



**World Food  
Programme**

**Executive Board  
Second Regular Session**

**Rome, 9–13 November 2015**

## **EVALUATION REPORTS**

*Agenda item 6*

*For consideration*

# **E**

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**WFP/EB.2/2015/6-A/Add.1**

25 September 2015

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## **MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT OF THE NUTRITION POLICY (2012–2014)**

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

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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 focal points indicated below, preferably well in advance of the Board's meeting.

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## DRAFT DECISION<sup>\*</sup>

The Board takes note of “Management Response to the Recommendations of the Summary Evaluation Report of the Nutrition Policy (2012–2014)” (WFP/EB.2/2015/6-A/Add.1).

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<sup>\*</sup> This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

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## BACKGROUND

1. This document presents the management response to the summary evaluation report of WFP's 2012 Nutrition Policy (2012–2014). The evaluation assessed the policy's quality, clarity, comprehensiveness, coherence, practicality and the strength of its evidence base. It also considered policy implementation and initial results, noting that an assessment of long-term outcomes and impacts would not be realistic at this stage.
2. Management welcomes the finding that the policy is generally relevant and timely, complementing WFP's shift from food aid to food assistance. The evaluation recognized that the policy has a more integrated approach than its predecessors, that it has a practical orientation and is well understood inside WFP, which has led to a broad sense of ownership.
3. Management is cognizant of the challenges faced in the policy's implementation. The ambitions for some preventative programmes developed under the policy in terms of scale were not matched by adequate funding. It also recognizes that greater efforts are needed to ensure that national governments can sustain the policy objectives through multi-sector strategies.
4. Management agrees with the recommendations, particularly the recommendation to not revise the policy at this time. The attached matrix sets out actions and timeframes.



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT  
OF THE NUTRITION POLICY (2012–2014)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 1: <i>Revision</i>.</b> Do not revise the nutrition policy at this time. Ensure that nutrition objectives are embedded in the next Strategic Plan and consider a full revision of the nutrition policy during 2017, aligned with the new Strategic Plan. Submit annual nutrition policy updates to the Board in 2016 and 2017. [Executive Board and Office of the Executive Director (OED) for decision-making; OSN to prepare annual updates]</p>	<p>Executive Board and Office of the Executive Director (OED) (decision making) Nutrition Division (OSN) preparing annual updates</p>	<p>Agreed. OSN will continue to provide annual nutrition policy updates to the Board. WFP will monitor the roll-out and effectiveness of the nutrition policy against the evolving contexts and emerging evidence. In consultation with the Board and partners, the 2017 policy update will address potential revisions of the policy as appropriate.</p>	<p>2016–2017</p>
<p><b>Recommendation 2: <i>Development</i>.</b> Develop the policy further through subject papers to support improved guidance for policy implementation; include nutrition considerations in other WFP policies and guidelines. Subject papers should address such gaps as nutrition-sensitive programming and the “double burden”, and become building blocks for the policy’s revision after the new Strategic Plan is approved. This work should be undertaken in the framework of the United Nations Global Nutrition Agenda, collaborating with other United Nations agencies as much as possible. [OSN and other units involved with nutrition-sensitive approaches (2016–2017)]</p>	<p>OSN and others</p>	<p>Agreed. OSN will continue to elaborate nutrition-sensitive strategies and programmes, engage with other units involved with nutrition-sensitive approaches and review progress of this engagement. OSN will develop a strategy for the development of policy papers addressing gaps such as nutrition-sensitive strategies, the “double burden” of malnutrition and inadequate nutrient intake. These papers will be aligned with the United Nations nutrition agenda and WFP will continue to collaborate on nutrition publications with other United Nations agencies.</p>	<p>Ongoing  2016–2017</p>

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<p><b>Recommendation 3: <i>Guidance for implementation.</i></b> Strengthen practical and targeted guidance to WFP staff and management, taking in account international best practices and findings from this evaluation and WFP's operational research. New guidance should cover gender analysis and monitoring taking into account WFP's new gender policy. Ensure that guidance is disseminated to staff regularly and is easily accessible. [OSN liaising with the Policy and Programme Division (OSZ), the Gender Office, regional bureaux and country offices (2015, 2016 and 2017)]</p>	<p>OSN liaising with the Policy and Programme Division (OSZ), Gender Office (GEN), regional bureaux and country offices</p>	<p>Agreed. WFP will continue to produce and share programme guidance that enables staff and partners to design, implement and monitor nutrition programmes. OSN and OSZ will collaborate to ensure that nutrition is reflected in other WFP policies and guidance, and that these links extend to implementation. This material will continue to be available via OSN and OSZ knowledge platforms and the <i>Programme Guidance Manual</i>. OSN will continue to collaborate with GEN to strengthen gender considerations in nutrition programming and analysis, for example regarding adolescent girls.</p>	<p>Ongoing</p>
<p><b>Recommendation 4: <i>Monitoring and evaluation.</i></b> Strengthen M&amp;E of WFP nutrition operations by supporting country offices in reporting on the Strategic Results Framework indicators. This will involve: i) providing guidance on methodology; ii) providing guidance on supporting national M&amp;E systems; and iii) ensuring consistent prioritization of quality M&amp;E and utilization of its results (Recommendation 8). [OSN working with OSZ, the Performance Management and Monitoring Division (RMP) and regional bureaux (2016 onwards)]</p>	<p>RMP, working with OSN, OSZ and regional bureaux</p>	<p>Agreed. WFP has invested in systems and capacity development to facilitate the collection and use of quality monitoring indicators. RMP will continue to work with OSN, OSZ and regional bureaux to support monitoring and evaluation (M&amp;E). In addition, OSN will review reporting on Strategic Results Framework (SRF) indicators to develop updated guidance on SRF indicator methodology, which will be available in early 2016. OSN will work with other United Nations agencies and partners to define a framework for national nutrition M&amp;E systems and provide support as appropriate.</p>	<p>March 2016  December 2016</p>





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<p><b>Recommendation 5: <i>Operational research and knowledge management.</i></b> Develop, disseminate and implement a comprehensive operational research strategy that supports effective design, delivery and use of research within WFP and assures its quality. Develop a research agenda that addresses gaps in knowledge required for effective programming. The operational research strategy should emphasize effective partnering with international and national research bodies to guarantee quality and ensure the credibility of findings while strengthening national research capacity. [OSN and the Programme Innovation Service (2016)]</p>	<p>OSN and Programme Innovations Service (OSZI)</p>	<p>Agreed. WFP will continue to carry out operational research that addresses knowledge gaps in nutrition important for developing strategies and programmes, and contributing to the global evidence base.  Before the 2015 Second Regular Session WFP will disseminate an operational research strategy detailing priorities, estimated funding needs and recommendations for research, including with academic partners. Initial research will include: rice fortification; comparing effectiveness of special nutritious foods by context; the use of innovative delivery mechanisms for nutrition-specific and nutrition-sensitive programmes; and strategies for reaching adolescent girls. These priorities will be informed by regional and country contexts, and needs.</p>	<p>Ongoing  November 2015</p>
<p><b>Recommendation 6: <i>Capacity development in WFP.</i></b> Ensure an appropriate balance of competencies among country office and regional bureaux staff to ensure high-quality implementation of nutrition programmes and enable effective advocacy with external stakeholders – particularly governments – and effective support for national strategy and planning processes. [OSN, the Human Resources Division and senior management in Headquarters and regional bureaux (2015 onwards)]</p>	<p>OSN and Human Resources Division (HRM); senior management at Headquarters and regional bureaux</p>	<p>Agreed. WFP has updated the core competencies for nutrition staff and has developed dedicated nutrition job profiles for all grades. The new job profiles highlight programme skills and experiences, along with advocacy, partnership and strategic-engagement skills and experiences. These new job profiles will help WFP to recruit, reassign and retain qualified nutrition staff for the evolving role that WFP plays in nutrition.</p>	<p>Ongoing</p>



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		OSN and HRM will implement an updated nutrition capacity-development strategy to ensure that staff have access to training in nutrition programming and advocacy that will enable WFP to provide technical support to national governments in planning, policy development and programming.	End of 2016
<p><b>Recommendation 7: Collaboration and multi-sector partnerships.</b> WFP should continue to stress the importance of multi-sector partnerships in addressing undernutrition and supporting national nutrition policies and strategies. It should actively participate in these partnerships in emergency, transition and non-emergency contexts. It should also seek a cohesive United Nations nutrition strategy and actively participate in mechanisms such as SUN, the cluster system, REACH and the Committee on World Food Security. Its external communications strategy should make a measured case for WFP's added value in both emergency and development contexts. [Board, OED and OSN at the global level; regional bureaux and country offices for country and regional partnerships (with support from the Government Partnerships Division for donor relations); and the Rome-based Agencies Division, the Committee on World Food Security and the Private Sector Partnerships Division (2015 onwards)]</p>	Executive Board, OED and OSN at the global level; regional bureaux and country offices for country and regional partnerships, with support from Government Partnerships Division (PGG), Rome-Based Agencies and Committee on World Food Security Unit (PGR), Private-Sector Partnerships Division (PGP) and Communications Division (PGM)	<p>Agreed.</p> <p>WFP continues to participate in global nutrition mechanisms and will continue to support comprehensive strategies to address malnutrition, working with national governments, United Nations agencies and other partners in Scaling Up Nutrition (SUN), the cluster system, Renewed Efforts Against Child Hunger and undernutrition (REACH), the Committee on World Food Security and other forums.</p> <p>WFP will review its external nutrition communication strategy to improve dialogue on WFP's added value in nutrition in emergency, transition and development contexts, and update its website, brochures and other materials.</p>	<p>Ongoing</p> <p>Ongoing</p>

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<p><b>Recommendation 8: <i>Resourcing the implementation of the nutrition policy.</i></b> Seek to mitigate the resource constraints hampering nutrition policy implementation by addressing their systemic causes. This implies: i) continuing implementation of the Financial Framework Review and other reforms that increase funding flexibility; ii) improving financial monitoring and cost-effectiveness analysis; and iii) continuing to advocate with donors for the longer-term funding required for prevention activities (while strengthening evidence-based advocacy for this support). [Board and OED (strategy); senior management and RMP (implementation and monitoring); Programme Review Committee (strategy and programme development); the Government Partnerships Division (donor relations); and OSN (through nutrition policy updates 2016 onwards)]</p>	<ul style="list-style-type: none"> <li>i) Executive Board and OED (strategy);</li> <li>ii) senior management and RMP (implementation and monitoring);</li> <li>iii) PGG and OSN.</li> </ul>	<p>Agreed.</p> <ul style="list-style-type: none"> <li>i) WFP will continue to implement the Financial Framework Review as reflected in WFP/EB.2/2015/5-C/1;</li> <li>ii) WFP will explore benchmarking and cost-effectiveness analyses under its value for money framework;</li> <li>iii) WFP will update its nutrition fundraising strategy to identify approaches and tools to enhance engagement with donors regarding long-term funding aligned with preventative activities.</li> </ul>	<p>November 2015</p> <p>Ongoing</p> <p>March 2016</p>





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## ACRONYMS USED IN THE DOCUMENT

GEN	Gender Office
HRM	Human Resources Division
M&E	monitoring and evaluation
OED	Office of the Executive Director
OSN	Nutrition Division
OSZ	Policy and Programme Division
PGG	Government Partnerships Division
REACH	Renewed Efforts Against Child Hunger
RMP	Performance Management and Monitoring Division
SNF	specialized nutritious food
SRF	Strategic Results Framework
SUN	Scaling Up Nutrition