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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE STRATEGIC EVALUATION ON HOW WFP'S COUNTRY OFFICES ADAPT TO CHANGE

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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. Adapting to change is an integral part of WFP's role and responsibility in its efforts to find solutions to hunger. However, capacity to adapt is a function of both internal and external dynamics. While WFP is unable to control external factors, its strategic orientation can enable business units within country offices to adapt and effectively manage change. The strategic shift in approach from food aid to food assistance demonstrates WFP's commitment to supporting the adjustment and adaptation of country offices to changing external factors.
2. This evaluation makes an important contribution to understanding how country offices have adapted to the changes demanded of them by both internal and external dynamics. Given that it focuses on country offices that have not been involved in major emergencies, the evaluation's analysis provides a normative assessment more applicable to a development context.
3. Management welcomes the evaluation and its contribution to strengthening the change process within WFP, although it does not agree to all of the analysis and recommendations. Management responses to the recommendations and actions for implementing them are presented in the attached matrix.

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE STRATEGIC EVALUATION
ON HOW WFP'S COUNTRY OFFICES ADAPT TO CHANGE**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 1: Clarify the basis on which WFP change efforts are considered and implemented, including clarification of core commitments, programme priorities and authority frameworks, and interpretation of how activities in the new environment are linked to WFP's mandate. A clear basis for change is critical to ensuring that adaptations support organizational objectives and enhance legitimacy and agreement, authority and abilities. Clarify the fundamental needs and issues to which WFP is committed, and the compelling goals to which its efforts are dedicated. Clarify the core programme activities that WFP will commit to and develop competencies for. Address the ambiguities that stakeholders may have in the interpretation of WFP's mandate in the new environment; the mandate may be clear at the central level but is not clear for partners in the field.</p>	<p>Operations Department (OD)</p>	<p>Not agreed.</p> <p>With the approval of the strategic plan, management believes that WFP's efforts to change are fully legitimate and that it has received the support of its Board to do so. The steps taken to pursue the changes are well documented and duly considered and approved accordingly.</p> <p>In addition to formal procedures pursued through WFP's governance structures, considerable work has been undertaken in regional bureaux and country offices to demonstrate commitment to change, build the necessary capacities and implement changes. The most striking examples are the use of cash and vouchers, and Purchase for Progress (P4P).</p> <p>Management does however agree that efforts should continue to address the varied understanding among some stakeholders' interpretations of WFP change initiatives. This will be achieved through more structured dialogue, both at Headquarters and country office levels, in the development of country strategies and programmes as well as through the use of a broad range of media.</p>	<p>Ongoing</p>
<p>Recommendation 2: Strengthen internal change management processes. Clarify a corporate approach to managing change. This should include actions to improve visioning capabilities; clarify organizational aims and commitments; continue developing the dynamic analysis of hunger issues as evidence for the need to change; strengthen assertive problem-solving mechanisms; and improve the synergies among country offices, regional bureaux and Headquarters in support of change management. Specific attention should be given to strengthening leadership approaches and structural changes that will enhance the achievement of results-based goals.</p>	<p>Office of the Executive Director (EDD)</p>	<p>Agreed.</p> <p>To support change management, an internal review of change processes will be undertaken, in cooperation with all units at Headquarters. An additional mechanism will be provided for clarifying organizational aims and commitments, with specific references to hunger issues, to help improve synergies among country offices, regional bureaux and Headquarters.</p>	<p>December 2012</p>



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<p>Recommendation 3: Enhance efforts to mobilize support and build consensus for change. Review ways of strengthening structures and functions for overall organizational efforts to support change. These efforts should aim to enhance agreement with all stakeholders, ensure that sufficient authority frameworks are in place, and give concerted attention to addressing the need for new abilities. Agreement for change is more likely to be effective if there is strong organizational support.</p>	EDD	<p>Agreed. Based on findings from the review of change processes, WFP will adjust structural arrangements and functions at Headquarters and in the field to support changes, including by enhancing authority frameworks.</p>	June 2013
<p>Recommendation 4: Address the gap in the financial base for non-emergency activities. Mobilize an exceptional effort with the Board, donors and other governments, to establish mechanisms for more stable funding for enhancing WFP's capacities to address, particularly, hunger-related concerns in non-emergency and transition periods.</p>	Government Donor Relations Division/regional bureaux/country offices	<p>Agreed. WFP continues to advocate for more flexible, predictable and timely contributions from a broader base of donors. In February 2010, the Board took note of WFP's resource strategy, "Resourcing for a Changing Environment" (WFP/EB.1/2010/5-B/Rev.1), which contains a roadmap for ensuring that WFP obtains predictable resource levels that match needs, including for operations in non-emergency and transition settings. The strategy is based on six pillars: host governments; emerging economies; United Nations multi-donor and thematic funds; new channels from the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD-DAC) countries; current donors; and the private sector.</p>	Ongoing
<p>Recommendation 5: Mount a special initiative to address critical challenges and limitations affecting the current change initiative:</p> <p>i) Enhance current efforts to address the limitations in staff capacity.</p>	Human Resources Division	<p>i) Partially agreed. In the shift from food aid to food assistance, and the changing aid environment, WFP is reviewing its workforce with a view to adaptation to the changing requirements. The review's findings will be fed into the process for revising WFP's human resources strategy in the context of the Strategic Plan.</p>	January 2013



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<p>ii) Review and enhance the structure and systems for guiding and supporting country offices' change efforts; this applies to Headquarters functions and under-resourced regional bureaux.</p> <p>iii) Mount a time-limited process for forging new partnership arrangements with major partners that are relevant to the non-emergency context. In particular, this effort should seek to establish positive partnership arrangements with the United Nations Children's Fund (UNICEF) and the Food and Agriculture Organization of the United Nations (FAO), the two United Nations partners with which collaboration is most likely to enhance effectiveness and avoid conflicts over roles.</p>	<p>OD</p> <p>Multilateral and NGO Relations Division</p>	<p>ii) Agreed.</p> <p>At the October 2011 Global Meeting, country directors demonstrated that they are operationalizing the new food assistance tools and processes, but further support is needed to manage the change process. WFP is currently reviewing operations functions, including the roles of Headquarters divisions and regional bureaux in supporting country offices, to ensure enhanced guidance of ongoing change efforts at the country level.</p> <p>iii) Agreed.</p> <p>WFP continues to work with FAO and the International Fund for Agricultural Development (IFAD) under a collaboration strategy for the Rome-based agencies, which was approved by the Board in November 2009 (WFP/EB.2/2009/11-C). The strategy's objectives are: to collaborate on a common vision for addressing food insecurity, taking into consideration the comparative advantages of each organization and a twin-track approach to addressing both immediate and longer-term needs for reducing hunger and poverty; strengthening the agencies' capacity to provide guidance and support to the international community; and assisting member countries in achieving the Millennium Development Goals.</p> <p>WFP also supports the Secretary-General's High-level Task Force on the Global Food Security Crisis. Through the Comprehensive Framework for Action, WFP coordinates on food security issues with FAO and the UNICEF.</p>	<p>July 2012</p> <p>Implemented, with ongoing enhancements</p>



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		<p>WFP continues to prioritize strategic partnerships with United Nations agencies and Bretton Woods institutions. Memoranda of Understanding (MOUs) were signed with the United Nations Population Fund (UNFPA) in December 2010, and the United Nations Environment Programme (UNEP) in April 2011; a joint strategy for tapping rural women's potential in pulling communities out of hunger and need was agreed with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); and MOUs were updated with the Office of the United Nations High Commissioner for Refugees (UNHCR) in January 2011, and UNICEF in April 2011, reflecting operational realities. Partnership agreements are being pursued with the World Bank and the International Monetary Fund (IMF).</p> <p>These partnerships reinforce WFP's commitment to the United Nations Development Group Delivering as One process.</p>	



ACRONYMS USED IN THE DOCUMENT

EDD	Office of the Executive Director
FAO	Food and Agriculture Organization of the United Nations
MOU	Memorandum of Understanding
OD	Operations Department
UNICEF	United Nations Children's Fund