

Executive Board Second Regular Session

Rome, 9-13 November 2009

EVALUATION REPORTS

Agenda item 6

For consideration



Distribution: GENERAL WFP/EB.2/2009/6-D/Add.1

5 October 2009 ORIGINAL: ENGLISH

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT DEMOCRATIC REPUBLIC OF THE CONGO PRRO 106080

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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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WFP/EB.2/2009/6-D/Add.1

BACKGROUND

1. This document presents the Secretariat's response to the recommendations of the Summary Evaluation Report Democratic Republic of the Congo PRRO 106080.

- 2. The Secretariat takes note of the lessons learned and the actions recommended to improve coordination and monitoring to ensure that food assistance reaches beneficiaries in the most vulnerable areas.
- 3. The Secretariat's responses to the evaluation recommendations are presented in the attached matrix.



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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT DEMOCRATIC REPUBLIC OF THE CONGO 106080			
Recommendations	Action by	Management response and action taken	Implementation deadline
Targeting	1		
WFP should continue to focus its activities on work in accessible areas, using the resources available, especially in Katanga.	Country office/Programme Design Service	Needs and vulnerability will continue to drive WFP operations. Accessibility will be taken into account with a view to reaching the most vulnerable areas, particularly through United Nations channels.	December 2010
Programme			
2. Equateur Province should benefit from a development programme as soon as the planned decentralization becomes effective. The region could serve as a pilot project requiring real involvement of the Government.	Country office	The country office is considering preparation of a country programme (CP) in line with the 2012 United Nations Development Assistance Framework cycle and will consider including the Equateur province on the basis of assessments. Preparation will start in 2010 at a time when local elections and decentralization of ministries are planned.	CP implementation: January 2012
An integrated strategy for ending the crisis in North Kivu should also be prepared that could possibly include cash-for-work activities, as long as careful preparations are made in advance. A study devoted to "commuter" internally displaced persons (IDPs) should be undertaken as they could play a potentially important role in future recovery.	Country office	A feasibility study and a market study regarding the use of new intervention modalities have been conducted. The recommended pilot voucher project will start in a returnee community in North Kivu. If it is successful, the country office will replicate it in other areas where access to food is a major problem.	Study: March 2010 Mainstreaming: January 2011



MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT **DEMOCRATIC REPUBLIC OF THE CONGO 106080**

	Recommendations	Action by	Management response and action taken	Implementation deadline
	3. With regard to general food distribution, micronutrient-fortified products should be included in the food baskets for IDPs and pregnant and lactating women receiving nutritional support. It is also necessary to improve targeting; reduce the large number of ration types distributed to the various vulnerable groups; extend the coverage offered outside urban areas; speed up the setting up of therapeutic community feeding centres and of activities related to health and to mother-and-child nutrition; and promote income-generating activities based on food-for-training programmes. Finally, nutritional skills need to be strengthened.	Country office/Programme Design Service	The country office has budgeted for an international nutritionist to review rations, the coverage of activities and the possibility of a pilot mother-and-child health and nutrition project. WFP is working to combine income-generating activities with food for training; this includes people living with HIV who no longer benefit from rations, and victims of gender-based violence. The Programme Design Service will support the review of rations and coverage.	Arrival of new staff: August 2009
WFP	4. The coherence of the approach to schools supported jointly by the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO) and WFP should be improved, particularly with a view to preventing resources from being stretched too thinly and to ensure that infrastructures are properly maintained, as well as to provide seeds for school gardens on a systematic basis. As far as possible, eligible schools in any target zone should be given equal support to avoid emptying out neighbouring schools where school feeding is not offered but the level of education is decent. Early-learning centres should be supported only if there are no negative effects on school feeding in primary schools, which should remain the priority for WFP. Lastly, the Integral Development Initiative approach should be circulated and the approach recommended to partners.	Country office	The country office has signed Memoranda of Understanding with FAO and UNICEF with a view to further collaboration, for example in the selection of schools and school-based activities. In the new protracted relief and recovery operation (PRRO), the country office will target schools in vulnerable areas (see Recommendation 1) and seek to concentrate resources; early learning centres will be included, in line with the recommendation. Advocacy with stakeholders, particularly provincial education authorities, will support this approach. The Integral Development Initiative being implemented by a non-governmental organization (NGO) will be further studied and the results shared.	October 2009 New PRRO: July 2010



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DEMOCRATIC REPUBLIC OF THE CONGO 106080			
Recommendations	Action by	Management response and action taken	Implementation deadline
Logistics			
5. WFP should continue to reduce costs, particularly by setting up final delivery points in Katanga from which partners will be fully responsible for logistics. WFP should determine the fee to be charged for trucks loaned to NGOs and, drawing the sums required from the pooled fund, speed up the works on the Kalemie–Nyunzu–Kabalo corridor, which will also contribute to ending the economic isolation of the region. WFP should undertake road repairs only if they help overcome isolation and if local people are prepared to maintain them.	Country office	The country office logistics unit tries to minimize costs, for example by changing corridor allocations, increasing throughput, using more cost-effective transport and outsourcing hub management to NGOs. Air transport costs were substantially reduced. But costs are still increasing, for example in North Kivu where 15 percent increases in prices for fuel and spare parts were recorded.	December 2010
	Logistics Division, Field Support Unit	The country office logistics unit is advocating rehabilitation of roads and bridges through the logistics cluster to reduce transport costs. The logistics cluster is helping provincial authorities to enhance maintenance and set up toll systems. Maintenance of rehabilitated roads is under discussion; WFP is organizing community maintenance groups with local government support until provincial transport departments can assume responsibility. The country office logistics unit and the Logistics Division Field Support Unit support the search for a sustainable approach to national road rehabilitation, but spot repairs remain necessary to ensure operational continuity. The country office logistics unit will study plans for a WFP role in a road	



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Recommendations	Action by	Management response and action taken	Implementation deadline
Local Purchases			
6. Policy on local purchases must be clearly defined. If WFP wishes to participate in agricultural development under Purchase for Progress (P4P) by re-activating centres for agricultural export to Tanganyika and in Equateur, it is necessary to establish with stakeholders the objectives to be achieved and to set up an intervention plan to ensure that prices are competitive in local markets.	Country office/ Purchase for Progress (P4P)	Joint response: WFP is collaborating with FAO, NGOs and local government to finalize the P4P Country Implementation Plan (CIP), which is based on the concept paper and feasibility study. This will include further price and cost analyses in conjunction with a baseline study by a WFP/FAO team. The CIP will be submitted to the Programme Review Committee for approval in October 2009.	October 2009
Monitoring			
7. The effectiveness of programmes should be measured regularly through robust surveys or, failing that, on the basis of data obtained from reliable partners. Direct beneficiaries should be distinguished from their families. Joint monitoring surveys for malnutrition, including underlying causes, and mortality should be conducted in all intervention areas to measure the impact of activities. With regard to school feeding, data should be further disaggregated by gender and school year.	Country office	The country office will make the recommended adjustments in monitoring systems. With the assistance of the new nutrition specialist, the country office will enhance monitoring and evaluation to improve the measurement of results. Gender-disaggregated information on the number of pupils will be collected to fill any gaps.	December 2009



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Recommendations	Action by	Management response and action taken	Implementation deadline
Internal Organization			
8. WFP should continue to decentralize its implementation mechanisms by giving local offices greater programming and financial autonomy in line with their needs. In Katanga, a permanent presence in some remote areas would enable more effective monitoring of activities and reduce costs of missions and logistics. An overall coordinator should be appointed for the eastern provinces who is given extensive responsibility and put in charge of communications with Kinshasa. The basic tasks of the country office in Kinshasa should therefore be redefined.	Country office	The country office has decentralized several tasks and will create four new area offices to enhance autonomy: i) in Goma to cover Maniema and North and South Kivu; ii) in Bunia to cover the Eastern Province; iii) in Katanga; and iv) in Kinshasa to cover the remaining provinces. These offices will supervise activities in their areas, maintain the quality of WFP interventions and mainstream communications with the country office. Area officers will report to the deputy country director; another deputy country director will be in charge of logistics and procurement. The role of the country office will include oversight, technical support and communication with the regional bureau and Headquarters.	Completed
More room should be made in the organigram for the gender focal point and gender equity should be improved among national personnel.	Country office	Gender issues are highlighted in the country office but need to be reinforced, especially in view of the departure of the previous gender focal point. The disparity between women and men exists largely because there are few women candidates for posts. The country office will seek to find more women candidates as posts become available.	November 2009
	Policy, Planning and Strategy Division	In line with the 2009 gender policy, focal points will be trained in gender analysis and gender advocacy before the end of 2009.	November 2009



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Recommendations	Action by	Management response and action taken	Implementation deadline
Partnerships			
9. Partners should be trained as part of a continuous process throughout the operation to improve the effectiveness and sustainability of achievements and to facilitate the hand-over of responsibilities to national stakeholders. Communications with some donors should be improved with regard to estimated beneficiary numbers, budget figures and budget revisions.	Country office	The country office continues to train sub-office staff, who will train partners to improve their efficiency. Refresher training, for example in school feeding and reporting, has been carried out in 2009. The unit in Kinshasa responsible for partner training has been constrained by staff changes; new staff will be recruited soon. A donor relations officer has been recruited to improve communications with donors.	September 2009
Advocacy			
10. The number of contacts must be increased and advocacy intensified to improve the participation of government partners at both national and provincial levels. The work accomplished through WFP programmes will not be sustainable without government involvement. In-depth and continuing awareness-raising initiatives for beneficiaries are also necessary.	Country office	Advocacy and capacity-building for government counterparts will be further developed to play a larger part in the new PRRO. Capacity-building is a long-term objective, but it will be vital in introducing a new CP and handing over activities.	New PRRO: July 2010



ACRONYMS USED IN THE DOCUMENT

CIP Country Implementation Plan

CP country programme

FAO Food and Agriculture Organization of the United Nations

IDP internally displaced person

NGO non-governmental organization

P4P Purchase for Progress

PRRO protracted relief and recovery operation

UNDAF United Nations Development Assistance Framework

UNICEF United Nations Children's Fund

