

Executive Board Annual Session

Rome, 3-6 June 2014

EVALUATION REPORTS

Agenda item 7

For consideration



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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE ANNUAL EVALUATION REPORT 2013

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NOTE TO THE EXECUTIVE BOARD



* Performance Management and Monitoring Division

** Operations Management Department *** Performance Management and Reporting Branch



BACKGROUND

- 1. This document presents the management response to the 2013 Annual Evaluation Report, whose recommendations are timely as WFP embarks on the Strategic Plan (2014–2017). WFP appreciates the high quality of the evaluations in 2013 and their contribution to maximizing the effectiveness of its programmes.
- 2. WFP is pleased that the evaluation affirmed the relevance and effectiveness of its emergency responses as described in the country portfolio evaluations, and that its contribution to long-term resilience through food-for-assets interventions has demonstrated significant results.
- 3. The shortcomings in the design and implementation of the gender policy are reflected in the evaluations of country portfolios and the gender policy: the findings will guide the formulation of a more robust and actionable policy.
- 4. WFP acknowledges the need for a shift at the country level from a project focus to a strategic focus. In this context, the country strategy approach will entail holistic responses to national priorities, with particular attention to the needs of small country offices.



Recommendations	Action by	Management response and actions	Implementation
Recommendation 1: Clarify, communicate and implement country office strategic planning requirements and establish them as the basis for long- term systematic planning and performance management of country portfolios in line with the Strategic Plan, with attention to national contexts and capacity, partnerships and funding. A similar recommendation was made in the 2012 Annual Evaluation Report (AER). It is reiterated this year in line with WFP's ongoing Business Process Review and reflecting the need for country offices to plan ahead in coordination with others, for long-term recovery and resilience even while meeting immediate needs.	Policy, Programme and Innovation Division (OSZ)/Performance Management and Monitoring Division (RMP)	Agreed. Country strategy documents completed to date contribute to the Strategic Plan (2014–2017). WFP is committed to using flexible programming tools that respond to short-term needs and long-term priorities. WFP recognizes the need for programmatic approaches to the formulation and funding of country-level operations and will explore the use of country frameworks for this purpose. The Strategic Plan (2014–2017) sets out WFP's contribution to reducing vulnerability to shocks, breaking the intergenerational cycle of hunger and achieving nutrition and food security, and shows how country frameworks will help to align operations with national priorities, meet immediate needs and provide for long-term outcomes.	Under the Strategic Plan (2014–2017)
Recommendation 2: Define the capacity requirements necessary for small country offices to support national policy advisory and capacity development, gender, monitoring and evaluation. While these capacity needs were identified in all evaluations, the challenges facing small country offices were highlighted.	Office of Deputy Executive Director/Chief Operating Officer (DED/COO)	Agreed. WFP ensures that country offices and regional bureaux have adequate technical capacities. Following Fit for Purpose the analysis of the regional bureaux led to an incremental approach to filling capacity gaps, and Programme Support and Administrative (PSA) resources were allocated under the Management Plan (2014–2016) to allocate required expertise The annual Country Presence and Operating Model Review under Fit for Purpose is designed to identify options for changing WFP's operating models and improving efficiency, effectiveness and capacity in country offices.	Completed
		With the DED/COO now leading change management, the Regional Directors will be able to involve their regional and country offices in the process.	Ongoing

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Recommendation 3: Develop a country-portfolio level monitoring and evaluation plan as a component of WFP's performance management system. Building on recent commitments to enhance the evidence base and accountability for results, there is need to plan and implement evidence requirements appropriate to each country portfolio.	Monitoring Branch (RMPM)/OSZ	Partially agreed. Project monitoring plans specifying indicators to be tracked, frequencies and responsibilities are required by the monitoring and evaluation (M&E) standard operating procedures issued in December 2013. As the performance-management system is developed, attention will be given to M&E requirements at the country level.	Ongoing, in line with the country framework approach
Recommendation 4: Ensure full implementation of the agreed gender policy evaluation recommendations, providing a clear vision, appropriate capacity and incentives aligned with the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP). As effective work on gender issues supports the effectiveness of all WFP's work, attention should be paid to enhancing understanding of what gender means for each WFP function, developing practical guidance for gender-sensitive programming and ensuring access to gender expertise.	Gender Office	Agreed. WFP is addressing the recommendations of the gender policy evaluation and has allocated funds to support four priorities in 2014; these include a new gender policy and roll-out of the WFP Gender Mainstreaming Accountability Framework. In accordance with the Board's request at EB.1/2014, WFP will report on progress in implementing the recommendations of the gender policy evaluation at EB.2/2014.	Ongoing; see management response to the gender policy evaluation November 2014



ACRONYMS USED IN THE DOCUMENT

DED/COO Deputy Executive Director/Chief Operating Officer

- M&E monitoring and evaluation
- OSZ Policy, Programme and Innovation Division

