

OPERATION EVALUATION

Rwanda, Common Country Programme, 200539,
mid-term evaluation (2013-2016)

Management Response

June 2017



World Food Programme

Management response cleared by:

Country Director: **Jean-Pierre de Margerie**/ 22/06/2017

Detailed responses to evaluation recommendations

Evaluation Recommendations	Management: Accepted, partially accepted or not accepted. 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)
<p>Recommendation 1: Prioritize drafting of a capacity development strategy for CCP activities which builds on the corporate policy and new HQ guidelines, which is aligned with priorities in government sectors (agriculture, social protection, etc.), and which will guide the implementation of the remaining period of the CCP as well as feed into the next CSP. The capacity development strategy should draw on the strengths and opportunities that have been identified by this evaluation; outline how internal expertise will be built to assist the CO staff in becoming ‘capacity developers’; seek opportunities for engaging with appropriate national institutions and approaches; and include a performance measurement framework for capacity development. It should also be based on an internal lesson learning exercise (Rec.5) around</p>	Accepted.	<p>The CO, in partnership with MSB and supported by the Regional Bureau and HQs technical teams has initiated the preparation of a country capacity strengthening strategy.</p>	<p>CO, with RBN and HQ support.</p>	<p>Before the finalisation of the formulation of the next CSP (31 December 2017).</p>	<p>Y – External consultant engaged to support with drafting the strategy.</p>

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the CO capacity development experience under the CCP. It should include appropriate attention to mainstreaming climate change and gender.					

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<p>Recommendation 2: Consider stepping up engagement in Rwanda's social protection dialogue structures with a focus on: a) sharing lessons from activities under the CCP; and b) identifying opportunities to contribute to the social protection agenda under the next CSP. These two areas of work should form the basis for deciding on the level of engagement and strategies in social protection under the next CSP. WFP's interventions in Rwanda ultimately have a social protection function, and WFP is perceived by external partners (GoR and donors) as having the potential to make a stronger contribution in this area given its expertise, its close work with government, and some of its areas of innovation. Engaging in the social protection dialogue will allow the CO to share its expertise and learning from various initiatives under the CCP (e.g. in SF, in nutrition, in CT, etc.) and will enable WFP to position the next CS</p>	Accepted.	<p>The Country Office will field a support mission with social protection experts that will advise the CSP and ensure future activities are aligned to the national Social Protection Scheme.</p>	CO Programme Unit.	<p>Before the finalisation of the formulation of the next CSP (31 December 2017).</p>	N

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in areas where it can most clearly provide added value. It should also enhance opportunities for advancing food security priorities.					

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<p>Recommendation 3: Further strengthen WFP Rwanda’s monitoring function by developing performance indicators on innovation and capacity development. The evaluation has highlighted weaknesses in capacity development and innovation indicators which limit the assessment of work in this area. Efforts should be directed towards producing a stronger, more useful SPR which includes clear reporting on overarching achievement in terms of capacity development and innovation, clearly distinguish level of results (outcomes and outputs); provide distinct data/findings on sustainability, capacity development, and handover (which are currently bundled together); report on the challenges in reaching the results and how these are mitigated, what they have learned, and how this will be taken into account.</p>	<p>Partially Accepted</p>	<p>As stated, this recommendation should be addressed at Corporate level rather than CO level. CO follows corporately developed performance and results frameworks as well the corporate SPR format for performance reporting. CO do not have the expertise and resources to develop performance indicators on capacity development and innovation. CO commits to liaise with the relevant HQ technical units (RMPM and OSZI) to get guidance on most appropriate innovation and</p>	<p>CO Programme unit/HQ/RBN</p>	<p>Before end 2018.</p>	<p>N</p>

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		capacity development indicators to consider within its CSP, given the Rwanda national context and corporate requirements for monitoring progress.			

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<p>Recommendation 4: Design a comprehensive process for ex-ante audit/screening to improve partner selection, identify strategies for strengthening involvement of local organizations, and reduce the start-up time for initiatives in the next CSP.</p> <p>Experience under the current CCP has highlighted weakness in the selection of some partners. The process of ex-ante audit/screening should ensure that possible partner weaknesses are identified before activities are rolled out and should provide more opportunities for engagement of local organizations and for selecting partners based on their (potential) strategic value to the programme. Resources for addressing identified areas of concern/weakness should be part of the package of support to these organizations.</p>	Accepted.	<p>CO has already started its actions to improve cooperating partner management with the support from RBN. By following the new corporate NGO guidance, CO will improve its partner selection process and develop strategies for capacity strengthening of local NGOs in alignment with Grand Bargain. CO will also utilize outcomes of Partner Capacity Assessment (PCA) and Partner Performance Evaluation (PPE) to reduce the start-up time of activities.</p>	<p>CO, with support from experienced service provider/consultancy company.</p>	<p>By mid-2019.</p>	<p>Y - In case a service provider or consultancy company is needed.</p>

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<p>Recommendation 5: Undertake a thorough analysis and validation of the challenges reported with regard to FFA and complementary activities, and identify measures and solutions to address these between now and the end of the current CCP, and in view of the next CSP. Key areas deserving attention include: the duration of technical assistance and support to communities (currently limited to one season); the timing of activities; the, at times, late payment of CBTs to farmers; the timing of reception of agricultural inputs; the duration of the intervention (towards medium-term, multiple year support); partners' selection and capacity-building; and the targeting of FFA beneficiaries.</p>	Accepted.	<p>CO will undertake a midterm review of the FFA and related activities to identify challenges, gaps and recommend action to be taken with the cooperation of WFP Field-Offices, partners, local government authorities. In addition, measures and solutions derived from the discussions with stakeholders will ensure better performances and project cycle management in regards to performance monitoring and risk management in next CSP.</p>	CO Programme Unit.	Before the finalisation of the formulation of the next CSP (31 December 2017).	N

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<p>Recommendation 6: Carry out a systematic analysis of key areas of learning from the current CCP in a series of 'learning papers' as an input into the drafting of the next CSP, including in terms of how to engage in social protection (Rec. 2). The review of the activities under the CCP shows that the WFP CO has designed and rolled out various areas of innovations. However, systematic learning from such experience is found by this evaluation to be constrained by the lack of a systematic approach to capacity development (Rec.1), by insufficient focus corporately on bringing together corporate knowledge, and by reporting formats that are geared to presenting positive accounts to donors, rather than critical analysis for internal learning processes. The learning papers would need to include both positive and negative areas of learning and could be disseminated as part of the capacity development strategy (see Rec. 1) to</p>	Accepted.	<p>A support mission from the newly established Knowledge management unit in RB will inform how to better document and share best practices and lessons learned on internal processes. An expected output of the mission will be the development of a standardized format of a knowledge product/learning paper, which will guide the CO on documentation and dissemination of learning aspects.</p>	CO, with support from RBN.	Mid-2018.	N

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solicit wide feedback. One of the suggested lesson learning papers could focus on community-based participatory planning, which this evaluation found to be a best practice (see paragraph 28).					