

This template provides a suggested structure and guidance on content for the management response to decentralized evaluation recommendations

Management Response Template

Version June 2016

Decentralized Evaluation of the Results of WFP's Food Assistance to Temporarily Dislocated Persons in Pakistan from 2015-2017

WFP Country Office Pakistan

R e c . #	Recommendation Text (as per evaluation report)	Management Response (Is recommendation Accepted, partially accepted or not accepted?. If partially accepted or not accepted, provide a brief response)	Actions to be taken (Briefly state what actions will be taken to address the recommendation)	Action By [WFP Country Office, WFP Regional Bureau, WFP Headquarters, External Stakeholders (UN Agency, Government body, Donor)]	Implementation timeframe [Month, Year]	Status [Not started/ In progress/ On hold/ Complete]
1	Support for those temporarily dislocated persons that will remain once GFD distributions will finish.	Partially Accepted	The proposed recommendation is not fully aligned with the current approach. WFP provides assistance to temporarily dislocated persons only during their displacement period, and for six months after their return to the areas of origin. CO agrees to the	WFP and relevant government departments	March 2019 (subject to final de-notification issued by the relevant government department)	

In the

light of the persistent food insecurity situation Temporarily _ dislocated persons, and the likelihood that some of them will not return to their places of origin after current GFD interventions come to an end, nor have access to sustainable livelihoods, in collaboration with the relevant Government departments, WFP CO

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	should determine the most adequate food assistance intervention to cover the needs of the vulnerable displaced population in Federally Administered Tribal Areas (FATA) ¹ . To this end the CO should: -Conduct jointly with the GoP (PDMA), in collaboration with FATA		finding that support is needed beyond the current return programme. CO considers it critical to address the needs of the remaining population in the most			

¹ FATA (Federally Administered Tribal Areas) have been merged with adjoining province of Khyber Pakhtunkhwa and the tribal Agencies are now called as Tribal Districts, however, for keeping the consistency with the evaluation report, the management response uses the word FATA rather than Tribal Districts.

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	<p>Line Departments, in the next 3 months, a joint assessment involving United Nations agencies, the Food Security Working Group and WFP, that informs precisely on the needs of the remaining temporarily <u>dislocated persons</u>.</p> <p>-Establish the most appropriate assistance intervention (food distributions or cash support) depending on the results of the</p>		underdeveloped regions of FATA during the transition phase. CO will examine programmatic options to establish the most appropriate approach. This may include conducting joint assessments with key stakeholders			

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	assessment.		for collecting additional information to update the programme design. A more comprehensive approach is needed including, for instance, utilization of existing social safety nets or developing social protection instruments.			

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2	<p><u>(Programmatic): Identification of best practices and lessons learnt on FFA activities to date so as to adapt future interventions.</u></p> <p>In order to understand the success, failures, best practices and lessons learnt from the FFA activities to date, and as such to maximise their contribution to beneficiaries' income generating and agricultural production benefits, by 01 September 2018, the CO should:</p> <ul style="list-style-type: none"> Undertake an impact assessment of FFA activities to evaluate the 	Partially Accepted	CO agrees with the suggestions made, but does not define that as impact assessment. CO will rather assess 'effect', processes and different costs related to implementation of the intervention. WFP will carry out the exercise to document 'the	WFP	September - December 2018	

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	<p>impact of projects implemented, and trainings and information disseminated.</p> <p>-The impact assessment should include a review of beneficiary selection practices and a cost comparison analysis of WFP activities with those of other implementing agencies in the region.</p>		effect', processes and costs of the intervention e.g. in the form of case studies. This approach will help to compare different features of interventions in the programme being implemented in various FATA agencies.			

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3	(Strategic): Targeted FFA support to the most food insecure FATA districts. (Incorporating the best practices identified in Recommendation 2).	Accepted	WFP has already adopted this strategy. WFP and OCHA studies categorized tehsil based on vulnerabilities and within tehsils, villages are selected based on IDPs numbers, prioritized needs and other partners on ground.	WFP	Already in implementation	

With respect to those FATA Agency districts that have the lowest food security indicators, as identified in the FATA in-depth food security analysis, the United Nations Vulnerability Assessment, or WFP VAM reports, and as such therefore can be considered most in need of

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	<p>continued sustained support, the WFP CO, in collaboration with the FATA Government Line departments, should target future FFA interventions. The CO would need to:</p> <ul style="list-style-type: none"> -Identify, by Agency, the most vulnerable districts.² -Conduct community level livelihood needs assessments in the 		At village level, activities are identified through community based participatory approaches with the help of technical staff from cooperating partner with the objective to provide immediate and long terms benefits to the			

² In this respect continued WFP support to such surveys as the FATA in depth FSL Assessment would be beneficial.

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	<p>communities in those districts.</p> <p>-Intervene in terms of a minimum of three rounds of relevant FFA activities, targeted at both men and women within these communities.</p> <p>-Should inform and adapt current and future approaches to enable</p>		vulnerable groups.			

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	sustainable livelihoods building on the results of the assessment.					
4	Recommendation 4 (Programmatic): Equitable targeting of FFA assistance and increased support to women beneficiaries. (Incorporating the best practices identified in Recommendation 2).	Accepted	FATA environment is very complex. However, keeping in view FATA culture, local norms and environment, continuous efforts will be made to address	WFP	September 2018	

So as to attain required levels of equitable FFA funding, and as such to

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	<p>increase FFA project support to female participants, the number of female focused FFA recovery and developmental activities needs to be increased. To do so, by 01 September 2018, the CO needs to :</p> <ul style="list-style-type: none"> - Identify activities that benefit women in particular, such as improvements in water supply, dairy production, plantation of fruit trees, and raising small animals 		women needs through their direct participation in women specific activities or ensuring their participation in prioritization exercise which will help them to identify those activities which will bring direct benefit to women.			

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	<ul style="list-style-type: none"> - Train WFP and CP staff on how to implement such projects. - Implement such activities taking into account the lessons learnt from the FFA impact assessment mentioned in recommendation 2. - Within this process future FFA projects that target disabled 		Moreover, female staff in cooperating partners' field level agreements (FLAs) will be increased to ensure increase women participation where ever possible.			

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	community members and adolescent males and females should also be identified.					
5	<u>Recommendation 5 (Administrative): Improve the FFA participant payment process.</u>	Accepted	The current CBT model has been designed as per corporate guidelines and available financial services. However, as per the	WFP	To start immediately (July 2018)	

In order to meet programmatic objectives in terms of supporting FFA participants the FFA participant payment system needs to be

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	<p>immediately reviewed in terms of procedural efficiency. To do this the WFP CO need to:</p> <ul style="list-style-type: none"> - Set a benchmark of two or three weeks as an acceptable payment deferment period between the completion of the project and the participant receiving payment. 		<p>evaluation recommendation, the CO will undertake the following steps:</p> <ol style="list-style-type: none"> 1. As part of CBT SOPs revision, a cash disbursement flow chart will be established detailing how much 			

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	<p>-Analyse the current payment system to see if it can meet such benchmarks.</p> <p>-If this is not realistic, then an alternative to the banking-based transfer system needs to be established as well as alternative payment options for when systems fail to meet deadlines.</p>		<p>time is required at each level. After critical analysis, timelines will be shortened wherever possible and any delays experienced during implementation will be addressed immediately by the SO manager.</p>			

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	<ul style="list-style-type: none"> - Furthermore, how to inject greater flexibility as to who can collect payment needs also to be incorporated into this review. - Implement any improvements as soon as they are identified. 		2. As per revised CBT SOPs, the immediate family members will be entitled to receive the cash of registered beneficiaries in case of any unusual case where by all efforts it is impossible to bring the beneficiary in person for collection			

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			of cash. As per current experience a very small caseload of Non-CNIC participants has been reported inside FATA. 3. It is expected that current ICT and financial service providers' structures will further improve in			

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			FATA during rehabilitation efforts. WFP will continuously adjust its CBT model as per available infrastructure.			
6	Recommendation 6 (Administrative): Improve the FLA contracting.	Accepted	Field Level Agreements for ER-FFA	WFP	Already	

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So that a CP's FLA duration matches with programmatic needs and that CPs have sufficient time for accurate beneficiary targeting, project follow up, and support for training/IG schemes, the current FLA contractual procedures for FFA partners also need to be reviewed immediately. The WFP CO needs to:	system.	d	are done for the duration based on our agreements with donors. WFP corporate guidelines don't allow to raise agreements without any funds commitments. However, CO will more pro-active in identifying possible CP's and keep		partially in practice. Pending points to start in July	

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	<ul style="list-style-type: none"> - Identify current procedural blockages that delay the signature of contracts. - Establish a minimum requirement that FFA contracts should last for 6 months. - Review the possibility of engaging fewer CPs for longer FLA i.e. 		<p>a record of past performances in order to accelerate the hiring process as much as possible.</p> <p>The NGO and proposal selection process is currently under revision with a focus on greater</p>			

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	<p>long term agreements.</p> <p>- Make changes to the contractual procedures as soon as improvements are identified.</p>		<p>transparency and tighter procedures, which would further reduce existing time required for selection of cooperating partners.</p> <p>In addition, CO will look into alternative options to CPs.</p>			

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7	<p><u>Recommendation 7 (Administrative): Investigate the benefits of decentralising administrative authority to the Peshawar office.</u></p> <p>In order to facilitate improvements in both the FFA payment procedures as well as the FLA contractual processes, how much centralised authority can be released from Islamabad and handed over to the Peshawar office to WFP CO should immediately, in line with the two</p>	Accepted	Provincial Offices have the lead in processing the payment lists of the beneficiaries. The payment lists are shared with CO for only transferring the funds in FSP account which is done by CO finance unit through Secured File	WFP	September 2018	

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	<p>previous recommendations:</p> <ul style="list-style-type: none"> - Identify time delays that occur as information is passed between the two offices. - Initiate an internal study as to what benefits could accrue from the decentralisation of some financial and administrative powers 		Transfer Protocol and all related information is shared with the FSP through a dedicated email address maintained by CO designated personnel only. CO will explore all possible options and decentralize the process as much as possible.			

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	<p>to the Peshawar office.</p> <ul style="list-style-type: none"> - Implement such changes identified line with the FFA payment procedures and the FLA review. 		The provincial offices are being engaged in the selection process of cooperating partner including capacity assessments, micro assessments, technical and financial review of budgets. In			

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			addition, performance assessments of the existing partners are also carried out at provincial level which is important for future selection of any partner.			
8	<u>Recommendation 8 (Programmatic): Realign monitoring practices in line with programmatic activities.</u>	Accepted	Existing M&E tools will be reviewed whereby a more	WFP	September-October 2018	

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As	operations move away from the GFDs towards more developmental FFA interventions the internal monitoring system need to follow suit. By 01 September 2018, the WFP CO need to update its procedures so that: -Monitoring activities should upgrade their predominantly process specific practices to a more participatory approach supporting		participatory approach will be adopted under which greater emphasis will be in placed on conducting focus group discussions with the communities (including female beneficiaries) to ascertain the benefits of WFP's			

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	<p>programmatic results/impact orientated activities that focus on maximising the benefit of FFA projects and trainings in terms of their sustainability and income generating potential.</p> <p>- More Focus group discussions are undertaken specifically with female beneficiaries so as to elicit their feedback and gather information on project impact.</p>		<p>food assistance. Information on utilization of WFP provided food assistance is already collected. However, based on the post distribution monitoring data, a report will be prepared and shared with all relevant stakeholders.</p>			

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	- The practice of providing narrative specific or post distribution monitoring reports also needs to be initiated by mid-2018. Example studies could include assessments on beneficiary concerns regarding the quality of the wheat flour and why some beneficiaries sell their produce, or beneficiary concerns regarding the sell by date on the wheat flour sacs. This information should		Additional information will also be gathered through follow-up sessions if specific issues, such as selling of small quantities of food, or poor quality of food etc. are identified during post distribution monitoring.			

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	be shared with donors and the GoP to increase WFP transparency.					
9	<u>Recommendation 9 (Strategic): Improve inter-agency co-ordination</u> In order to improve programmatic impact as well as to reduce costs, by 01 September 2018, the CO, in co-operation with other United Nations agencies operative in FATA needs to:	Accepted	WFP is already working in partnership with other UN organizations specially UNDP and FAO and is a consortia member under DFID funding. This	WFP	September 2018	

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	<ul style="list-style-type: none"> - Discuss and agree how to improve co-operation and co-ordination in the field and as such how to increase joint assessment, implementation, and monitoring visits. - Establish protocols in terms of sharing information on planned site visits. 		partnership will be further strengthened by working in the same region and with the same targeted groups - wherever possible.			

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R e c . #	Recommendation Text (as per evaluation report)	Manage ment Respons e (Is recomme ndation <i>Accepted</i> , <i>partially accepte d or not accepted</i> ?. If partially accepted or not accepted , provide a brief response)	Actions to be taken (Briefly state what actions will be taken to address the recommendation)	Action By [WFP Country Office, WFP Regiona l Bureau, WFP Headqu arters, Externa l Stakeho lders (UN Agency, Govern ment body, Donor]	Implement ation timeframe [Month, Year]	Status [<i>Not started/ In progres s/On hold/ Comple te</i>]
	- Establish protocols in terms of providing feedback on visits undertaken.					
10	<u>Recommendation 10 (Strategic): Capacity Building of FATA Government Line Departments.</u>	<i>Partially Accepted</i>	FATA remains one of the most underdeveloped region of the country. WFP does not intend to	WFP	December 2018	

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As WFP	reduce their presence in the FATA, handing over the long-term management and support of ongoing activities to the FATA government line departments seems a natural progression. In order to bolster the capacity of these departments and as such support the sustainability of the FFA projects implemented to date, the WFP CO need to:		reduce its presence in FATA, but rather augment it to contribute to the needs of the vulnerable population for successful transitioning from humanitarian to development support. Through			

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	<ul style="list-style-type: none"> -Undertake a capacity assessment of the line departments in order to inform a future capacity strengthening approach of WFP, considering institutional, individual and enabling environment capacity gaps identified. -Undertake trainings on areas already specified by the departments themselves as requiring support: food distributions, warehouse 		interventions proposed under the CSP, WFP will continue to address the needs of most vulnerable population and ensure to closer collaboration with the different line departments for capacity			

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	<p>management, monitoring standards, and managing working relations with CPs, TPMs, and other external partners.</p> <p>-Based on the above, a handover plan between the two organisations identifying organisational development objectives and highlighting how this should be achieved should be established by the end of the third quarter 2018.</p>		<p>strengthening.</p> <p>Additionally, as proposed the actions under this recommendation will be considered and implemented as</p>			

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			<p>part of WFP's adjusted presence in FATA.</p> <p>It should be noted; a notification has recently been issued for merging FATA with KP Province.</p>			

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			Under this scenario development consultation will be maintained with relevant government departments and future course of action will be defined based on agreed action plan with them.			

