

Executive Board Annual Session

Rome, 6-10 June 2011

EVALUATION REPORTS

Agenda item 7

For consideration



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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT RWANDA COUNTRY PORTFOLIO

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. This document presents the management response to the recommendations of the Rwanda country portfolio evaluation 2006–2010.

- 2. In consultation with its stakeholders, the country office is undertaking a country strategy process aligned with the United Nations Development Assistance Framework and national policies. The country strategy will emphasize WFP's role in building the Government's capacity at the institutional and individual levels and enhancing the use and analysis of food security data with a view to increasing the potential for fundraising.
- 3. The matrix sets out the planned actions and implementation timelines.



Recommendations	Action by	Management response and action taken	Implementation deadline
Recommendation 1: The low level of funding, at about 50 percent of needs, affected activities and WFP's credibility. It is recommended that funding be discussed, with a view to scaling back or seeking alternative sources for certain activities, and that funding adopt a multi-year time horizon.	Country office	Agreed. Funding for the school meals development project is satisfactory, but the protracted relief and recovery operation (PRRO) is under-funded. The country office will work with Headquarters and the regional bureau to attract new donors and request more multilateral resources. To maintain the relevance of its activities and minimize the impact of pipeline breaks, the country office will allocate resources proportionately among the activities, in accordance with the project document.	December 2011
		WFP is undertaking a country strategy process that will take into account realistic resourcing prospects in determining future activities. The country strategy will be aligned with the United Nations Development Assistance Framework (UNDAF) for 2013–2017.	September 2011
Recommendation 2: The Food Security Monitoring System (FSMS) is ongoing, and the 2006 and 2009 comprehensive food security and vulnerability analyses (CFSVAs) have been used by development partners and other agencies at the national level. However, there is a gap in information usage at the district level. It is recommended that WFP seek ways of devolving the data collected and conclusions drawn from the CFSVAs and FSMS into the district planning process. Technical assistance to district officials may be required.	Country office	Agreed. The country office has provided copies of the CFSVA to officials in districts where WFP operates and to partner non-governmental organizations, and is organizing new presentations of CFSVA results to enhance the use of food security information in district-level planning.	July 2011
Recommendation 3: The analytical work seems to have been carried out outside government processes. It is recommended that analytical work and processes be institutionalized within the Government, and that crop assessment and price data be integrated into the reporting structure for analytical work.	Country office	Agreed. The National Institute of Statistics of Rwanda and the Ministry of Agriculture were involved in the CFSVAs in 2006 and 2009. WFP will ensure that ministries and partner agencies are involved in designing and implementing the next CFSVA, which will also incorporate improved secondary analysis of crop, price and other data.	December 2012



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Recommendation 4: The analytical work provides the Government with context in the event of a drought, landslide or flood emergency. At present, there is no structure within the Government to assimilate the data and results for informing decision-making. It is recommended that WFP, in discussion with the Ministry of Disaster Management and Refugees, develop a process and structure for ensuring that FSMS outputs are regularly reported and discussed.	Country office	Agreed. The country office will coordinate with the Government and partner agencies to form a committee to disseminate survey results. Humanitarian assistance and capacity development are important areas of WFP's work in Rwanda. The UNDAF process will take this recommendation into account. WFP and United Nations agencies will support government structures in assimilating data that will help them to take informed decisions in cases of emergency.	July 2011 December 2012			
Recommendation 5: The school feeding programme is at a crossroad. The Government's new school feeding and nutrition policy is about to be launched. It is recommended that WFP's school feeding programme be reoriented with the new policy and retargeted using the 2009 CFSVA results, and that a phased closure of the current school feeding programme be considered once the Government has assumed ownership.	Country office	Agreed. In line with its country strategy, the country office will support the Ministry of Education in developing an action plan for re-targeting the school meals programme on the basis of CFSVA data, the ministry's education parameters and logistics considerations.	December 2011			
Recommendation 6: It is recommended that a capacity development strategy be developed to enable the Government to build skills and systems for activities such as food security monitoring, school feeding and nutrition, based on assessed needs.	Country office	Agreed. As recommended, supporting the Government's plans to enhance structural capacities will be an essential feature of the country strategy and the new UNDAF and will lead to action plans being included in subsequent country programmes. The country office will work with the Government to develop its capacity	December 2012			
		at the institutional and individual levels in: > government-managed P4P activities; > food security and nutrition monitoring systems; > community participation and contribution to school meals programmes; and > community-based nutrition and food fortification programmes.	December 2011			



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Recommendation 7: The FAO, IFAD, WFP and Ministry of Agriculture school gardens initiative is strategically positioned as a practical tool for training students in proper agricultural practices. It is recommended that the school gardens continue, but that all initiatives concerning livestock be closed.	Country office	Agreed. No further livestock activities are to be undertaken. The country office will continue to develop school gardens with its partners.	August 2011
Recommendation 8: With the launch of the multi-sectoral nutrition initiative, nutrition has risen up the Government's agenda. It is recommended that WFP engage with government and partner processes to assess how the analytical work can be used to inform and determine the further support that WFP could provide through the Delivering as One pilot initiatives.	Country office	Agreed. WFP and the Ministry of Health will analyse CFSVA data to identify underlying causes and conditions for chronic malnutrition with a view to informing decisions on additional WFP support through the country strategy and the UNDAF (2013–2017).	September 2011
Recommendation 9: The current monitoring and evaluation (M&E) system requires review. It is recommended that a mix of data be collected, on both implementation and outcomes.	Country office	Agreed. The country office will improve its M&E system by: recruiting a national M&E officer; recruiting an international vulnerability analysis and mapping/M&E officer; and collecting outcome data systematically for all WFP interventions.	August 2011 December 2011
Recommendation 10: The people living with HIV (PLHIV) anti-retroviral therapy (ART) programme is highly dispersed, with low beneficiary numbers in some locations. It is recommended that the ART programme logistics be rationalized and better coordinated with partners' activities.	Country office	Agreed. The country office will re-organize logistics to support ART and look for synergies with other programmes and partners.	September 2011

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