



**World Food  
Programme**

**Programme  
Alimentaire  
Mondial**

**Programa  
Mundial de  
Alimentos**

**برنامج الأغذية  
العالمي**



The  
Executive  
Director

*Fighting Hunger  
Worldwide*

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Ms. Jacqueline Birrer  
Programme Manager  
Federal Department of Foreign Affairs FDFA  
Swiss Agency for Development and Cooperation SDC  
Corporate Domain Humanitarian Aid  
SHA/Multilateral Affairs Division  
Sägestrasse 77, Köniz, 3003 Bern  
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Ms. Satu Lassila  
Senior Adviser  
Ministry for Foreign Affairs  
Merikasarmi, PO Box 176, 00023  
Finland

Dear Ms. Birrer and Ms. Lassila,

On behalf of the World Food Programme (WFP), I would like to thank Finland and Switzerland for leading the first MOPAN assessment of WFP.

WFP is reassured to note that stakeholder perceptions about our organizational effectiveness were very positive. In particular, recipient governments - those who request WFP services - provided the highest ratings, with nearly one-third scoring WFP as very effective. Similarly, the perception of MOPAN members at headquarters was overwhelmingly positive. These findings corroborate the direct feedback WFP receives from beneficiaries and affected communities about the value and impact of our interventions to people's lives.

Particular strengths highlighted by the MOPAN survey, such as delivering results during emergencies, expertise in logistics, and expansive coverage are further supported by evidence of contribution to humanitarian and development results assessed through the rigorous document review. In particular, some of the strengths highlighted by MOPAN include WFP's:

- results-oriented focus at the corporate and country levels;
- sound systems and practices for financial accountability;
- clear delegation of authority;
- use of performance information;
- harmonization with programming partners and supporting inter-agency plans and appeals;
- independence of its evaluation unit; and
- transparency in making documents available to the public.

We note the different views reported by the MOPAN assessment on our mandate. Fourteen respondents to the MOPAN survey felt that WFP should "better define and stick to its mandate", while 17 respondents (recipient governments and peer organizations), suggested that "WFP should further engage in and improve its development work and

enhance its resilience and livelihood-building activities". WFP's mandate to eliminate hunger is well established in its constitutional and governance documents. With the 2008-2013 Strategic Plan, WFP initiated a shift from food aid to food assistance. This entailed no change to its mandate, but rather allowed WFP to adapt its portfolio of interventions so as to more effectively fulfil its mandate.

The 2013 MOPAN assessment of WFP comes at a fitting time, with its references to WFP's leadership role in the humanitarian system and to the on-going organizational strengthening process initiated in April 2012. Many of the findings of the MOPAN assessment confirm the organizational change process undertaken since April 2012. The report also contains some findings that help WFP identify further priority areas for improvement, and the assessment provides an important baseline for us to demonstrate improvement in the future.

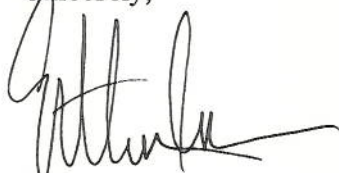
Improvement areas identified by MOPAN that WFP is pursuing as a priority include:

- better mainstreaming of gender equality;
- more consistent application of human-rights based standards in our development work;
- progressively improving results based budgeting;
- enhancing transparency in promotion and reassignment processes;
- introducing new guidance, aimed at improving medium to longer-term impacts on livelihoods;
- strengthening the decentralized evaluation function;
- boosting outcome measurement and reporting.

WFP welcomes modifications already made to some elements of the MOPAN Common Approach in order to better capture the Programme's specificities. We look forward to engaging with MOPAN to pursue further improvements in the assessment methodology so that it can become a unified accountability and performance improvement tool. With further development of the MOPAN Common Approach, we look forward to accomplishing its intent to reduce demands of individual MOPAN members for individual assessments.

I take this opportunity to reiterate WFP's commitment to the MOPAN Common Approach, and to continuing our fruitful partnership in fighting hunger worldwide.

Sincerely,



Ertharin Cousin