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**Executive Board
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Agenda item 6

For consideration

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE STRATEGIC EVALUATION OF WFP'S ROLE IN ENDING LONG-TERM HUNGER

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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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** Operations Department

BACKGROUND

1. The Secretariat welcomes this strategic evaluation of WFP's role in ending long-term hunger. While ending long-term hunger is a national government obligation, WFP is tasked with forging new partnerships, creating new opportunities and searching for long-term strategies to ensure that no vulnerable groups – especially women and children – go hungry. Priorities and measures that complement national programmes will improve the coherence of national policies on food security.
2. The evaluation report recognizes many of the challenges in developing policies and strategies, and in choosing appropriate instruments for delivering food assistance. WFP's expanded range of instruments reaches beyond donor-sourced bulk food shipments to include cash transfers and vouchers, new food products and local-purchase schemes.
3. In 2010, WFP established a unit within the Executive Director's office to identify and promote long-term hunger solutions through food-assisted activities in partnership with governments, communities and other development actors.
4. Management responses and actions for implementing the evaluation recommendations are presented in the matrix.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE STRATEGIC EVALUATION OF WFP'S ROLE IN ENDING LONG-TERM HUNGER

| Recommendations | Action by | Management response and action taken | Implementation deadline |
|---|---|---|--|
| Broad Recommendation | | | |
| <p>WFP should approach hunger holistically, integrating short-term and long-term hunger solutions. A holistic model incorporating factors in short- and long-term hunger, and integrating mother-and-child health and nutrition (MCHN), school feeding and food for work/food for assets (FFW/FFA), can be used for dialogue with beneficiaries, non-beneficiaries, partners, civil society, governments and donors.</p> | <p>Office of Hunger Solutions(HS)/Operations Department(OD)/Policy, Planning and Strategy Division (PS)/External Relations Department (ER)</p> <p>Resource Management and Accountability Department (RM)/OD</p> <p>Country offices/regional bureaux</p> | <p>Partially agreed.</p> <p>WFP is progressing towards integrated programming with an expanding range of programme and policy instruments. The integration of WFP's programming is not limited to specific interventions but aligns WFP's efforts in support of country-led priorities, strategies, and investment plans.</p> <p>WFP is promoting hunger and nutrition issues on community, national, regional, and international agendas, and is intensifying engagement with national hunger plans, One UN approaches, public-private partnerships and regional and inter-governmental hunger policies and programmes of action. There is an overall trend towards an increasing number of integrated, multi-sector, country-led strategies for addressing hunger.</p> <p>With its partners, WFP will continue to encourage and help governments and inter-governmental bodies to articulate integrated investment plans that address the complete spectrum of hunger, and will continue to develop programme approaches in support of country-led plans.</p> <p>Each country office must articulate an overarching country strategy in support of national priorities and country-led investment plans, which is based on a comprehensive analysis of short- and long-term hunger and WFP's comparative advantage in each country context.</p> | <p>Ongoing</p> <p>On a rolling basis in line with programme cycles</p> |





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| | OD/PS | <p>WFP will consider the appropriateness and viability of implementing a life-cycle approach in each country on a rolling basis as country offices articulate country strategies and design new programmes and projects.</p> <p>WFP will also consider additional ways to enhance or accelerate life-cycle programming approaches, and provide feedback for the next Strategic Plan.</p> | <p>Ongoing</p> <p>January–June 2012</p> |
| <p>Recommendation 3: WFP should work with donors and other United Nations agencies to develop a funding model consistent with long-term hunger solutions and to challenge donor governments to meet their food security-related funding commitments. This model should ensure stable levels of funding from donors, enabling WFP to address both short- and long-term hunger simultaneously, and reduce the amount of resources that need to be mobilized at the country-office level.</p> | <p>HS in collaboration with RM/Government Donor Relations Division (ERD)</p> | <p>Partially agreed.</p> <p>WFP has successfully negotiated multi-year funding agreements with major donors and continues to work on similar initiatives. WFP has also established dedicated teams to assist country offices in identifying and accessing new funding sources.</p> <p>In support of ongoing efforts to engage donors, WFP is strengthening its internal functions in order to improve the predictability and stability of its funding, and provide greater transparency, flexibility and effectiveness in its use of resources. With these goals in mind, WFP has completed a financial framework review, which included a review of models for core donor funding and several internal financial instruments. Advance financing mechanisms such as the Immediate Response Account, the Working Capital Financing Facility and the Forward Purchase Facility provide better predictability and smoother flow of resources to WFP's operations.</p> <p>These and similar measures to establish financing models and secure predictable funding will continue to be spearheaded by the RM and ERD.</p> <p>Notwithstanding considerable efforts to ensure more stable and predictable financing for country offices, as a voluntary-funded organization, WFP must adapt to evolving trends in international assistance – including the need for country offices to aggressively engage in fundraising.</p> | <p>Ongoing</p> |

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| <p>Recommendation 4: WFP should develop a model to demonstrate its comparative advantage in addressing long-term hunger. WFP staff perceive a clear role for WFP's engagement in ending long-term hunger. However, donors and partners do not necessarily share the same understanding. Differences in perceptions may be mitigated by articulating WFP's potential contributions to donors and partners, including its comparative advantages.</p> | <p>HS/PS/OD in consultation with ER</p> <p>PS/HS</p> <p>PS/OD/Communications, Public Policy and Private Partnerships Division (CP)</p> <p>OD/PS in consultation with ERD</p> | <p>Partially agreed.</p> <p>Successive evaluation findings and reports presented to the Executive Board affirm the added value of addressing long-term hunger. Developing-country governments have repeatedly welcomed and publically commented on WFP's comparative advantage in addressing the long-term hunger challenges they face. However, the broader international community is less familiar with WFP's enhanced toolkit and related policy and programming initiatives.</p> <p>WFP will identify "best-in-class" examples of its programmes, business models and operational research that exhibit demonstrable added value and durable impact for addressing long-term hunger.</p> <p>WFP will refine and disseminate communications tools in order to globally articulate its comparative advantage in addressing long-term hunger.</p> <p>In the context of country strategy planning, WFP will take advantage of opportunities to adapt models, strategies, tools and processes for improving performance through a thematic fund. The aim is to facilitate country offices in developing and marketing programme approaches that demonstrate value for money and high returns on investments in addressing long-term hunger.</p> | <p>March 2012</p> <p>March 2012 and ongoing</p> <p>June 2012 and ongoing</p> |



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| <p>Recommendation 5: WFP should have core-funded long-term career paths up to the senior level for technical specialists, which are performance-assessed in terms of ending long-term hunger. Technical staff are generally considered for a career on par with generalists, and often placed in managerial positions when their technical skills can be better utilized to continue pursuing skilled technical functions.</p> | <p>Human Resources/Budget and Programming Division (RMB) of RM</p> | <p>Partially agreed.</p> <p>All staff members' performance is assessed using the Performance and Competency Enhancement (PACE) tool, which considers their technical outputs and competencies. PACE forms part of the input into WFP's promotion exercises.</p> <p>Within the United Nations and other organizations, staff members' classification levels rise with increasing complexity and responsibilities.</p> <p>If a classification does not sustain an appropriate degree of responsibility, then it is not possible within the International Civil Service Commission-mandated classification standards to promote technical staff to a higher level.</p> | <p>Ongoing</p> |

ACRONYMS USED IN THE DOCUMENT

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| ER | External Relations Department |
| ERD | Government Donor Relations Division |
| HS | Office of Hunger Solutions |
| OD | Operations Department |
| PS | Policy, Planning and Strategy Division |
| RM | Resources Management and Accountability Department |