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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT — UNITED REPUBLIC OF TANZANIA COUNTRY PORTFOLIO (2011–2014)

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the focal points indicated below, preferably well in advance of the Board's meeting.

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BACKGROUND

1. This document presents the management response to the recommendations of the evaluation of WFP's portfolio in the United Republic of Tanzania from 2011 to 2014. The evaluation focused on the alignment and strategic positioning of WFP's operations in the country; the factors in and quality of its strategic decision-making; and the performance and results of the portfolio.
2. Overall, while refugee operations were reasonably well-funded, lack of funding for the country programme impeded implementation of planned development activities. Nevertheless, the evaluation recognizes that government policy, systems, capacity and resources have become stronger, with safety net systems being developed rapidly during the evaluation period. New national strategies focus on market-driven and commercial economic approaches, with more attention to food assistance modalities other than direct food assistance from WFP.
3. Financial constraints limited WFP's engagement in the development of a national social protection policy and in technical assistance, as laid out in the 2011–2016 country strategy. This work was intended to establish creative integrated programmes and hunger solutions.
4. WFP's policy engagement on school feeding dwindled because of the Government's declining interest in WFP's approaches. However, management is pleased to note the evaluation's finding that food assistance to refugees was generally efficient and effective, despite resourcing constraints, and that the Purchase for Progress (P4P) pilot model facilitated sustainable results and policy adoption.
5. Welcoming the evaluation's findings and recommendations, management will work to redefine food assistance activities within the national social protection framework. Management acknowledges the need to design more flexible resourcing and management systems to support food assistance programming, and will focus on implementing the new Gender Policy and optimizing the added value of the United Nations Delivering as One initiative.
6. Management maintains that food will continue to be the most appropriate transfer modality for addressing specific nutrient gaps across the country and for providing immediate food assistance to new refugee influxes when needed.
7. The following matrix sets out the planned actions and timelines for implementing recommendations.



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Recommendation	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 1: With support from the regional bureau and the Social Protection and Safety Nets Unit at Headquarters, the country office should redefine and restructure any future food assistance – outside humanitarian food assistance and the P4P agricultural marketing initiative – within the national social protection framework of the United Republic of Tanzania.</p> <p>Food assistance should be conceptualized, structured, designed and delivered through the national social protection framework and system. Even with WFP's inadequate engagement during the review period, the Government and its partners have made progress with an increasingly comprehensive social protection system under the auspices of TASAF. The types of food assistance and related transfer modalities that WFP provides can fit into this system.</p>	<p>Country office, Johannesburg Regional Bureau (RBJ), Policy and Programme Division (OSZ), Social Protection and Safety Nets Unit</p>	<p>Agreed.</p> <p>With support from the regional bureau and Headquarters, the country office will review WFP's contribution to the national framework for social protection as part of the ongoing strategic review for zero hunger and the development of WFP's new Country Strategic Plan (2016–2021).</p> <p>Building on its past support to the Government in designing the national safety net programme – the Tanzania Social Action Fund (TASAF) – WFP will engage in the Social Protection Working Group within the United Nations Development Assistance Plan (UNDAP) framework. The country office has already shifted its food assistance for assets and home-grown school feeding pilot activities to the working group to improve linkages between WFP's programming and the national social protection framework.</p>	<p>End of 2016</p> <p>Ongoing</p>
<p>Recommendation 2: The country office, with support from the regional bureau and the Policy and Programme Division at Headquarters, should apply as much flexibility as possible in the design, resourcing and management of any further programme of food assistance so that it becomes a tool for creative, proactive support to the Government. Any further food assistance programmes should be based on a strategic analysis of WFP's comparative advantages and appropriate roles in the country. To enable this:</p> <ul style="list-style-type: none"> ➤ WFP should explore how to maximize the delegation of authority for budget adjustments and the use of programme funds; and ➤ 2016 should be a transitional year and be programmed accordingly, such as by extending the country programme pending a new country strategy. 	<p>Country office, RBJ, OSZ</p>	<p>Agreed.</p> <p>The United Republic of Tanzania is a pilot country for WFP's new approach to Country Strategic Plans, which seeks to clarify WFP's role and comparative advantages in addressing country needs; specify the results that WFP will help the Government to achieve for attainment of national and global Zero Hunger Challenge targets; and prioritize actions for achieving these results.</p> <p>The new approach will be presented to the Board, together with the new WFP Strategic Plan and complementary corporate initiatives such as the Financial Framework Review. A potential advantage of replacing project documents with a Country Strategic Plan as the sole strategy and programme document at the country level is to achieve greater efficiency and effectiveness in internal management and operations. The current funding model restricts flexibility and timely budgetary adjustments, and these constraints are compounded by donor conditionalities.</p>	<p>End of 2016</p> <p>End of 2016</p>



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		<p>The Financial Framework Review will seek to ensure that the supporting budgetary structure maximizes country offices' flexibility for implementation of all interventions. A revised operational budget structure will be presented to the Board for approval at EB.2/2016.</p> <p>2016 will be a transition year for the country office until the new Country Strategic Plan has been approved.</p>	End of 2016
<p>Recommendation 3: In the United Republic of Tanzania, WFP should shift from operations to advice in its food-assistance work. With support from the regional bureau and the Policy and Programme Division at Headquarters, the country office should focus on:</p> <ul style="list-style-type: none"> ➤ operational services, including procurement and logistics to support humanitarian transfers in the country and the region; ➤ technical assistance, notably on cash and voucher transfers, and social protection; and ➤ transfers of food only in refugee emergencies and other crises that the Government cannot handle alone. 	Country office, RBJ, OSZ	<p>Partially agreed.</p> <p>The country office provides operational services including procurement and logistics to support humanitarian transfers in the country and the region. The United Republic of Tanzania is a major source of regional purchases – particularly maize – for the Global Commodity Management Facility. This is partly because, in line with preferences in many countries and the restrictions imposed by some governments on imports of genetically modified organisms, Tanzanian food products purchased by WFP are not genetically modified. The country office facilitates logistics for overland movements to Burundi, the Democratic Republic of the Congo, Kenya and South Sudan, and ocean shipments to Somalia. The price of Tanzanian maize is very competitive compared with maize from Malawi, South Africa or Zambia.</p> <p>The regional bureau plans to engage a supply chain specialist to analyse use of the major logistic corridors in the region, including the Dar es Salaam corridor. This is expected to benefit the country office and the Government.</p>	<p>Ongoing</p> <p>Mid 2016</p>



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		<p>The country office will provide more technical assistance, particularly on cash-based transfers and social protection. The office has conducted WFP's multi-functional training on cash-based transfers. Sectoral feasibility assessments on information technology and finance issues are being carried out in the refugee camps to inform the introduction of cash-based transfers by 2016.</p> <p>Regional bureau and country office management do not fully agree with the recommendation that food transfers be used only in emergencies. Non-food interventions such as cash-based transfers are not expected to replace all general food distribution and supplementary feeding. For example, SuperCereals are not usually available in local markets, and food may be the best transfer modality for certain pilots for addressing nutrient gaps in the country. In addition, the United Republic of Tanzania is bordered by politically volatile countries, and is likely to continue hosting sizeable refugee populations.</p>	End 2016



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<p>Recommendation 4: The country office, with support from the regional bureau and the Humanitarian Crises and Transitions Unit at Headquarters, should ensure that any future support to refugees in the United Republic of Tanzania is based on reappraisal and justification of WFP's role and comparative advantage in medium- and long-term food assistance.</p> <p>A new proposal for support to refugees should explicitly address the possibility of WFP ceasing to engage in food assistance for medium- and long-term refugees. Plans should include a transitional period of hand-over to the Ministry of Home Affairs, and possibly other international organizations, and exit from all but frontline emergency assistance to refugees and supplementary feeding of vulnerable groups such as pregnant and lactating women and young children, in which it has a comparative advantage.</p>	<p>Country office, RBJ, OSZ</p>	<p>Disagreed.</p> <p>WFP will review and reappraise its role and comparative advantages in providing assistance to refugees as part of the strategic review and Country Strategic Plan processes mentioned in the responses to recommendations 1 and 2.</p> <p>It should be noted that the country's geopolitical positioning makes it subject to regular refugee influxes. Since the beginning of 2015, approximately 90,000 new refugees from Burundi have crossed the border and this figure is expected to reach 150,000. Government restrictions on refugees' movements reduce their options for securing basic food needs and their ability to engage in livelihood opportunities, making food and nutrition assistance essential. Currently, there are few sources of food assistance for refugee populations in the country, and no government body has the means to assume this role. Pending results of the Country Strategic Plan process, and at the request of the Office of the United Nations High Commissioner for Refugees, WFP will continue to provide food and nutrition assistance to refugees, introducing cash-based transfers where possible.</p>	<p>N/A</p>



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<p>Recommendation 6: With support from the regional bureau and the Gender Office at Headquarters, the country office should ensure that in its future food assistance advisory services it specifies how WFP's Gender Policy (2015–2020) will be implemented in each activity. The country office should also prioritize the resourcing of Gender Policy implementation.</p>	<p>Country office, RBJ, Gender Office (GEN)</p>	<p>Agreed.</p> <p>The country office is forming a gender results network following approval of WFP's Gender Policy 2015–2020. This cross-functional network will strengthen gender awareness among country office and sub-office staff to improve gender-sensitive programme activities.</p> <p>WFP is fully committed to meeting and exceeding the United Nations System-Wide Action Plan standards for sustainable promotion and mainstreaming of gender equality and women's empowerment across all operations. WFP is also fully committed to meeting the eight gender-related indicators in the QCPR. Resource allocation for gender activities is based on the projections of operational requirements made by all country offices for the three-year Management Plan (2016–2018). The gender activity catalogue was updated in 2014 using the outcomes and examples provided in the gender expenditure analysis carried out by the country office to assess gender-related activities implemented during 2014. This exercise will be repeated in 2015 and 2016.</p>	<p>December 2016</p> <p>Ongoing</p>

ACRONYMS USED IN THE DOCUMENT

OSZ	Policy and Programme Division
P4P	Purchase for Progress
QCPR	Quadrennial Comprehensive Policy Review
RBJ	Johannesburg Regional Bureau (Southern Africa)
TASAF	Tanzania Social Action Fund
UNDAP	United Nations Development Assistance Fund