation on relevant FIVIMS working groups, and (iii) targeted design and coordination of specific VAM activities to meet specific FIVIMS needs	➢ Adequate funding and provision of all non-food needs and inputs for any WFP-assisted development activity ensured ➢ A more coherent and well coordinated Common Country Assessment (CCA) and joint programming approach for development interventions at the country level achieved ➢ A strategy on partnerships with NGOs formulated; MOUs reviewed; NGO consultations held: a policy session (Rome, October 2000) and a field session (Nicaragua, December 2000) ➢ A more effective/efficient division of labour and coverage of technical support established, as well as other non-food inputs, in development programme ➢ Official FIVIMS working group meetings hosted by VAM ➢ Key FIVIMS documents written by VAM ➢ FIVIMS field guidance improved at the country level through extension of VAM best practices and quality improvement activities	

DETAILED IMPLEMENTATION PLAN			
Task	**Implementation tool**	**Results (including targets where possible)**	**Status**
GOAL IV: (1) INSTITUTE FAAD-COMPLIANT COUNTRY PROGRAMMES AND DEVELOPMENT PROJECTS IN ALL WFP RECIPIENT COUNTRIES BY 2002 (2) ESTABLISH FOOD CONSUMPTION AS MAIN PRIORITY TO ENCOURAGE INVESTMENT AND CREATE LASTING ASSETS FOR THE BENEFIT OF POOR, FOOD-INSECURE HOUSEHOLDS (3) CONCENTRATE AND FOCUS WFP ASSISTANCE ON FIVE FAAD DEVELOPMENT OBJECTIVES AND ACTIVITIES			
1. Review and recast of WFP's entire development portfolio and Country Programmes.			
Identify and use for lessons learned and training purposes model CPs and development projects in each of the four geographic regions (OSA, OAE, OMN, OLC)	VAM Nepal vulnerability analysis and targeting pilot activity (February–December 2000)	Standard VAM output set for one country completed	Ongoing
Review and adjust 75 percent of CSO/CPs and development projects by the end of 2001	➢ Evaluation of all ongoing Country Programmes prior to new CSOs ➢ Review of CSOs/CPs via PRC mechanism ➢ Implementation of improved vulnerability analysis and targeting activities ➢ VAM inputs to CSO/CP process in country offices ➢ ODA and task force compile queries from country offices on implementation of FAAD	➢ 17 CP evaluations completed ➢ 17 CP and 20 CSOs reviewed ➢ Food Security Issues Papers in seven country offices produced ➢ Preliminary vulnerability analysis and targeting reporting (national, and district levels) in done 15 countries ➢ Vulnerability analysis and implications for WFP programming in all country/regional offices where VAM staff present ongoing	1999–2001 1999–2001
Revise the forward pipeline of CSOs, CPs and development projects for the Executive Board	PRC, under chairmanship of FAAD Senior Adviser, will consider and/or approve all new CSOs, CPs and development projects	Approval granted only for proposals in line with the Enabling Development policy initiatives	Ongoing

	LIST OF DEVELOPMENT PROGRAMMES AND PROJECTS REVIEWED SINCE MAY 1999				
Country	**Category**	**Title**	**Approved by**	**Reviewed by**	**WFP cost (US$)**
Benin	CP		1999/EB.3		12 008 800
Benin	BR	School canteens and assistance to education	Executive Director	1999/EB.3	1 042 056
Benin	BR	Multi-purpose rural development	Executive Director	1999/EB.3	668 363
Bolivia	CP activity	Integral development of children under 6 in poorest areas	Executive Director	1999/EB.3	7 340 958
Burkina Faso	CP activity	Support to basic education	Executive Director	1999/EB.3	8 799 339
Central African Republic	Project	Improvement of nutritional status of vulnerable communities	Executive Director	1999/EB.3	7 233 032
Ecuador	BR	Primary health care and improved health sanitation	Executive Director	1999/EB.3	594 361
Egypt	CP activity	Settlement on newly developed lands in Waadi Saaida	Executive Director	1999/EB.3	3 890 362
Ethiopia	BR	Improving education through school feeding	Executive Director	1999/EB.3	1 632 709
Gambia	Project	Community-based school feeding project	Executive Director	1999/EB.3	6 258 810
Gambia	BR	Community-based school feeding project	Executive Director	1999/EB.3	372 673
India	CP activity	Support to integrated child development services	Executive Director	1999/EB.3	54 785 720
Lesotho	CP		Executive Director	1999/EB.3	6 100 000
Malawi	CP activity	Assistance to malnourished groups	Executive Director	1999/EB.3	6 048 895

LIST OF DEVELOPMENT PROGRAMMES AND PROJECTS REVIEWED SINCE MAY 1999

Country	Category	Title	Approved by	Reviewed by	WFP cost (US$)
Mauritania	CP activity	Rural development and food security	Executive Director	1999/EB.3	12 134 032
Mauritania	CP activity	Nutrition support to vulnerable groups	Executive Director	1999/EB.3	3 985 020
Mozambique	BR	Feeding of students at boarding schools and in drought areas	Executive Director	1999/EB.3	391 360
Nicaragua	BR	Integrated assistance to pre-school children through day-care centres	Executive Director	1999/EB.3	133 614
Niger	CP activity	Support to MCH activities, nutritional rehabilitation and education	Executive Director	1999/EB.3	5 306 319
Pakistan	CSO			1999/EB.3	
Pakistan	BR	Rural development works in Northwestern Frontier Province	Executive Director	1999/EB.3	148 210
Pakistan	BR	Assistance to Tarbela and Mangla watersheds	Executive Director	1999/EB.3	950 812
Pakistan	BR	Rural Development Works in the Northeastern Territory	Executive Director	1999/EB.3	602 964
Pakistan	BR	Rural Development in Balochistan	Executive Director	1999/EB.3	261 030
Pakistan	BR	Environmental Rehabilitation in Makaland Division of Northwestern Frontier Province	Executive Director	1999/EB.3	511 523
Palestinian Territory	CSO			1999/EB.3	5 100 000
Palestinian Territory	BR	Support to social safety net schemes	Executive Director	1999/EB.3	760 636
Sri Lanka	Project	Community-managed rehabilitation of irrigation schemes		1999/EB.3	10 533 231
Sri Lanka	BR	Rehabilitation of minor irrigation schemes	Executive Director	1999/EB.3	990 882
Yemen	BR	Feeding of students at boarding schools and in drought areas	Executive Director	1999/EB.3	884 883

		LIST OF DEVELOPMENT PROGRAMMES AND PROJECTS REVIEWED SINCE MAY 1999			
Country	**Category**	**Title**	**Approved by**	**Reviewed by**	**WFP cost (US$)**
Yemen	BR	Support through health centres	Executive Director	1999/EB.3	162 137
Zambia	BR	Safety net for vulnerable groups under structural reform	Executive Director	1999/EB.3	232 427
China	Project	Qinling Mountains poverty alleviation, Shaanxi and Hubei	2000/EB.1		2 989 875
Tanzania	CSO		2000/EB.1		
Bangladesh	CSO		2000/EB.2		
Benin	BR	Multi-purpose rural development and support for food security	Executive Director	2000/EB.2	668 363
Cambodia	Project	Supplementary feeding for mothers and children in food-insecure areas	Executive Director	2000/EB.2	4 211 301
Cameroon	CSO		2000/EB.2		5 700 000
Chad	CP		2000/EB.2		25 464 000
Chad	Project	Food security and natural resource management in the Sahel	Executive Director	2000/EB.2	2 513 312
China	Project	Wuling Mountains minorities agricultural and social development, Hunan	Executive Director	2000/EB.2	2 989 875
Cuba	BR	Agricultural production for food security in Granma Province	Executive Director	2000/EB.2	702 592
Dominican Republic	BR	School feeding in poor and economically depressed areas	Executive Director	2000/EB.2	105 962
Ecuador	BR	School feeding for improvement of basic education in priority areas	Executive Director	2000/EB.2	1 018 697
Ethiopia	BR	Improving education through school feeding	Executive Director	2000/EB.2	1 632 709
Gambia	BR	Community-based school feeding project	Executive Director	2000/EB.2	372 673
Guatemala	CSO		2000/EB.2		

LIST OF DEVELOPMENT PROGRAMMES AND PROJECTS REVIEWED SINCE MAY 1999

Country	Category	Title	Approved by	Reviewed by	WFP cost (US$)
Laos	Project	Improvement of household food security	Executive Director	2000/EB.2	4 224 783
Madagascar	BR	Support to basic education	Executive Director	2000/EB.2	121 816
Madagascar	BR	Support to SECALINE expanded nutrition and food security project	Executive Director	2000/EB.2	384 927
Nepal	Project	Rural community infrastructure works	2000/EB.2		16 111 519
Nepal	BR	Rural community infrastructure works	Executive Director	2000/EB.2	2 271 374
Peru	Project	Sustainable development of Andean microwatersheds	2000/EB.2		14 112 501
Pakistan	BR	Promotion of primary education for girls in Baluchistan and Northwestern Frontier Province	Executive Director	2000/EB.2	667 832
Sao Tome &Principe	Project	Support to basic education and health care of vulnerable groups	Executive Director	2000/EB.2	2 982 156
Senegal	BR	Community public works and sanitation programme	Executive Director	2000/EB.2	283 857
Senegal	BR	Community public works and sanitation programme (2nd revision)	Executive Director	2000/EB.2	205 182
Sri Lanka	BR	Rehabilitation of minor irrigation schemes	Executive Director	2000/EB.2	863 176
Tanzania	Project	Support to primary education in drought-prone and pastoralist areas	Executive Director	2000/EB.2	5 911 190
Bangladesh	CP		2000/EB.3		169 051 000
Bhutan	BR	Support to primary education	Executive Director	2000/EB.3	305 883
China	CSO		2000/EB.3		
Egypt	CSO		2000/EB.3		31 200 000
Gambia	Project	Community-based rural development	Executive Director	2000/EB.3	1 286 775

		LIST OF DEVELOPMENT PROGRAMMES AND PROJECTS REVIEWED SINCE MAY 1999			

Country	Category	Title	Approved by	Reviewed by	WFP cost (US$)
Malawi	CSO		2000/EB.3		16 800 000
Nepal	CSO		2000/EB.3		
Sri Lanka	Project	Assistance to settlers in Uda-Walawe project	Executive Director	2000/EB.3	1 004 249
Sudan	CSO		2000/EB3		22 800 000
Sudan	Project	Assistance to primary school girls, boys and secondary school girls	2000/EB.3		20 363 706
Tanzania	Project	Support to basic education in drought-prone areas	Executive Director	2000/EB.3	1 717 646
Chad	BR	Support to nutritional rehabilitation and education	Executive Director	2000/EB.3	124 067
Ethiopia	BR	Urban food assistance facility	Executive Director	2000/EB.3	199 494
Ghana	BR	Supplementary feeding and health and nutrition education	Executive Director	2000/EB.3	1 476 000
Guinea	BR	Community-based rural development, Middle and Upper Guinea	Executive Director	2000/EB.3	78 040
Haiti	BR	Support for school canteens in poor areas	Executive Director	2000/EB.3	4 150 000
Bhutan	CSO		2001-EB1		9 200 000
China	CP		2001-EB1		86 000 000
Cuba	Project	Food assistance to vulnerable groups in eastern provinces	2001-EB1		22 680 602
Guinea	CP		2001-EB1		9 761 000
Nicaragua	CSO		2001-EB1		20 959 394
Senegal	CSO		2001-EB1		11 700 000
Yemen	CSO		2001-EB1		37 300 000
Ghana	CSO		2001-EB2		28 000 000

LIST OF DEVELOPMENT PROGRAMMES AND PROJECTS REVIEWED SINCE MAY 1999					
Country	**Category**	**Title**	**Approved by**	**Reviewed by**	**WFP cost (US$)**
Guatemala	CP		2001-EB2		15 700 000
Honduras	CSO		2001-EB2		5 760 000
India	CSO		2001-EB2		182 000 000
Mozambique	CSO		2001-EB2		63 000 000
Nepal	CP		2001-EB2		49 069 306
Nicaragua	CP		2001-EB2		20 959 394
Pakistan	CP		2001-EB2		36 375 385
Rwanda	CSO		2001-EB2		9 200 000
Sri Lanka	CSO		2001-EB2		8 200 000
Tanzania	CP		2001-EB2		32 046 591
Ethiopia	BR	Improving education through school feeding		2001-EB2	5 527 900
Mozambique	BR	Day and boarding school feeding		2001-EB2	6 213 865
Nepal	BR	Assistance to primary schools		2001-EB2	5 822 573

BR—Budget Revision

CP—Country Programme

CSO—Country Strategy Outline

ENABLING DEVELOPMENT TRAINING: MAY 1999–MAY 2001

Date	Focus	Location	Participants	Outcomes
Awareness Training				
8–11 June 1999	VAM: Household Food Economy Analysis	Nairobi, Kenya	49 WFP and SCF (UK) staff	Commitment to use household food economy assessments to promote the development objectives of the chronic and seasonally poor
6–10 September 1999	VAM workshop	Colombo, Sri Lanka	WFP staff from the region	VAM to facilitate the development of an inventory of agencies and organizations (including government counterparts) and their outreach capacity in planning interventions
8–10 September 1999	Innovating Food Aid for Development: Enabling Development policy, challenges in Southeast Asia	Colombo, Sri Lanka	Staff from WFP regional office for South Asia, WFP country offices in Bangladesh, Bhutan, India, Nepal, Pakistan and Sri Lanka, WFP Headquarters Staff	Commitment to revise CSOs and CPs to comply with FAAD principles; effective partnerships, participation of communities and commitment of governments to development necessary prerequisites for FAAD
10–12 October 1999	FFW/FAAD workshop	Ouagadougou, Burkina Faso	26 WFP programme staff from Burkina Faso, Cape Verde, Chad, Mali, Mauritania, Niger, Senegal and Headquarters	Work plan for the implementation of FAAD principles in the Sahel countries
30 October–3 November 1999	WFP Asia and East Europe Bureau retreat—one-day FAAD focus	Thimphu, Bhutan	30 WFP staff from country and regional offices and Headquarters	VAM identification of hungry poor, along with effective partnerships, participation of communities in all phases of a project, identified as precondition for FAAD implementation
1–3 November 1999	WFP Country Directors' Meeting, Southern Africa Cluster—programming	Johannesburg, South Africa	WFP Country Directors (Lesotho, Madagascar, Malawi and Zambia), programme staff from region	In Lesotho and Mozambique, WFP phases in community-based disaster reduction activities to produce lasting assets for the poor; emphasis on cost-effectiveness—commitment and focus of monitoring and reporting on results; in Mozambique, more assistance envisaged for girls' education; special attention given to supporting and not interfering with fragile local economies during development activities
6–13 November 1999	Programme planning and monitoring of CPs and activities, FAAD	Maputo, Mozambique	18 programme staff from Southern Africa cluster	Familiarization with the application of gender analytical, participatory, results-based approach to planning and programming, tools and methods; development of a model work plan with participants applying in practice results-based monitoring, reporting and corrective action to their own project

ENABLING DEVELOPMENT TRAINING: MAY 1999–MAY 2001				
Date	**Focus**	**Location**	**Participants**	**Outcomes**
29 November–3 December 1999	VAM workshop	Havana, Cuba	WFP staff (Honduras, Nicaragua, Cuba, El Salvador, Guatemala, Dominican Republic, Peru, Colombia, Ecuador and Bolivia, Rome Headquarters, China), government representatives	VAM analysis will facilitate planning and design of development FAAD-compliant projects in this natural disaster–prone region
25–27 January 2000	OMN regional workshop on FAAD implementation	Cairo, Egypt	22 WFP staff from the region (Egypt, Syria, Morocco, Yemen, Gaza, Jordan, Iraq) and Headquarters	Identified actions necessary to ensure compliance with FAAD policy in development programmes/projects
15–18 February 2000	Gender mainstreaming, Southern Africa Cluster	Johannesburg, South Africa	3 national counterparts, 9 WFP staff (country, region, Headquarters), UNESCO/FP liaison officer, FAO representative, UNIFEM regional manager, World Vision—Lesotho area manager, UNHCR regional programme officer	Definition of expected FAAD results related to WFP Commitments to Women; translation of FAAD commitments into specific gender-oriented targets
6–10 March 2000	Regional Meeting of WFP Representatives in OLC	Lima, Peru	WFP representatives of El Salvador, Peru, Cuba, Honduras, Ecuador and Bolivia; WFP staff from other OLC countries and Headquarters	Cross-cutting issues, gender and VAM, defined as prerequisites for successful implementation of policy; funding in development remains difficult, new strategies discussed to mobilize donors' contributions
6–10 April 2000	Southeast Asia cluster workshop	Beijing, China	WFP international staff from seven countries in the Southeast Asia regional cluster (Indonesia, Viet Nam, China, Myanmar, East Timor, Laos and Cambodia) and the Democratic People Republic of Korea, representatives from Headquarters	Partnership strategy important for implementation of new development policy; recasting development portfolio; strategy for phasing in and phasing out included in the early stage of programme design, with assistance of VAM; advocacy and awareness-building important elements of implementation

ENABLING DEVELOPMENT TRAINING: MAY 1999–MAY 2001				
Date	**Focus**	**Location**	**Participants**	**Outcomes**
4–6 September 2000	Food aid and development, WFP and partners in South Africa	Maputo, Mozambique	19 WFP staff from the region and Headquarters, government representatives from Madagascar, Malawi, Lesotho, Zambia, Mozambique, NGO representatives and UN (UNESCO, UNDP, FAO, WHO, UNAIDS, UNFPA), donors (GTZ, AusAid, USAID)	Development and strengthening of policy on enabling food security and food aid and its role in disaster management
Technical Core Skills Training				
22 January–2 February 2001	Training of FAAD Leaders	Rome	23 senior programme staff	Practical knowledge on technical core skills areas and existing tools and guidelines: Programme Design Manual, vulnerability analysis, monitoring and evaluation, logical framework, participation, partnerships, gender
19–23 March 2001	Enabling Development workshops in core skills	Lima	23 programme staff	
19–23 March 2001		Banjul	25 programme staff	
25–29 March 2001		Damascus	25 programme staff	
26–30 March 2001		Maputo	25 programme staff	
9–13 April 2001		Nairobi	25 programme staff	
19–22 April 2001		Yaounde	25 programme staff	
23–27 April 2001		Ouagadougou	25 programme staff	
23–27 April 2001		Islamabad	24 programme staff	
21–25 May 2001		New Delhi	25 programme staff	

ENABLING DEVELOPMENT TRAINING: MAY 1999–MAY 2001				
Date	**Focus**	**Location**	**Participants**	**Outcomes**
Senior Management Training				
March 2000	Senior management training workshops	Kampala, Uganda	Approximately 250 WFP staff, P-4 level and above	Familiarization with Enabling Development policy and discussions on implementation strategies
1–8 November 1999		Rome		
14–22 November 1999		Bamako		
2–9 December 1999		Rome		
16–23 February 2000		Rome		
29 March–5 April 2000		Rome		
February 2001		Rome		

ACRONYMS USED IN THE DOCUMENT

BHU	Basic Health Unit
CARW	Community Assets Creation for Rural Women
CCA	Common Country Assessment
CDF	Comprehensive Development Framework
CP	Country Programme
CSO	Country Strategy Outline
DDC	District Development Committee
DFID	Department for International Development
DSC	Direct support costs
FAAD	Food Aid and Development
FAO	Food and Agriculture Organization of the United Nations
FFE	Food for education
FFW	Food for work
FIVIMS	Food Insecurity Vulnerability Information and Mapping System
FIVP	Food Insecurity and Vulnerability Profiling
GTZ	German Agency for Technical Cooperation
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
KfW	Kreditanstalt für Wiederaufbau (German Credit Institution for Reconstruction)
LDC	Least developed country
MCHC	Mother and Child Health Care
MOU	Memorandum of Understanding
NGO	Non-governmental organization
OD	Operations Department
ODA	Office of Development Activities
ODOC	Other direct operational costs
OEDE	Office of Evaluation
PDM	Programme Design Manual
PRC	Programme Review Committee
PRSP	Poverty Reduction Strategy Paper
PSA	Programme Support and Administrative funds

PSNFP	Primary School Nutritious Food Programme
RBM	Results-based management
RCIW	Rural Community Infrastructure Works
SAF	Standardized Analytical Framework
SAP	Systems and Procedures
SLA	Sustainable livelihood approaches
SP	Policy and Strategy Division
SPR	Standard Project Report
TSP	Technical Support Plan
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
USAID	United States Agency for International Development
UNAIDS	Joint United Nations Programme on AIDS
VA	Vulnerability analysis
VAM	Vulnerability analysis and mapping