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**Executive Board  
Second Regular Session**

**Rome, 8–11 November 2010**

## **EVALUATION REPORTS**

**Agenda item 6**

*For consideration*

# **E**

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## **SUMMARY EVALUATION REPORT NEPAL 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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## EXECUTIVE SUMMARY

During the 2002 to 2009 portfolio evaluation period, Nepal was characterized by high levels of food insecurity, high poverty and malnutrition rates, food price inflation, and periodic droughts and floods, and was host to about 100,000 Bhutanese refugees. A decade of civil conflict came to an end with the signing of a Comprehensive Peace Accord in 2006, but political tension has continued. WFP has assisted Nepal since 1963; from 2002 to 2009, it implemented 15 operations, worth US\$282 million, with the aims of saving lives, investing in disaster preparedness, protecting and rebuilding livelihoods, reducing malnutrition, improving educational outcomes and developing government capacities.

This report evaluates the 2002 to 2009 portfolio against three questions: i) How well did WFP position itself strategically and align with government and partner strategies? ii) How did WFP make choices, and how strategic were these? and iii) How did the portfolio perform, and what were its results?

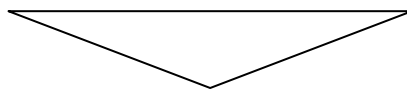
The evaluation was conducted by a team of four independent consultants, with fieldwork taking place in March/April 2010. The evaluation found that from 2002 to 2008, WFP Nepal's portfolio was closely aligned with the Government's concerns and the population's needs. WFP provided assistance to remote food-insecure populations, and was one of the few organizations that continued helping communities throughout the conflict period. This was much appreciated by stakeholders in the field and established a reputation for WFP as a fair broker. Since 2009, however, while continuing to address the short-term needs of food-insecure populations, WFP has been constrained in addressing the underlying causes of chronic food insecurity, now clearly a government priority.

Over the period, WFP made a number of strategic choices with positive results. Its strategy of working in a very large number of districts to reach a high proportion of the food-insecure population worked well after the signing of the Comprehensive Peace Accord. However, greater programme concentration is now needed to address chronic food insecurity and achieve livelihood recovery objectives. In addition, WFP's extensive investments in a food security information system have been effectively used for targeting by the Government, civil society, the donor community and WFP. To ensure sustainability, WFP needs to continue institutionalizing the system in the Ministry of Agriculture and Cooperatives.

WFP demonstrated its comparative advantage in emergency, protracted relief and early recovery situations. Food assistance was efficiently and effectively delivered, and WFP produced positive outcomes with its food for-work/-assets/-training, nutrition and education interventions and its general food distributions. Recommendations for the future focus on engaging in longer-term productive safety nets, developing an integrated life-cycle approach to nutrition, maintaining emergency response capacity, enhancing WFP's role in policy dialogue, and refining ongoing operations.



## DRAFT DECISION\*



The Board takes note of “Summary Evaluation Report Nepal Country Portfolio” (WFP/EB.2/2010/6-B) and the management response in WFP/EB.2/2010/6-B/Add.1 and encourages further action on the recommendations, taking into account considerations raised by the Board during its discussion.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

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## BACKGROUND

### Evaluation Features

1. The WFP Nepal country portfolio evaluation covers the 15 WFP operations implemented between 2002 and 2009: the country programme (CP), seven protracted relief and recovery operations (PRROs), five emergency operations (EMOPs), and two special operations.
2. The evaluation serves the dual objectives of accountability and learning, and will enable the Nepal country office to make informed strategic decisions for its next country strategy and to improve ongoing operations.
3. This report evaluates the portfolio against three questions: i) How well did WFP position itself strategically and align with government and partner strategies? ii) How did WFP make choices, and how strategic were these? and iii) How did the portfolio perform, and what were the results?
4. The evaluation was conducted by a team of four independent consultants, with fieldwork taking place in March and April 2010.

### Context

5. There are more than 3.5 million highly food-insecure people in Nepal; more than half of the population is estimated to live on less than US\$1.25 per day.<sup>1</sup> Nepal ranks 144<sup>th</sup> out of 182 countries on the United Nations Development Programme (UNDP) 2009 human development index. In 2009 the gross domestic product real growth rate was estimated at 4.7 percent, a decrease from 5.3 percent in 2008.<sup>2</sup> The predominant livelihood system is rainfed agriculture, which employs three-quarters of the labour force.<sup>2</sup> Reduced investment in agriculture, problems of input supply, limited irrigation, damage to infrastructure and disruption to communications caused by conflict have all contributed to slow productivity growth. Specific challenges related to food security include:
  - i) extremely difficult geographical conditions and the remoteness of food-insecure districts, posing difficulties for the delivery of development and humanitarian assistance;
  - ii) a limited area of arable land, resulting in one of the highest ratios of population to arable land in the world;
  - iii) civil conflict and protracted political instability; although the signing of the Comprehensive Peace Accord (CPA) in 2006 ended the decade-long conflict between the Government of Nepal and the Communist Party of Nepal, political tension continues;
  - iv) high levels of malnutrition resulting from inadequate food quantity and dietary quality, a heavy disease burden and recurring food shortages; Nepal ranks among

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<sup>1</sup> WFP. 2010. *WFP Nepal Operations Summary 2010*. Rome.

<sup>2</sup> [www.cia.gov/library/publications/the-world-factbook/geos/np.html](http://www.cia.gov/library/publications/the-world-factbook/geos/np.html).



the world's top ten countries for prevalence of stunting,<sup>3</sup> and wasting and underweight rates in children under 5 indicate serious malnutrition;<sup>4</sup>

- v) food price inflation, with poor households being severely affected by increases in food prices and continued supply shortages in rural markets, due to the frequent *bandhs*;<sup>5</sup>
  - vi) natural disasters, droughts, flooding and erratic rainfall; located on a seismically active belt, Nepal is particularly vulnerable to earthquakes; flooding occurs annually owing to runoff from the Himalayas and the Asian monsoon season; landslides are increasingly common; and drought poses a serious threat to vulnerable populations who depend on agriculture for domestic food production;<sup>6</sup>
  - vii) inequalities such as gender disparities, caste differentials, ethnic and linguistic discrimination, and spatial exclusion due to the remoteness of rural villages.<sup>7</sup>
6. In addition, Nepal hosts about 100,000 Bhutanese refugees. Since 2002, WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) have provided food, shelter and other assistance to refugees. Following international pressure, 29,000 Bhutanese refugees have recently been resettled in third countries, but humanitarian assistance is still needed for those who remain.

### WFP Portfolio

7. WFP has implemented 51 operations in Nepal since 1963, totalling almost US\$400 million. For the 2002 to 2009 period, US\$282 million in contributions have been received and the portfolio grew significantly from US\$25 million to US\$98 million. The evaluation focuses on 15 operations, which are summarized by programme category in Table 1.

<sup>3</sup> WFP 2010. *Proposed Nutrition Strategy for WFP Nepal*. Kathmandu.

<sup>4</sup> United States Centers for Disease Control (CDC)/WFP. 2005. *A Manual: Measuring and Interpreting Malnutrition and Mortality*. Rome.

<sup>5</sup> A *bandh* is a general strike; the word means "closed" in Nepalese. This form of protest became prevalent during Nepal's civil conflict and it involves closing markets, businesses, roads and schools to bring whole regions and/or economic sectors to a standstill. In the first six months of 2009 there were reportedly only 12 days without a major *bandh*. (*Himalayan Times*, Sunday 28 June 2009).

<sup>6</sup> UNDP. 2008. *National Strategy for Disaster Risk Management in Nepal*. Available at: [www.undp.org.np/pdf/NSDRMFinalDraft.pdf](http://www.undp.org.np/pdf/NSDRMFinalDraft.pdf).

<sup>7</sup> UNDP. 2009. *Nepal Human Development Report: State Transformation and Human Development*. New York.



**TABLE 1: WFP PORTFOLIO 2002–2009, BY PROGRAMME CATEGORY**

Programme category	Corresponding Strategic Objectives	No. of operations	Total confirmed contributions (US\$ million)	Proportion of total operations (%)
Development	3, 4 and 5	1	81 902 490	29
Emergency operations	1 and 3	5	17 057 882	6
Relief and recovery (FFA, FFT, CFA)	3	1	106 991 164	38
Relief and recovery (refugees)	1	6	74 995 547	27
Special operations (including a global special operation)	1 and 2	2	868 980	-
<b>Total</b>	-	<b>15</b>	<b>281 816 063</b>	<b>100</b>

Sources: WFP Information Network and Global System (WINGS) I and II

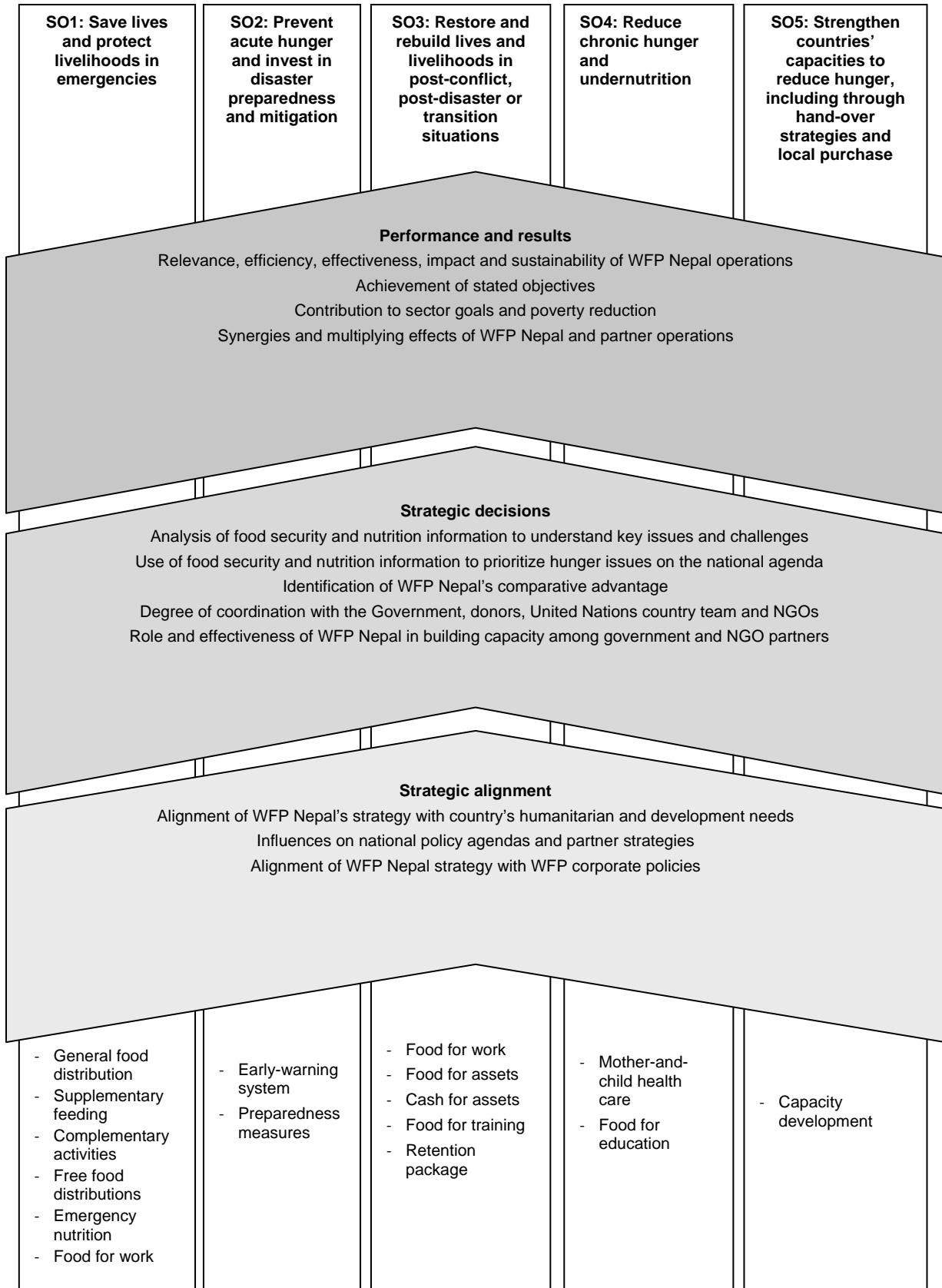
8. The Nepal CP and the PRRO for conflict-affected populations constitute the two largest expenditures, accounting for 29 and 38 percent of the total budget respectively. Food assistance to Bhutanese refugees accounted for 27 percent of the portfolio budget. WFP implemented five EMOPs, with 6 percent of the budget; four were in response to flooding, and one to drought. While some programmes in the portfolio focused on capacity development of government ministries, many activities were implemented through non-governmental organizations (NGOs).

## PERFORMANCE HIGHLIGHTS

### Alignment and Strategic Positioning

9. The objectives of the portfolio are well aligned with the WFP global Strategic Objectives in the WFP Strategic Plan (2008–2013), as shown in Figure 1.

**Figure 1: Evaluation Model for Nepal Country Portfolio Showing Alignment with WFP Strategic Objectives**





10. Through its ability to reach remote populations, WFP proved to be a capable and resilient strategic partner to the Government of Nepal, and was one of the few organizations able to continue providing support to communities throughout the conflict. WFP Nepal's portfolio was closely aligned with government concerns and the population's needs from 2002 to 2008. More recently, however, although its activities have continued to address the short-term needs of food-insecure populations, WFP has been constrained in addressing the underlying causes of chronic food insecurity, now clearly a government priority.
11. From 2002 to 2006, WFP Nepal was closely aligned with national/sub-national policies, and implemented its programmes mostly through government partners. WFP continued to distribute food during the period of conflict, which was much appreciated by stakeholders in the field. WFP has established a reputation as a fair broker.
12. In 2006, signing of the CPA ushered in a new phase of WFP programming. From 2006 to 2008, WFP activities were aligned with the Government's Three-Year Interim Plan, focusing on peacebuilding, reconstruction, rehabilitation and reintegration. During this period, WFP began a strategic shift towards using NGO partners to facilitate rapid response. It used its EMOP and PRRO to implement short-term food-for-work (FFW) transfers for 20 days of work, focusing on restoring damaged community infrastructure – “light” FFW activities – as part of a peace dividend to support returnees, and on food-for-training (FFT) to support civic education for upcoming elections. WFP's success during the previous phase attracted additional funds from donors and the Government of Nepal, resulting in greater emphasis on short-term food security interventions.
13. Throughout the portfolio period, WFP was aligned reasonably well with government health and nutrition strategies, and arguably held a strategic position. However, it missed the opportunity for using that position to influence and assist the Government and to promote improved nutrition responses and coordination.
14. WFP's food-for-education (FFE), implemented in partnership with the Ministry of Education, has been well aligned with the focus on girls' education and increasing enrolment and attendance in remote and impoverished areas. From 2008, funding shortfalls in both FFE and mother-and-child health care (MCHC) activities led to significant reductions and consolidation in the midwest and far west regions.
15. The alignment of PRRO activities with government priorities began to decline in 2009. A major focus on short-term food security interventions was not consistent with the Government's concern to address the underlying causes of chronic food insecurity. Although WFP attempted to address medium-term livelihood recovery needs, constraints related to multi-year funding for more development-oriented interventions prevented better alignment. Government capacity development has become a priority for both donors and the Government, but is not consistent with WFP's approach of working primarily with NGOs for FFW/food-for-assets (FFA) interventions. The current programming challenge for WFP Nepal is to deliver the sustainable impact and productive safety net outcomes required by communities, while coordinating with donors and supporting the Government of Nepal in addressing chronic food insecurity.
16. WFP's portfolio is aligned with the vulnerable groups and priority sectors identified in United Nations planning tools<sup>8</sup>. Its primary partners in food assistance and disaster mitigation operations are the Food and Agriculture Organization of the United Nations

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<sup>8</sup> The United Nations Development Assistance Framework (UNDAF), the consolidated appeal process (CAP) and the common country assessment (CCA).



(FAO), the United Nations Children's Fund (UNICEF), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), UNHCR and the United Nations Mission in Nepal (UNMIN).

## **Making Strategic Choices**

17. WFP has made a number of effective strategic choices regarding geographical coverage, programme categories and content, partnerships and delivery channels. In the early 2000s, it had a sizeable CP in place, which provided a platform for expanding the coverage of a development programme from 2002 to 2003, through FFW/FFA, and for keeping operations going in an environment where others withdrew. Nepal's civil conflict prevented the Government from working in certain areas of the country, making it imperative that WFP work with NGOs to deliver its programmes in those areas. The repositioning of emergency response equipment and resources under the 2005 special operation was credited with facilitating a swift response to the 2006 drought in western Nepal. WFP was able to scale up when the CPA was signed, and moved FFA/FFT from the CP into the PRRO – a programme modality specifically suited for transitional programming. Following the CPA, many donors felt that it was important to provide a peace dividend to as many conflict-affected families as possible, and WFP programmes provided an excellent means of doing this because of WFP's extensive presence on the ground. Many donors therefore channelled considerable resources through WFP, to provide short-term transfers for FFW. More recently however, stability in conflict-affected areas has led donor and government interests to shift towards capacity development and long-term development.
18. WFP has been a strategic partner for NGOs and United Nations and donor agencies, because of its operational capacity, geographical reach and willingness and ability to support programme synergies. It has been working in a large number of districts and with many village development committees (VDCs) to reach a high proportion of the food-insecure population. This strategy worked well in providing as many people as possible with a peace dividend after the signing of the CPA. However, spreading resources across a wide area made it more difficult to achieve sustainable livelihood recovery objectives; greater programme concentration is now needed to address chronic food insecurity.
19. Although WFP has made significant investments in nutrition and has increasingly taken the lead in implementation, it is not seen as a key player in nutrition in Nepal and has been slow to engage in policy dialogue. It still has to position itself more strategically with bilateral agencies, as a partner with the capacity to address nutrition challenges. The MCHC programme has a very low profile and is unknown to many donors, which reduces the opportunities for promoting and enhancing funding for MCHC and nutrition and for exploiting donor interest in a more comprehensive integrated nutrition package.
20. The programme has followed Programme Review Committee recommendations to ensure there are no overlaps among beneficiaries of the various operations; however, this has limited the opportunities for synergy in the overall programme portfolio. There has been little overlap of FFW, FFE and MCHC activities within communities. In districts where activities have overlapped, participants acknowledged that food security improved, children were healthier and households migrated less. Greater impact and synchronized monitoring systems can be achieved by ensuring that programme activities are not implemented separately.



21. WFP Nepal's food security studies to improve the targeting of its resources to the most food-insecure populations are commendable. The vulnerability analysis and mapping (VAM) system currently manages *Nepal Khadhya Surakshya Anugaman Pranali* (NeKSAP), the most comprehensive food security monitoring system in the country, developed in collaboration with the Government, civil society and local expertise in food security analysis, including the Ministry of Agriculture and Cooperatives and the Nepal Food Corporation. NeKSAP collects and analyses information and field data to monitor food security, and early warning information to inform food policy. The system relies on district food security networks, which monitor and analyse local-level food security using the food security phase classification methodology. These entities and the donor community use the information for programme targeting. WFP is institutionalizing this system in the Ministry of Agriculture and Cooperatives.
22. WFP has engaged in limited analysis of the determinants of malnutrition. Most of its analytical work focuses on food security, so it has tended to respond with food products, neglecting many aspects of nutrition education for mothers, infant and child feeding issues, and the sustainability of impacts. WFP is making efforts to improve analysis, but more could be done. Better analysis would improve programming decisions as WFP integrates its nutrition and food security interventions. Updated data collection systems may be needed to capture synergistic programme impacts.

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## PORTFOLIO PERFORMANCE AND RESULTS

### Relevance

23. Since the early 2000s, WFP has had a sizeable programme in the midwest and far west regions, giving it a platform for providing support to food-insecure populations located in conflict-affected areas where the Government of Nepal had withdrawn. In addition to continuous programming during the conflict, WFP was also able to scale up its FFW/FFA/FFT transition programming to provide a peace dividend when the CPA was signed. These short-term food security interventions were highly appreciated by the Government and donors, and helped reduce the recurrence of conflict. A major issue now facing the Government of Nepal is how to address chronic food insecurity, and what role WFP should play in this effort.
24. WFP is recognized as one of the most important emergency response agencies in Nepal because of its geographical reach, logistics capacity and ability to mobilize resources quickly. The Government of Nepal, beneficiary communities and partners are highly appreciative of WFP's response to urgent food needs in emergencies; the Government is currently unable to respond to emergencies to the same extent. The Government and donors want WFP to maintain this capability for some time into the future, until the Government has built its own capacity to take on this role.
25. Given the high burden of malnutrition and iron-deficiency anaemia in Nepal, WFP's MCHC programming and distribution of micronutrient powder (MNP) have been highly relevant to the population's needs. During the conflict, WFP was one of the few actors with access to remote populations, and provided an essential lifeline to vulnerable children and mothers.
26. The education system faces many challenges, including limited coverage owing to geographical remoteness, and gender and socio-economic disparities. WFP school feeding programmes are implemented in areas with high levels of food insecurity, poor maternal and child health indicators, and large gender disparities in primary school enrolment.



27. WFP support to Bhutanese refugees, in conjunction with UNHCR, prevented a major humanitarian crisis from becoming worse, and is seen as a significant contribution by the Government. WFP's support will continue to be needed until a durable solution for the entire refugee population has been found.

### Efficiency

28. Several factors had a substantial influence on overall programme efficiency. The combined effects of conflict, insecurity, continual strikes and civil unrest, and natural disasters affected the accessibility of project sites and the timely delivery of all portfolio activities. Repeated school closures in conflict areas and recurring transportation strikes disrupted food distribution, resulting in lower distribution than planned in some years. The remoteness of mountain and hill districts in the midwest and far west also incurred increased transport costs, because food was delivered by air. The Government's directives to WFP in 2009, to purchase food outside the country, also resulted in shortfalls and delays in food delivery.
29. Between 2002 and 2006, WFP struggled to reach the planned numbers of beneficiaries and to distribute adequate quantities of food in MCHC. This was a result of the factors already noted, as well as the slow start up of operations and planning by WFP and its partner, and weak partner capacity. Efficiency has since improved dramatically, following appropriate steps taken by WFP.
30. The efficiency of refugee camp operations has been impressive, with only one substantial pipeline break reported throughout the portfolio period.

### Effectiveness

31. WFP has been very effective in building community assets through FFW/FFA/CFA; overall, the portfolio met or exceeded its targets for community assets during the evaluation period. The programme was clearly able to reach large numbers of people, reduce immediate food shortage problems and, consequently, protect assets and livelihoods in the short term. The FFE and Girls' Incentive Programme (GIP) components of the portfolio have been successful in increasing attendance and enrolment. GIP has proved efficient in retaining girls in school after first grade, when many traditionally drop out.<sup>9</sup> A cause for concern is overcrowding in classrooms, with high student/teacher ratios and subsequent deterioration in the quality of education.
32. Owing to the lack of monitoring and evaluation of MCHC programmes, it is difficult to draw firm conclusions on their effectiveness. However, anecdotal reports from stakeholders, cooperating partners and beneficiaries, along with some programme data and observations, suggest the programme is effective in preventing and treating malnutrition.
33. WFP's support to refugees has been highly effective, and has adapted appropriately to changing situations while maintaining the nutrition status of the camp population.<sup>10</sup>

<sup>9</sup> WFP. 2005. *Standardized Project Report*. Rome.

<sup>10</sup> CDC. 2009. The Nutrition and Micronutrient Survey among Bhutanese Refugee Children (Damak, Nepal) shows global acute malnutrition rates of 7.2 percent, stunting of 28.3 percent and underweight of 22.7 percent, based on World Health Organization (WHO) Z-scores.



## Impact

34. WFP food assistance through FFW/FFA/CFA has helped food-insecure people to meet immediate food needs and has mitigated negative coping strategies. From 2007, this assistance was designed to help communities affected by conflict, expanding in the following year to include those affected by the large increases in world food prices. Significant impacts in increased income, reduced migration and reduced use of credit for food purchase were shown in 2008 and 2009.<sup>11</sup> It is less clear that longer-term household assets or improved livelihood conditions are being created. One of the main problems is that most of the households that WFP works with are chronically food-insecure. Greater impact was achieved when FFW/FFA/CFA activities were combined with complementary programmes implemented by the German Agency for Technical Cooperation (GTZ) or Mercy Corps.
35. WFP has helped influence national policy regarding school feeding; the guidance it provided is being used in the expansion of the school feeding programme in Karnali region.
36. Implementation of MCHC in selected wards of selected VDCs across nine districts has spread the intervention too thinly; impact is not visible at the district level. More effort is needed to ensure measurable evidence of the impact of WFP activities.
37. Since 2007, following the Government's agreement to the resettlement of refugees in third countries – the first and, to date, the only durable solution available for refugees – the number of refugees supported has declined; at the end of March 2010, more than 29,000 refugees had been resettled.

## Sustainability

38. The country office felt that it was important to engage in livelihood recovery in its transition programming. However, the timeframe for activities was too short to restore essential productive assets sustainably, and a lack of multi-year funding made it difficult to maintain recovery-focused activities. In addition, livelihood recovery objectives were difficult to achieve in a protracted crisis situation with recurring shocks, where many households were chronically food-insecure. Livelihood recovery objectives need to be more modest and longer-term; it is difficult to address the underlying causes of chronic food insecurity with short-term food security interventions.
39. Food-for-education activities are likely to be sustainable because they are already integrated within the Ministry of Education. The programme has also improved the Government's capacity in food transport and management, and led to improvements in infrastructure and school facilities.
40. The sustainability of MCHC outcomes is related to building the capacity of Ministry of Health and Population staff and behavioural change in communities; activities have been fully implemented since only 2008/09 and their impact has yet to be seen. However, it was evident that mothers had absorbed health, nutrition and hygiene messages in the sites visited by the evaluation team.
41. Sustainability of the NeKSAP system, which was developed by WFP and is being institutionalized in the Ministry of Agriculture and Cooperatives, is another area of concern. NeKSAP has been heavily funded by external actors, and it is doubtful that the Government of Nepal will be capable of providing sufficient funding to sustain NeKSAP's

<sup>11</sup> PRRO 106760 mid-term evaluations, May 2009 and February 2010.

current functions. Given external agencies' utilization of the system, it is reasonable to suggest that they take on some responsibility for funding over the long term.

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## RECOMMENDATIONS

### Country Strategy

42. **Recommendation 1:** *The next country strategy should consider engaging in longer-term productive safety nets.*<sup>12</sup> The primary design considerations to be taken into account are:
- a) comprehensive design and multi-year funding, to address immediate needs and the causal factors of chronic food insecurity, both of which are priority issues for the Government of Nepal;
  - b) consolidation of programming in fewer districts;
  - c) greater community input regarding preferred food/cash ratios for FFW/FFA activities; and
  - d) alignment with national- and local-level planning processes, and inclusion of joint monitoring.
43. **Recommendation 2:** *The next country strategy should develop a comprehensive integrated life-cycle approach to nutrition.* This will involve a continuum of care, and geographical consolidation and integration of essential packages of resources.
44. **Recommendation 3:** *The next country strategy should maintain an emergency response capacity.* This should include:
- a) standing agreements for rapid emergency response;
  - b) buffer stocks of food; and
  - c) building the Government's emergency response capacity.

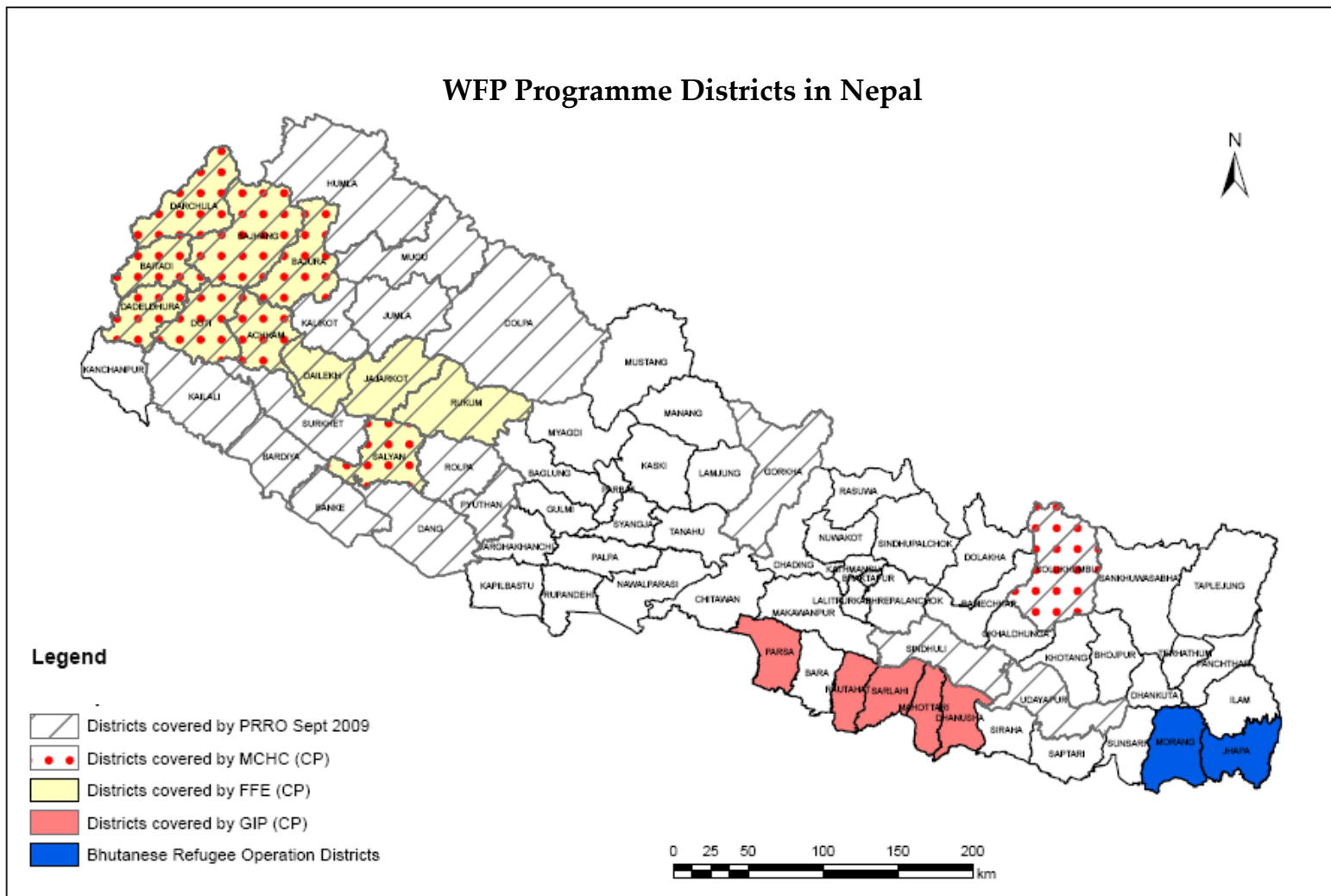
### Country Portfolio

45. **Recommendation 4:** *Reintroduce local-level procurement of traditional staples.* This could be combined with:
- a) adoption of the Purchase for Progress approach and local procurement of local staples; and
  - b) piloting of home-grown school feeding.
46. **Recommendation 5:** *Refine WFP's nutrition/MCHC programming further, and demonstrate the impact.* This will involve:
- a) consolidation in fewer districts, reaching more VDCs in each district until further funding is secured;

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<sup>12</sup> Safety net programmes are one of many components in a social protection system, which generally includes cash or food transfers such as conditional cash transfers, school feeding, FFW and cash for work, social services such as health clinics, aspects of labour market policies and insurance options, and aspects of other sectoral policies for education, health, nutrition, HIV/AIDS and agriculture. (WFP. 2009. *Unveiling Social Safety Nets*. Occasional Paper No. 20, November. Rome.)

- b) sustaining and enhancing WFP's existing emphasis on infant-and-child feeding practices, health, nutrition and hygiene education, and alignment with the messages of Helen Keller International, UNICEF and other nutrition actors;
  - c) adapting the MNP strategy to improve coverage and the sustainability of outcomes, and to avoid overlap with beneficiaries of MCHC fortified food;
  - d) enhanced attention to capacity development of Ministry of Health and Population staff and women community health volunteers, and to the delivery of health/nutrition education messages; and
  - e) regular monitoring and evaluation of activities, using appropriate outcome indicators.
47. **Recommendation 6: *Combine FFE and GIP activities with other education improvement activities*** implemented by the Ministry of Education, UNICEF and NGOs, to ensure that the quality of education does not deteriorate with increased enrolment and retention.
48. **Recommendation 7: *Select partner NGOs with greater transparency and clear selection criteria, because of high politicization.*** Partner selection criteria should include the ability to contribute resources to implementation.
49. **Recommendation 8: *Foster women's participation within the country office and among cooperating partners.*** Sub-offices should continue to address the issue of low representation of women in their staffs, to provide positive role models. This will also help sub-offices to link more directly to women in beneficiary communities, and to identify concerns and factors affecting women's participation.
50. **Recommendation 9: *Enhance WFP's role in policy dialogue.*** The country office should work across sectoral divisions, using its position and influence within the food security, agriculture, local development and nutrition sectors to promote greater synergy in tackling chronic food insecurity and stunting.
51. **Recommendation 10: *Strengthen monitoring and evaluation of programme activities.*** Baseline and end-line surveys are critical for measuring impact. WFP should monitor areas where multiple activities are carried out, to capture synergistic programme impacts.
52. **Recommendation 11: *Identify regions where local production is sufficient to allow local procurement without causing shortages or market distortion.*** Local procurement is important for stimulating local production and providing markets for farmers. In areas where farmers sell some of their produce, there is opportunity for introducing home-grown school feeding, linking children with traditional food sources and providing an additional local market for farmers.



September, 2009

**World Food Programme**  
 Food Security Monitoring and Analysis System

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.





## ACRONYMS USED IN THE DOCUMENT

CAP	Consolidated Appeal Process
CCA	common country assessment
CFA	cash for assets
COMPAS	Commodity Movement Process and Analysis System
CP	country programme
CPA	Comprehensive Peace Accord
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
FFE	food for education
FFT	food for training
FFW	food for work
GFD	general food distribution
GIP	Girls' Incentive Programme
MCHC	mother-and-child health care
MNP	micronutrient powder
NeKSAP	<i>Nepal Khadhya Surakshya Anugaman Pranali</i> (Nepal's food security monitoring system)
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
PRRO	protracted relief and recovery operation
SPR	Standardized Project Report
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNMIN	United Nations Mission in Nepal
VAM	vulnerability analysis and mapping
VDC	village development committee
WHO	World Health Organization
WINGS	WFP Information Network and Global System