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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – YEMEN COUNTRY PORTFOLIO

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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 to the recommendations of the Yemen country portfolio evaluation (2006–2010).
2. Chronic poverty and inequity in Yemen are triggers for conflict and unrest. Insecurity hinders humanitarian and development assistance for vulnerable groups, especially in remote areas. Household food security is expected to deteriorate as food becomes scarcer. There is no single solution to this complex situation.
3. Given the fluid security and political situation, the Secretariat will continue to seek opportunities for flexible longer-term recovery and development programming that addresses changing needs in Yemen. The country office will build partnerships under a country strategy process in 2012 and mobilize support for interventions addressing chronic hunger and malnutrition and growing humanitarian needs.
4. The Secretariat's responses to the recommendations are presented in the attached matrix.

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Recommendations	Action by	Management response and action taken	Deadline
<p>Recommendation 1: WFP should consider balancing the focus of its operations to include both short- and long-term aspects of the emergency and chronic problems in Yemen.</p> <p>The evaluation recommends that WFP explore the potential for forming partnerships and leveraging its resources – investments, M&E and policy advocacy – to address long-term solutions to chronic issues, such as general food insecurity and malnutrition. Although funding for shorter-term operations may be more accessible, WFP can position itself as a key partner in longer-term programming.</p>	Country office	<p>Agreed.</p> <p>WFP has been involved in the development of the first National Food Security Strategy Paper for Yemen and the Fourth National Development Plan for Poverty Reduction, which addresses acute and chronic food insecurity through short-, medium- and long-term interventions.</p> <p>WFP will continue to work through the food security and agriculture cluster in partnership with development and humanitarian actors and donors to address food insecurity and malnutrition.</p> <p>The country office will prepare a country strategy document with a view to making evidence-based decisions about positioning WFP in a changing context and will leverage resources for improved responses to national priorities.</p>	<p>Implemented</p> <p>December 2011</p> <p>July 2012</p>
<p>Recommendation 2: WFP should revitalize its fundraising for development-oriented operations in Yemen.</p> <p>Owing to the funding context, WFP has had to fold its nutrition objectives into its EMOPs and PRROs, while food-for-education/take-home ration operations have shrunk to a fraction of their original size and scope. Development programmes require longer-term and more stable and predictable funding, so WFP should design and implement a differentiated advocacy and fundraising strategy in response to the needs of its development mandate.</p>	Country office Government Donor Relations Division (ERD)	<p>Agreed.</p> <p>WFP's fundraising and publicity work will ensure alignment with national priorities and United Nations frameworks for food security and poverty reduction and will promote partnerships with other development stakeholders.</p> <p>In view of the current situation, WFP will focus on humanitarian assistance based on needs assessments and national priorities in consultation with donors.</p> <p>The country office will investigate the incorporation of food for education into its safety-net interventions to enhance targeted food security indicators. The planned country strategy will identify resource mobilization methods for all activities; the document will serve as an advocacy tool.</p> <p>The paper Resourcing for a Changing Environment (WFP/EB.1/2010/5-B/Rev.1) recognizes the importance of country-level resource mobilization in the context of increased country ownership of development strategies and of increasing decentralization in donors' decision-making. WFP has therefore rolled out a training programme to build staff capacity for resource mobilization in the field. In May 2010, country office staff participated in a regional event in Cairo to analyse programmes and their historical donor bases, review potential funding sources and prepare guidance for resource mobilization.</p>	<p>Ongoing</p> <p>October 2012</p> <p>July 2012</p> <p>Implemented</p>



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Recommendations	Action by	Management response and action taken	Deadline
<p>Recommendation 3: WFP should further develop and invest in joint programmes and other collaborative partnership arrangements with other United Nations agencies, large NGOs and donors.</p> <p>WFP interventions are judged to be most effective when WFP works closely with other specialized entities to deliver them. However, in the CPs and the nutritional components of the high food prices EMOP and the follow-on safety net PRRO, it is operating in a far more stand-alone mode. This does not take advantage of opportunities to coordinate and collaborate with partners and provide integrated services to ensure maximal impact from its contributions.</p>	Country office	<p>Partially agreed.</p> <p>WFP is committed to building partnerships with United Nations agencies, NGOs and donors. But the varying geographical coverage and targeting criteria for activities implemented by other actors makes joint programming difficult. The country office will continue to urge clusters to scale up interventions in rural areas to ensure complementary inputs under the 2012 Yemen Humanitarian Response Plan.</p> <p>Interim guidelines for the treatment of moderate acute malnutrition have been developed. The country office will work with UNICEF to support the training plan for health workers in Hajja governorate.</p> <p>The Ministry of Health, UNICEF and WFP will adopt the guidelines, which include a referral system between therapeutic and supplementary feeding programmes, for the treatment of moderate acute malnutrition.</p> <p>Discussions with international NGOs and UNICEF are under way with a view to a joint programme in education.</p>	<p>November 2011</p> <p>October 2012</p>
<p>Recommendation 4: WFP should further emphasize planning with, preparation with and training for its government and cooperating partners.</p> <p>Some government counterparts and non-governmental cooperating partners wish to be full counterparts, through more training, better equipment and participatory approaches to planning and implementation. This also increases the potential for eventual hand-over of WFP operations, especially in the education and nutrition sectors.</p>	<p>Country office</p> <p>Hand-Over and Partnership Branch (ODXH)</p>	<p>Partially agreed.</p> <p>In the education and nutrition sectors WFP continues to involve government counterparts and NGOs at all stages, including hands-on training and providing equipment on the basis of needs.</p> <p>A stakeholders' meeting on education will discuss the role of food for girls' education as a social safety net because girls tend to drop out of school earlier. WFP will ensure full involvement by government counterparts.</p> <p>Twice-yearly consultations with government nutrition coordinators are planned. WFP will ensure that government counterparts from the central and regional levels are involved.</p> <p>WFP will continue to work with counterparts on capacity development with a view to hand-over. The country office and the Hand-Over and Partnership Branch will develop a capacity development plan to guide its work, provided that the political and security environment is stable.</p>	<p>Implemented</p> <p>February 2012</p> <p>December 2012</p> <p>July 2012</p>



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Recommendations	Action by	Management response and action taken	Deadline
<p>Recommendation 5: M&E systems should be enhanced so that results can be compared over time and space and the outcomes of operations can be measured.</p> <p>Efforts to collect historical and spatial – intervention versus non-intervention – data are insufficient to allow good assessments of the portfolio's overall results and contributions. Improvement depends on both designing systems that measure impact and training government and community representatives to systematically and reliably collect the required information on results at the outcome level – not just WFP inputs/outputs. There are also many opportunities to collaborate with other implementing agencies and government departments in data collection, analysis and dissemination exercises.</p>	Country office	<p>Agreed.</p> <p>Recruitment of a vulnerability analysis and mapping (VAM) and monitoring and evaluation (M&E) officer in late 2011 will improve WFP's monitoring of outcomes and food security and will enhance M&E in all operational areas. The officer will promote joint assessments and monitoring and help government counterparts to develop capacities for data collection, analysis and reporting, with support from the M&E and VAM units at Headquarters.</p> <p>The sharing of information about operational plans and management decisions will be enhanced when COMET is rolled out.</p>	December 2011
<p>Recommendation 6: Technical capacity should be increased in the areas of health, nutrition and, possibly, livelihoods or social protection.</p> <p>To increase its participation in policy advocacy at the national level, WFP should augment its staff capacity in health and nutrition. This would allow it to balance field operations with higher-level planning, policy and advocacy. Additional expertise in livelihoods or social protection would also assist in establishing partnerships with agencies active in these areas and augmenting these aspects in future WFP operations.</p>	Country office	<p>Agreed.</p> <p>In August 2011, staff capacity for nutrition and social protection was increased with the recruitment of two staff for project implementation and policy advocacy.</p> <p>Training sessions for country office staff in health and nutrition will be organized before the end of 2011. A food-for-work pilot is also being considered when the country situation improves.</p> <p>The country office will augment nutrition capacity by hiring a nutritionist. In the meantime, technical support will be sought from Headquarters and the regional bureau.</p>	<p>Implemented</p> <p>December 2011</p> <p>May 2012</p>
<p>Recommendation 7: The data and findings of the 2010 CFSS should be disseminated further, and a follow-up survey should be planned.</p> <p>The CFSS of 2010 was very well received. It should be disseminated more widely among key stakeholders in Yemen and repeated regularly, to allow longitudinal analysis.</p>	Country office	<p>Agreed.</p> <p>The findings of the 2010 CFSS were disseminated in March 2010 to international agencies, donors and government counterparts and to stakeholders in the food and agriculture cluster in the first half of 2011.</p> <p>The country office will implement a follow-up survey¹ with UNICEF and the Ministry of Planning and Social Welfare and the Central Statistics Office. Consultations with the food security cluster ensure the engagement of humanitarian and development actors, with technical support from Headquarters.</p>	<p>Implemented</p> <p>June 2012</p>

¹ This type of comprehensive survey is normally conducted every 3 to 5 years in the absence of other relevant secondary data sources such as DHS and Household Budget Surveys.



ACRONYMS USED IN THE DOCUMENT

CFSS	comprehensive food security survey
COMET	Corporate M&E Tool
CP	country programme
DHS	Demographic and Health Survey
EMOP	emergency operation
M&E	monitoring and evaluation
NGO	non-governmental organization
PRRO	protracted relief and recovery operation
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping