

Executive Board Annual Session

Rome, 4-8 June 2012

EVALUATION REPORTS

Agenda item 7

For consideration



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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE ANNUAL EVALUATION REPORT 2011

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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 WFP staff 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 and the planned actions to implement the recommendations contained in the Annual Evaluation Report 2011. It is based on more detailed responses provided for the 2011 strategic evaluations.

- 2. The Secretariat will pay greater attention to improving coherence and synergies among activities and programmes, and with partners, with a view to improving WFP's efficiency and effectiveness. The Secretariat acknowledges that prioritizing activities is crucial for making best use of scarce resources and is committed to investing in research, food security analysis, and improved monitoring and evaluation systems as ways to improve the evidence base for programming.
- 3. The Secretariat appreciates the high quality of evaluations undertaken in 2011 and acknowledges the significant contribution they make to resourcing decisions and to making management systems more effective.



MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE ANNUAL EVALUATION REPORT 2011					
Recommendations	Action by	Management response and action taken	Implementation deadline		
Recommendation 1: To achieve a virtuous cycle in which well-defined programmes incorporating the new ways of working attract partners and funding, are implemented with all the necessary expertise and skill, and deliver results at scale, more direct management of the changes envisioned in the Strategic Plan is required, along with greater investment in support to the front line, to ensure that the changes succeed. There is need for an internal review of ways of strengthening structures and processes that support change, with particular attention to:		Agreed. The mid-term review of the Strategic Plan (2008–2013) identified progress and gaps in its implementation and will be used to improve the change management process.	Ongoing		
 clarifying/developing conceptual frameworks as WFP increases its role in specialist fields where it is not yet well-established, such as social protection, nutrition, and integrating long- and short-term hunger; clarifying WFP's comparative advantage, roles and responsibilities compared with those of other actors, to define parameters and identify appropriate partnerships; developing the necessary workforce – expertise and skills – especially for nutrition; enabling support systems, such as adaptations to targeting and needs analysis, programme guidance, planning and monitoring and evaluation (M&E); developing a system that assures more predictable, multi-year funding to support the type of activities undertaken in the food assistance approach. The approach should be a pragmatic and problem-solving process with broad participation complemented by strong leadership (see "Change Evaluation"). 	Office of the Executive Director	A 60-day rapid organizational assessment (ROA) has been initiated which is intended to assist WFP to develop a comprehensive strategy for strengthening capacity, systems and processes. A series of consultations, internally and with the Board, will ensure full engagement in determining the way forward, with outcomes to be realized in late 2012. Along with United Nations partners, management recognizes the importance of clearer definition and understanding of roles and responsibilities with a view to improving the provision of hunger solutions.	December 2012		
	Policy, Planning and Strategy Division (PS) through the Executive Policy Council Programme Design Service (ODXP)/Human Resources Division	Partnership frameworks will be developed jointly for various areas. The nutrition framework is to be presented at the 2013 Annual Session of the Board. A division of labour will be set up to prevent duplication of and gaps in activities, supported by a Memorandum of Understanding signed by the heads of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Children's Fund (UNICEF), WFP and the World Health Organization (WHO). WFP is also exploring options to develop the specific skills and competencies required of staff to implement WFP's Strategic Plan and is benefiting from an external review by PricewaterhouseCoopers to inform the next steps. The process includes an assessment of the minimum nutrition staffing needs at all levels in Headquarters, regional bureaux and country offices. The outcome will be fed into and validated through the	February 2013 June 2013		



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Recommendation 2: To enhance programme synergies, during the planning, approval and implementation of operations and programmes, particular attention should be given to: i) ensuring coherence with other actors in the larger systems that WFP is entering; ii) strengthening vertical linkages between country strategies and operation design and implementation; and iii) finding horizontal synergies among the operations/programmes within a country.	Performance and Accountability Management Division (RMP)/ Programme Division (ODX)/PS/Office of Hunger Solutions	Agreed. a) The WFP country strategy process is an important way for WFP to increase coherence with stakeholders. The process sets WFP's comparative advantage in the context of the activities of its main partners, identifies synergies and aligns WFP activities in accordance with national priorities. Management acknowledges that planning must be rooted in country strategies and must align programme design with financial and resource allocation, systems and structure. WFP will ensure that country offices undertake a review of planning processes with stakeholders and develop country strategies. WFP will put improved processes into practice for approving country strategies. b) Management acknowledges that using this process well will improve alignment of internal programme planning and implementation and enable WFP to provide more focussed and coherent programme responses and to improve synergies among programme components. Management further recognizes that there are internal constraints on effective implementation of the Strategic Plan. The ROA and organizational development team will be charged with proposing practical solutions in conjunction with development of the next Strategic Plan.	December 2013 December 2015		
Recommendation 3: M&E needs are well recognized by senior management and broadly reflected in the monitoring and self-evaluation strategy. WFP must ensure that the strategy is resourced and implemented in ways that support the changes implied by the Strategic Plan, by streamlining M&E systems and developing capacity at the field level, particularly for self-assessment and decentralized evaluation (see Recommendation 1).	ODX	Agreed. Management has made resourcing and implementation of the M&E strategy a top priority. This includes allocation of 2012 Programme Support and Administrative resources to development and implementation of M&E systems, with recruitment and deployment of staff for its implementation under way. Key objectives include strengthening core M&E systems, improving outcome measurement and building enabling capacities.	December 2014		



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Recommendation 4: To maximize positive learning from WFP's positive can-do culture, pilot programmes should devote more attention to: ➤ deciding what strategic questions need to be answered and	ODXP	Agreed. Management acknowledges the importance of basing policy decisions on sound evidence, especially for school feeding, nutrition support and Purchase for Progress (P4P) pilot projects.	Ongoing	
focusing what strategic questions need to be answered and focusing data/information collection accordingly; analysing and managing this information so that it can feed into transparent decision-making and peer exchange; basing policy and operational decisions on careful and balanced appraisal of all the evidence available; giving far more attention to analysing costs and		Work under way includes a global school feeding survey, and studies on the process of transition to government ownership, identifying an institutional home, the school feeding supply chain, and planning models. The studies aim to help WFP and governments to design better, more sustainable and more cost-effective programmes.	Ongoing	
cost-effectiveness; and adjusting internal procedures to support work in the areas of innovation arising from the Strategic Plan.	Purchase for Progress (P4P) Coordination Unit	WFP will continue to review assumptions underlying P4P pilot projects, using stakeholder coordination mechanisms, country-specific annual review meetings, and regional and global consultations.	Ongoing	
		The P4P Primer issued in March 2012 – following screening by the external P4P Technical Review Panel – sets out the principles and assumptions of P4P and the lessons learned during three years of implementation.	Completed	
	Business Innovation and Support Division (RMI)/ Budget and Programming Division (RMB)	WFP will continue to refine cost effectiveness and efficiency considerations, which are central to programme design decisions and operations.	Ongoing	



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ACRONYMS USED IN THE DOCUMENT

M&E monitoring and evaluation

ODX Programme Division

ODXP Programme Design Service

P4P Purchase for Progress

PS Policy, Planning and Strategy Division

RMB Budget and Programming Division

RMI Business Innovation and Support Division

RMP Performance and Accountability Management Division

ROA rapid organizational assessment

