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Mundial  
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**Executive Board  
Annual Session**

**Rome, 8–12 June 2009**

## **EVALUATION REPORTS**

**Agenda item 7**

*For consideration*

# **E**

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## **MANAGEMENT RESPONSE TO THE SUMMARY EVALUATION REPORT MOZAMBIQUE COUNTRY PROGRAMME 10446.0**

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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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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

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## BACKGROUND

1. This document presents the Secretariat's response to the recommendations of the summary evaluation report on Mozambique country programme 10446.0.
2. The Secretariat welcomes the observations in the report. The evaluation findings provide useful insights and direction for future programme and policy development in Mozambique. The recommendations indicate areas where changes are needed to ensure that future programmes are more effective.
3. The Secretariat's responses to the evaluation recommendations are presented in the matrix.

**RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX  
TO THE SUMMARY EVALUATION REPORT MOZAMBIQUE COUNTRY PROGRAMME 10446.0**

Recommendations	Action by	Management response and action taken	Implementation deadline
<b>Strategic</b>			
1. The evaluation indicated the need for the Ministry of Education and Culture (MEC) to assume greater ownership of operations and for operations to be made more sustainable. It is therefore recommended that the WFP country office move from its present cooperation modality, guided mainly by in-kind aid, towards one based on assistance.	Country office	Agreed. WFP has been gradually handing over secondary school feeding to the Government since 2003; it recently signed agreements to outsource logistics to the Government in northern provinces. WFP is facilitating technical collaboration between Brazil and Mozambique. The country office has supported the Government in designing new approaches, preparing studies, giving financial and technical assistance and establishing a hand-over period for school feeding. When the country programme (CP) ends in December 2009, there will be only policy assistance for school feeding.	31 December 2009
2. It is recommended that the country office's continued support to school feeding activities depend on MEC's explicit political and financial commitment, as the basis for joint identification of a simple and sustainable school feeding approach for the period up to 2011.	Country office	Agreed. Over the last three years, the country office has worked towards political commitment by the Government. In 2008, WFP was instrumental in the design of the draft National Social Action Policy for Education, which includes a school feeding component. The country office will continue to support the Government in 2009 in finalizing and implementing the policy. When the CP ends in December 2009, WFP's assistance will be under Strategic Objective 5.	Ongoing
3. The evaluation team recommends that, once MEC has expressed its commitment to school feeding, WFP should extend the current CP until 2011, to align it with the United Nations Development Assistance Framework (UNDAF) process and the Mozambican Government's new poverty reduction strategy to be launched in 2011. The country office should use the extension period for closing down the existing school feeding intervention and, in collaboration with MEC, designing a new modality.	Country office	The country office is discussing the hand-over period for 2009 with the Government. Without a commitment from the Government, the country office will not be able to engage in reorientation during 2010–2011.	





**RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX  
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Recommendations	Action by	Management response and action taken	Implementation deadline
<p>7. The evaluation team recommends that the country office review its current monitoring systems to ensure that: i) operation and unit costs are monitored regularly, as these are key data for assessing the efficiency of operations and for keeping costs at acceptable levels for MEC to replicate interventions; and ii) indicators developed by OMX are used.</p>	<p>Country office  OMXD</p>	<p>The current monitoring and evaluation system includes tools to monitor outputs – beneficiaries, food deliveries and consumption – and outcomes – performance of the beneficiaries in terms of enrolment, retention, promotion and conclusion rates. Data and templates are available for calculating the cost/child/year considering food prices, external transport, landside transport, storage and handling costs, other direct operational costs and direct and indirect support costs. The country office will work with the relevant divisions to develop indicators. OMXD will support the country office as required.</p>	<p>31 December 2009</p>
<p>8. It is recommended that the country office's future capacity development efforts be part of a broader donor-coordinated institutional development plan for MEC and provincial departments, backed by appropriate policy and strategies.</p>	<p>Country office  OMXD</p>	<p>Agreed. WFP is a member of the UNDAF, the "Delivering as One" initiative and the sector-wide approach (SWAP) group for education. These initiatives facilitate dialogue and comprehensive approaches among partners. The country office is engaged in collaboration to align approaches. In particular:  <ul style="list-style-type: none"> <li>(i) WFP has encouraged SWAP partners to contribute to the development of school feeding strategies.</li> <li>(ii) The draft national policy for social action was a result of advocacy efforts by WFP and SWAP partners.</li> <li>(iii) WFP is supporting the Government in the inclusion of life skills in the curriculum, including food security, nutrition and health, working with the United Nations education working group.</li> <li>(iv) WFP is participating in the definition of the current UNDAF and its extension.</li> <li>(v) WFP participates in Poverty Reduction Strategy Paper reviews, United Nations working groups and "Delivering as One".</li> </ul>                     OMXD will support the country office as required.</p>	<p>Ongoing</p>



**RECOMMENDATIONS AND MANAGEMENT RESPONSE MATRIX  
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Recommendations	Action by	Management response and action taken	Implementation deadline
9. The evaluation team recommends that the country office review current food rations and investigate alternatives such as biscuits. This would help reduce the number of food deliveries and guarantee easy storage of food under difficult conditions in rural areas and for long periods.	Country office	The country office conducted a food review in 2008 and assessed local capacity and the cost and appropriateness of biscuits and blended foods. This provides a basis for the design of alternative food baskets. As part of this initiative, the country office will be buying corn-soya blend locally for its programming.	Ongoing
10. If the necessary conditions for continuing support to Junior Farmer Field and Life Schools (JFFLSs) are not in place, the evaluation team recommends that WFP withdraw from JFFLS by the end of the current project cycle in mid-2009.	Country office	The country office is discussing the modalities for the withdrawal of its support to 28 JFFLSs.	December 2009



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## ACRONYMS USED IN THE DOCUMENT

CP	country programme
JFFLS	Junior Farmer Field and Life School [project]
MEC	Ministry of Education and Culture
OMX	Programme Design and Support Division
OMXD	Programme Design Service
SWAP	sector-wide approach
THR	take-home rations
UNDAF	United Nations Development Assistance Framework