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Evaluation reports

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

Management response to the recommendations in the summary report on the strategic evaluation of WFP's use of technology in constrained environments

Background

1. This document presents the management response to the recommendations in the summary report on the strategic evaluation of WFP's use of technology in constrained environments.
2. The purpose of the evaluation was to assess whether WFP uses, and is equipped to use, the most appropriate information and communication technologies to achieve its objectives in constrained conditions and whether it has put appropriate measures in place to mitigate and manage any risks to people and operations that result from the use of digital technologies and data in constrained environments. The evaluation also served the dual purpose of accountability and learning. It aimed to provide lessons and insights to help guide WFP's digital transformation and use of technology in constrained environments in order to improve operations and accountability to affected populations.
3. The evaluation was based on the triangulation of multiple sources of information, including six country case studies and interviews conducted through surveys and focus group discussions with more than 300 key informants, 1,000 staff members and 1,400 of the people served by WFP.
4. The recommendations include the formulation of an overall strategic vision for the use of digital technology and data in which people and protection are central concerns, and the translation of that vision into clear standards, directives and practical guidance; the strengthening of governance arrangements for WFP's digital transformation; further

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development of strategies for ensuring the effective protection of people and management from the risks associated with the use of technologies; the mainstreaming of inclusion and gender equality considerations and of more meaningful engagement with communities in the development and use of technologies; the development of an appropriate approach to the management of relevant information and learning on WFP's use of technology; increased investment in the development of capacities and skills in basic information technology and data literacy; and further development of technology partnerships. Sub-recommendations elaborate on how each overall recommendation can be implemented.

5. The response sets out whether management agrees, partially agrees or disagrees with each recommendation and sub-recommendation. It presents planned (or completed) actions, responsibilities and timelines.

Summary of response

6. Management welcomes the findings of the strategic evaluation as they build on previous oversight reports that point to a more cohesive approach to the achievement of scale and sustainability of ongoing digitalization efforts and the alignment of future initiatives with evolving good practice.
7. In this regard, WFP commits to clearly defining and consolidating its priorities in digitalization and the necessary processes for continuous organizational innovation and improvement and in support of the implementation of the strategic plan. It will review current policies, standards, guidelines and processes with a view to addressing the gaps in assessments, planning, execution, monitoring and oversight, learning and change management with regard to the introduction and deployment of digital technology investments. The purpose of this exercise is to strengthen learning, optimize the value derived from those investments, identify and mitigate risks and improve accountability. As well as enhancing processes, WFP intends to expand the digital capacity of staff in relevant areas while being cognizant of the need for an inclusive approach to the recruitment and retention of staff in the information technology (IT) function. At the same time, WFP will seek to strengthen its contribution to the United Nations system by bolstering its presence in existing multilateral forums and engaging actively in evolving global discourse and practice, drawing on its experience. Full implementation of the recommendations will require adequate resource allocation.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S USE OF TECHNOLOGY IN CONSTRAINED ENVIRONMENTS					
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
<p>Priority: High/medium Overall deadline: June 2023 1. Strategy As part of the implementation plan for WFP's strategic plan for 2022–2025 and the new corporate information technology strategy, formulate in consultation with all relevant divisions an overall strategic vision for the use of digital technology and data in which people and protection are central concerns, and constrained environments are taken into account. Translate this vision into clear standards, directives and practical guidance and disseminate them internally and to partners.</p>					

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<p>1.1 High (December 2022)</p> <p>Leverage existing committees under the oversight of the WFP Digital Business and Technology Committee (DBTC) and, drawing on all relevant divisions, formulate an overall vision and strategy for the use of digital technology and data at WFP, driving the organization's agenda and specifically addressing constrained environments. The vision and strategy should include clear principles and priorities for WFP's use of digital technologies, explicitly articulating the need to prioritize people-centred approaches (protection, localization, participation) to technology along with objectives of effectiveness and efficiency. Disseminate the strategy and principles throughout WFP.</p>	<p>Chief Information Officer (CIO) (DBTC, Programme and Policy Development Department Digital Advisory Board (PD DAB), Global Privacy Office (GPO), Technology Division (TEC), Innovation Accelerator (INKA), Supply Chain Operations Division (SCO), Emergency Operations Division (EME), Security Division (SEC), Programme - Humanitarian and Development Division (PRO), regional bureaux, country offices)</p>	<p>Agreed</p>	<p>1. Draft an IT strategy that will be driven by business needs and aligned with the WFP strategic plan for 2022-2025, consider the varying contexts of WFP's operations, and be formulated through a multistakeholder process to ensure that it is guided by human-centric principles. The implementation plan for the IT strategy will include underpinning requirements: governance and policy frameworks, workforce development, communication and change management and partnerships, among other elements.</p>	<p>CIO (TEC, DBTC, regional bureaux, country offices)</p>	<p>December 2022</p>

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1.2 Medium (June 2023) Identify, prioritize, develop, complement and streamline concrete and actionable guidelines, training and processes relating to how to operationalize WFP's strategic vision of the role of technologies in practice, with detailed and tailored approaches for the various levels of the organization and constrained environments in which it operates.	TEC (PD DAB, GPO, INKA, SCO, EME, SEC, PRO, Cash-based Transfers Division (CBT), Nutrition Division (NUT), Research, Assessment and Monitoring Division (RAM), School-based Programmes (SBP), Gender Office (GEN), regional bureaux, country offices)	Agreed.	2. Develop and roll out guidance on digital road map planning and implementation at headquarters and in regional bureaux and country offices. The guidance will cover assessment, design (including broad stakeholder engagement), implementation, monitoring and post-implementation and exit strategy. It should also include key performance indicators for the monitoring of progress and success. (See action under recommendations 2.1 and 6.4.)	TEC (business owners)	June 2023
			3. Support departments, divisions and country offices in the development or adjustment of digital road maps and ensure that those road maps are aligned with organizational objectives and the IT strategy.	TEC (business owners)	June 2023

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1.3 Medium (June 2023) Develop and complement strategic position papers, in consultation with other humanitarian actors, that define WFP's normative posture on critical issues, including on digital rights and responsibilities, open data, digital identity management and the use of biometrics, treatment of particularly sensitive data, regulatory compliance, public-private partnerships, the role of donor governments, services to governments and other issues as they arise.	CIO (DBTC, PD DAB, GPO, TEC, PRO, CBT, GEN, SCO, EME, Private Partnerships and Fundraising Division (PPF))	Agreed.	4. Coordinate and disseminate thematic strategic position papers on issues related to digitalization that are of critical and global concern to WFP. Such issues may include: <ul style="list-style-type: none"> a) biometrics (GPO, PRO, CBT with support from TEC); b) identity management (CBT, PRO, TEC); c) public-private technology partnerships (Technology Industry Engagement Committee (TIE), PPF, Public Partnerships and Resourcing Division (PPR), Legal Office (LEG), TEC); d) digital rights and responsibilities (PRO); and e) digital advisory and solution services for governments (PRO, TEC). 	CIO (TEC, DBTC – the lead for each paper will depend on the expertise required)	June 2023
			5. Establish a process for the periodic review of other relevant, emerging concerns on which WFP should take an organizational position.	CIO (TEC, DBTC)	June 2023

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<p>1.4 High (December 2022) Strengthen WFP's strategic engagement on the use of digital technology and data with other United Nations entities, international NGOs and donor communities on the definition and use of common standards, tools and technologies, thus contributing to sector-wide norm and standard-setting.</p>	<p>TEC (DBTC, PD DAB, PPR, United Nations System and Multilateral Engagement Division (NYC), Washington Office, Geneva Office, Brussels Office, NGO Partnerships Unit (NGO), Innovation and Knowledge Management Division (INK), GPO, PRO, CBT, Communications, Advocacy and Marketing Division (CAM))</p>	<p>Agreed.</p>	<p>6. Enhance WFP's presence and positioning in the United Nations system and strategic forums, including by contributing to or co-organizing events at existing high-level forums in New York, Geneva or Rome and in other multilateral engagements.</p>	<p>TEC (NYC, Partnerships and Advocacy Department (PA), CAM, PD))</p>	<p>January 2023</p>
<p>Priority: High/medium Overall deadline: December 2022 2. Governance Clarify and strengthen the governance arrangements and allocation of resources driving WFP's digital transformation and the use of technologies in constrained environments, as well as the division of roles and responsibilities across all levels of the organization, enhancing the balance between product-driven efforts and business needs.</p>					

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<p>2.1 High (December 2022) Clearly define the scope, roles and responsibilities of entities involved in technological development and innovation at WFP, maximizing synergies and considering the breadth of innovation occurring within the organization at various levels.</p>	CIO (INK, DBTC, PD DAB, TEC, SCO, EME, GPO/Enterprise Risk Management Division (ERM))	Agreed.	1. Review WFP's IT governance to understand gaps in accountabilities for the management and oversight of technology development and execution and propose solutions for addressing those gaps.	CIO (TEC, DBTC)	December 2022
<p>2.2 High (December 2022) Clearly establish accountabilities for oversight and compliance between headquarters, regional bureaux and country offices, allocate resources for efficient oversight and support, including for the implementation of the recommendations in the present evaluation, and strengthen incentives for compliance and accountability mechanisms for the (mis-)use of technology.</p>	CIO (DBTC, PD DAB, TEC, INKA, GPO, ERM)	Agreed.	2. Based on the governance review, WFP will enhance processes in order to improve understanding, uptake and follow-up of existing policies and, where required, develop new policies and frameworks.	CIO	December 2022
			3. Develop an investment case, detailing the budgetary requirements for implementation of the evaluation recommendations. Aim to integrate requirements into the 2023 management plan.	CIO	December 2022

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<p>Priority: High/medium Overall deadline: June 2023</p> <p>3. Risk and protection</p> <p>Develop strategies and mechanisms for ensuring the effective protection of affected populations and humanitarian personnel and the management of risks associated with the use of technologies, considering constrained environments in particular, building on a strategic position on protection and the rights of and responsibilities to affected communities with regard to the development and use of technologies.</p>					
<p>3.1 High (December 2022)</p> <p>Expand the use of privacy and protection assessments to identify personal and digital risks and potential unintended consequences of the use of technology for protection, including assessment of partner digital literacy, capacities and processes, taking into account emerging threats such as online rumours and misinformation campaigns and potential physical threats to digital assets and their consequences for the protection of affected populations and humanitarian personnel.</p>	<p>PRO (GPO, TEC, CAM, regional bureaux, country offices)</p>	<p>Agreed.</p>	<p>1. Integrate and broaden programmatic context and conflict risk assessment and mitigation frameworks for country offices to use. Include digital risks, the use of information (and misinformation) as a potential threat, physical threats to digital assets, access to technology for certain population groups, and other potentially negative aspects of technology.</p>	<p>PRO</p>	<p>December 2022</p>
			<p>2. Roll out the cooperating partner framework, including assessments of cooperating partners' capacity in relation to digital literacy, etc.</p>	<p>PRO (NGO Partnerships Unit)</p>	<p>December 2022</p>

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			3. Develop data protection guidance tailored to specific operational areas as required.	GPO (PRO, LEG, TEC, PD, Human Resources Division (HR))	June 2023
			4. Update guidance on the operationalization of privacy impact assessments within WFP.	GPO (PRO, LEG, TEC, PD, regional bureaux, country offices)	June 2023
3.2 High (December 2022) Enhance protection and security risk management strategies concerning risks to both affected populations and humanitarian personnel to guide the use of digital technologies in country offices in constrained environments and allocate resources for an effective response to general protection risks and long-term solutions to security risks, both digital and personal.	PRO (GPO, SEC, TEC, regional bureaux, country offices)	Agreed.	5. Refer to the response to recommendation 3.1 for assessment and mitigation measures.	PRO (ERM, GPO, SEC, regional bureaux, country offices)	June 2023
			6. The actions outlined in the management response to recommendation 3.1 constitute elements of an effective protection risk response. The protection and accountability to affected populations policy of 2020 includes a funding framework, which serves as a tool for mobilizing resources for an effective protection response at headquarters and in regional bureaux and country offices.	PRO, GPO	December 2022

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3.3 Medium (June 2023) Support the expansion of stress test exercises (such as tabletop exercises) to include risks beyond cyber-security risks such as security threats and other adverse events, reputational risks and other challenging situations (e.g., misinformation campaigns, threats associated with data requests) and to include the participation of implementing partners.	ERM (business continuity team, SEC, TEC, LEG, GPO, CAM, regional bureaux, country offices, PRO)	Agreed. This will require extensive participation across WFP at all levels.	7. Draft best practices and principles and define meaningful areas that could benefit from one-off or periodic exercises related to technology system failure or misuse.	ERM (TEC, GPO, PRO)	December 2022
			8. Provide high-risk functions with support for the design and execution of periodic stress tests.	ERM (TEC, GPO)	December 2023
3.4 Medium (June 2023) Enhance transparency, communication and knowledge sharing with regard to protection (inclusion, safety, integrity, dignity) in relation to the use of technology and support country offices and regional bureaux in connecting and exchanging experiences about protection risks and responses related to data and the use of technology in constrained environments.	PRO (GPO, TEC, regional bureaux, country offices)	Agreed.	9. Share the products and processes derived from the implementation of recommendation 3.1 – context risk assessment and risk mitigation measures related to protection and technology, cooperating partner capacity assessment, etc. – as part of ongoing strategic engagement with regional bureaux, including heads of programmes.	PRO (regional bureaux)	June 2023

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<p>Priority: Medium</p> <p>Overall deadline: June 2023</p> <p>4. Inclusion and engagement</p> <p>Integrate inclusion, gender equality and women's empowerment in technology development and use and meaningfully engage with diverse community members to inform the development and use of technologies.</p>					
<p>4.1 Medium (June 2023)</p> <p>Ensure that technology development and deployment are inclusive and gender sensitive through enhanced partnerships between the Technology Division and gender, inclusion and protection specialists and through consultation with regional bureaux and country offices and, when appropriate, affected communities.</p>	<p>TEC (GEN, PRO, CBT, INK, NUT, RAM, SBP, regional bureaux, country offices)</p>	<p>Agreed.</p>	<p>(The following actions also apply to the implementation of recommendations 4.3 and 4.4.)</p> <p>1. Assess more systematically the risks and benefits of technology solutions before deployment. This action will require cross-functional and cross-geographic collaboration to develop and roll out the gender-sensitive, participatory and inclusive frameworks to solution owners in the field and at headquarters.</p>	<p>TEC (IT solution owners, PRO, GEN, GPO)</p>	<p>December 2023</p>
			<p>2. Include the results of the assessments in the review of proposed IT solutions by WFP's IT Demand Assessment Board and IT Architecture Board and, as needed, the DBTC and its sub-committees.</p>	<p>TEC (IT solution owners)</p>	

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			3. Update the terms of reference of the IT Demand Assessment Board to allow wider participation of various functions and a more multi-dimensional review of technology deployment.	TEC	December 2023
4.2 Medium (June 2023) Implement inclusive recruitment, retention and staff development strategies in the information technology function of WFP to achieve greater diversity and gender parity in teams (e.g., women in technology positions, regional representation).	TEC (HR, heads of all divisions and offices)	Agreed.	4. Expand the coverage of ongoing activities related to gender parity and inclusion in the IT function such as Women in Tech, an annual employer branding campaign carried out by WFP through LinkedIn and aimed at promoting diversity and more female applicants for IT vacancies at WFP, and diversity and inclusion awareness sessions.	TEC (HR)	June 2023
4.3 Medium (June 2023) Formalize processes and triggers for the engagement and meaningful participation of all relevant stakeholders (internal and external) in the development, piloting and use of digital technology, ensuring the equitable representation of the diverse people served by WFP as a standard component of WFP's approach and its accountability to affected persons.	TEC (PD DAB, PRO, GEN, CBT)	Agreed.	5. This recommendation is addressed through the implementation of recommendation 4.1.	TEC	December 2023

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<p>4.4 Medium (June 2023) Develop, update and mainstream the process and responsibilities for conducting country-office-level multidimensional technology impact assessments before, during and after digital technology implementation. Ensure that these assessments cover effectiveness, efficiency, sustainability, security, privacy and broader protection, equity and gender concerns.</p>	TEC (DBTC, PD DAB, PRO, GEN, GPO, regional bureaux, country offices)	Agreed.	6. This recommendation is addressed through the implementation of recommendations 4.1 and 5.3.	TEC	December 2023
<p>Priority: Medium Overall deadline: December 2023 5. Monitoring, evaluation and knowledge management Develop a knowledge management approach to capturing, storing and disseminating internally and externally relevant information regarding WFP's use of technology, building supportive evidence and maximizing synergies that is appropriate for constrained environments.</p>					
<p>5.1 Medium (December 2022) Strengthen and improve the use of existing knowledge management tools to provide access to all useful technology-related information that is accessible and usable in constrained environments. This may include:</p>	INK (TEC, PRO, CBT, NUT, RAM, SBP, SCO, EME, CAM, regional bureaux, country offices)	Agreed, based on input from the divisions involved.	1. Strengthen existing knowledge management tools and platforms (such as WFPGo, Yammer and WFP manuals) and develop an expert database accessible to digital technology users across WFP.	INK (TEC)	December 2022

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i) a trusted digital solutions library containing essential information about WFP's technology portfolio and other approved solutions; ii) a central repository for key resources, factsheets and lessons learned from pilot rollouts and from the use of digital technologies in various settings; iii) an expert database of WFP staff and external experts who can be consulted on digital technology matters; and iv) the use of existing forums and communities of practice to facilitate peer-to-peer learning and support.			2. Develop the methodologies of the innovation cycle to enhance impact, scale for WFP operations and replicability within WFP and by other entities in the humanitarian and development system.	INK (TEC, heads of divisions and offices)	December 2023
5.2 Medium (December 2023) Strengthen existing monitoring and evaluation and reporting efforts by putting in place performance measurements, assessments and reporting frameworks and clearly defining accountabilities, with differentiated approaches during pilot testing, initial deployment, scale up and routine monitoring of digital technologies and data.	TEC, (Monitoring and Evaluation Liaison Unit (CPPM)/Corporate Planning and Performance Division (CPP), INKA)	Agreed.	3. Develop and roll out a monitoring framework, with key risks and performance indicators, for solution owners (linked to the results of actions proposed under recommendations 2.2, 4.1 and 5.3.)	TEC (CPP)	December 2023
			4. Ensure that indicators relating to evidence and learning and leveraging technology are included in the corporate results framework for 2022-2025 and annual performance reports	CPP	December 2023

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5.3 Medium (December 2023) Conduct periodic studies and evaluations to fill critical knowledge gaps and disseminate good practices in the use of digital technologies on an as-needed basis on subjects such as gender and inclusion, cost-effectiveness, efficiency and value-for-money, risk reviews and shifting the burden of consent.	TEC (INK, PD)	Agreed.	5. Develop and implement with relevant functions a framework for evidence-based, multi-dimensional assessments of WFP's digital initiatives, aiming to draw on good practices and positive, including unintended, consequences (please see the responses to recommendations 1.3, 2.2 and 5.1). This will complement the oversight activities currently being carried out by regional IT officers.	CIO (TEC, headquarters divisions, regional bureaux, country offices)	Second quarter of 2023
			6. Annually consolidate the findings from IT oversight missions with a view to defining good practices and gaps. Report issues of critical concern to DBTC.	TEC	December 2023
			7. Manage, retain and disseminate internally, and as appropriate externally, the results of the actions above, through a well-designed knowledge management process and tools (see responses to recommendations 1.3, 2.2 and 5.1).	TEC (INK)	December 2023

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<p>Priority: Medium</p> <p>Overall deadline: June 2023</p> <p>6. Digital skills and change management</p> <p>Invest in developing and implementing a coherent capacity development and change management strategy with regard to basic digital skills and data literacy for all WFP staff, especially in countries with low digital literacy and skills.</p>					
<p>6.1 Medium (June 2023)</p> <p>Assess opportunities to strengthen digital technology entrepreneurship and digital skills for WFP staff, including through the maintenance and development of specialist skills at headquarters and regional bureaux to support country offices in the use of digital technology and through strengthening job profiles to match technological requirements.</p>	TEC (HR, all divisions and offices)	Agreed.	1. Review existing generic job profiles, aiming to expand required digital and data skills.	TEC	June 2023
			2. Develop a template for the terms of reference for digital and data roles to ensure consistency in capabilities throughout the IT function and other business areas where technology and data analytics roles are required.	TEC	June 2023
<p>6.2 Medium (June 2023)</p> <p>Update and expand available training modules on the use of digital technologies and data (e.g., WeLearn) and turn them into a coherent curriculum for staff to build their skills incrementally.</p>	TEC (HR)	Agreed.	3. Maintain ongoing training within the IT function of WFP, tailoring it to specific IT tools.	TEC	Ongoing
			4. Roll out the TEC Foundations Programme, which examines technology as a discipline and its various roles and functions. The programme covers technical disciplines such as systems and services, network and security,	TEC	June 2023

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			scripting and programming, data management and the business of technology. It also surveys technologies within these disciplines.		
			5. Build learning and development materials and a learning path for data literacy in WeLearn (for all staff), with a progressive learning curriculum on DOTS, WFP's Foundry data platform, for all staff	TEC	June 2023
6.3 Medium (June 2023) Examine opportunities to make access to sensitive data conditional to having received adequate training on sensitive data handling.	GPO (TEC, heads of all divisions and offices)	Agreed	6. Explore ways to include sensitive data handling in the comprehensive training package developed through the activities under recommendation 7.3.	GPO (PRO, LEG, TEC, PA, regional bureaux, country offices)	June 2023
			7. Identify and monitor existing solutions that have weak user access credential (authentication) management.	TEC	June 2023
			8. Address the risks posed by the weak authentication methods identified in systems.	TEC (data owners)	June 2023

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<p>6.4 Medium (June 2023) Consider digital technology implementation to be a behaviour change effort that requires a change management strategy beyond training to ensure sustainable adoption and compliance.</p>	TEC (DBTC, PD DAB, INK, heads of all divisions and offices)	Agreed.	9. Include in the digital road maps change and knowledge management components that define handover and exit strategies, communication and socialization initiatives, and impact assessment (please see also responses to recommendations 1.2 and 1.3).	TEC (DBTC, all solution owners or country offices)	June 2023
<p>Priority: High/medium Overall deadline: June 2023 7. Partnerships Invest in developing and supporting successful technological partnerships in and for operations in constrained environments, focused but not limited to local partners, considering mutual benefits as a key principle for sustainability and including efforts to improve and sustain access to the Internet.</p>					
<p>7.1 Medium (June 2023) Refine and implement guiding principles that include consultation and local relevance and sustainability as key factors in the selection, development and use of technology, including potential support for and partnerships with local innovators.</p>	TEC (INK, PD)	Agreed.	1. This recommendation is addressed through implementation of recommendations 1.2 and 4.1	TEC	December 2023

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7.2 Medium (June 2023) Support digital capacity development for implementing partners, for example through dedicated support staff and appropriate and accessible training modules on a cooperating-partner-facing training platform.	TEC (HR)	Agreed.	2. Provide guidance on the assessment of digital capability requirements for implementing partners when introducing new technology solutions or digital services.	TEC (NGO Partnerships Unit, PRO)	June 2023
			3. Continue to provide training on matters such as ICT emergency preparedness to humanitarian partners through the Emergency Telecommunication Cluster.	TEC	June 2023
			4. Upon request, provide humanitarian partners connectivity to the Internet in sudden onset emergencies (constrained environments).	TEC	June 2023
7.3 Medium (June 2023) Enhance procedures and capacities for increasing personal data protection when working with various stakeholders, including through contract templates, guidance material and training and capacity building.	GPO (PRO, LEG, TEC, PD, PA, regional bureaux, country offices)	Agreed.	5. Develop contract templates that include data protection capacities and procedures when working with various stakeholders.	GPO, LEG	June 2023
			6. Develop awareness raising and training materials on the contract templates and roll the templates out across WFP.	GPO (PRO, LEG, TEC, PA, regional bureaux, country offices)	June 2023

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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
			7. Develop a training and awareness raising programme and communication materials on personal data protection at various levels of WFP, including engagement with partners (general training, management-level training, focal point training, etc.)	GPO (PRO, LEG, TEC, PD, regional bureaux, country offices)	
7.4 High (June 2022) Take stock of, streamline and continue to raise awareness of oversight, due diligence and review processes for the development of partnerships with a digital technology or data dimension, including with regard to the vetting of partners, communication and transparency and their ethical, reputational, and operational implications, especially when considering state, parastatal and private partners.	PA (TIE, PPF, PPR, LEG, INK, regional bureaux)	Agreed.	8. Ensure that strategic prospect negotiations and ongoing partnerships maintain alignment with organizational needs by providing guidance on partnership development activities and undertaking periodic reviews of existing relationships, including assessments of the risks and benefits of partnership opportunities at the implementation level.	TIE, PPF (TEC, DBTC)	June 2022
			9. Establish WFP-wide standards and a process for technical and operational data protection and ethical review of technology partnerships with state, para-statal and private sector entities.	PA/PPR (DBTC, TEC, PPF, PPR, Procurement Division (SCOP), PRO, LEG))	December 2022
			10. Train private sector partnership officers on applicable due diligence processes.	PPF (LEG, TEC)	Ongoing

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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
			11. Contribute lessons learned from ongoing processes of identifying and devising ways of addressing vendor management risks that arise from WFP's relationships with private sector partners from which it procures goods or services (in the technology sector and beyond).	SCOP (PPF)	June 2022
			12. Develop practical guidance for partnership officers throughout WFP on how to assess the suitability of potential partners, and develop and obtain the necessary approval for new partnerships in the technology sector.	PPF, PPR (TEC, LEG)	June 2022