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IMPLEMENTATION OF THE ENABLING DEVELOPMENT POLICY

Interim Progress Report

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NOTE TO THE EXECUTIVE BOARD

This document is submitted for information to the Executive Board.

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 point(s) indicated below, preferably well in advance of the Board's meeting.

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Documentation and Meetings Clerk (tel.: 066513-2645).



LIST OF ACRONYMS USED IN THE DOCUMENT

AED	Assistant Executive Director
CCA	Common Country Assessment
CD	Country Director
CSO	Country Strategy Outlines
DCD	Deputy Country Director
DFID	Department for International Development of the United Kingdom
FAAD	Food Aid and Development
GTZ	German Technical Cooperation
HRCT	Human Resources Career Development and Training Branch
ODT	Technical Support Service
OEDE	Office of Evaluation
OAE	Asia and Eastern Europe Region
OLC	Latin America and the Caribbean Region
OMN	Middle East and North Africa Region
OSA	Africa Region
PDM	Programme Design Manual
PRC	Programme Review Committee
PSA	Programme Support and Administration
RBM	Results-based management
TOT	Training of trainers
TSP	Technical Support Plan
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
VA	Vulnerability Analysis
VAM	Vulnerability Analysis and Mapping



BACKGROUND

Goals and Objectives

1. In January 1998, the World Food Programme began a major participatory review of the role of food aid for development. That review lasted more than one year, and culminated in the Executive Board's decision at its Annual Session of 1999, on 17 May 1999, to adopt the policy elaborated in document WFP/EB.A/99/4-A, "Enabling Development". The Board called upon WFP to focus assistance where there is a food consumption problem necessitating food aid inputs, and to implement the policy directives concentrating on five priorities. Country Programme and development project priorities are to be selected in accordance with the specific country circumstances and national strategy of the recipient country, remaining consistent with the United Nations Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) programming context. WFP's five development priorities are:
 - Enable young children and expectant and nursing mothers to meet their special nutritional and nutrition-related health needs;
 - Enable poor households to invest in human capital through education and training;
 - Make it possible for poor families to gain and preserve assets;
 - Mitigate the effects of natural disasters, in areas vulnerable to recurring crises of this kind; and
 - Enable households which depend on degraded natural resources for their food security to make a shift to more sustainable livelihoods
2. The Board also called for a sharpened development programme focus with **geographic targeting** to concentrate resources on food-insecure areas within recipient countries, and **further targeting** to identify intended beneficiaries within those geographical areas, incorporating aspects of **timeliness** and developing **indicators** to trigger responses and for phasing out of activities. **Participatory approaches** and **partnerships** were to receive attention along with a focus on **cost-effectiveness, results, new approaches** and **design rigour**.
3. The subsequent Action Guidelines of the Enabling Development policy implementation committed WFP to:
 - *developing a detailed implementation plan following the decisions of the Executive Board in May 1999;*
 - *immediately introducing the measures (guidelines and tools) most needed to strengthen systems;*
 - *facilitating review by the Executive Board, by the end of 2001, of more than 75 percent (in value terms) of the development portfolio to ensure that operations are in line with the new policy directive; the Executive Director would review with equal care those activities which she will amend or approve under her delegated authority;*



- *allocating adequate human and financial resources to this undertaking; and*
- *setting milestones and reporting on progress against them at the Board's Annual Session of 2000.*

ORGANIZATIONAL FRAMEWORK

4. To guide the timely integration of the Action Guidelines into WFP programming, on 19 October 1999 the Executive Director appointed an Interdivisional Task Force on Food Aid and Development (FAAD), headed by the Senior Development Adviser of the Operations Department. A week later, the Assistant Executive Director (AED) established a Development Unit within his office, including the Vulnerability Analysis and Mapping (VAM) Unit, in order to strengthen programmatic targeting support to development activities. The Development Unit is to closely follow development operations and advise the AED on progress in implementing the Enabling Development policy. The Senior Development Adviser reviews all Country Strategy Outlines (CSOs), Country Programmes and development projects before they are submitted to the AED. To facilitate that process, the AED has delegated chairmanship of most Development Programme Review Committees (PRCs) to the Senior Development Adviser, although in some circumstances he will himself chair the Development PRC.

IMPLEMENTATION STRATEGY

5. The FAAD Task Force, which is scheduled to meet monthly, met for the first time on 30 November 1999. Its highest priority was to develop a detailed implementation plan for the Action Guidelines, which also constitutes the Task Force's work plan for the next two-to-three-year period. The detailed implementation plan, an ongoing and fluid instrument that will be regularly updated and adapted, is attached as Annex I. Definitive general working procedures and focal point responsibilities have been established for most areas, although some are still under discussion. It is understood that the Task Force's ultimate goal is to institute FAAD-compliant Country Programmes and development projects in all WFP recipient countries by the 2002 target date. By the time of the Executive Board's Annual Session of 2000, the Task Force will have met five times.
6. Another important aspect of implementing the Enabling Development policy is a review of the development portfolio. Since its Annual Session of 1999, the Executive Board has expressed satisfaction with the three CSOs, two Country Programmes and two development projects presented to it for consideration and approval, and with reports on development activities approved by the Executive Director.

TOOLS AND GUIDELINES TO STRENGTHEN SYSTEMS

Reviewing and Systematizing Best Practices and Lessons Learned, and Developing Guidelines and Tools

7. Quality project and programme design plays a major role in ensuring that the components of the Enabling Development policy are incorporated into WFP's work. WFP intends to further develop guidelines and tools to assist staff in recasting development activities.



Programme Design Manual (PDM)

8. The on-line Programme Design Manual (PDM) is nearing completion and is now largely available to country offices. The development section of the PDM contains proformas for projects, CSOs and Country Programmes, as well as guidance on preparation of the relevant documents, links to the Enabling Development paper, links to technical tools, and other information to guide identification of problems and preparation of appropriate operations.
9. Given the electronic nature of the PDM, it will be possible to keep the PDM guidelines current and relevant to WFP programme staff. Maintenance of the PDM will be the responsibility of the Operations Department Development Unit at WFP headquarters.

Targeting, Needs Assessment and Vulnerability Analysis Practices

10. VAM is receiving greater emphasis for its contribution to needs assessment and targeting activities, particularly as an effective means of sharpening WFP's geographic and beneficiary focus. As such, the VAM Unit, which has been placed under the Senior Development Adviser, is undertaking to develop and strengthen methods, tools and guidelines, based on an assessment of best practices and lessons learned over the past five years of operation.
11. WFP is working to revise existing vulnerability analysis and targeting methods and practices to reflect Enabling Development policy directives, and to define guidelines, tools and products that support them. These will detail the important linkages between vulnerability analysis and: a) targeting; b) contingency planning; c) disaster mitigation; and d) monitoring and evaluation. The guidelines will focus on the development of methods to obtain, process and report information directly relevant to programme design and management, including local resources to support WFP operations.
12. Pilot efforts in the consolidation and adaptation of best practices in vulnerability analysis and targeting began in November 1999 in Nepal, when the VAM socio-economist and a vulnerability analysis consultant visited Nepal for three weeks. They worked closely with the national VAM Officer to define a new analytical approach to vulnerability analysis and targeting and draft a report on key issues relating to national food security. To follow up, the VAM socio-economist and vulnerability specialist returned to Nepal in February 2000 to train the national VAM Officer and local survey teams on targeting strategies and methods, and to help implement pilot participatory targeting practices at the district level. VAM pilot efforts will soon be intensified under the auspices of the VAM Quality Improvement Project, funded by a Canadian Impact Grant that covers the period from March 2000 to February 2001. This will involve WFP VAM and programme staff in a detailed assessment of information needs and priority information products at each stage of the WFP programme cycle. Other "users" of vulnerability analysis and knowledgeable experts in food security assessment will be consulted to identify best practices in vulnerability analysis and targeting and any critical gaps in the WFP conceptual approach and tool kit. A global technical consultation on these issues is scheduled to take place in Rome from 10 to 14 April 2000.

Participatory Approaches

13. Participatory approaches will be particularly important for priorities 3, 4 and 5 of the Enabling Development policy. WFP is in the process of developing participatory principles and good practices to enhance the Programme's use of participatory approaches, methods and tools. This work will be supported by WFP's ongoing collaboration with FAO, IFAD, UNDP and the Department for International Development (DFID) of the United Kingdom



on sustainable livelihood approaches. These address poverty alleviation objectives through people-centred programmes. Training and flexible operating procedures will be important outputs from this inter-agency collaboration, expected to begin in mid-2000.

Technical Support

14. The Task Force is developing a strategy for technical support that includes finalizing existing guidelines, tools and reporting formats, and that calls on links with the United Nations technical agencies (FAO, ILO, UNESCO and WHO). Technical support will be sought for key issues such as monitoring; the latter is being assisted by German Technical Cooperation (GTZ), DFID, etc.

Cost-efficiency

15. The cost-efficiency strategy is still being defined, but is expected to include the development of specific guidance and tools for assessing the cost-efficiency of food-assisted activities, and a best practices paper.

Monitoring and Evaluation

16. The Office of Evaluation (OEDE) will present a document to the Annual Session of the Board in May 2000, setting out WFP's principles and methods of monitoring and evaluation. The proposals for making evaluations relevant include a recommendation tracking and a lessons system, and suggestions for incorporating results-based management in WFP operations at the design stage as well as later on in the life of the operations. OEDE is also developing key performance indicators for all five Enabling Development priorities to assist country offices in improving programme quality.
17. In addition, OEDE is currently undertaking a global review of existing monitoring practices. The review team—funded by the German Technical Quality Improvement Grant—will visit nine countries, hold a monitoring workshop for WFP staff and develop monitoring guidelines.



Programme Support Guidelines

18. The FAAD Task Force is examining available and needed guidelines to help staff prepare programmes and projects that are in keeping with WFP's five new development priorities. Both existing and newly formulated guidelines will be drawn upon and updated to help regional and country offices in the design of development activities within the framework of CSOs, Country Programmes and specific development projects. The existing guidelines are outlined below.

Health and Nutrition. Draft World Food Programme Handbook on Food and Nutrition (Technical Support Service (ODT), 1999) and Provisional Operational Guidelines for Supplementary Feeding for Mothers and Children (ODT, 1998).

Education Guidelines. School Feeding Handbook (WFP/UNESCO/WHO, 1999).

Creating Assets. Draft Guide on Food for Assets (WFP Southern Africa Cluster/ILO, August 1999).

Disaster Mitigation. Disaster mitigation is one of WFP's five development priorities, and provides an important link between emergencies and development. A document was presented to the First Regular Session of the Executive Board in February 2000. At that session, the Board endorsed the general strategy outlined in the paper, and suggested that implementation begin with pilot experiences. As part of the implementation exercise, WFP is developing guidelines to be tested in the pilot countries. A small working group has been established to identify the pilot countries, taking into account a balanced geographic distribution, and monitor the implementation in these countries of a disaster mitigation strategy. Best practices will be identified and incorporated into field guidelines. The Working Group reports directly to the Senior Development Adviser, with periodic reports to the FAAD Task Force.

Natural Resource Rehabilitation. There are currently no up-to-date WFP guidelines on natural resource rehabilitation. The Task Force is considering ways to develop them.

Gender guidelines. These are also available to help address cross-cutting issues. A WFP Gender Glossary was prepared and distributed in Arabic, English, French and Spanish in 1999. Draft Gender Guidelines, published in 1997, are being updated and are expected to be published during the coming year, while a Checklist for Meeting the Commitments to Women, to be included in the Guidelines, is already available on the WFP web site.

19. To facilitate learning and accessibility of information, various communication methods are being explored, including a FAAD web site on WFP's Intranet and a FAAD Newsletter.

Gender Mainstreaming

20. Focus on the needs of marginalized people and communities, who need to develop their human capital while gaining improved access to resources and assets, highlights the important role of women and girls in development activities; recognizes their special health and nutritional needs, especially during their reproductive years; and emphasizes the importance of developing human capital, especially for women and girls. Application of the Enabling Development policy will ensure that women have equal access to assets created, and play an important role in using and preserving the natural environment. WFP's commitments to improve the conditions of women are based on the fundamental premise that strengthening opportunities and options for women is key to solving the



problems of hunger and poverty. The commitments mandate that WFP and its partners insist on a lead role for women in making decisions regarding food management and creation of assets. With the Enabling Development policy, opportunities should be created for women as well as men to participate in community activities.

TRAINING

21. As a first step to mainstreaming the Enabling Development priorities, meetings have been held to raise awareness of the policy and its application to WFP's development commitments. VAM workshops emphasizing the use of targeting to promote development objectives were held as early as 8 to 11 June 1999 in Nairobi, Kenya. The first workshop to fully focus on a review of the Enabling Development portfolio took place in Colombo, Sri Lanka from 8 to 10 September 1999. Workshops have now been held in all of WFP's regions, as elaborated in Annex II and summarized below.

- *Africa* Nairobi, Kenya;
Ougadougou, Burkina Faso;
Johannesburg, South Africa;
Maputo, Mozambique;
Kampala, Uganda
- *Asia and Eastern Europe* Colombo, Sri Lanka;
Thimphu, Bhutan;
Beijing, People's Republic of China
- *Latin America and the Caribbean* Havana, Cuba;
Lima, Peru
- *Middle East and North Africa* Cairo, Egypt

22. At those workshops, the existing development portfolio has been reviewed, workplans have been developed to adapt WFP's activities to the Enabling Development policy, and innovative approaches have been formulated for future activities. Participants in the workshops have included WFP management and programme staff, and also on some occasions international and national NGO partners and representatives of recipient governments. The Senior Development Adviser has facilitated and attended, or has been represented at, most of those workshops.

23. As a result of the various workshops, a questionnaire is being developed that will assist with self-evaluation of compliance with WFP's Enabling Development policy. It is expected that a "best practice" document could also be drafted that would assist in awareness training and practical applications of the policy. Further training will need to be designed to complement the various tools and guidelines listed above.

24. Training on development priorities is also being incorporated into WFP training sessions conducted on related subjects such as monitoring, gender, etc. Furthermore, an "Enabling Development day" has been incorporated into management training sessions in Rome, in the course of which approximately 170 country office and headquarters staff have discussed the implications of the Enabling Development policy for WFP's operations. The Enabling Development principles are also being discussed and emphasized in worldwide regional Gender Focal Point meetings in preparation for the United Nations General Assembly's Special Session on Beijing+5 which will take place in New York in June 2000.



25. The second step, after increasing awareness of the Enabling Development policy, will be training in core skills areas. The Task Force and the Human Resources Career Development and Training Branch (HRCT) are developing training modules, such as the planned series of regional training workshops for technical staff that are intended to disseminate information contained in the revised vulnerability analysis and targeting guidelines. The workshops will include a thorough discussion of the revised methods, practices and tools, and of the role of food aid in food security and vulnerability programming, within the Enabling Development framework. Similarly, WFP will design and facilitate a series of regional training workshops for WFP programme staff and other principal users of vulnerability analysis. Plans are also under way for training modules in project design, monitoring and evaluation and reporting, partnerships, and advocacy.

PARTNERSHIP STRATEGY

Goal

26. The overall goal of WFP's strategy is to ensure that the partnerships are appropriate, effective and strong. WFP is proactively identifying and reinforcing partnership arrangements with governments, the United Nations system, donors and NGOs. Those partnerships are expected to improve the absorptive capacity for effectively using development food aid, with the availability of technical expertise and non-food items, in keeping with the recognition that food alone is not enough to enable development. Complementary inputs are therefore required.

UNDAF and other United Nations reform processes

27. WFP will continue to actively participate in United Nations system activities leading to the harmonization of programme cycles, and discussions of policy strategies and programming with all partners in country offices through the CCA and UNDAF process. WFP leads thematic groups that relate specifically to its interest and expertise in areas such as food security, vulnerability analysis and disaster mitigation. The preparation of CSOs and Country Programmes is to be coordinated within the CCA/UNDAF process where one exists. Joint programming, using the guidelines developed by the United Nations Development Group (UNDG), is also encouraged. Furthermore, WFP has identified a list of UNDAF Facilitators, who are receiving training at the United Nations College in Turin, in order to assist countries in their region to undertake effective CCA/UNDAF exercises.

World Bank

28. WFP will strengthen its partnership with the World Bank, particularly within the health and nutrition and basic education sectors, where the Bank has increasingly made substantial financial commitments. During recent years, WFP and the Bank have already undertaken joint pilot projects in such countries as Madagascar, Senegal and Viet Nam. Lessons learned from those experiences are being considered in order to guide other similar cooperative projects.

NGOs

29. Local and international NGOs can be effective implementing partners in the field. WFP is undertaking a major review of its current working relationships with NGOs, including a



revision of existing Memoranda of Understanding. An evaluation of WFP's partnerships with NGOs was presented to the Board at its First Regular Session of 2000.

REVIEW OF PORTFOLIO: DEVELOPMENT PROJECTS, COUNTRY STRATEGY OUTLINES, COUNTRY PROGRAMMES

30. To support the Enabling Development process, WFP has committed itself to reviewing and recasting 75 percent of its development portfolio by the end of 2001. This process will be facilitated by a simplified programme cycle for transition to second-generation CSOs and Country Programmes. The Development PRC is exercising strict quality control at WFP headquarters level to ensure that Enabling Development principles are present in all newly approved CSOs, Country Programmes and development projects. In line with the Programme's decentralization and as a support to the Headquarters PRC, local PRCs are established at the country level, particularly to ensure high-quality Country Programme activities.
31. Within its evaluation of Country Programmes, OEDE intends to review their conformity with the Enabling Development policy. Evaluators are expected to recommend possible adjustments which will be incorporated into the subsequent CSO. Both documents (the evaluation summary and the CSO) are to be presented to the same session of the Executive Board. OEDE has currently planned 17 Country Programme evaluations—nine for 2000 alone.
32. The current WFP development portfolio consists of 24 Country Programmes that incorporate 53 development activities, and 62 development projects in 34 countries not covered by a Country Programme. Of this, two Country Programmes, 25 new development activities under Country Programmes and eight development projects have been approved since the Enabling Development policy was endorsed by the Executive Board in May 1999. Three new CSOs have also been considered and endorsed during the past year. In value terms, the programmes and projects that have been subjected to rigorous quality control applied to all new development proposals represent approximately 31 percent of the total current WFP development portfolio.

FUNDING

33. In addition to staff costs of the Development Unit, which now includes the VAM Unit, an amount of US\$836,000 of non-staff Programme Support and Administration (PSA) funds has been allocated to FAAD-related activities for the 2000-2001 biennium. The Task Force is seeking additional PSA funding to finance the training programme. It is hoped that development of the tools and guidelines can be financed with allocations from special grants, such as the Canadian, German, Disaster Mitigation, DFID and French Grants.



ANNEX I











ANNEX II





FAAD DETAILED IMPLEMENTATION PLAN

TASK	IMPLEMENTATION STRATEGY	RESULTS (including targets where possible)	STATUS (target)
GOAL: INSTITUTIONAL ANCHORAGE OF FAAD			
1. Establish an interdivisional task force (OD, OEDE, SP, RE, HR)	Executive Director's memorandum of 19 October 1999	Interdivisional Task Force comprising 14 members meets monthly	Done
2. Appoint a Senior Development Adviser to chair the FAAD Task Force	Senior Staff Announcement, 3 September 1999	Senior Development Adviser appointed	Done
3. Set up a Development Unit in ODD, under the direction of the Senior Development Adviser, responsible for seven specific functions	Assistant Executive Director's memoranda, 26 October and 8 December 1999	<ul style="list-style-type: none"> • Development Unit created • ODD restructured 	Done
4. Revise the current PRC structure	AED's memorandum of 8 December 1999	<ul style="list-style-type: none"> • Senior Development Adviser chairs all Development PRCs 	Done
GOAL: EMPHASIZE AND FORMULATE MORE EFFECTIVE COUNTRY PROGRAMME/PROJECT DESIGN, IMPLEMENTATION AND MONITORING MODALITIES			
1. DEVELOPMENT OF STANDARDS TO STRENGTHEN SYSTEMS AND METHODS/TOOLS/ GUIDELINES FOR THE IMPROVEMENT OF COUNTRY PROGRAMME/PROJECT DESIGN, IMPLEMENTATION AND MONITORING/ REPORTING			
<ul style="list-style-type: none"> • Preparation of PDM and activity design process review • Identification of gaps in PDM with respect to Enabling Development policy directive • Preparation of further programming instruments (guidelines, methods, practices, tools) required to fill these gaps 	<ul style="list-style-type: none"> • Update, revise and improve PDM in order to provide useful tool to programme designers in country offices • Ensure capacity exists in ODD for management and continuous maintenance of PDM • Identification and design of complementary instruments/modalities (e.g. too big, too long, too detailed for PDM format) required for FAAD-consistent programme and activity design 	<ul style="list-style-type: none"> • PDM released as Internet on-line version and as CD-ROM version • Activity Design Process Review • Complementary products to PDM 	Done

FAAD DETAILED IMPLEMENTATION PLAN

TASK	IMPLEMENTATION STRATEGY	RESULTS (including targets where possible)	STATUS (target)
Review and revision of vulnerability analysis and targeting methods and practices	<ul style="list-style-type: none"> • VAM consolidation and Quality Improvement Project • VAM technical consultation (under preparation for 10-14 April) • Nepal Vulnerability Analysis (VA) and targeting pilot activity 	<ul style="list-style-type: none"> • WFP information needs in VA and targeting reviewed and clearly defined • Best practices in VA and targeting identified and elaborated (in conjunction with FAO and FIVIMS) • VA and targeting methods, practices and tools revised and tested • Standard outputs to address WFP information needs in VA and targeting designed and tested 	<p>(5/00)</p> <p>(8/00)</p> <p>(2/01)</p> <p>(10/00)</p>
Review of participatory approaches	<ul style="list-style-type: none"> • e.g. 10 month study to review current application of participatory approaches by WFP • Review of best practices in participatory poverty assessment and their applicability to VA and targeting • WFP/IFAD/FAO pilot of participatory VA analysis and targeting techniques in Nepal 	<ul style="list-style-type: none"> • Methods, practices and tools for participatory VA and targeting designed and tested • Best practices paper 	(12/00)
<p>Technical support plan (including guidelines, tools, reporting formats, technical assistance, short-term technical assistance, backstopping)</p> <p>(Note: training addressed separately below)</p>	<ul style="list-style-type: none"> • Determine technical support needs • Formulate Technical Support Plan (TSP) • Identify and secure resourcing for TSP • Access technical support for key FAAD areas 	<ul style="list-style-type: none"> • Finalize Food and Nutrition Handbook, update Supplementary Feeding Operational Guidelines • Finalize Food for Assets guidelines • Disaster Mitigation guidelines • Participatory methods tools set • Guidance on M&E • M&E 'Lessons Learned' database • Produce cost-efficiency guidelines • Update Gender Guidelines • Gender Glossary • Natural resource management guidelines • Revised Framework and guidelines for VA and targeting standardized reporting formats for VA and targeting, "User guides" for interpretation and integration of VA and targeting analysis 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>(5/00)</p> <p>To be done (TBD)</p> <p>Ongoing</p> <p>Done</p> <p>TBD</p> <p>(2-12/00)</p>

FAAD DETAILED IMPLEMENTATION PLAN

TASK	IMPLEMENTATION STRATEGY	RESULTS (including targets where possible)	STATUS (target)
		<ul style="list-style-type: none"> • Long and Short-term technical assistance (UN technical agencies: WHO, UNESCO, ILO, FAO; external consultants) • Review of WFP monitoring practices with GTZ 	Ongoing Ongoing
Review of disaster mitigation methods and practices	<ul style="list-style-type: none"> • Establish Disaster Mitigation Steering Committee • Pilot countries selected for disaster mitigation activities, implementation strategy linked to FAAD, to be reported to Executive Board Bureau and reporting mechanism to be identified (through CSOs and Country Programmes) 	<ul style="list-style-type: none"> • Preparation of disaster mitigation guidelines to be integrated into PDM, include guidelines on vulnerability and risk assessment from the disaster mitigation guidelines into VAM general guidelines • Review of pilot disaster mitigation country experiences through CSOs/Country Programme documents 	Ongoing
Gender mainstreaming and meeting the strategic needs of women	<ul style="list-style-type: none"> • Needs assessment and household food security analysis sensitive to gender differences • Gender-sensitive programming, monitoring and evaluation • Empowerment of women through training and skills building, education for girls 	<ul style="list-style-type: none"> • Through gender-sensitive programmes, ensure equal access to or shared management of resources and assets for women (Target: 60% of development food aid for women and girls where a big gender gap exists, 50% of education resources, 25% of direct benefits from food-for-work activities) 	Ongoing
Guidance on cost-efficiency		<ul style="list-style-type: none"> • Cost-efficiency assessment • Cost-efficiency guidance • Best practices paper 	TBD
Review of monitoring and evaluation (M&E) (results-based management—RBM)	<ul style="list-style-type: none"> • Review of current M&E practices to develop new policies and guidelines in line with FAAD policy (OEDE) • Introduction over four-year period of RBM • Gender-disaggregated data collection 	<ul style="list-style-type: none"> • Review of M&E principles and practices • Monitoring workshop • M&E policy document • M&E guidelines (also see technical support) • RBM guidelines 	(2-5/00) (5/00) (8/00) (10/00) TBD (8/00)

FAAD DETAILED IMPLEMENTATION PLAN

TASK	IMPLEMENTATION STRATEGY	RESULTS (including targets where possible)	STATUS (target)
		<ul style="list-style-type: none"> Gender-sensitive key performance indicators for main areas of Enabling Development 	(3/00)
2. DEVELOPMENT OF FAAD TRAINING PROGRAMMES IN THE ABOVE METHODS, TOOLS AND GUIDELINES	<ul style="list-style-type: none"> Conduct training needs assessment Design Training Plan: two phases—FAAD-awareness training and six core-skills training Identify and secure resourcing required Develop training modules/conduct training of trainers Implement Training Plan (prepare and use effective training modules in the six core-skills areas, provide training for all CDs/DCDs and regional/cluster programme advisers on six core-skills areas over two years) 	<ul style="list-style-type: none"> Training Needs Assessment 2-year Training Plan Training modules and Training of Trainers (TOT) guidelines Awareness training: a) at March 2000, 13 FAAD-related workshops involving staff from all geographic areas; b) Management training with FAAD component (at February, 170 staff at P-4 level and above participated); c) Regional gender focal point training workshops (South Africa); d) VAM workshops (Sri Lanka, Kenya): see ANNEX II—FAAD TRAINING Training modules for core-skills areas on VA, CP/activity design, M&E, reporting/advocacy 	Ongoing
<u>GOAL:</u> ACHIEVE EFFECTIVE PARTNERSHIPS WITH ALL POTENTIAL PARTNERS			
1. DEVELOPMENT OF AN EFFECTIVE PARTNERSHIP STRATEGY TO STRENGTHEN AND REINFORCE COLLABORATION WITH ALL POTENTIAL PARTNERS (GOVERNMENTS, DONORS, NGOs, UN SYSTEM AND BRETTON WOODS INSTITUTIONS) IN THE DESIGN, IMPLEMENTATION AND M&E OF WFP-ASSISTED DEVELOPMENT INTERVENTIONS	<ul style="list-style-type: none"> Technical assistance, training, skills-building material/equipment and cash resources Where UNDAF working group for disaster mitigation exists, WFP should take an active part/lead in disaster mitigation 	Ensure adequate funding and provision of all non-food needs and inputs for any WFP-assisted development activity	TBD
	Expand the LDC recipient country coverage of the UNDAF process, involving both the UNDG organizations and UN specialized agencies	More coherent and well coordinated CCA and joint programming approach for development interventions at the country level	TBD
	Reinforce and strengthen the working collaboration with the World Bank and NGOs, within the MOU framework, strengthen links with FAO, ICRC and UNDP (mandated with disaster mitigation in the UN)	Establish a more effective/efficient division of labour and coverage of technical support, as well as other non-food inputs, in development programme.	TBD

FAAD DETAILED IMPLEMENTATION PLAN

TASK	IMPLEMENTATION STRATEGY	RESULTS (including targets where possible)	STATUS (target)
<p><u>GOAL:</u></p> <p>(1) INSTITUTE FAAD COMPLIANT COUNTRY PROGRAMMES (CPs) AND DEVELOPMENT PROJECTS IN ALL WFP RECIPIENT COUNTRIES BY 2002</p> <p>(2) ESTABLISH FOOD CONSUMPTION AS MAIN PRIORITY TO ENCOURAGE INVESTMENTS AND CREATE LASTING ASSETS FOR THE BENEFIT OF POOR, FOOD-INSECURE HOUSEHOLDS</p> <p>(3) CONCENTRATE AND FOCUS WFP ASSISTANCE ON FIVE FAAD DEVELOPMENT OBJECTIVES AND ACTIVITIES</p>			
<p>1. REVIEW AND RECASTING OF WFP'S ENTIRE DEVELOPMENT PORTFOLIO AND COUNTRY PROGRAMMES:</p>			
<p>Identify and use for lessons-learned and training purposes model CPs and development projects in each of the four geographic regions (OSA, OAE, OMN, OLC)</p>	<p>VAM Nepal vulnerability analysis and targeting pilot activity (Feb.-Dec. 2000)</p>	<p>Completed standard VAM output set for one country</p>	<p>Ongoing</p>
<p>Review and adjustment of 75 percent of CSO/CPs and development projects by the end of 2001</p>	<ul style="list-style-type: none"> • Evaluation of all ongoing CPs prior to new CSOs • Review of CSOs/CPs via PRC mechanism • Implementation of improved VA and targeting activities • VAM revised targeting contribution to CSOs/CPs 	<ul style="list-style-type: none"> • 17 CP evaluations • > 17 CP and > 20 CSOs reviewed • Food Security Issues Papers in XX countries • Preliminary VA and targeting reporting (national, and district levels) in XX countries • Vulnerability Group Profiling and ranking (focus group level) in XX countries • Current VA and implications for WFP programming reporting in XX countries • Programme Resource Capability Mapping in XX countries 	<p>1999—2001</p> <p>1999—2001</p>
<p>Revise the forward pipeline of CSOs, CPs and development projects for the Board</p>	<ul style="list-style-type: none"> • PRC, under chairmanship of Senior Development Adviser, will consider and approve all new CSOs, CPs and development projects 	<p>Approval is granted only for proposals in line with the FAAD policy initiatives</p>	<p>Ongoing</p>

FAAD-RELATED TRAINING ACTIVITIES SINCE MAY 1999

DATE	FOCUS	LOCATION	PARTICIPANTS	OUTCOMES
AFRICA — OSA				
8-11 June 1999	VAM: Household Food Economy Analysis	Nairobi, Kenya	49 WFP and SCF (UK) staff	Commitment to use household food economy assessments to promote the development objectives of the chronic and seasonally poor
10-12 Oct 1999	FFW/FAAD Workshop	Ouagadougou, Burkina Faso	26 WFP programme staff from Burkina.Faso, Cape Verde, Chad, Mali, Mauritania, Niger, Senegal and HQ	Work plan for the implementation of FAAD principles in the Sahel countries
1-3 Nov 1999	WFP Country Directors' meeting, Southern Africa cluster	Johannesburg, South Africa	WFP Country Directors (Lesotho, Madagascar, Malawi and Zambia) and programme staff from region	In Lesotho and Mozambique, WFP phases in community-based disaster reduction activities to produce lasting assets for the poor; emphasis on cost-effectiveness, monitoring and reporting on results; in Mozambique, more assistance planned for girls' education; special attention given to non-interference with fragile local economies
6-13 Nov 1999	Programme planning and monitoring of CPs and activities, FAAD	Maputo, Mozambique	18 programme staff from Southern Africa cluster	Familiarization with the application of gender analytical, participatory, results-based approach to planning and programming, tools and methods; development of a model work plan with participants, applying in practice results-based monitoring, reporting and corrective action to their own project
15-18 Feb 2000	Gender mainstreaming, Southern Africa Cluster	Johannesburg, South Africa	3 national counterparts, 9 WFP staff (country, region, HQ), UNESCO/WFP liaison officer, FAO representative, UNIFEM regional manager, World Vision - Lesotho area manager, UNHCR regional programme officer	Definition of expected FAAD results related to WFP commitments to women; translation of FAAD commitments into specific gender-oriented targets
28 Feb-2 Mar 2000	OSA Retreat, one FAAD session	Kampala, Uganda	49 Senior WFP staff	Commitment to review ongoing development activities, CPs and CSOs to ensure compatibility with FAAD principles
MIDDLE EAST AND NORTH AFRICA — OMN				
25-27 Jan 2000	OMN regional workshop on FAAD implementation	Cairo, Egypt	22 WFP staff from the region (Egypt, Gaza, Iraq, Jordan, Morocco, Syria Yemen) and headquarters	Identified actions necessary to assure compliance with FAAD policy in development programmes/projects

FAAD-RELATED TRAINING ACTIVITIES SINCE MAY 1999

DATE	FOCUS	LOCATION	PARTICIPANTS	OUTCOMES
ASIA AND EASTERN EUROPE — OAE				
6-10 Sept 1999	VAM workshop	Colombo, Sri Lanka	20 WFP staff from the region	VAM to facilitate the development of an inventory of agencies and organizations (including government counterparts) and their outreach capacity in planning interventions
8-10 Sept 1999	Innovating Food Aid for Development: Enabling Development policy, challenges in Southeast Asia	Colombo, Sri Lanka	16 staff from WFP regional office for South Asia, WFP country offices in Bangladesh, Bhutan, India, Nepal, Pakistan and Sri Lanka, WFP HQ	Commitment to revise CSOs and CPs to comply with FAAD principles. Effective partnerships, participation of communities and commitment of governments to development necessary prerequisites for FAAD
30 Oct-3 Nov 1999	WFP Asia and East Europe Bureau retreat - one day FAAD focus	Thimphu, Bhutan	30 WFP staff from country and regional offices and HQ	VAM identification of hungry poor, along with effective partnerships, participation of communities in all phases of a project, identified as necessary precondition for FAAD implementation
6-10 Mar 2000	Southeast Asia Regional meeting	Beijing, China	32 participants from OAE, headquarters, 8 country offices in Southeast Asia and resource staff	Reviewed programmes for FAAD compatibility, VAM activities in the region, RBM, nutrition programmes and system support
LATIN AMERICA AND THE CARIBBEAN — OLC				
29 Nov-3 Dec 1999	VAM workshop	Havana, Cuba	WFP Staff (Bolivia, China, Colombia, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Peru) Rome HQ, Government representatives	VAM analysis will facilitate planning and design of development FAAD-compliant projects in this region prone to natural disasters
6-10 Mar 2000	FAAD workshop	Lima, Peru	12 CDs, 18 WFP other staff from HQ, Bureau and Lima cluster offices	Increased awareness of FAAD policy and guidelines; clearer understanding of how Enabling Development commitments could be implemented in OLC region; rough identification of systems and resources needed
MANAGEMENT TRAINING WORKSHOPS				
1-8 Nov 1999	Management training work-shops, included "Enabling Development Day"	Rome	Approximately 170 WFP staff P-4 and above	Familiarization of senior staff with Enabling Development policy and discussions on implementation strategies.
14-22 Nov 1999		Bamako, Mali		
2-9 Dec 1999		Rome		
16-23 Feb 2000		Rome		
29 Mar-5 Apr 2000		Rome		