



**Executive Board  
Second Regular Session**

Rome, 14–17 November 2011

## EVALUATION REPORTS

### Agenda item 6

*For consideration*

# E

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## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – KENYA COUNTRY PORTFOLIO

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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. This document presents the management response to the recommendations of the Kenya country portfolio evaluation (2006–2010).
2. The Secretariat appreciates the findings and recommendations, which will inform the alignment and operational choices of the new Kenya protracted relief and recovery operation (PRRO) as WFP shifts from food aid to nutrition and food assistance. The Secretariat recognizes the importance of increasing the proportion of targeted interventions through partnerships to maximize the impact of WFP's new food assistance tools in food for assets (FFA), school feeding and mother-and-child health and nutrition.
3. As drought intensifies across the Horn of Africa, WFP and partners, donors and other stakeholders must address urgent humanitarian needs. Acute food insecurity and lack of access to services are likely to continue, and the Government has increased the relief requirements for longer-term recovery and sustainability. With constitutional reform scheduled for 2012, WFP will work with the Government and humanitarian actors to coordinate development activities.
4. The Secretariat's responses to the recommendations are presented in the attached matrix.

<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT — KENYA COUNTRY PORTFOLIO</b>			
<b>Recommendations</b>	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
<p><b>Recommendation 1:</b> As the country office adopts changes in line with the corporate shift to food assistance, it is recommended that it:</p> <ul style="list-style-type: none"> <li>i) regularly review budget allocations in light of changing priorities, with a view to limiting the share of the portfolio dedicated to general food distribution (GFD); and</li> <li>ii) develop further and expand some of the excellent innovations already piloted, and scale up its innovation unit to meet the demand for a more flexible approach to food security, particularly if an urban component is added to the programme.</li> </ul>	Country office	<ul style="list-style-type: none"> <li>i) Agreed. WFP recognizes the importance of regular reviews of budget allocations with a view to reducing GFD and increasing targeted activities in the country portfolio.</li> <li>ii) Agreed. WFP will continue to evaluate cash and voucher modalities with a view to mainstreaming those that show clear benefits in the next three years. The country office has assigned support for the scaling up of new hunger solutions to the innovations unit, which will expand until capacity is embedded in the projects and systems are mainstreamed.</li> </ul>	Ongoing  December 2015
<p><b>Recommendation 2:</b> Under the revised national constitution, new governance structures will be established to address the balance between emergency (district steering groups (DSGs)) and development (district development committees). It is recommended that WFP seek to align DSG planning more closely with the ongoing district planning process by emphasizing the supremacy of district development committees and that DSGs and emergency planning are an essential part of the process. District development plans must provide a continuum into which DSGs and emergency processes fit.</p>	Country office	Partially agreed. WFP agrees that emergency processes should be aligned with and subordinate to development planning, but under the new constitution the structures are unlikely to exist in their current form. In positioning itself to operate in the new context, WFP must coordinate with emerging governance structures rather than “re-balance” current structures. Discussions with ministries will focus on this requirement.	December 2012



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<b>Recommendation 3:</b> With respect to GFD, the country office should: <ul style="list-style-type: none"> <li>i) review the number of GFD beneficiaries and consider GFD as an emergency response of last resort, when the mitigation and response strategies embedded in longer-term recovery and transitional development strategies have been exhausted; and</li> <li>ii) continue to utilize vouchers or smart cards as a means of facilitating access to food in pastoral areas – as vouchers and cards are more appropriate to pastoral livelihoods than GFD – and develop further the approach to and coverage of vouchers and cards, in conjunction with donors and other partners.</li> </ul>	Country office	<ul style="list-style-type: none"> <li>i) Agreed. Planning for the new PRRO will include a review of GFD beneficiary coverage. In view of current acute needs, the relief component will reduce the proportions of beneficiaries from 51 percent in 2012 to 19 percent in 2015 as households move to recovery. The social protection component will help to mitigate shocks and reduce the need for GFD.</li> <li>ii) Agreed. The new PRRO will continue the shift from FFA to cash for assets; e-vouchers will be used in arid areas where markets are less developed. Partnerships with non-governmental organizations experienced in rural food market development will be critical.</li> </ul>	April 2012  April 2012
<b>Recommendation 4:</b> With respect to FFA, the country office should: <ul style="list-style-type: none"> <li>i) continue to move away from GFD towards FFA, where circumstances permit and depending on the community's vulnerability, to be ascertained through a field-level review;</li> <li>ii) allow a variety of organizations, including community-based ones, to carry out complementary FFA roles in a given area, based on their comparative advantages; if found reliable, the country office should promote the long-term development of these organizations and their roles; and</li> <li>iii) forge, develop and operationalize a stronger partnership with the Food and Agriculture Organization of the United Nations (FAO), to enhance the technical triangulation of FFA, notably on agricultural and livestock issues.</li> </ul>	Country office	<ul style="list-style-type: none"> <li>i) Agreed. The new PRRO will increase FFA beneficiaries from 46 percent in 2012 to 69 percent in 2015 and reduce the number of GFD beneficiaries. The country office will ensure that adequate resources are allocated for capacity development among government counterparts responsible for expanding the interventions.</li> <li>ii) Partially agreed. WFP works with community-based and non-governmental organizations on the basis of their comparative advantages. WFP supports the recommendation in principle, but contracting several organizations in a district could increase transaction costs and impede evaluations of reliability, effectiveness and compliance. WFP will prioritize enhancement of the capacities of community-based organizations as far as resources allow.</li> <li>iii) Agreed. Under PRRO 10666, WFP and FAO conducted a successful joint programme in support of community-level irrigation. The new PRRO will build on this and include enhanced technical implementation and management of FFA projects.</li> </ul>	May 2013  May 2013  May 2013



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<p><b>Recommendation 5:</b> With respect to school feeding, the country office should:</p> <ul style="list-style-type: none"> <li>i) explore higher-level institutional collaboration on issues related to water and hygiene, which – although outside WFP's mandate – are critical to school feeding; within the framework of the National School Health Guidelines, it is recommended that a joint plan of action be developed to ensure the supply of clean drinking-water to all schools in the school feeding programme;</li> <li>ii) with the Ministry of Education, mount monitoring missions and, resources permitting, awareness campaigns to ensure that high hygiene standards are maintained throughout the school meal process, and consider further capacity development in this; and</li> <li>iii) rethink the Expanded School Feeding Programme (ESFP) modalities, to avoid creating long-term expectations among communities and damaging the credibility of WFP and the Ministry of Education when assistance ends.</li> </ul>	Country office	<p>i) Agreed. WFP and the Ministry of Education will develop a joint work plan, with technical and financial inputs from the United Nations Children's Fund (UNICEF), the ministries of water and irrigation and public health and sanitation to provide drinking water for schools under the National School Health plan. WFP is working with the Ministry of Education, the Partnership for Child Development and the Flemish Association for Development Cooperation and Technical Assistance to develop the Nutrition and Meals Strategy.</p> <p>ii) Agreed. WFP and the Ministry of Education are monitoring district schools on a quarterly basis in addition to monthly monitoring by WFP field offices and ministry staff.</p> <p>Awareness campaigns on dietary diversity and hygiene were held in some Unilever-funded schools. Future campaigns will depend on the availability of funding.</p> <p>A hand-over strategy for capacity development and training in schools is being implemented. WFP will facilitate preparation of monitoring and reporting tools to track compliance.</p> <p>iii) Agreed. WFP has a strategy for transferring responsibility for school feeding to government programmes: it includes transfers of ESFP beneficiaries to the national home-grown school feeding programme and capacity development at the community level with a view to local management of school feeding.</p> <p>WFP will provide technical support for government counterparts in training, preparation of guidelines and manuals and joint monitoring visits as per the action plans.</p>	January 2012  Implemented  December 2013



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<p><b>Recommendation 6:</b> With respect to nutrition, the country office should:</p> <ul style="list-style-type: none"> <li>i) continue to support the Government with food and capacity development for the implementation of supplementary feeding of malnourished children, as a component of the Integrated Management of Malnutrition programme, and implement the decision to include households with moderately malnourished children in GFD;</li> <li>ii) explore ways of engaging in more preventive nutrition activities targeting children from the womb to 2 years of age by: i) linking up with the new High Impact Nutrition Interventions (HINI) initiative led by UNICEF and the Government of Kenya; and ii) piloting innovative urban interventions in the slums;</li> <li>iii) integrate its nutrition contributions into the Annual Operational Plan and Budget of the Ministry of Public Health Services; and</li> <li>iv) increase its senior nutrition capacity to enable more active participation in related fora and in the development of policies and guidelines, and encourage investments in improving the quality of malnutrition prevalence data at the district level, such as through a pilot to establish the monitoring of Ministry of Public Health Services sentinel sites linked to the early warning system run by DSGs in the arid and semi-arid lands (ASALs).</li> </ul>	Country office	<ul style="list-style-type: none"> <li>i) Agreed. WFP will continue to support the Government with: i) Plumpy'Up and Super Cereal Plus, which was endorsed by the Ministry of Health in July 2011; and ii) capacity development for Integrated Management of Malnutrition (IMAM) under joint supervision and action plans. National funding for procurement of corn-soya blend in the recent emergency reflects the Government's enhanced commitment. Since May 2011, supplementary feeding beneficiaries have received GFD rations.</li> <li>ii) Agreed. The new PRRO includes prevention of the long-term effects of malnutrition and targeting of pregnant and lactating women and children under 2. WFP will: i) provide food supplements through HINI, which is being piloted by the Government and UNICEF; and ii) continue to support the cash pilots in slums, which have been running since October 2010 as part of a national safety-net programme. Preventive nutrition activities targeting children in the first 1,000 days using vouchers in towns in the ASALs are being considered with a view to improving food access and dietary diversity.</li> <li>iii) Agreed. WFP's planned nutrition contributions are with the Ministry of Public Health Services for integration into the Government's 2011–2012 work plan and budget.</li> <li>iv) Agreed. Recruitment of a nutritionist will enhance WFP's capacity to engage in development dialogue and influence national priorities. WFP will encourage investment to improve the quality of district-level malnutrition data.</li> </ul>	<p>Implemented</p> <p>May 2012</p> <p>February 2011</p> <p>June 2012</p>





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Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 7:</b> With respect to HIV/AIDS, the country office should:</p> <ul style="list-style-type: none"> <li>i) continue to support wellness centres along the main transport corridors, targeting truck drivers and sex workers with preventive messages and voluntary counselling and testing facilities; enhance the mainstreaming of HIV prevention, for example, by collaborating with the National AIDS and Sexually Transmitted Diseases Control Programme on the formulation of key messages for communication at the community level; and ensure that beneficiaries of all activities are reached;</li> <li>ii) focus on filling gaps in coverage until full roll-out of the United States President's Emergency Plan for AIDS Relief (PEPFAR) Food by Prescription programme for people living with HIV on ART, and consider providing food by prescription for people living with HIV on tuberculosis treatment, who are not covered by PEPFAR; and</li> <li>iii) focus on supporting food-insecure HIV-affected households through sustainable safety nets with clear hand-over strategies, such as through FFA; there is a need to move away from rations providing 50 percent of minimum daily requirements, which are already in their eighth year in some locations, but care should be taken to ensure alignment with the new WFP HIV/AIDS policy.</li> </ul>	Country office	<p>i) Partially agreed. WFP appreciates the recommendation. It will continue to work under the Joint United Nations Programme on HIV/AIDS (UNAIDS) framework by: i) ensuring nutritional recovery and treatment success through nutrition and food support; and ii) mitigating the effects of AIDS on individuals and households through sustainable safety nets. WFP will hand the three roadside wellness centres over to the North Star Foundation and set up a new centre in Dadaab refugee camp. WFP will contribute to development of policies and programmes of WFP-contracted transport companies under the UNAIDS workplace HIV and AIDS policies.</p> <p>ii) Partially agreed. WFP is helping the National AIDS and STI<sup>1</sup> Control Programme in a gap analysis with a view to rationalizing food and nutrition support for people living with HIV and tuberculosis patients and confirming WFP's role under its HIV and AIDS policy. The country office will proceed with caution to ensure that this gap-filling approach limits geographic dispersion and maintains efficiency.</p> <p>iii) Partially agreed. WFP will conduct a care and treatment vulnerability study to inform programme design and ensure that the right people are reached at the right time with the most effective modalities. The study will include an exit strategy. A concept note will be developed for the programme component for orphans and other vulnerable children; it will include exit and hand-over strategies. WFP and its partners are holding consultations with a view to enhancing the livelihood component and formulating exit strategies.</p>	November 2011  Implemented  February 2012  March 2012  March 2012
<p><b>Recommendation 8:</b> With respect to assistance to refugees, it is recommended that the country office advance the biometric identification process with partners and make biometric identification an integral part of the food distribution process, with a positive biometric identification resulting in the distribution of a full ration entitlement.</p>	Country office	Agreed. WFP has piloted the technical platform for biometrics and is ready to implement the process when access to the database of the Office of the United Nations High Commissioner for Refugees (UNHCR) database is granted. WFP and UNHCR will ratify the draft memorandum of understanding on data-sharing.	December 2012

<sup>1</sup> STI stands for Sexually Transmitted Infection.

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## ACRONYMS USED IN THE DOCUMENT

DSG	district steering group
ESFP	Expanded School Feeding Programme
FFA	food for assets
FAO	Food and Agriculture Organization of the United Nations
PEPFAR	President's Emergency Plan for AIDS Relief
PRRO	protracted relief and recovery operation
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund