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**Executive Board  
First Regular Session**

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## **EVALUATION REPORTS**

**Agenda item 7**

*For consideration*



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## **MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT GUATEMALA PRRO 104570**



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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 Secretariat's response to the recommendations from the evaluation of WFP's protracted relief and recovery operation (PRRO) 104570 in Guatemala.
2. The Secretariat recognizes the importance of providing analysis, advocacy and technical support through participation in assessments and joint programmes. Aware of the challenges, the country office is endeavouring to gradually hand over the responsibility for supplying Vitacereal to the Government of Guatemala while engaging in interventions that support both nutrition and food security.
3. The Secretariat's responses to the evaluation recommendations are presented in the following matrix.



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE EVALUATION OF THE GUATEMALA PRRO 10457.0**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>1. Maintain in-country needs assessment capacity in nutrition and food security, with staff trained to participate in rapid assessments and technical forums, and maintain relations with the Government and United Nations agencies in the design of joint programmes with a multisectorial focus to reduce chronic and acute undernutrition in the country through the use of appropriate food and non-food interventions.</p>	<p>Country office</p>	<p>With WFP's leadership and support, a food security and nutrition survey was carried out by the Humanitarian Network in nine provinces in October 2009. A second survey, with a training component, will be carried out with the Humanitarian Network in seven provinces in early 2010.</p> <p>In 2010, staff will be trained in food and nutrition security rapid assessments, and on the new protocol for community-based treatment of acute undernutrition as part of the new emergency operation.</p> <p>The country office will develop a Hunger Atlas based on the data in the 2008 national height survey carried out among all first-grade children, including an analysis of the determinants of chronic undernutrition in each municipality.</p> <p>Three United Nations joint programmes are being led by WFP to reduce chronic undernutrition. WFP will continue to provide technical assistance to government and United Nations players using an interdisciplinary strategy to reduce undernutrition. Eight workshops on food and nutrition security and reducing chronic undernutrition will take place in the framework of the Millennium Development Goal Achievement Fund (MDGF) programme area "Children, Food Security and Nutrition", developed by five United Nations agencies.</p>	<p>January 2010</p> <p>June 2010</p> <p>April 2010</p> <p>November 2011</p>
<p>2. Hand over to the Government the supply of the Vitacereal component of the National Strategy to Reduce Chronic Undernutrition (ENRDC) at the end of the PRRO as in its original design, and focus assistance on contributing to reducing chronic undernutrition through activities that link nutrition and the food security of rural and urban families.</p>	<p>Country office</p>	<p>The Government of Guatemala already implements and provides resources for most components of Guatemala's ENRDC.</p>	<p>Hand-over strategy jointly formulated with Government by end of 2010</p>

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE EVALUATION OF THE GUATEMALA PRRO 10457.0**

Recommendations	Action by	Management response and action taken	Implementation deadline
		<p>WFP will gradually hand over the supply of Vitacereal or a similar fortified blended food starting in 2011. In view of the declaration of a “state of national calamity” and the financial crisis in Guatemala, the Government cannot take over the supply of Vitacereal now. Instead, it has requested international assistance, including food aid and continued support in supplying Vitacereal.</p> <p>In coordination with the Government, the WFP country office has undertaken these interventions combining support for the nutrition and food security of households:</p> <p>a) A two-year project funded by the European Commission’s Food Facility in coordination with the Food and Agriculture Organization of the United Nations (FAO) will provide technical support for small farmers to increase maize production and improve quality through a sustainable intervention that also connects them to markets. WFP will purchase the maize produced by the small farmers and transform it into Vitacereal, to be used as part of the ENRDC. Food-for-work activities for livelihood recovery and food-production diversification will be carried out with subsistence farmers.</p> <p>b) The MDGF/Spain-funded programme area “Infancy and Food Security and Nutrition” will improve rural communities’ agricultural production and access to health services.</p>	<p>June 2011 (report available in September 2011)</p> <p>November 2011 (report available in July 2012)</p>
<p>3. Adjust the exit strategy during programme implementation, based on a continuous analysis of changes in the operating context that affect the planned strategy.</p>	<p>Country office</p>	<p>Agreed. The reformulation of the exit strategy during country programme implementation is necessary. Please refer to Recommendation 2 above.</p>	<p>End of 2010</p>





**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE EVALUATION OF THE GUATEMALA PRRO 10457.0**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>4. Continue advocating for the use of Vitacereal in the country as a complementary food suited to targeted groups in long-term multi-sectoral interventions, and for modification of its composition in line with the new norms for fortified foods, while maintaining its low production cost.</p>	<p>Country office</p>	<p>The country office has supported government efforts to reinforce the community education strategy in order to optimize the use of Vitacereal at the household level. Advocacy materials on its use can be accessed through Nutrinet, an interactive site, which will be handed over to the Ministry of Health by the end of 2010.</p> <p>The country office will organize three workshops supporting the Ministry of Health and local non-governmental organizations (NGOs) on the use of Vitacereal, and will continue advocating for the use of Vitacereal or similar products in the country, working in partnership with the Government, NGOs, universities and the private sector.</p> <p>In 2008, the country office modified the composition of Vitacereal's micronutrient mix in line with guidance on fortified foods from the World Health Organization (WHO). The composition of Vitacereal will be revised based on WFP technical specifications, taking into account the need to keep production costs low.</p>	<p>December 2010</p> <p>December 2010</p> <p>Continuous (first report by December 2010)</p>
<p>5. Look at ways to improve the process of consolidating data collected to allow for continuous analysis of the operating context, improved monitoring systems and annual comparisons that make it possible to measure progress attained on issues such as cost-benefit, coverage and mechanisms for collaboration with partners.</p>	<p>Country office</p>	<p>Agreed. WFP will carry out an impact evaluation using nutrition data from the national mother-and-child health survey carried out in 2009. The Inter-American Development Bank (IDB) has expressed interest in supporting the analysis.</p> <p>A national micronutrient survey is being implemented by the Ministry of Health with technical and financial support from the United Nations Children's Fund (UNICEF), WHO, WFP, the Foundation for Food and Nutrition in Central America and Panama (FANCAP – financed by IDB) and the United States Agency for International Development (USAID).</p>	<p>November 2010</p> <p>October 2010</p>

### MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE EVALUATION OF THE GUATEMALA PRRO 10457.0

Recommendations	Action by	Management response and action taken	Implementation deadline
6. Consider the development of a finance strategy for large programmes – for example, those with a value of over US\$20 million – that documents the analysis of context carried out by the country office, the regional bureau and Headquarters, and the financial prospects on the basis of which the operation is designed.	Regional bureau	A finance strategy is effectively in place. During the project approval process, the Government Donor Relations Division provides the funding outlook, which is further discussed during the project review. The Note for the Record of the Project Review Committee should, and usually does, reflect this funding outlook. Given that this outlook is based on a complex set of data at any given time, the actual funding level of the project may differ from the initial estimate.	Completed
7. Make better use of the logical framework as a programme tool during the design and monitoring of the operation, allowing for necessary changes to be made to adapt the logframe to the programme underway.	Programme Division (ODX), regional bureau and country office	Agreed. The pattern of evaluation findings and other experiences of ODX suggest that some outcomes of the Strategic Results Framework (SRF) might be at a higher level, inhibiting effective project monitoring. WFP will continue to make necessary adjustments during the next review of the SRF if necessary.	Continuous

