



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 16–20 November 2020

Distribution: General	Agenda item 6
Date: 15 October 2020	WFP/EB.2/2020/6-D/Add.1
Original: English	Evaluation reports
	For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Timor-Leste (2018–2020)

Background

1. This document presents the management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Timor-Leste (2018–2020).
2. The evaluation covers WFP strategy, interventions and systems between 2015 and 2019. Taking a utilization-focused, consultative approach, it serves both accountability and learning purposes and informs the preparation of the new CSP for Timor-Leste.
3. The evaluation made four main recommendations, three of which include detailed sub-recommendations. Two recommendations are strategic and two are operational. They are mostly to be implemented by the country office with support from divisions and units at headquarters and the Regional Bureau for Asia and the Pacific in Bangkok.
4. The country office is in the process of extending the CSP for an additional year until the end of December 2021. This will enable a full examination of direction and strategy for the following period. The implementation timelines for all recommendations have been set accordingly.
5. The following matrix indicates whether WFP agrees, partially agrees or disagrees with each recommendation and sub-recommendation and presents the planned actions, responsibilities and timelines planned or implemented in response to the recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR TIMOR-LESTE (2018–2020)					
Recommendations and sub-recommendations and recommended completion dates	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead (with supporting offices and divisions in brackets)	Action deadline
<p>Recommendation 1: For WFP to remain relevant and effective in Timor-Leste, headquarters should ensure a threshold of sustainable and predictable funding that guarantees a stable minimum core team in the country office. The team should be configured to engage in high-level policy dialogue and advocacy with the Government and other partners and to focus on leveraging domestic and international resources. Additional technical expertise and support services should be mobilized for specific initiatives once non-core funding is secured.</p>	<p>Assistant Executive Director, and Chief Financial Officer, Resource Management Department (Corporate Planning and Performance Division)</p>	<p>Agreed</p>	<p>i) Engagement with donors will be maintained with a view to improving the predictability of funding and optimizing the resulting efficiency gains including through advance funding. In August 2020, total “opportunities” (i.e. forecast donations) listed in WFP’s Sales Force donor intelligence and forecasting tool amounted to USD 5.5 million, of which only USD 200,000 (3.6 percent) could be used for advance financing.</p>	<p>Country office</p>	<p>December 2021 December 2021</p>
			<p>ii) WFP has initiated a corporate bottom-up strategic budgeting exercise to review and address, among other things, areas of predictable country office PSA funding to guarantee a minimum core stable team in country offices where WFP is present. The exercise is expected to be completed by the end of 2021.</p>	<p>Office of the Executive Director (Resource Management Department and country office)</p>	<p>December 2021</p>
			<p>iii) The Corporate Planning and Performance Division of the Resource Management Department will continue to work with the regional bureau in facilitating access to multilateral funds to complement country office resource mobilization efforts.</p>	<p>Corporate Planning and Performance Division (regional bureau)</p>	<p>Mid-2021</p>

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			vi) The Strategic Partnerships and Public Partnerships and Resourcing divisions of the Partnerships and Advocacy Department, in consultation with the Programme – Humanitarian and Development Division, will seek to identify the greatest needs and opportunities for multi-stakeholder consultations for the exchange of knowledge on resource mobilization and the sharing of experiences, taking into account global travel restrictions and the diversity of country contexts.	Partnerships and Advocacy Department – Public Partnerships and Resourcing Division, Strategic Partnerships Division (Programme – Humanitarian and Development Division)	December 2022
Recommendation 2: The country office should work to strengthen CSP implementation through partnerships, focusing on the following:	Country office (regional bureau, Partnerships and Advocacy Department, Programme – Humanitarian and Development Division)	Partially agreed, see responses to sub-recommendations			Mid-2021

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<p>2.1 WFP should build a closer, more focused relationship with the Government that benefits from stronger strategic interaction and a revised understanding of capacity strengthening and handover opportunities. Its core partners should be the Ministry of Health, the Autonomous Drug and Medical Equipment Service, the Ministry of Agriculture and Fisheries and the Ministry of Education, Youth and Sport.</p>		<p>Partially agreed. Implementation of this recommendation should be informed by recommendation 4. Ideally, the provision of host government funds should be included in the relationship as such funding encourages government ownership of and sustainable commitment to results. Core partners should be defined in line with the areas for which host government funding is provided</p>	<p>i) Memoranda of understanding will be finalized with key stakeholders including ministries and other partners.</p>	Country office	Mid-2021
			<p>ii) A handover strategy, workplans and protocols will be developed with relevant ministries.</p>	Country office	Mid-2021

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<p>2.2 WFP should work for stronger integration of its programming with that of other United Nations agencies under the United Nations sustainable development cooperation framework (UNSDCF), specifically with UNICEF on working with the Government to build and implement a multisectoral nutrition strategy and on further gender-sensitive work on moderate acute malnutrition (MAM) and related social and behaviour change communication (SBCC); with WHO and the United Nations Population Fund (UNFPA) on gender-sensitive support for school feeding (including adolescent health) and nutrition and food safety; and with FAO on the ongoing coordination of the food security and nutrition sector throughout the Government.</p>		<p>Agreed. The country office's role will also depend on the relationship with the Government, referred to in recommendation 2.1, and on the Government's priority areas</p>	<ul style="list-style-type: none"> i) A harmonized work plan with partner agencies will be developed in line with the UNSDCF and the strategic development plan. ii) WFP will support the development of a nutrition strategy with partner agencies in accordance with government priorities. iii) National food safety guidelines that focus on school feeding will be developed with partner agencies and be endorsed by ministries (particularly the Ministry of Health and the Ministry of Education, Youth and Sport). iv) The country office will continue to support the Ministry of Health in implementation of gender-sensitive social and behaviour change communication, and will expand the scope of its support to cover other social safety net activities. 	<p>Country office</p> <p>Country office (regional bureau)</p> <p>Country office (regional bureau)</p> <p>Country office</p>	<p>Mid-2021</p> <p>Mid-2021</p> <p>Mid-2021</p> <p>Mid-2021</p>

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<p>Recommendation 3: The country office should ensure focused technical advisory and capacity strengthening contributions in Timor-Leste that build on established WFP strengths and contribute effectively through broader sectoral and partnership frameworks in the following areas:</p> <p>3.1 Selected, focused elements of a multisectoral, gender-sensitive nutrition strategy:</p> <ul style="list-style-type: none"> the strengthening of SBCC and other nutrition services at the field level (including within the integrated community health services system), with support for capacity strengthening and links to community outreach in other sectors such as agriculture and social protection; 	Country office (regional bureau)	Partially agreed, see responses to sub-recommendations			Mid-2021	
			Agreed, noting that the Ministry of Health has still to decide whether to use the integrated community health services system or the “health in the family” approach with home visits. (A “focused” approach could entail the prioritization of nutrition services over linking of agriculture and social protection, which could be led by WFP’s	i) The country office and the Ministry of Health will develop and submit a joint proposal for the urgent reintroduction of the supplementary feeding programme for children under 5 and pregnant and lactating women and girls (treatment of moderate acute malnutrition).	Country office	Mid-2021
				ii) WFP field staff will be deployed to the Ministry of Health to provide comprehensive support for integrated health services, social and behaviour change communication activities and the supply chain for the therapeutic supplementary feeding programme.	Country office	Mid-2021
			iii) The country office will continue to strengthen the capacity and systems of the Autonomous Drug and Medical Equipment Service and municipal authorities for the storage, management and delivery of food for the therapeutic supplementary feeding programme.	Country office	Mid-2021	

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<ul style="list-style-type: none"> supply chain and related logistics for the distribution of supplementary feeding commodities; treatment of MAM, possibly through a new integrated protocol for MAM and severe acute malnutrition, starting with collaboration with UNICEF on the proposed operational research study. 		<p>development partners).</p> <p>Agreed, pending the availability of stocks</p> <p>Agreed, pending the availability of funds for research</p>	iv) The country office will continue to support the Ministry of Health and cooperate with partner agencies on implementation of a simplified protocol for community-based management of acute malnutrition.	Country office	Mid-2021
<p>3.2 Vulnerability analysis and mapping: building on recent initiatives, developing full vulnerability analysis and mapping and associated capacity strengthening services for Timor-Leste through a small dedicated unit in the country office supported by other WFP vulnerability analysis and mapping capacity in the region and linked to appropriate technical inputs for national food security monitoring and emergency preparedness and response systems.</p>		<p>Partially agreed. WFP's activities should focus on nutrition and food security because other development partners provide broader support in the area of emergency preparedness and response and any contribution from WFP in that area might thus be of questionable value.</p>	i) The country office will lead the process for the production of a quarterly national food security bulletin to be published off- and online.	Country office (regional bureau vulnerability analysis and mapping unit)	Mid-2021
			ii) The country office will support the Ministry of Agriculture and Fisheries and the Ministry of Finance in price collection activities, including a consumer price index exercise.	Country office (regional bureau vulnerability analysis and mapping unit)	Mid-2021
			iii) The country office will support a food security and nutrition assessment with partner organizations including the Government, the United Nations country team and international non-governmental organizations.	Country office	Mid-2021

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			iv) The country office will work with partners to identify gaps in government nutrition and food security programming relevant to the achievement of SDG 2.	Country office	Mid-2021
3.3 School feeding: developing a strong advisory support role and associated capacity strengthening services with the Ministry of Education, Youth and Sport, with particular emphasis (aimed at maximizing benefits for gender equality and the empowerment of women) on food and nutrition standards; home-grown school feeding and its links to the development of food systems; supply chain and related logistics issues; the appropriate use of fortified commodities produced in Timor-Leste; school health, including for adolescents, with special attention to gender dimensions; support for monitoring and data management; and prioritization of school feeding in national budget allocations; and		Partially agreed. Implementation of this recommendation should be informed by recommendation 4 given WFP's prior involvement (and challenges) in this area. Any activities for capacity development in food systems and value chains would require additional human and financial resources and partners and most likely a longer timeframe of at least five years.	i) Based on the capacity strengthening approach agreed with the Ministry of Education, Youth and Sport, the country office and the ministry will jointly prioritize the activities (from assessment to evaluation) to be supported in 2020 and 2021 with the aim of contributing to enhancement of the national school feeding programme.	Country office	Mid-2021
			ii) Following a feasibility assessment, the country office will commence a home-grown school feeding project in five pilot schools in Dili.	Country office (regional bureau)	Mid-2021
			iii) In collaboration with the Ministry of Education, Youth and Sport, the Ministry of Finance and other partners, the country office will assess the potential for using home-grown school feeding in value chain development to support smallholder farmer income generation that promotes gender equality and women's empowerment.	Country office	Mid-2021

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3.4 specific focused elements of food systems development: food fortification, food safety standards and regulation (in collaboration with WHO) and farm-to-market links for supplementary and school feeding, promoting opportunities and benefits for women in food systems.		Partially agreed. WFP will focus on food fortification and standards as farm-to-market linkages would require further investments in human resources and expertise for the country office. Implementation of this recommendation should be informed by recommendation 4.	i) The production of fortified rice for the school feeding programme will be piloted through activities that include the provision of equipment for the local production of fortified rice, in collaboration with the National Logistics Centre and local millers; in-country production of fortified rice kernel for the rice fortification programme; and support for the development of relevant policy, strategies and manuals to facilitate and support implementations of the programme.	Country office (regional bureau)	Mid-2021
Recommendation 4: The country office should reappraise and reinforce WFP's approach to and methods for capacity strengthening for relevant government and civil society agencies that supports achievement of Sustainable Development Goal 2:	Country office (regional bureau, Programme – Humanitarian and Development Division (Technical Assistance and Country Capacity Strengthening Service))	Agreed			Mid-2021

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4.1 The country office should undertake comprehensive capacity assessments as part of the design of the new CSP.		Agreed. The country office is already in contact with the Technical Assistance and Country Capacity Strengthening Service to this end.	i) The Technical Assistance and Country Capacity Strengthening Service will provide support for reviews of country capacity strengthening.	Technical Assistance and Country Capacity Strengthening Service	December 2020
			ii) Relevant nutrition scoping mission and school feeding monitoring and evaluation assessment recommendations to be implemented.	Country office (regional bureau, Programme – Humanitarian and Development Division)	Ongoing
			iii) The regional bureau will carry out additional scoping missions as necessary, following implementation of recommendation 4.1 i)).	Regional bureau	March 2021

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<p>4.2 To ensure the strategic management of capacity strengthening activities and sustainable outcomes WFP should define an appropriate monitoring framework in consultation with the Government and civil society organizations. In doing so, the country office should use relevant indicators from the corporate results framework and additional indicators (including those related to gender issues) agreed with counterparts. In consultation with beneficiary organizations, the country office should ensure that capacity strengthening work is carefully monitored and thoroughly implemented at the local and national levels.</p>		<p>Agreed. CSP indicators include indicators used in the corporate results framework or by the Government. The Government is reviewing its indicators and adjusting its strategic priorities to consider the impact of COVID-19. The direction and focus of implementation of this recommendation (and therefore the indicators defined) would ideally also be informed by the review of country capacity strengthening referred to in recommendation 4.1.</p>	<p>i) The country office leads UNSDCF result group 1 on food security and nutrition.</p>	Country office	Ongoing
			<p>ii) Work on a monitoring and evaluation framework for the national school feeding programme will be initiated with the Ministry of Education, Youth and Sport and other key stakeholders.</p>	Country office (regional bureau monitoring and evaluation unit)	Mid-2021
			<p>iii) Dialogue on a monitoring and evaluation framework for health and nutrition interventions will be initiated with the Ministry of Health.</p>	Country office (regional bureau monitoring and evaluation unit)	Mid-2021