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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE EVALUATION OF THE IMPACT OF FOOD FOR ASSETS ON LIVELIHOOD RESILIENCE IN UGANDA (2005–2010)

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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.

Director, RMP*:	Mr C. Kaye	tel.: 066513-2197
Senior Programme Adviser, OM**:	Mr G.C. Cirri	tel.: 066513-3677
Programme Adviser, RMPP***:	Mr C. Martino	tel.: 066513-3576

Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

- * Performance Management and Monitoring Division
- ** Operations Management Department
- *** Performance Management and Reporting Branch

BACKGROUND

1. This document responds to an evaluation of outcomes and impacts associated with WFP's food-for-assets (FFA) programming in northern Uganda between 2005 and 2010. The evaluation is part of a series on the impact of FFA activities on livelihoods resilience in five countries. Management recognizes emerging cross-cutting themes, notably the need to adjust monitoring systems, gather lessons and improve approaches to partnerships.
2. The evaluation found that WFP achieved significant short-term positive benefits for internally displaced persons through food assistance that bridged a hunger gap created by the dissolution of camps. Assets were developed appropriately to address immediate problems with food insecurity and employment, and high-priority needs such as access and planting materials.
3. Management welcomes the findings of the evaluation and generally agrees with its five recommendations, some of which are addressed to WFP's corporate FFA policy. Some of the recommendations have already been implemented in response to experiences during the period evaluated.
4. Actions addressing the recommendations, and implementation timelines are presented in the attached matrix. Management will continue to examine contextual and implementation factors and their interactions to inform project design for achieving positive results elsewhere.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE EVALUATION OF THE IMPACT OF FOOD FOR ASSETS ON LIVELIHOOD RESILIENCE IN UGANDA (2005–2010)

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 1: WFP should carry out a corporate roll-out of the updated (2013) FFA programme guidance at the country-office level. This investment in capacity development and dissemination of corporate guidance is important to mitigate the impacts of the high turnover of field staff and address previously inadequate or lack of training and hand-over. The roll-out should include a corporate prioritized and budgeted plan for the short to medium term timeline to ensure relevance to country office programming needs.</p>	<p>Policy, Programme and Innovation Division (OSZ)</p> <p>OSZ</p> <p>OSZ and regional bureaux</p>	<p>Partially agreed.</p> <p>WFP will try to ensure adequate resources for roll-out of the training, but cannot guarantee that all country offices will be covered.</p> <p>In 2013, WFP undertook FFA capacity development in eight countries. Depending on resource availability, countries will be prioritized for further capacity enhancement of WFP and partners.</p> <p>The planned roll-out of capacity development will target:</p> <ol style="list-style-type: none"> 1. Regional bureaux, with training and surge capacity to support country offices in identifying, planning and strategically placing FFA: as i) a complementary activity within WFP; ii) inter-sectorally with partners; and iii) within government structures; and 2. Country offices, with staff training on the FFA Guidance Manual, coordinated by regional bureaux through regional training events to create a community of practice and technical support structures among countries. 	<p>Implemented</p> <p>End 2015</p> <p>End 2015</p>
<p>Recommendation 2: The country office should formally commit to carrying out the requisite follow-up actions to the FFA guidance roll-out for effective knowledge transfer and retention at the field level, including through: i) participating staff's commitment to remaining in post for a minimum period, to develop effective capacity in the country office; ii) linking the performance plans of participating staff to key areas of the guidance; and iii) planning adequate levels of country office FFA staffing and Headquarters technical support to sustain and extend FFA capacity.</p>	<p>Country office</p>	<p>Partially agreed.</p> <p>Although staff capacity development and retention are desirable, current staffing contracts do not allow the country office to secure staff's commitment to stay in post.</p> <p>Once the 2013 revised FFA Guidance Manual is available, the country office will design a detailed capacity-development plan for its field staff and cooperating partners, including updating of the guidelines in line with WFP's resilience strategy.</p>	<p>Mid-2014</p>



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Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 3: Jointly with complementary sector partners, develop a strategic FFA plan that ensures deployment of the necessary technical capacity, based on: i) a three-pronged approach to FFA in resilience-building efforts, comprising integrated gender and context analysis, seasonal livelihoods programming, and participatory community-based planning; ii) a common understanding of how WFP's FFA and other initiatives can complement each other in the transition from relief to development; and iii) a comprehensive analysis of the specific risks faced by communities that integrates gender issues, land ownership and traditional resilience mechanisms.</p>	<p>Country office</p> <p>OSZ Regional bureau</p>	<p>Agreed.</p> <p>A seasonal livelihoods programming plan, including FFA, cash-for-work and household income support activities, will be developed as part of the joint United Nations resilience strategy. In 2012/13, the Uganda country office held seasonal livelihood programming consultations in all districts where FFA is implemented; it will now work on joint community-level action plans with other agencies offering complementary activities.</p> <p>Support will be provided through the training outlined in response to recommendation 1, building on the country office's existing achievements. Where required, additional targeted in-country or remote support will be provided on specific aspects of the FFA realignment.</p>	End 2014
<p>Recommendation 4: Develop a multi-year operational FFA implementation plan that involves country office management, programming, operational and support units, and takes into account the seasonality of activities and the lead times for procurement and delivery. This plan should enable the implementation of WFP's corporate objectives in Uganda, pre-empt bottlenecks and include predefined mitigation strategies.</p>	Country office	<p>Agreed.</p> <p>Multi-year funding from the Department for International Development will allow WFP to develop a multi-year plan for asset-creation activities, taking into account lessons learned from the roll-out of seasonal livelihood programming consultations and discussions of the country office's resilience objectives.</p>	End 2014
<p>Recommendation 5: Include in WFP's corporate FFA guidance, lessons learned for FFA in transition contexts, related to the early introduction in the recovery phase of vulnerability-based household targeting and of a community communication strategy that emphasizes the time-bound nature of conditional FFA transfers.</p>	OSZ	<p>Agreed.</p> <p>Early introduction of vulnerability-based household targeting and shifts to recovery activities, including community communication, is built into seasonal livelihood programming and community-based participatory planning, two elements of WFP's three-pronged approach to improving the planning and implementation of longer-term resilience-building programmes.</p> <p>The FFA Guidance Manual is based on technical standards and best practices, providing documented country and project examples from WFP operations. Given the context-specific nature of transitional situations, the manual will be continuously updated with new best practices and lessons learned on FFA planning and implementation in transitional contexts, providing concrete guidance with flexibility for country offices to select the best options for their specific contexts.</p>	Ongoing