



## WORLD VISION FOOD PROGRAMMING AND MANAGEMENT GROUP MANDATE<sup>1</sup> (FINAL VERSION)

August 25, 2008

The World Vision Food Programming & Management Group (FPMG) is expected to ensure:

1. Provision of the highest quality food aid management assistance to all WV food aid projects around the globe; this should/will include support and advice in the recruitment of key technical food aid staff
2. All of WV's food programmes are equipped with tools, guidelines, standards, capacity, and programming support to enable them achieve the highest anticipated ministry impact/programme outcomes
3. WV is a partner of choice for food aid donors, and thus increasing WV's food portfolio for the purpose of enhancing WV's relief and development programmes
4. FPMG will take the lead in developing policies, standards and guidelines for food aid procurement and provide ongoing technical assistance and quality assurance relating to all food aid procurement in the partnership
5. FPMG will coordinate with regional and national offices to conduct situational analysis and monitoring of key factors that impact food availability and access. This will inform the partnership in making timely and appropriate ministry decisions and actions in responding to food insecurity at a local to global level.

### 1. Highest quality food aid management

To make sure WV has superior organisational capacity in food aid management, FPMG will review all food aid proposals prior to final negotiations with the donor; assess project design, budget and the technical and infrastructure capacity of National Offices to implement the food aid project up to WV and international standards; build capacity where needed; and provide advice, including that necessary for recruitment and hire of qualified food aid staff. Those offices which have not yet had food aid projects must consult with FPMG. FPMG will: a) install the Commodity Tracking System if a new food aid project is six months or longer in duration; b) audit new food aid projects within the first three to six months; c) conduct regular food aid audits for all food aid projects prior to audits planned by the WV Global Centre Audit and Risk Management Department; and d) follow up on food aid audit

#### Definition of terms

Commodity = food aid, donated food  
Food aid = donated food, commodity  
Food aid management = receipt, accounting, handling, tracking, warehousing, transportation, distribution and monitoring of food aid from point of original delivery to end user; it also includes food aid planning, training of staff on food aid accountability, advice on hiring key food aid staff, audits and audit follow-up for all food aid projects  
Food programming = the determination of how, when and where to use food aid  
Food security = all people at all times have access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life (FAO); food security is an ongoing food access and livelihood issue, distinct from food programming but possibly including it

<sup>1</sup> The fulfilling of this mandate is conditional on the proper resourcing of FPMG. This mandate will be reviewed at least every two years unless an earlier review is deemed necessary.

findings with relevant NOs, ROs, SOs and the Global Centre.

## 2. Highest anticipated ministry impact/programme outcomes

With regard to food aid management and food programming, FPMG will lead the Partnership in providing:

- Strategy, planning and standards (including monetisation)
- Core project models
- Toolkits and curriculum required for capacity building, including those that relate to minimising the likelihood of food crises occurring and mitigating their impact.
- Hand-on capacity building at all levels in food aid management and food programming, including mitigation and prevention of food crises, as requested
- Tools, standards, guidelines and training materials for LEAP aligned monitoring and evaluation including tools that address continuing needs assessment and project adjustment
- Support National Offices in ensuring that all WV food programming is LEAP aligned
- Guidance and opportunities for Operational research and implementation of lessons learnt at micro and macro levels
- Input to SOs and P&A for lobbying on advocacy issues related to food aid management and food programming

Food will be used like any other resource to help effectively fulfil the World Vision Partnership vision, mission, strategic mandates, and ministry policies. Toward that end, FPMG is tasked with ensuring that National Offices and Regions are capable of implementing food programming that has the highest possible impact in areas such as child well-being, nutrition, food security, community resilience, protection, education and peace building. FPMG will intentionally develop and maintain collaborative relationships with all WV ministries (HEA, TD and P&A), WV Regions, National Offices, Support Offices and International Technical Teams (ITT)<sup>2</sup> to support alignment of approaches to ministry, ministry strategy, philosophies, capacity building, tools, implementation of better practices, etc. The objective will be seamless integration with all types of programming and prevent duplication of effort.

In ongoing collaboration with National Offices, Regions, HEA, TD and P&A, FPMG will maintain a thorough, complete understanding of the level of need in actual or prospective WV programme areas, and whether food programming can come alongside to make a positive impact. These collaborative relationships will include strengthening development efforts, minimising the likelihood of food crises occurring and mitigating their impact.

Regarding operational research and lessons learnt on better practices in food aid management and food programming, FPMG will collaborate with other important actors like universities, other NGOs, donors, and multilateral institutions. FPMG will follow up to ensure implementation of better practices.

FPMG will take co-leadership with WVUS in monitoring and assessing work funded by Title II monetisation programmes in collaboration with relevant ministries, National Offices and ITT. Necessary corrective measures will be noted to line management and WVUS.

To date food programming has been mainly needed in emergency situations however it will be increasingly required in development contexts to promote food and livelihood security. Therefore FPMG will take coordinating role in developing the Partnership's thinking on all key aspects of food security, including strategy, planning, standards, and project models.

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<sup>2</sup> ITT includes such groups as health, nutrition, water/sanitation, children in ministry, peace building, protection, education, MED and agriculture.

### 3. WV is a partner of choice for food aid donors

By fulfilling the above two portions of the FPMG mandate, and by maintaining and enhancing its relationships with food donors, especially WFP, FPMG will maximise WV's food portfolio for the purpose of enhancing WV's relief and development programmes. FPMG will continue to be the primary contact for World Vision with WFP, as relationships are already ongoing and well-established.

### 4. Food Procurement.

In the recent past there has been an increase in the number of National Offices engaging in the procurement of food aid. The challenge is that in the absence of guidance and standards such procurement is presenting significant financial, contractual and reputational risks for World Vision. Also important to note is that new opportunities that make funds directly available to NGOs, in addition to food commodities are being presented by different donors. Failure to build capacity could diminish WV's comparative advantage. Thus building food aid procurement capacity in World Vision will contribute to efficiency through shortening WV's response times to emergencies.

FPMG will take the lead in developing policies, standards and guidelines regarding food aid procurement and provide ongoing technical assistance and quality assurance relating to all food aid procurement in the partnership. The actual logistics of procurement will remain the responsibility of supply chain management at national and regional level.

### 5. Food Situational Analysis and Monitoring

WV has recognised that the organisation does not have in place a central unit for the monitoring and analysis of food availability and access to respond to food insecurity at a local to global level<sup>3</sup>. Therefore vital information on changes in food prices and availability is not being systematically captured, analysed and reported and WV is not adequately informed to make timely and appropriate ministry decisions and actions.

FPMG is well placed to lead this vital service and will build and maintain the necessary capacity to fulfil this role. Therefore FPMG will work closely with Regional and National Offices to develop appropriate data gathering tools and provide capacity building in their use. FPMG will review reports provided by Regional offices and National Offices, conduct meta-analysis and triangulate this information with that available from other organisation and provide reports at an appropriate time that provide early warning and recommend early and appropriate action.

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<sup>3</sup> Global Food Crisis – Report for the PRC, Paul Ronalds & Rachel Coghlan, June 2008,