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Evaluation Reports

**For consideration**

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

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## **Management Response to the Recommendations of the Summary Evaluation Report of WFP Policy on Capacity Development**

### **Background**

1. This document presents the management response to the recommendations of the summary evaluation report of WFP Policy on Capacity Development.

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#### **Focal points:**

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<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT OF WFP POLICY ON CAPACITY DEVELOPMENT</b>			
<b>Recommendations</b>	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
<p><b>Recommendation 1:</b> WFP should immediately elevate the organizational attention to capacity strengthening as a core function by creating a temporary, multi-stakeholder management transition team that will:</p> <p>a) articulate WFP’s vision and strategy for capacity strengthening in line with the Integrated Road Map for 2017–2021, including conceptual and operational definitions for capacity strengthening as an issue to be mainstreamed in Strategic Objectives 1 to 3, as a programmatic focus in Strategic Objective 4, and as a transfer modality in the new Financial Framework;</p> <p>b) define the staff roles, responsibilities and accountabilities for capacity strengthening as a functional responsibility and as mainstreamed into other programming areas;</p> <p>c) review, revise and create practical tools and guidance for WFP’s capacity strengthening work in the context of its Policy on Country Strategic Plans (CSPs), including in humanitarian response; and</p> <p>d) remain in place until the roll-out of the CSP approach is complete.</p>	<p>Policy and Programme Division (OSZ), with support from the Nutrition Division (OSN), the Emergency Preparedness and Support Response Division (OSE), the Supply Chain Division (OSC) and divisions in the Partnership, Governance and Advocacy Department (PG) and the Resource Management Department (RM)</p>	<p>Partially agreed.</p> <p>While the multiple resourcing needs associated with the Integrated Road Map preclude the creation of a specific management transition team, WFP will ascribe roles, responsibilities and accountabilities in supporting capacity strengthening across functions, divisions and departments. It will continue to adapt tools, guidance and best practices to support WFP country offices with the formulation and implementation of CSPs.</p> <p>These tools include guidance on creating synergies in WFP’s capacity strengthening between government entities and civil society, reflecting the “whole of society” approach of WFP’s country strategic planning process.</p>	<p>Mid-2017</p>

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<p><b>Recommendation 2:</b> In implementing the Integrated Road Map – specifically the Policy on CSPs – WFP should ensure that country offices are provided with relevant, concrete and practical tools and guidance on capacity strengthening within 12 months. This guidance should:</p> <ul style="list-style-type: none"> <li>a) be based on good practice drawn from WFP’s own experience and that of other United Nations agencies;</li> <li>b) be applicable in contexts along the humanitarian–development–peacebuilding nexus; and</li> <li>c) integrate criteria or conditions in which WFP support may no longer be required – including transition and exit plans – into the country strategic planning process.</li> </ul>	OSZ, with support from OSN, OSE, OSC and divisions in PG and RM	<p>Agreed.</p> <p>Guidance will include the criteria and conditions for WFP support to transition to the strengthening of countries’ capacities, with clear objectives and outcomes for interventions.</p>	<p>Tools by June 2017</p> <p>Guidance by December 2017</p>
<p><b>Recommendation 3:</b> WFP should further enhance its internal capability to effectively support national capacity strengthening processes within 12 months by:</p> <ul style="list-style-type: none"> <li>a) updating its People Strategy to include capacity strengthening as a functional capability;</li> <li>b) developing incentives for capacity strengthening work in staff performance assessments;</li> <li>c) designating a capacity strengthening focal point with clearly defined responsibilities and accountabilities in each regional bureau and country office; and</li> <li>d) accelerating the creation of a roster of capacity development experts in relevant thematic and geographic areas.</li> </ul>	Human Resources Division, with support from other divisions relevant to staff profiles	<p>Agreed.</p> <ul style="list-style-type: none"> <li>a) The People Strategy will be revised to reflect critical capacity development functions and commitments.</li> </ul> <p>Agreed.</p> <ul style="list-style-type: none"> <li>b) Guidance will be developed to facilitate the inclusion of capacity development skills, capabilities and functions in the staff’s Performance and Competency Enhancement (PACE) process.</li> </ul> <p>Partially agreed.</p> <ul style="list-style-type: none"> <li>c) Recommendations for appropriate staff roles, responsibilities and accountabilities for the capacity strengthening function will be proposed to each regional bureau and country office, taking resourcing levels and current portfolios into account.</li> </ul> <p>Agreed.</p> <ul style="list-style-type: none"> <li>d) A roster is being developed as part of development of the Technical Experts Network.</li> </ul>	<p>End of 2017</p> <p>End of 2017</p> <p>End of 2017</p> <p>Ongoing</p>

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<b>Recommendation 4:</b> WFP should continue to strengthen its provisions for monitoring and reporting on all capacity strengthening work within 12 months by expanding the quantitative and qualitative information required in Standard Project Reports (SPRs) and trust fund reporting, including illustrative qualitative studies covering the contexts for both CSPs and interim CSPs.	Performance Management and Monitoring Division with support from OSZ	Agreed. Work is continuing alongside the roll-out of the CSP/interim CSP process. Templates for and guidance on SPRs have been reviewed to reflect capacity development interventions and results more clearly. Ongoing knowledge management initiatives aim to improve reporting on WFP's engagement in capacity development through lessons learned and case studies. Funding permitting, these initiatives will continue.	Ongoing  Ongoing
<b>Recommendation 5:</b> Within six months, WFP should ensure that its internal and external communications reflect and support its strategic vision for capacity strengthening, including by presenting capacity development as one of WFP's core organizational functions in all contexts.	Communications Division with support from OSZ	Partially agreed. A communication plan is being developed for the WFP Strategic Plan and the Integrated Road Map. Messages on country capacity strengthening will be developed and disseminated in the broader context of the WFP-wide communication plan.	End of 2017
<b>Recommendation 6:</b> The 2009 policy update should remain in force until all elements of the Integrated Road Map are in place. WFP should then either revise the policy update or develop a new policy to articulate its strategic approach. The policy should be accompanied by dissemination tools that align with and support implementation of the Strategic Plan (2017–2021).	OSZ with support from OSN, OSE and OSC	Agreed. Management will determine whether to update the current policy or develop a new one when all of these evaluation recommendations have been implemented and the implementation of CSPs and interim CSPs has been assessed.	End of 2018 (tentative)

**Acronyms Used in the Document**

CSP country strategic plan

OSC Supply Chain Division

OSE Emergency Preparedness and Support Response Division

OSN Nutrition Division

OSZ Policy and Programme Division

PACE Performance and Competency Enhancement

PG Partnership, Governance and Advocacy Department

RM Resource Management Department

SPR Standard Project Report