

Management Response

An Evaluation of WFP’s Asset Creation Programme in Kenya’s Arid and Semi-arid Areas from 2009 to 2015, Kenya.

Rec. #	Recommendation	Response	Actions to be taken	Action By	Implementation timeframe [Month, Year]	Status
1	Within three months, WFP should convene a national meeting, followed by meetings in each AC programme county, to discuss this evaluation, present WFP’s response to it and agree immediate interim steps that will be taken to adjust implementation of PRRO 200736 in order to work towards the approach outlined in recommendation 2 below, pending the start of full implementation of that	Accepted	<p>Convene meetings at National and county level</p> <p>WFP will also convene a meeting of the ASAL Council of Governors to raise awareness of the programme and follow through on the county-level consultations planned below.</p> <p>County Level Consultations: Meetings will be organized in each AC county</p>	<p>WFP Kenya [Resilience unit] in collaboration with NDMA, county governments and cooperating partners</p> <p>WFP Kenya.</p> <p>WFP Kenya in collaboration with NDMA, county governments,</p>	<p>Sept 6-7, 2016.</p> <p>By early December. 2016.</p> <p>Consultations August</p>	<p>Completed</p> <p>On-Going</p>

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	approach in not less than 12 months.		County governments would develop a terms of reference for the county consultations, with an objective of exploring ways to further support the AC programme.	<p>cooperating partners and an expanded set of partners who are supporting "transition" (FAO, IFAD, and NGOs).</p> <p>WFP Kenya in collaboration with NDMA, county governments, cooperating partners and an expanded set of partners who are supporting "transition" (FAO, IFAD, and NGOs).</p>	<p>2016-June 2017.</p> <p>County TORs by mid- Nov 2016.</p> <p>County structures agreed and emerging at different stages over 2017..</p>	

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			WFP and other partners to support decision support tools and assist in building county capacity to utilize them in order to improve prioritization and coordination of EDE investments, including asset creation.	WFP Kenya (Resilience Unit) with ICRAF and others		On-going
2	WFP, national and county governments and CPs should optimise the technical focus and approach of the AC component of PRRO 200736. For this purpose, within 12 months, in consultation with NDMA, the Ministry of	Accepted ¹	WFP to Contract with the AC technical consultant team to work with NDMA and County line ministry in revising the Kenya technical Guidance manual and roll it out in a series of training programmes in each county. WFP Kenya will also revise the current approach to identifying assets and beneficiaries to align with the corporate approach.	WFP Kenya in collaboration with NDMA, FAO, cooperating partners, PREG partners and community organizations.	Development of manual Nov. 2016- May 2017.	

¹ Note that the suggested actions taken to address recommendations made by the adjoining Technical Assessment to this review will be detailed by the technical consultant in his TOR and work plan going forward.

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	<p>Agriculture, Livestock and Fisheries (MOALF), FAO and its CPs, WFP should develop a revised technical manual for AC. WFP should complement the updated manual with a small simple handbook that can be provided to every field worker and interested beneficiary. In consultation with the same agencies and with county governments, WFP should use the revised manual in an AC (re)training programme for WFP, CP and county government field staff, starting within 12 months and completing within 24 months. The manual, training and subsequent implementation should:</p>		<p>WFP Kenya will also undertake a study on value for money, analyzing the cost efficiency and effectiveness of the AC programme (a task which the AC programme evaluators could not undertake to lack of information and time).</p>	<p>WFP Kenya(Resilience Unit)</p>	<p>All counties trained by July 2018. By May 2017</p>	

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	<ul style="list-style-type: none"> • ensure greater local specificity in AC approaches, avoiding standardised 'one size fits all' menus of solutions through the use of a decision support system that matches solutions with circumstances; • embrace and promote the potential for water conservation and related initiatives at the homestead, elaborating the concept of the climate-resilient household as its core purpose; • specify and require gender-sensitive approaches to extension content and delivery; 					

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	<ul style="list-style-type: none"> • promote a balance between crop and livestock production that is appropriate for local conditions; • take full account of relevant earlier experience in Kenya. 					
3	<p>Within 12 months, in consultation with national and county governments and DPs (including the RBAs and other United Nations agencies), WFP should build on existing achievements to ensure that the AC component of PRRO 200736 is a viable and effective component of a broad, integrated strategy for achieving climate-resilient</p>	Accepted	<p>Establish an effective coordination structure for implementing the EDE at county and budgeted through the CIDPs. WFP will commission a study on the political economy and appetite for national and county governments to support a safety net which might support transfers to AC beneficiaries.</p> <p>WFP Kenya, with support from the Regional Bureau and WFP HQ (Asset Creation and Livelihood Unit) will undertake county level Seasonal Livelihood Planning (SLP) exercises, and work with the county authorities to ensure that the SLP process complements the SHARED decision-support and other tools to assist county implementation of the EDE strategy (particularly the Livelihoods and DRR pillars), which represents the broader resilience strategy for the ASAL areas.</p>	<p>WFP Kenya in collaboration with NDMA, and county EDE Secretariats.</p> <p>WFP Kenya in collaboration with Regional Bureau and HQ (OSZPR).</p>	<p>By May, 2017</p> <p>Jan-Dec, 2017</p>	

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	<p>livelihoods in climate-resilient households across Kenya's ASALs. This will require:</p> <p>intensification of the already strong consultation and collaboration between the GOK and its partners;</p> <p>stronger efforts at all levels to remove the image of the programme as a women's activity, maximising the engagement of men by explicitly presenting it as a pathway to profitable agricultural production;</p> <p>related initiatives to strengthen gender equality and the empowerment of women, including awareness-raising to emphasise women's rights over resource transfers</p>		<p>WFP Kenya will undertake an Integrated Context Analysis which analyses long-term food security threats and would permit the AC programme to identify appropriate beneficiaries.</p> <p>WFP Kenya will support a training programme for youth in agriculture targeting beneficiary households and the post-production process, aligned with national and county prioritization of engaging youth in agriculture</p> <p>WFP Kenya is currently one of the five countries globally undertaking an FFA Gender study that will be completed in 2017.</p>	<p>WFP Kenya [Resilience unit]</p> <p>WFP Kenya, World Vision International and FAO</p> <p>WFP Kenya [Resilience unit]</p>	<p>By February, 2017</p> <p>Roll out in Kilifi in October 2016, followed by two other counties in 2017.</p> <p>Global study completed in Jan 2017; gender analysis completed</p>	

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	<p>provided in respect of their labour and to preclude gender-based violence within beneficiary households, combined with the promotion of AC techniques that can best benefit women, such as household- rather than community-focused AC and expanded emphasis on homestead AC to promote climate-resilient livelihoods; specifying how the programme can engage and benefit youth, directly or indirectly;</p> <p>specifying how the programme's more vulnerable beneficiaries, who will not make independent progress along a 'resilience pathway', can be transferred to national social safety net</p>				<p>in April. Both Incorporated into the revised FFA manual.</p>	

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	systems that will assure their climate-resilient livelihoods.					
4	To ensure the viability and effectiveness of this recommended broader strategy, WFP and FAO should immediately intensify proactive support to national and county governments for the enhanced and effective implementation (and, if appropriate, revision) of the National Agricultural Sector Extension Policy, so that clearly defined and adequately resourced extension structures are operational throughout the ASALs in support of sustainable crop and livestock production.	Partially Accepted	WFP Kenya, FAO and other partners are engaged in the policy dialogue around the National Agricultural Sector Extension Policy through the ASAL and Agricultural and Rural Development donor working groups. WFP and other stakeholders will undertake capacity gaps and needs assessments to examine inadequate extension services in the counties where AC is implemented. WFP and other Development Partners may help to fill the extension gaps on a short-term basis with the understanding that counties will need to take this up.	WFP Kenya in collaboration with FAO and other development partners.	CGNA to be completed by April 2018	On-going

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					CGNA to be completed by April 2018	
5	By the end of 2016, WFP, the GOK and DPs should agree and specify in detail with the affected county governments how the 'graduation' and 'layering' of beneficiaries into a suite of post-AC support programmes will happen – issuing written guidance on this to WFP, county and CP staff and confirming, as far as possible, how counties will continue to fulfil their agreed responsibilities in the medium to long term. This	Accepted	Building county support for graduated beneficiaries, layering Ac beneficiaries towards resilience pathway, explore strong supportive system for the safety net programme at national and county level.	WFP Kenya in collaboration with the Rome-Based Agency programme and PREG partners, EDE county focal points, county government and NGO partners.	By end October 2016 for the marginal agricultural counties, and end 2017 for arid counties.	

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	written guidance should take the form of an interim one-year action plan, specifying which programmes and facilities will support which 'graduated' beneficiaries in each county during 2017, pending implementation of the next cycle of CIDPs (recommendation 6).		WFP will issue written guidance on layering and transitioning, and will be monitored by the focal points for EDE at county level that will be responsible for reporting to the broader set of partners involved.	WFP Kenya [Resilience unit]		
6	By January 2017, in a related initiative, WFP and the other RBAs, in consultation with national government and the other DPs associated with AC, should begin a co-ordinated, consultative programme of support to county governments in the preparation of the second cycle of CIDPs. Unlike their predecessors, the next set of	Accepted	WFP will develop a formal process of collaboration with UNDP and the Government in the development of 2018-2022 CIDPs. Inclusion of AC programme to climate resilient livelihoods through CIDPs budget. Engage in county and national dialogues on opportunities and challenges for long term support. Discuss possibilities to have political economic study.	WFP Kenya in collaboration with NDMA.	By end of 2017 or following the guidelines of the Government.	

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	CIDPs should set out their strategy for ensuring climate-resilient livelihoods for their rural populations by 2022, explaining the roles of the various programmes and agencies (including the CIDP) and how they will complement each other in working towards this common objective.					
7	WFP, the GOK and DPs should agree by December 2016 to take the EDE's current ten-year time horizon - to 2022 - as the framework for achieving the broad objectives of the AC programme. By 2022, all current and eligible beneficiaries of the	Accepted	A timeline aligned with EDE will be reflected in the next revision of an MOU with NDMA (2018).	WFP Kenya [Resilience unit] in collaboration with NDMA.	December, 2018	

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	<p>programme in the ASALs should:</p> <p>either have been able to move beyond receipt of incentives for enhancement of household climate resilience into autonomous livelihood development and/or support by other agricultural and economic development initiatives;</p> <p>or have been absorbed by national safety net systems that are able to sustain them in climate-resilient livelihoods.</p>					
8	<p>This implies that, after the current PRRO, WFP should maintain support for the AC programme for a second,</p>	Accepted	<p>Include AC programme in the WFP Kenya country strategy which should be aligned to the next Kenya UNDAF and Kenya's next Medium Term Plan (MTP 3)</p>	WFP Kenya [Resilience Unit]	From May, 2018	

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	final three-year period, to 2021.					