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# **INFORMATION NOTES**



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## **SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— COUNTRY PROGRAMME MALAWI (1998-2001)**

This document should be read in conjunction with the document Evaluation Report—Country Programme Malawi (1998-2001) (WFP/EB.3/2000/5/1).

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WFP RECOMMENDATION (APRIL 2000)	IMMEDIATE MANAGEMENT RESPONSE	ACTION OFFICER/ UNIT	REVIEW OF ACTION TAKEN (SEPTEMBER 2000)
1. <b>Decentralization:</b> Strengthen the Regional Programme adviser's office as a matter of urgent necessity. Equip the regional office with funds and expertise to organize regular programming workshops.	OSA agrees with this recommendation which will be implemented subject to budgetary considerations and availability of funds.	OSA	As per current biennium and staffing authorizations, one post of Regional Programme Adviser is already funded at the regional office level, which is adequate to meet the country office needs in the region. In addition, the 2000 PSA regional office budget was substantially increased for training (US\$30,000) and related programming activities (US\$ 185,000—e.g. FAAD, Gender, VAM).
2. <b>Decentralization:</b> More precisely define the respective areas of responsibility of the WFP and regional/field offices supported by clearer guidelines and rules of procedure.	ODD agrees and is currently sponsoring a study of how to implement decentralization even further in OD, with a view to defining respective areas of responsibility and functional roles of Regional Bureaux, regional offices and country offices.	ODD	An OD Directive was issued in September 2000 to all staff to clarify roles and areas of responsibility.
3. <b>Budgets:</b> Develop a more appropriate formula for calculating DSC for development activities. Regularly inform country offices of the various funding sources available to finance complementary activities/other technical support for which funding is not provided in the CP/operating budgets.	The calculation of DSC for development is currently under review. OEDB is taking stock of experiences to identify and find solutions to problem areas (where this can be done within the framework of the current R&LTF policies).	OEDB	Emphasis continues to be placed on seeking more workable ways of administering the DSC component of the development programme within the framework of current R&LTF policies. Ensuring that all needs are clearly incorporated in project budgets is an important step. There is also increased focus on informing country offices of other funding sources to finance complementary activities and inputs.
4. Operations Department to address issue of staffing and implementation modalities to identify:  ➤ a suitable formula for determining the staffing required for effective development programme management, irrespective of the annual food tonnage moved; and  ➤ the appropriate staffing profile and internal organizational structure.	ODD agrees and, in coordination with OEDB, FS and the Bureaux, is currently carrying out a review of country office staffing and local operating cost structures, with a view to determining a suitable general formula in line with R&LTF policies, and especially to keep country DSC rates per ton down. Where this will have an impact on development projects/country programmes, ODA will also be consulted.	ODD	The cross-divisional review chaired by OEDB is ongoing.

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5. <b>Logistics:</b> Develop a <b>logistics plan and management</b> structure before arrival of the new Country Director.	<u>Country office agrees</u> <ul style="list-style-type: none"> <li>➤ Logistics master plan will be completed by July 2000.</li> <li>➤ New logistics post to be created from existing post in Blantyre.</li> <li>➤ PMU issues being discussed with Government prior to the development of the new country programme.</li> <li>➤ Development of a new country office management and organizational structure (including logistics) to be completed by July 2000.</li> </ul>	Country office Programme Adviser OSA, HR, OEDB	<ul style="list-style-type: none"> <li>✓ Done</li> <li>✓ Done</li> <li>✓ Ongoing</li> <li>✓ Done</li> </ul>
6. <b>M&amp;E:</b> Make the CP more performance-oriented and improve results-based monitoring of individual projects by using key performance indicators. Related training for staff is an urgent necessity.	<u>Country office agrees</u> <ul style="list-style-type: none"> <li>➤ CP performance indicators reviewed for the remainder of current CP.</li> <li>➤ Country office zone monitoring system to be established by September 2000; in addition, the Programme Unit is being re-organized based on zonal responsibilities.</li> <li>➤ Results-based monitoring workshop to be organized for WFP staff and all implementing partners, subject to availability of funding, by December 2000.</li> </ul>	Country office Programme Adviser M&E focal point in the new Programme Unit	<ul style="list-style-type: none"> <li>✓ In progress; to be finalized end of October 2000</li> <li>✓ Done</li> <li>✓ Still sourcing for funds</li> </ul>
7. <b>VAM</b> Review the mandate and terms of reference (TOR) of the VAM Unit, agree with the Government and other stakeholders on a suitable home and support modalities for VAM analysis. This will require the following actions:  ➤ The issue of the appropriate institutional arrangements for VAM to be placed on the agenda of CPAC;	<ul style="list-style-type: none"> <li>➤ The Government has not been clear on the role to be played by NEC in respect of VA Systems. country office will consult with NEC to determine their commitment to coordinate VA players and will support NEC's efforts in institutionalizing VAM. This will be done before the preparation of the new CP.</li> <li>➤ The consultation with the Government will lead to a work plan for updating the baseline analysis by October 2000 in readiness for preparation of the next CP.</li> </ul>	VAM Officer Programme Unit in consultation with VAM Officer	<ul style="list-style-type: none"> <li>✓ Two preparatory meetings held with over 5 stakeholders.</li> <li>✓ SADC VAM consultation in Harare in September 2000 to harmonize VAM strategies.</li> </ul>





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<ul style="list-style-type: none"> <li>➤ At an early stage of the CSO/CP preparation process, the country office to determine what outputs are required of VAM to support the CP process. The VAM Unit at headquarters, should do this in the context of current efforts, in order to ensure better integration of VAM into programming.</li> <li>➤ The VAM team to accelerate preparations for the next baseline analysis, so that it is ready in time for the preparation of the next CP.</li> <li>➤ Where data on HIV/AIDS exist, the VAM team, to incorporate them, given the possible impact on programme beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The role of the VAM Unit in the country office to support the CP process is being reviewed in line with the recent VAM consultation meeting held in Rome, as well as the forthcoming CP process.</li> <li>➤ The VAM unit will compile and analyse available HIV/AIDS data by October 2000 to derive the impacts and the scope for WFP interventions on that front.</li> </ul>		<ul style="list-style-type: none"> <li>✓ NEC already working on a work plan. Country office has drafted and discussed proposal and work plan for updating baseline VAM analysis with the Government. Now looking for funds for the exercise.</li> <li>✓ In progress</li> <li>✓ Planned for October 2000</li> </ul>
<p>8. <b>Preparation of CP:</b> Preparation of the CSO and CP should commence at least 10-12 months in advance of the deadline and be carefully planned to maximize involvement of all stakeholders. The next CP should incorporate inputs from communities and district authorities and be designed in the context of the decentralization process with modalities to ensure maximum community participation.</p>	<p><u>Country office agrees</u></p> <ul style="list-style-type: none"> <li>➤ CSO already completed in the spirit of these recommendations; inputs from UNDAF limited due to delays in CCA; this should be solved by the time the CP is developed.</li> <li>➤ CP preparation calendar to be prepared by July 2000 with full CPAC involvement and the CP process to start by September 2000 (i.e. 10 months before CP deadline); districts to be involved at least in later stage consultations. The country office does not intend to lose the momentum gained in preparing the CSO. The CSO-CP preparation process is viewed as ONE single effort to be carried out as a continuum.</li> </ul>	<p>Country Director Country office Programme Adviser</p>	<ul style="list-style-type: none"> <li>✓ CP preparation process will start after completion of the CCA in October 2000.</li> <li>✓ Calendar will be prepared in Oct 2000 after completion of the CCA.</li> </ul>

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<p>9. <b>Preparation of CP:</b> Planning the CP <b>process</b> is a serious exercise in itself, which may require bringing in local expertise to advise on the best ways and means to involve the Government, identify implementing partners, programme activities with other agencies, etc. Therefore, careful attention should be paid to planning the process.</p>	<p><u>Country office agrees</u></p> <ul style="list-style-type: none"> <li>➤ Planning of the new CP activities will begin with relevant ministries and stakeholders by September 2000, with the key benchmarks agreed by December 2000 as inputs to the CP document.</li> <li>➤ Process will involve wide consultation of stakeholders (possibly workshops) and external consultant (e.g. regional office consultant on log-frame development).</li> </ul>	<p>Country office Programme Adviser</p>	<p>✓ The United Nations Country Team agreed that such work for all agencies should commence after completion of the CCA in October 2000.</p>
<p>10. <b>AMG</b> WFP should no longer manage AMG directly. Before the start of the next CP, and in collaboration with the Ministry of Health and Population (MOHP), WFP should find an appropriate NGO partner to implement the supplementary feeding component, which should be reformulated to address the causes rather than the effects of malnutrition.</p>	<ul style="list-style-type: none"> <li>➤ WFP does not directly manage AMG. However, the country office recognizes that the future of the activity relies on strong targeting and partnership with NGOs and communities. In this context, discussions are already being held with MOHP and the PMU to relinquish the logistics function and strengthen its capacity to manage the project efficiently. The MOHP, PMU and WFP will work together to find appropriate NGO partners. This process will be completed by February 2001.</li> </ul>	<p>Country office Programme Adviser</p>	<p>✓ Discussions are continuing with the Government to find an acceptable and effective solution for logistics of AMG. The country office is working to ensure that a new arrangement is effected by February 2001.</p>
<p>11. <b>AMG</b> For the next CP, WFP should plan jointly with the MOHP a re-configured PMU, with the necessary skills sets to manage and monitor the activity. The UNV nutritionist, now in the country office, should be re-assigned to the PMU as a counterpart to the PMU manager.</p>	<ul style="list-style-type: none"> <li>➤ WFP has requested that the PMU submit a discussion paper on how it should be restructured and staffed to ensure efficient implementation of the activity. Discussions on the transfer of the UNV nutritionist to the PMU will begin in September 2000 and transfer should be effected upon agreement with MOHP by December 2000.</li> </ul>	<p>Country office Programme Adviser</p>	<p>✓ Discussion paper submitted by PMU and action points proposed. The process to be completed by February 2001.</p> <p>✓ Discussions with Government – PMU for transfer of UNV nutritionist already started and transfer to be effected by December 2000.</p>





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12. <b>AMG</b> A nutritionist should review the food basket with a view to including a vegetable protein (e.g. beans). At present, mothers and older malnourished accompanying children do not receive any protein during their six week stay in the therapeutic feeding centres.	<ul style="list-style-type: none"> <li>➤ The food basket will be reviewed and amended as appropriate for the next activity.</li> </ul>	Programme Unit MOHP	<ul style="list-style-type: none"> <li>✓ In line with the Government request, the country office has made known to headquarters the necessity to include beans in the food basket for the next activity. (Headquarters had remove beans from the current AMG).</li> </ul>
13. <b>AMG</b> In order to strengthen the <i>Likuni phala</i> production units, WFP should help develop linkages with the local economy in the context of a long-term, viable business plan which breaks their dependence on continued WFP purchases.	<ul style="list-style-type: none"> <li>➤ This recommendation is not realistic and would result in repeating past mistakes. <i>Likuni phala</i> producers need to improve their competitiveness in terms of quality and price. For this reason, the country office has requested the regional procurement office (Harare) to make all purchases according to WFP standards.</li> </ul>	Country office Programme Adviser	<ul style="list-style-type: none"> <li>✓ Done</li> </ul>
14. <b>AMG</b> The introduction of weight-for-height charts should be done in collaboration with MOHP and WHO to ensure conformity with national policy and practice.	<ul style="list-style-type: none"> <li>➤ WFP will initiate discussions with stakeholders to find a common process and ensure conformity with national policy. This will be completed by June 2001.</li> </ul>	Country office Programme Adviser Programme Unit	<ul style="list-style-type: none"> <li>✓ Discussions ongoing but implementation will take longer than planned because it will require financial resources for training and buying equipment.</li> </ul>
15. <b>RIRD</b> Before adding two urban pilot areas to the rural infrastructure project, the country office should undertake an urban hunger analysis. This would provide the basis for informed strategic decisions regarding the inclusion of urban areas in WFP's geographic priorities and the appropriateness of food aid for tackling the problems identified.	<p><u>Country office agrees:</u></p> <ul style="list-style-type: none"> <li>➤ Preliminary urban poverty assessment proposed in STS agreement by the ILO urban expert</li> <li>➤ UNDP Urban Agenda 21 already integrated in the RIRD activity.</li> </ul>	Programme Unit ILO; Government/DDLGL	<ul style="list-style-type: none"> <li>✓ TOR for study developed and discussed by country office and ILO. The regional office has recommended that the country office wait for Zambia and Mozambique urban studies to derive lessons before implementing the study.</li> </ul>

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16. <b>SF</b> The pilot project should be expanded with full involvement of the district authorities and MOE support, and made conditional on complementary inputs from Government in terms of classrooms and teachers to cope with expected increases in enrolment.	<u>Country office agrees</u> ➤ Discussions to be held with MOE to plan a minor expansion of the pilot phase into two new districts in 2001, prior to developing a full expanded project for the next CP	Country office Programme Adviser Programme Unit	✓ Discussions already held and proposal written for possible funding through World School Feeding Initiative.
17. <b>SF</b> Community sensitization should be carried out through district assemblies and their staff well before school feeding begins in order to ensure that village-level structures are set up which can continue the programme after WFP support ends.	<u>Country office Agrees:</u> ➤ This recommendation will be taken into account in the new CP activity outline. ➤ Testing of the approach will be conducted during expansion of current pilot in 2001.	Country office Programme Adviser Programme Unit	➤ To be implemented under the new CP.
18. <b>SF</b> Complementary assistance should be sought from other partners (e.g. MOA, bilateral donor agencies and FAO) for the provision of bore-holes and the development of school gardens, as part of an exit strategy.	<u>Country office Agrees</u> ➤ Country office will identify NGO partners to implement the feeding and complementary activities prior to the next CP. Other United Nations partners are being approached to provide additional inputs according to their expertise.	Country office Programme Adviser Programme Unit	✓ Consultations with other United Nations agencies and NGOs ongoing
19. <b>Expandable Safety Nets.</b> During the current CP, a modified intervention should be introduced on a pilot basis within the framework of the RIRD and DM&R activities to test the feasibility and efficacy of the proposed approach.	➤ The country office will pilot test a combined approach in at least one district (both projects will be fully operational by February 2001). ➤ The two activities will be combined into one (Food Fund) in the next CP.	Country office Programme Adviser Programme Unit	✓ The activity summary developed and appraisal completed by September 2000. Three districts will be piloted by February 2001.



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**ORIGINAL LIST OF ACRONYMS PROVIDED FOR DOCUMENT  
WFP/EB.3/2000/5/1**

AMG	Assistance to Malnourished Groups
CP	Country Programme
CPAC	Country Programme Advisory Committee
CSO	Country Strategy Outline
DAGG	Development Assistance Group on Gender
DM&R	Disaster Mitigation and Response
DSC	Direct Support Costs
EPA	Extended Planning Area
GAP	Gender Action Plan
GDP	Gross Domestic Product
MCH	Mother and Child Health
M&E	Monitoring and Evaluation
MOHP	Ministry of Health and Population
PAP	Poverty Alleviation Programme
PMU	Project Management Unit
PSA	Programme Support and Administrative
QAP	Quick Action Project
RIRD	Rural Infrastructure Rehabilitation and Development
UNDAF	United Nations Development Assistance Framework
UNV	United Nations Volunteer
VAM	Vulnerability Analysis and Mapping

