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SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— THEMATIC EVALUATION OF THE WFP COUNTRY PROGRAMME APPROACH

This document should be read in conjunction with the document “Thematic Evaluation of the WFP Country Programme Approach” (WFP/EB.3/2002/6/8).

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Recommendations of the evaluation (March 2002)	Action by	Management response and action to be taken (August 2002)
While continuing application of the CP approach for the planning of its support to development as a general rule, WFP should retain a project approach in small-programme countries that find it difficult to assemble the human and financial resources necessary to implement a full CSO and CP approach; such countries may be capable of supporting only one core project.	ODO/ODA	The development project approach remains an option for country offices with insufficient resources to undertake a Country Programme. Relevant guidance is provided in the updated Programme Design Manual (PDM).
WFP should consider to what extent protracted relief and recovery activities and provision for emergency response can be better covered in future CP documents, so as to make such documents more inclusive of total WFP operations in a given country, particularly where relief and rehabilitation activities represent a major part of WFP's overall operations.	ODO in consultation with OHA and ODA	Because the time frame for Country Programmes is usually five years, it is sometimes difficult to foresee all the circumstances that may arise during this time. However, the Operations Department requires Country Directors to take into account the full context of WFP's operations in planning Country Programmes and to update the Executive Board whenever relevant documents are presented to it. It is a requirement in the CSO and CP documents that information be provided on recurring disasters and crises, supported by key statistics, and that reference be made to ongoing emergency operations (EMOPs) and (PRROs).
The generic TORs for future CP evaluations should be revised to better address activity outputs/outcomes and impact and the relationship between the CP and relief/rehabilitation and emergency activities in the same country, as well as links to the CCA/UNDAF and Poverty Reduction Strategy Paper (PRSP) processes.	OEDE	The generic Terms of Reference (TORs) for Country Programmes are currently being reviewed, initially in the context of the forthcoming evaluation of Country Programme Benin, to take into account the recommendations of the thematic evaluation. A more comprehensive review of the TORs will be undertaken during late 2002/early 2003 for future CP evaluations.
WFP should re-examine the method used to calculate and assign DSC to CPs; complex processes of designing, implementing, monitoring and evaluating development programmes and activities are not directly related to the volume of food commodities absorbed by the activities.	ODP in consultation with ODO, ODA and OEDB	The majority of development contributions are multilateral, and WFP has to make decisions as to how to allocate resources from this largely multilateral pot. The current method of calculating and assigning DSC to Country Programmes is not directly linked to the volume of food absorbed by the projects, as is mentioned in the recommendation. Instead, the current method is aimed at containing the non-food costs of WFP's interventions, keeping (overall) the share of all support costs (DSC, ODOC and ISC) at an acceptable level. Priority in the allocation of DSC is given to LDCs, with second priority given to LIFDCs. The main problem in meeting the CPs' DSC needs arises from dwindling resources for development, which results in a decreasing yearly availability of funds to cover planned support costs. In the context of reduced resources for development, ODP and OEDB will be initiating a review of the method used to calculate and assign DSC to CPs.

Recommendations of the evaluation (March 2002)	Action by	Management response and action to be taken (August 2002)
WFP should assess the criteria used for recruiting and assigning country office staff with a view to determining how core skills in development programme planning and implementation are used as criteria in staffing. In a programme with over 80 percent of global resources directed to relief operations, a critical question may be how to ensure that sufficient numbers of staff with development expertise are available to support development programming.	ODO in consultation with OHA and HR	Core skills required for development and relief operations are to be included in induction training courses for programme officers. Workshops on development issues should include staff working on PRROs and, to the extent possible, staff working on EMOPs. Attention to a broad range of staff skills will be paid when new staff are being recruited, to ensure a proper balance between development and relief skills.
WFP should allocate resources for the continued and enhanced training of country office staff in core skills relating to development, such as development project design, monitoring and evaluation, and gender analysis.	ODO in consultation with ODA, HRC, OEDB and OEDE	Resource allocation is subject to donor contributions and not at the independent discretion of WFP. Many donors have legislative restrictions on the ratio of cash to commodity, particularly for development activities. Therefore, it must be recognized that funding for these types of activities, while highly desirable, will not always be possible under the current Resource and Long-Term Financing (R<F) policies, which are tonnage based. A discrete sum has been allocated for the 2002–2003 training budget to undertake continued training in core skills to implement the Enabling Development policy. ODA is working with country offices to plan project cycle management workshops and to supplement relevant training materials already posted on the WFP internal website.
WFP should continue to encourage WFP country office participation in national development strategy dialogue, PRSPs and CCA/UNDAF processes as a means of further strengthening the CP approach.	ODO/ODA	The Operations Division continues to encourage country office participation in these dialogues that underpin the centrality of the national development plans for United Nations system interventions. ODA is also preparing fact sheets and briefs that will assist country offices in placing themselves in an active role in those processes.
In keeping with the draft Policy for Results-Oriented Monitoring and Evaluation, WFP should strengthen the monitoring and evaluation capacity of regional bureaux and country offices so that they are able to participate in evaluations of second-generation CPs and activities and ensure that CPs have appropriate monitoring indicators to measure integration, focus, internal and external coherence, and flexibility.	ODO/ODA in consultation with OEDE	The Operations Division is working on monitoring-and-evaluation-related reporting forms, in consultation with OEDE and other WFP units. ODA is involved in that process and is also incorporating these aspects into the Enabling Development core skills workshops referred to in point 6 above. It is expected that the logical framework training incorporated in the project cycle management training will help lead to establishment of links between project activities, expected outcomes and indicators to monitor and manage progress towards achieving expected results.
To the extent that human and financial resources allow, consideration should be given to extending targeting to a more specific level, possibly to the household level.	ODO/ODA/VAM unit	The various units of the Operations Division are working together to refine the targeting strategy, although availability of financial and human resources is likely to remain an issue in some countries.
While geographic concentration of activities has been improved, greater attention should be given in future CPs to enhancing linkages among activities.	ODO/ODA	Work is being undertaken through the logical framework analysis linked to CP and national poverty reduction strategies to establish linkages among activities in order to achieve expected outcomes. PDM guidance reflects those objectives. Attention is also being given to ensuring linkages between the CP and expected UNDAF outcomes.

