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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Bangladesh (2017–2020)

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 Bangladesh (2017–2020).
2. The evaluation was commissioned in line with the WFP policy on CSPs, which specifies that all CSPs will undergo country portfolio evaluations towards the end of their implementation periods to assess progress and results against intended outcomes and objectives. The evaluation serves the dual purpose of accountability and learning to inform the preparation of the next CSP for Bangladesh.
3. The evaluation made six recommendations, each with several related, more detailed sub-recommendations. Three recommendations are strategic and three are operational. The recommendations are to be implemented primarily by the Bangladesh country office, with support from the regional bureau and headquarters. They are aimed at addressing key issues for the next CSP and responding to the urgent challenges presented by the COVID-19 pandemic in Bangladesh.
4. The matrix below sets out whether WFP management agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the actions taken or to be taken and the related responsibilities and timelines for implementation of the recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR BANGLADESH (2017-2020)					
Recommendations and sub-recommendations	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
Priority: High Deadline: July 2021 1. Enhance strategic partnerships. WFP should:	Country office (regional bureau; headquarters – Programme – Humanitarian and Development Division and Strategic Partnerships Division)	Agreed			
1.1 Enhance and strengthen planning processes for developing the next CSP and actively engage with key stakeholders in shaping the strategic direction of the CSP.	Country office (regional bureau; headquarters – Programme – Humanitarian and Development Division and Strategic Partnerships Division)	Agreed For the next CSP the country office is building on the process initiated last year, which was well advanced when it was suspended due to the COVID-19 pandemic. Since then, the process for developing the United Nations Immediate Socio-Economic Response Plan (ISERP) for mid-2020 to the end of 2021 with the other United Nations agencies has taken place. These processes have engaged United Nations and non-United Nations stakeholders. Following the completion of the ISERP process, the United Nations system restarted its common country analysis/United Nations sustainable development cooperation framework (UNSDCF) process; the new CSP is aligned with this process.	1.1.1 Finalize the ISERP.	Country office management (Deputy Country Director – Programme) and programme team	August 2020

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR BANGLADESH (2017–2020)					
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		With the vision for the new CSP updated, a new process of internal and external engagement is starting.			
			1.1.2 Engage in the UNSDCF process.	Country office management (Deputy Country Director – Programme) and Programme team	June 2021
			1.1.3 Organize a series of consultations with key stakeholders as part of the CSP design process.	Country office management (Deputy Country Director – Programme)	May 2021
			1.1.4 Draft the new CSP based on the outcome of the consultations, the completed common country analysis and UNSDCF and government Sustainable Development Goal (SDG) targets. The outcome of the consultations will be adjusted in accordance with the changing COVID-19 context.	Country office management (Deputy Country Director – Programme)	July 2021

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1.2 Ensure that staff across the country office actively participate in the development of the next CSP by identifying and understanding the roles and operational parameters of key partners	Country office (regional bureau; headquarters – Programme – Humanitarian and Development Division and Strategic Partnerships Division)	Agreed The new CSP will be developed through a process that is participatory and consultative, both internally within the country office and externally with partners. Staff in leadership positions will actively engage in the consultation and design processes while also consulting their team members so that an upward-cascading process can feed into the CSP design and development process. Teams will also be encouraged to engage with their direct counterparts and partners to better understand their vision for a future CSP and the role they could play in it.	1.2.1 Undertake a design process for the next CSP that is participatory and consultative, both internally and externally.	Country office management (Deputy Country Director – Programme)	June 2021
1.3 Develop a clear operational strategy that sets out how the next CSP will sustain government efforts to achieve SDG targets, focusing on: a) United Nations reform efforts through the United Nations sustainable development cooperation framework to set clear targets for 2030; and	Country office (regional bureau and headquarters – Programme – Humanitarian and Development Division and Strategic Partnerships Division)	Agreed The current CSP builds on WFP corporate guidance and aims to support the Government of Bangladesh in achieving its SDG targets. The next CSP will do likewise; to that end it is being designed using a theory of change that builds towards the attainment of these SDG targets utilizing the capacities available to the country office.	1.3.1 Engage actively in the development of the UNSDCF.	Country office management (Deputy Country Director – Programme)	June 2021

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b) strengthening and supporting government governance and institutional reform systems engagement.		<p>The next CSP will be fully aligned with the UNSDCF currently being developed by the United Nations country team, with WFP actively participating in the development and consultation process. The UNSDCF development process builds on United Nations development system reform.</p> <p>The next CSP will have a strong technical assistance component and will build on existing government systems and structures, developing their capacities and approaches, including putting in place stronger control systems to strengthen governance.</p>			
			1.3.2 Articulate how technical assistance will focus on strengthening government governance and systems to achieve SDG targets.	Programme team	April 2021

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1.4 Identify financial resources and development partners willing to invest in multi-year development interventions and resilience building efforts with communities affected by humanitarian crisis.	Country office (regional bureau; headquarters – Programme – Humanitarian and Development Division and Strategic Partnerships Division)	<p>Agreed</p> <p>The country office is actively pursuing partnerships aimed at securing multi-year development funding. The existing partnership with the Korea International Cooperation Agency, which provides funding for innovative approaches to resilience strengthening for rural communities, serves as a model for this.</p> <p>The country office is also exploring options for partnering with international financial institutions, including the World Bank – with which it already has a multi-year partnership for support for Rohingya refugees – and the Asian Development Bank. Overtures were made to Sweden, which has provided one year of funding for the COVID-19 response while expressing interest in providing multi-year funding. Other similar opportunities are being explored.</p>	1.4.1 Engage actively with development partners to explore options and propose avenues for multi-year funding for resilience and development activities.	Country office management, assisted by the programme and external relations teams	Continuous process

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			1.4.2 Engage actively with international financial institutions to explore options and propose avenues for multi-year funding for resilience and development activities.	Country office management, assisted by the programme and external relations teams	Continuous process
1.5 Assess experiences and lessons learned from other country offices on CSP design processes to achieve the most effective strategic outcomes.	Country office (regional bureau; headquarters – Programme – Humanitarian and Development Division and Strategic Partnerships Division)	Agreed The country office is actively engaging with the regional bureau in developing the next CSP while informal contacts also exist between senior and mid-level managers in the country office and their counterparts in other country offices in the region and other parts of the world. These formal and informal channels facilitate the incorporation of experiences and ideas from other country offices into the CSP design process to achieve the most effective strategic outcomes.	1.5.1 Engage actively with the regional bureau in the design of the next CSP.	Country office senior managers and programme (activity) managers	June 2021

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			1.5.2 Provide the country office with information on the experiences and lessons learned of other country offices regarding the CSP design process to achieve the most effective strategic outcomes.	Regional bureau	April 2021
Priority: High Deadline: December 2021 2. Improve the effectiveness of emergency preparedness, readiness and response mechanisms. WFP should:	Country office (regional bureau; headquarters – Emergency Operations Division and Programme – Humanitarian and Development Division)	Agreed			
2.1 Ensure that an additional strategic outcome area is retained within the CSP for anticipating and mobilizing supplementary resources for immediate response to emergencies, including large-scale (Level 3) sudden-onset emergencies.	Country office (regional bureau; headquarters – Emergency Operations Division and Programme – Humanitarian and Development Division)	Agreed The concept and line of sight of the next CSP already have one outcome area focusing on emergency response across the country, which can be the entry point for responding promptly to small- and large-scale sudden-onset emergencies and for the mobilization of resources.	2.1.1 Include an emergency response outcome area in the next CSP.	Country office management (Deputy Country Director – Programme) and the programme team	February 2021

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2.2 Actively engage with the Government to promote implementation of appropriate shock responsive climate adaptation systems within national social protection programming and use WFP leverage to facilitate cooperation among stakeholders to sustain linkages between humanitarian-development programme interventions and emergency response mechanisms.	Country office (regional bureau; headquarters – Emergency Operations Division and Programme – Humanitarian and Development Division)	Agreed The country office has been actively promoting the linking of social protection programmes and responses to natural disasters (i.e. by making programmes shock-responsive). Several development partners have been approached with proposals for demonstration and exploration projects that strengthen the link between social protection programmes and climate adaptation and responsiveness, especially in the larger context of the refugee crisis but also in other parts of the country.	2.2.1 Engage with government shock-responsive climate adaptation systems and foster stronger cooperation among stakeholders through inter-agency and bilateral cooperation.	Country office management (Deputy Country Director – Programme) and the programme and external relations teams	December 2021
2.3 Invest further financial and human resources in supporting and complementing the work of the Government, other United Nations agencies and non-governmental organization networks on embedding global standards on protection, accountability to affected populations and gender in emergency response mechanisms.	Country office (regional bureau; headquarters – Emergency Operations Division and Programme – Humanitarian and Development Division)	Agreed The country office is strengthening its protection and disability inclusion capacity and that of the Cox's Bazar teams in order to mainstream these activities across all programme activities. This includes recruiting an international expert on the topic who will work across activities. The World Bank-funded resilience project in the refugee camps, with its strong focus on safeguarding, has proven to be a strong stimulus in this	2.3.1 Recruit additional staff and train existing staff and partners in protection, accountability to affected populations, gender and disability inclusion.	Country office management	December 2021

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		<p>process, including by providing the financial resources for focusing on this kind of work.</p> <p>The country office is also strengthening its collaboration with other United Nations agencies, such as the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the United Nations Population Fund, to bring in their programme expertise in areas such as anticipatory action and urban response.</p>			
			2.3.2 Enhance digital solutions for collecting feedback from diverse groups, including the rollout of the Sugar customer relations management tool.	Cox's Bazar monitoring and evaluation team; country office monitoring and evaluation team	June 2021

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2.4 Develop ready-to-apply plans anticipating responses to disaster events, both in the current context and for future scenarios.	Country office (regional bureau; headquarters – Emergency Operations Division and Programme – Humanitarian and Development Division)	<p>Agreed</p> <p>The country office takes part in annual contingency planning exercises with other United Nations agencies. These cover the traditional risks in Bangladesh, including riverine floods and cyclones.</p> <p>At the Cox's Bazar level, emergency preparedness capacity has been strengthened and now includes table-top simulation exercises to role-play responses to possible disasters and strengthen preparedness and immediate response capacity.</p>	2.4.1 Implement the emergency preparedness and table-top exercise and develop flood mapping.	Country office emergency preparedness team; Cox's Bazar emergency preparedness team	September 2021
			2.4.2 Prepare standard response packages for both the country office and the Cox's Bazar operation.	Country office emergency preparedness team	June 2021

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Priority: Medium Deadline: December 2022 3. Strengthen support for nutrition-sensitive social safety net programmes. WFP should:	Country office (headquarters – Social Protection Unit; regional bureau)	Agreed			
3.1 Re-evaluate its added value and contribution to the Bangladesh social protection and nutrition arena, assessing strategic opportunities with relevant government ministries to complement the development of the national social protection policy framework mapping for the next phase of the national social security strategy.	Country office (headquarters – Social Protection Unit; regional bureau)	Agreed WFP has actively engaged in the social protection and nutrition arena in Bangladesh for many years. Its traditional partners have been the Ministry of Women and Children's Affairs, the Bangladesh National Nutrition Council and the Cabinet Division. While the work with the first two partners is more operational in nature, the work with the Cabinet Division is strategic. With work in urban areas in response to the COVID-19 pandemic, WFP also started engaging with the Ministry of Social Welfare, which is set to lead the national social security strategy by 2025. Engagement with this ministry will therefore become a priority for the next CSP.	3.1.1 Engage actively with the Ministry of Social Welfare for the development of the next CSP.	Programme team	April 2021

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			3.1.2 Confirm continued engagement with the Cabinet Division in the next CSP period.	Programme team	April 2021
3.2 Improve strategic relationships with key government actors to consolidate its role in promoting nutrition-sensitive interventions through national social safety net programmes.	Country office (headquarters – Social Protection Unit; regional bureau)	Agreed The country office is expanding and strengthening its partnerships with the Ministry of Women and Children's Affairs, Ministry of Social Welfare, Bangladesh National Nutrition Council, Ministry of Primary and Mass Education and Cabinet Division, with a focus on the nutrition-sensitive nature of the programmes delivered and coordinated by these ministries and institutions.	3.2.1 Ensure consultation and involvement of the Ministry of Women and Children's Affairs, Ministry of Social Welfare, Bangladesh National Nutrition Council, Ministry of Primary and Mass Education and Cabinet Division in the development of the next CSP.	Country office management (Deputy Country Director – Programme) and programme team	June 2021

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3.3 Enhance, develop and implement a monitoring and evaluation strategy to facilitate evidence-based decisions for sharing with government policymakers and development partners.	Country office (headquarters – Social Protection Unit; regional bureau)	Agreed The country office monitoring and evaluation strategy will be reviewed to align it with the new CSP. This will incorporate the lessons learned from changes made to the way that monitoring and evaluation are done following the COVID-19 pandemic. An important aspect of this renewed monitoring and evaluation strategy will be the approach to the creation of evidence in support of decision making. More scientific approaches will be used for such evidence creation.	3.3.1 Review and update the monitoring and evaluation strategy.	Programme team and monitoring and evaluation sub-unit	December 2021
			3.3.2 Develop strong partnerships with scientific partners and incorporate scientific approaches into monitoring and evaluation tools and reports.	Programme team and monitoring and evaluation sub-unit	June 2021

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3.4 Develop and strengthen partnership ties with key social protection development partners to enhance linkages between nutrition-sensitive and adaptive shock responsiveness aspects of existing social protection programmes.	Country office (headquarters – Social Protection Unit; regional bureau)	<p>Agreed</p> <p>The country office is actively engaging with social protection development partners at the national level as well as with a number of international partners.</p> <p>In this regard, the country office has started to document and publish its experience in nutrition-sensitive social protection in academic publications, something that provides access to a different kind of audience – and different kinds of partners – and opens avenues to further collaboration and engagement.</p> <p>The work with the international financial institutions also includes active discussions with regard to social protection and nutrition-sensitivity and adaptiveness of social protection schemes.</p>	3.4.1 Deepen engagement with development, research and academic partners, documenting the impact of nutrition-sensitive and adaptive social protection.	Programme team	Ongoing
			3.4.2 Draft papers and participate in symposiums and other international events on social protection.	Programme team	December 2022

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Priority: High Deadline: December 2021 4. Enhance capacity strengthening strategy and interventions. WFP should:	Country office (headquarters – Technical Assistance and Country Capacity Strengthening Service)	Agreed			
4.1 Ensure that the country capacity strengthening strategy is aligned with the revised corporate capacity strengthening strategy, underpins all CSP strategic outcome areas and effectively links up with other operational focus areas.	Country office	Agreed As part of the development of the next CSP, the programme team in the country office will develop a concept note (strategy) on how it will engage in the country capacity strengthening field. The concept note will build on the white papers developed in late-2019 and early-2020 as part of the initial CSP development process. The country office is also reworking its structure to incorporate an internal capacity development focal point who will work closely with the knowledge management focal point and engage with the various programme units to strengthen their capacity to work with government partners. These focal points will actively engage with the relevant units at the regional bureau and headquarters.	4.1.1 Articulate how the country office will engage in country capacity strengthening in compliance with the corporate capacity strengthening strategy.	Programme team	July 2021

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			4.1.2 Assign country office capacity strengthening and knowledge management focal points.	Programme team	April 2021
<p>4.2 Ensure that the country office receives technical support for effectively linking programme operations and compliance with WFP global policy directives; this support should include:</p> <p>a) a training and development programme for selected staff tasked with implementing capacity strengthening objectives that takes into consideration WFP's niche areas and technical comparative advantage; and</p> <p>b) skills audits to determine the specific competency requirements for key staff for effectively and strategically engaging with government partners.</p>	Technical Assistance and Country Capacity Strengthening Service (PROT)	<p>Agreed.</p> <p>PROT can support the country office's internal capability development plan through on-demand technical support; mentoring; knowledge brokering with other country offices on specific problems or challenges; and mobilizing external expertise where needed. This will also help embed a coherent understanding of WFP's approach to country capacity strengthening.</p> <p>The support will be provided in close coordination with regional bureau country capacity strengthening focal points, country office programme managers and the focal point for internal capability development.</p>	4.2.1 Roll out skills audits to determine specific training needs for country capacity strengthening at the country office as part of the CSP-linked workforce planning	Country office head of programme and human resources unit (PROT; regional bureau)	September 2021

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			4.2.2 Develop a bilateral support plan for country capacity strengthening training and development in line with the country office country capacity strengthening strategy.	PROT (country office, regional bureau)	November 2021
			4.2.3 Implement the country office capacity strengthening and learning plan.	Country office (PROT; regional bureau)	December 2021
4.3 Reassess and evaluate the principles of the country capacity strengthening strategy to ensure clarity of purpose regarding how to effectively engage with the Government to support its capacity strengthening strategic goals in line with SDG commitments.	Country office	Agreed As mentioned under 4.1, the country capacity strengthening strategy will be rethought and a concept note on the subject will be drafted. As part of the rollout of the CSP, the concept note will then be further developed into a strategy as engagement with partners becomes clearer with the approval of the new CSP, so that capacity needs assessments can guide the transition from a concept to a full strategy.	4.3.1 Develop a country capacity strengthening strategy.	Programme team	December 2021

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Priority: High Deadline: December 2021 5. Strengthen gender equality and social inclusion interventions. WFP should:	Country office (headquarters – Gender Office; regional bureau)	Agreed			
5.1 Fully integrate gender into thematic programming and CSP design to form the basis of a strategy for engaging with partners and stakeholders to ensure that WFP’s position on gender is effectively communicated.	Country office (headquarters – Gender Office; regional bureau)	Agreed Gender is, and will continue to be, a cross-cutting topic for the new CSP. Where possible, this aspect of the programming will be strengthened and closely linked to the larger protection agenda. WFP is well positioned to advance the gender agenda building on its long partnership with the Ministry of Women and Children’s Affairs. Links were recently tightened with specialized agencies like UN-Women, engaging them in joint programming in urban areas.	5.1.1 Integrate gender into thematic programming and the new CSP.	Country office management (Deputy Country Director – Programme) and programme team	June 2021
			5.1.2 Refine the gender strategy based on the design of the new CSP.	Programme team	December 2021

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5.2 Strengthen the design, implementation and qualitative monitoring of gender equality and social inclusion, including by commissioning studies, to shift the focus from quantitative aspects of gender, equity and social inclusion mainstreaming to a set of transformative actions embedded in activities and tracked across strategic outcomes.	Country office (headquarters – Gender Office; regional bureau)	Partially agreed While agreeing with the recommendation to strengthen the design, implementation and qualitative monitoring of gender equality and social inclusion, this should not impede continued inclusion of quantitative aspects of gender, equity and social inclusion mainstreaming. The country office will therefore expand gender and social inclusion by strengthening the qualitative aspects of the monitoring and tracking them across strategic outcomes.	5.2.1 Review the gender monitoring modules, strengthening the qualitative aspects and tracking progress across strategic outcomes.	Programme team (monitoring and evaluation sub-unit)	December 2021
			5.2.2 Identify and commission possible studies on gender equality and social inclusion.	Country office gender team	December 2021

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5.3 Ensure that gender advisers and support units fully embed the principles and policy obligations that underpin WFP's global position on gender transformation commitments in the CSP design process.	Country office (headquarters – Gender Office; regional bureau)	Agreed The country office will incorporate gender transformation into its next CSP based on corporate guidance and input provided by the regional bureau.	5.3.1 Engage actively with regional and headquarters gender advisers in the CSP design process.	Country office programme team	June 2021
5.4 Build sufficient technical capacity in the gender, VAM and monitoring and evaluation units to support programme teams in operationalizing and mainstreaming gender considerations throughout the CSP period.	Country office (headquarters – Gender Office; regional bureau)	Agreed The design of the next CSP will incorporate gender analytics and monitoring elements in order to strengthen the operational aspects of the various programme activities across the CSP. This will build on existing capacity, corporate guidance and technical expertise that will be drawn on to, among other things, improve the capacity of the gender, VAM and monitoring and evaluation units in the country office and Cox's Bazar sub-office to assist the various activity managers and the gender sub-unit with mainstreaming gender considerations across actions.	5.4.1 Incorporate gender analytics and related gender monitoring into the design of programme activities in the next CSP.	Country office programme team (regional bureau)	June 2021

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			5.4.2 Review and analyse in-house capacity for gender analytics and monitoring and, based on this, develop a programme to strengthen such capacity where needed.	Country office programme team (regional bureau)	December 2021
5.5 Revisit recruitment and training strategies for redressing gender imbalances and ensure that adequate training is part of induction and continuous job performance and appraisal processes.	Country office (headquarters – Gender Office; regional bureau)	<p>Partially agreed</p> <p>The country office has been making a sustained effort to improve the gender balance of its staff. The 2019 drop in the gender balance was the result of offering service contracts to drivers who previously were employed through outsourcing and thus not reflected in the staffing records. Despite this and since the drop, gender balance has improved rapidly in 2020, and currently around 42 percent of staff members are female, thanks to active exploration of ways to encourage qualified female candidates to apply for new positions.</p> <p>The country office is also making efforts to actively encourage women to take on roles of greater responsibility. While this obviously takes time, where possible qualified female colleagues are given preference for more senior</p>	5.5.1 Continue actively encouraging qualified female candidates to apply for positions across the vacancies.	Country office (all units)	December 2021

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		positions, bearing in mind the need to avoid discriminating against qualified internal male candidates. Gender and disability inclusion sessions are integrated into the onboarding sessions that all new staff are offered as part of their induction. This also includes a session on respectfulness and domestic violence.			
			5.5.2 Continue to actively encourage female staff to take on roles with high responsibility.	Country office (all units)	December 2021
			5.5.3 Continue with onboarding sessions for newly recruited employees, with sessions on inclusion and respectfulness.	Country office human resources unit, with support of all units	Continuous

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Recommendations and sub-recommendations	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
Priority: High Deadline: December 2021 6. Strengthen performance management strategy, processes and systems. WFP should:	Country office (monitoring and evaluation, vulnerability analysis and mapping and programme units)	Agreed			
6.1 Develop a performance and knowledge management strategy to promote evidence-informed intervention design and implementation across CSP strategic outcome areas. The strategy should aim to build on best practice principles of the WFP monitoring, evaluation, accountability and learning approaches; the research assessment and monitoring model; and the three-pronged approach.	Country office (monitoring and evaluation, vulnerability analysis and mapping and programme units)	Agreed The country office is reviewing its knowledge management approach, but definitely wants to tighten the links between monitoring and evaluation and VAM and strengthen evidence-generating efforts for design and adjustment of interventions as well as for the purposes of advocacy with government and development partners. Corporate guidance, including considerations of risk management and accountability, are informing this review.	6.1.1 Develop a performance and knowledge management strategy and roll it out across the CSP strategic outcome areas.	Country office programme team	December 2021
			6.1.2 Review the country office knowledge management approach.	Country office programme team	March 2021

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6.2 Encourage closer integration of the monitoring and evaluation, VAM and programme units to better capture lessons across CSP strategic outcomes and enhance field-level staff functions to go beyond distribution and process monitoring to provide contextual information (design) and connection to beneficiary experience (monitoring and evaluation).	Country office (monitoring and evaluation, vulnerability analysis and mapping and programme units)	<p>Partially agreed</p> <p>In Cox's Bazar, VAM, monitoring and evaluation and knowledge and information management are integrated under a "MEAL" umbrella. In the country office, a review is under way to see how to best align the cross-cutting programme aspects – such as nutrition and gender protection – with monitoring and evaluation, VAM and knowledge management, in order for them to best support operational programme activities. Pending this review, the structure that best suits the nature of the operations will be put in place, taking into account that the needs for a response rooted in an emergency (refugee crisis in Cox's Bazar) differ from activities focusing on capacity development for government partners in areas of social protection and resilience building.</p> <p>In parallel with this review, a rethinking of some of the approaches to monitoring and evaluation and the use and role of outposted staff (sub-office staff) is ongoing. This is part of a larger rethinking of the role of sub-offices, and will be included in the development</p>	6.2.1 Review existing VAM, monitoring and evaluation and knowledge management approaches across the country office to identify which structure and integration best suits the nature of various operations and adjust accordingly.	Country office programme team	March 2021

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		of the next CSP. The recommendation to enhance field-level staff functions to go beyond distribution and process monitoring to provide contextual information (design) and connection to beneficiary experience (monitoring and evaluation) is taken onboard and will be part of this rethinking process.			
			6.2.2 Adjust the structure of country office programme support teams to suit the nature of the operations.	Country office management (Deputy Country Director – Programme)	June 2021
			6.2.3 Review and rethink the role of sub-offices and outposted staff, both for monitoring and evaluation and other matters, as part of CSP design, development and subsequent operationalization.	Country office management and programme team	December 2021

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6.3 Enhance qualitative research to inform nutrition-sensitive evidence generation and develop monitoring and evaluation cross-cutting mechanisms – including strategies for engaging with and promoting the voices of poor and vulnerable groups in decision making – to inform policy and programmatic planning and to influence processes in dialogue with government partners.	Country office (monitoring and evaluation, vulnerability analysis and mapping and programme units)	<p>Agreed</p> <p>The role of well-designed and executed research on the effectiveness of social protection and other programmes is fully appreciated and forms an integral part of the programme strategy of the country office. Several studies are scheduled and some are under way, although the COVID-19 pandemic has affected some of the ongoing research.</p> <p>Poor and vulnerable groups will be more involved in decision making and in planning during consultation with government partners. In some of the new activities in urban areas (part of the COVID-19 response), a consultative process with government partners has started, with the goal of informing the design of new programmes that the Ministry of Women and Children's Affairs wishes to roll out in urban areas. WFP will explore how to include the voices of poor and vulnerable groups, including in the consultative process.</p>	6.3.1 Carry out more qualitative studies to aid decision making.	Programme team	December 2021

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			6.3.2 Identify ways to consult poor and vulnerable groups in a systematic way as part of the monitoring and evaluation processes.	Country office programme team (monitoring and evaluation and VAM units)	June 2021
			6.3.3 Explore ways to include the voices of poor and vulnerable groups in consultation processes with the Government as part of the design of urban programming by the Ministry of Women and Children's Affairs.	Country office programme team	June 2021
6.4 Ensure that all CSP activities are underpinned by specific theory-of-change methodologies, which should be regularly reviewed and used to inform programme interventions.	Country office (monitoring and evaluation, vulnerability analysis and mapping and programme units)	<p>Agreed</p> <p>A theory-of-change exercise was undertaken in early 2020 as part of the development of the next CSP. With COVID-19, that had to be delayed and the current CSP was extended for one year.</p> <p>The country office, as part of the United Nations country team, has already engaged in a theory-of-change exercise for the UNSDCF. The outcome of that exercise, together with the existing theory of change (early 2020 prior to</p>	6.4.1 Ensure that existing programme activities have a theory of change, which is to be reviewed at least once a year.		December 2021

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		<p>the suspension due to COVID-19) for the next CSP, will form the basis for a new exercise to update the theory of change as a basis for the design of the next CSP, with theories of change for the various activities of the CSP.</p> <p>Throughout the life of the next CSP, these theories of change will then be regularly reviewed to inform programme interventions and their monitoring.</p> <p>Theories of change for the existing activities will be reviewed and updated.</p>			
			6.4.2 Ensure that the next CSP is developed on the basis of a theory-of-change process.	Country office management (Deputy Country Director – Programme) and programme team	February 2021

Acronyms

CSP	country strategic plan
ISERP	Immediate Socio-Economic Response Plan
PROT	Technical Assistance and Country Capacity Strengthening Service
SDG	Sustainable Development Goal
UNSDCF	United Nations sustainable development cooperation framework
VAM	vulnerability analysis and mapping