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Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Annual Session**

Rome, 7–11 June 2010

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Agenda item 7

For consideration

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE ANNUAL EVALUATION REPORT 2009

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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. The Secretariat takes note of the recommendations of the Annual Evaluation Report 2009.
2. The Secretariat agrees to design operations that are strategically aligned with national priorities and rapidly changing contexts, and agrees to review its funding frameworks and examine alternative mechanisms.
3. The attached matrix presents the Secretariat's responses to the recommendations.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE ANNUAL EVALUATION REPORT

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>1. WFP senior management and the Board should consider the implications of the current funding model illustrated in this report when discussing a new model, which will have consequences for the ways WFP can contribute strategically, effectively and efficiently to its partner countries and monitor its results.</p>	<p>Resource Management and Accountability Department</p>	<p>WFP is reviewing its funding and costing framework with internal and external stakeholders, particularly alternatives to the tonnage-based approach for the funding of activities with limited or no food component. The results of the review will be presented to the Board for approval.</p>	<p>A final proposal on the WFP financial framework will be presented for approval at EB.2/2010</p>
<p>2. WFP should seek to ensure its operations are less complex (with fewer programme activities) and that stronger synergies are built between programme activities within an operation and across operations at the country level.</p>	<p>Operations Department/ Programme Division and Performance Management and Accountability Division (RMP)</p>	<p>Agree that operations should be streamlined to identify and meet realistic objectives.</p> <p>RMP, in collaboration with the Operations Department, has launched a country strategy development process that enables WFP to focus more closely on the country level. Current strategic planning: i) emphasizes a consultative process with all stakeholders; ii) demonstrates the comparative advantages of WFP in addressing hunger at the country level; iii) enhances prioritization of WFP's assistance, and iv) increases coherence among country office activities.</p> <p>The Operations Department, supported by regional bureaux and the Programme Division, is working with country offices on programme design and review to incorporate context-specific, realistic, focused objectives and activities in operations and the necessary partnerships.</p> <p>The introduction of the country strategy process by RMP will also help to increase synergies among operations at the country level.</p>	<p>Ongoing to the end of 2013</p>





MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE ANNUAL EVALUATION REPORT			
Recommendations	Action by	Management response and action taken	Implementation deadline
<p>3. WFP should seek to transfer its strong ability to adapt to changing contexts in case of emergencies to situations of transition to recovery or development. Such capacity requires more than scaling back in the sense of shrinking the programmes: it requires rethinking their objectives and their delivery mode.</p>	<p>Operations Department/ Programme Division</p>	<p>Agree that objectives and delivery modes need to be adjusted to support countries in transition to recovery and development. WFP is using the programme category review process to improve guidance on programmatic transitions, including the ways in which objectives and activities evolve during transition in relation to changed contexts and opportunities at the country level.</p>	<p>Ongoing to the end of 2011</p>
<p>4. WFP should invest in improving its monitoring systems. These systems should be designed on the basis of the information needs of decision-makers at different levels and be clearly linked to decision-making and follow-up actions.</p>	<p>Programme Division (ODX)</p>	<p>Programme Design Service (ODXP), with support from RMP, has developed the Outcome Implementation Measurement Strategy to make optimal use of the scarce resources available for measuring operational results at the outcome level. Resources and technical capacities are focused on the collection and analysis of baseline and follow-up values in large-scale projects – those accounting for 80 percent or more of planned resources and 65 percent or more of planned beneficiaries; for smaller operations, the focus will be on measuring the outcomes of the largest components.</p> <p>The Performance Planning and Management Module in WINGS II was piloted early in 2010 in Nepal with a view to ensuring that output data are aggregated by region and type of operation at the corporate level. Adjustments to the module will be made after further pilots in Afghanistan, the Philippines and Zambia; a decision on final roll-out will be made when all adjustments are incorporated.</p> <p>These tools and strategies will enable managers to adjust operations on the basis of changes measured at the output and outcome levels and hence to improve the quality and effectiveness of WFP's interventions.</p>	<p>Ongoing to the end of 2011</p> <p>December 2010</p>