

OPERATION EVALUATION

[Malawi, Country Programme, 200287, Operation title]: An evaluation of WFP's Operation (2012-2016)

Management Response

[October, 2014]



World Food Programme

Management response cleared by:

Country Director: Coco Ushiyama / October 2014

Detailed responses to evaluation recommendations

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
Recommendation 1: Design a comprehensive capacity development strategy. WFP needs to design a comprehensive capacity development strategy that is grounded in a systematic assessment of capacity building needs within the relevant systems and personnel that support the delivery of the CP. Furthermore, for longer-term sustainability, capacity development needs to be viewed outside the traditional lens of group trainings. A needs-based strategy with a variety of entry points such as in-service training, mentorship and exchange programmes, curriculum development support for national training colleges and expanded monitoring activities are potential areas for exploration.	Accepted	Action 1: The country office will develop a comprehensive CO capacity development strategy that takes into account all projects being implemented to ensure synergy and focusing beyond trainings. The strategy will be informed by a capacity needs assessments while sessions on lessons learnt will assist in tracking the progress in addition to the National Capacity Index tool that will help in assessing the outcome and impact.	Head of Programme	March 2015	Yes
		Action 2: The CO will continue to build capacity of its field staff and service providers through continuous mentoring, coaching and on the spot training to enhance their skills and capacities.		Ongoing	Yes

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		Action 3: The CO will continue to promote joint planning with other development partners and UN agencies in delivering training to government counterparts to allow synergy and prevent duplication of efforts.			
Recommendation 2: Enhance the strategy for treatment and prevention of malnutrition. First, improve the effectiveness of treating and preventing acute malnutrition by complementing the provision of nutritious supplementary food with a strengthened holistic approach to tackling malnutrition, with stronger partnerships and more focus on nutrition-sensitive programmes. Advocating for consistent supply of routine SFP supplements and drugs, improved application and integration of nutritional behaviour change and communication messaging in SFP, and strengthening linkages to longer-term food security initiatives would all improve the effectiveness of WFP's nutritional programming. Second, focus on the prevention of chronic malnutrition. While the pilot project can help inform future programming, given the burden of stunting and micronutrient deficiencies in Malawi, it is imperative WFP focus considerable additional attention to the prevention of chronic	Accepted	Action 1: The CO has planned nutrition sensitive activities through the new PRRO starting in December 2014 including Behavioral Change and Communication (BCC) and promotion of assets that will address the underlying determinants of malnutrition during asset creation such as crop diversification in irrigation schemes, promotion of fruit trees in tree planting, fish ponds, and pit-latrines where sanitation is an issue. This is aimed at contributing to addressing chronic malnutrition.	Nutrition section	Ongoing	Yes

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malnutrition. This can be achieved via multiple simultaneous efforts such as supporting the national government to translate its nutrition policy regarding the use of micronutrient powders into practice, advocating for legislation of national fortification schemes and providing technical support in developing the accompanying systems.		<p>Action 2. The CO is already working on improving the integration of men into nutrition awareness and tracking malnutrition. Lessons learnt are underway through the IDS programme which is specifically looking at this in the CIFF project and which lessons can be applied to broader nutrition programmes.</p> <p>Action 3. The CO will make sure that partners with specific skill sets such as BCC, Water and sanitation and nutrition value chains will complement WFP activities to enhance nutrition outcome.</p> <p>Action 4: The CO will continue promoting Nutrition Education in supplementary feeding programme.</p> <p>Action 5: The country office will strengthen consistent supply of</p>		Ongoing	

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assistance and reduce the number of schools it supports. WFP should also reassess its handover strategy and targets for 2016, as it is unlikely that government will have the financial resources to take over 15 percent of the current programme. WFP should continue its work to strengthen implementation skills at the district and school levels, and support education officials in expanding community participation and ownership.		budget) Action 3: The CO is facilitating development of a National School Feeding Strategy to provide direction for handover and sustainability of the programme. In addition the CO is advocating for the development and finalization of School Health and Nutrition policy and providing technical support.		Mid 2015	
Recommendation 4: Enhance communication, feedback, and accountability. WFP should improve timely communication to partners and beneficiaries about changes in programme modalities and activities, delays and gaps in food deliveries, and ensure that data collected from district officials is fed back to them in a useful form for programme learning and management. The ET notes WFP is taking steps to improve communication infrastructure and data sharing.	Accepted	Action 1: The CO will strengthen communication with district teams, including regular feedback on implementation progress, pipeline situation, and other operational issues. Action 2: The CO will provide ICT materials such as computers and internet dongles to support district authorities in the target districts for effective	Programme	December 2014 and ongoing Ongoing	Yes

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		communication.			
Recommendation 5: Improve the timeliness and consistency of food deliveries. The CP needs to address internal factors that influence delays, particularly the management of transport contractors, and enact measures to improve the efficiency of its supply chain so that food is delivered on time. WFP is implementing recommendations from its 2013 logistics research project. The CO should also ensure that distribution plans are synchronized, and that call forwards of US shipments are done early enough to ensure timely delivery.	Accepted	Action 1: The CO will take necessary measures to ensure timely food deliveries to FDPs, This will include timely prepositioning before roads are cut off due to the rains.	Logistics	Ongoing	No
		Action 2: The CO will review payment mode to transporters from tonnage/km rates. This approach will allow CO to maintain good transporters;			
		Action 3: The CO is already in the process of reviewing the transport roster with an aim of maintaining only those with sufficient capacity. In addition, it is further exploring markets and getting views from transporters on the same.	Logistics	Q4	
		Action 4: The CO is currently exploring other delivery approaches, including direct	Logistics and Programme	Ongoing	

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Recommendation 8: Strengthen community outreach for nutrition. WFP should strengthen government capacity to design and implement community outreach to enhance defaulter follow-up and screening, and to address intermediate causes of malnutrition such as caring practices. Greater attention should be paid to ensure that children five to 12 years are routinely screened. Linkages between programme components could be made by promoting screening of primary schoolchildren where school meals are provided. This could also build a body of evidence for the possible nutritional impact of school meals. Greater advocacy with partners (e.g., UNICEF and MoH) could facilitate adequate access to equipment and training for SFP staff.	Accepted	<p>Action 1: The CO will continue to strengthen government capacity in coordination with UNICEF, Ministry of Health and other NGO partners in the design and implementation of community outreach programs, including follow up on defaulters and screening through involvement of care groups at community levels. In addition the care groups will continue providing nutrition education to address intermediate causes of malnutrition.</p> <p>Action 2: The CO will advocate for the implementation of the School Health and Nutrition Strategy where routine screening of children 5-12 years is included.</p>	Nutrition	Ongoing	Yes
Recommendation 9: Explore the feasibility of alternative delivery modalities. WFP Malawi should explore the feasibility of introducing alternative delivery modalities, such as cash and voucher transfers, to complement the food delivery transfer modality. The option of food vouchers should be explored with careful	Accepted	Action 1: The CO is planning to introduce C&V modality in DRR starting in November 2014 and for School Meals by Q1 2015 through the HGSF model and	Programme – school meals with RB and HQ technical support	Ongoing	Yes

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market and supply chain cost-effectiveness analysis to ensure the modalities are the most appropriate given the specific seasonal or geographic characteristics of need across areas. It is recognised that the introduction of Supercereal plus complicates the possibility of local purchase, which underlines the importance of the market and supply chain analyses. WFP can build on its recent experience with mobile money to explore the use of cash and voucher modalities in DRR when seasonally appropriate.	Partially accepted	THR. Action 2: The CO is exploring the feasibility of C&V through the PRRO however, it may not be feasible for the country programme for a short term given the CO context ie government acceptability/capacity.			
Recommendation 10: Develop greater synergies between programmes. The recurring need for emergency relief highlights the need for investment in approaches that promote community resilience. WFP Malawi should draw on its long experience in FFA to more explicitly link DRR activities with emergency relief programmes and PRRO activities. This could include strengthening community assets that contribute to risk reduction, recovery, and greater resilience, and stressing long-term efforts to reduce dependence on food assistance. This should also encompass developing clearly defined parameters for an eventual exit strategy. The next CP should design stronger links between beneficiary populations engaged in DRR activities and emergency relief programmes and pursue greater	Accepted	Action 1: The CO is currently shifting its activities more towards resilience building, starting with the DRR component of the CP, especially through the rolling out of the 3 PA which is already in progress in three districts of Zomba, Balaka, and Karonga, with potential expansion to more districts. Action 2: The CO is currently promoting linkages between programme activities through joint planning, review meetings and sharing of information within	Programme with technical support from RB and HQ	Ongoing	Yes

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synergy with national social protection interventions. It should emphasize SLP activities, which are viewed favourably by donors and provides an opportunity for WFP to build support to obtain funding for DRR activities. WFP should work to inform donors about the expected and real outcomes of linking program activities in relief, the PRRO, and DRR in the CP to demonstrate its capacity to strengthen resilience and reduce future emergency needs, in order to persuade donors to support these efforts.		sections and will continue working on better linkages and synergy of its projects and activities as well as with other projects being implemented by other stakeholders.			