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Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

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# Management response to the recommendations from the summary report on the strategic evaluation of WFP's work on nutrition and HIV/AIDS

## Background

1. This document presents the WFP management response to the recommendations in the summary report on the strategic evaluation of WFP's work on nutrition and HIV/AIDS.
2. The evaluation assessed the continued relevance of WFP's policies on HIV and AIDS and nutrition, the results attributed to those policies and the extent to which WFP is prepared to meet the challenges posed by HIV/AIDS as called for in corporate guidance.
3. The evaluation was conducted between October 2021 and November 2022 and served the dual purpose of accountability and learning.
4. The evaluation's six recommendations reflect its findings and focus on ensuring that WFP is prepared to meet HIV/AIDS-related challenges as contemplated in the WFP strategic plan for 2022–2025. Sub-recommendations elaborate on how each main recommendation can be implemented.
5. The response sets out whether WFP management agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

### Focal point:

Ms A. Perry  
Director  
Nutrition Division  
email: [abigail.perry@wfp.org](mailto:abigail.perry@wfp.org)

<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S WORK ON NUTRITION AND HIV/AIDS</b>					
<b>Recommendations and sub-recommendations</b>	<b>Recommendation or sub-recommendation lead office (with supporting offices and units in brackets)</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office (with supporting offices and units in brackets)</b>	<b>Action deadline</b>
<p><b>Priority: High</b>  <b>Deadline: December 2023</b>  <b>Recommendation 1: Changes in the HIV landscape over the last 12 years call for an internal strategic discussion aimed at reaching agreement on how best to integrate HIV into WFP programming so as to ensure that WFP's global commitments to the HIV response and to "leaving no one behind" are met.</b></p> <ul style="list-style-type: none"> <li>➤ A corporate analysis should be conducted to inform the development of a clear statement on WFP's position on HIV and on how that position will be integrated into work throughout the organization, together with an updated strategic response to HIV with cross-organizational accountability.</li> <li>➤ The updated strategic response should determine whether to develop a new policy or strategy and should include a costed</li> </ul>	Nutrition Division (Programme and Policy Development Department (PD))	Agreed.	1. Through a consultative process, the Nutrition Division will develop a new strategic document articulating WFP's position on HIV, identify opportunities for HIV integration throughout the organization and enhance accountability across WFP.	Nutrition Division (offices and units in PD; regional bureaux)	December 2023
			2. An updated strategic response to HIV will be developed that includes a costed implementation plan identifying the financial and human resources required and dedicated core funding sources.	Nutrition Division (regional bureaux)	December 2023
			3. The strategic workforce planning exercise for the nutrition function will be updated based on an in-depth analysis of the skills and capacity needed to implement HIV integration at the global, regional and country levels.	Nutrition Division (Human Resources Division (HR))	December 2023
			4. A review of existing guidance and available tools related to HIV will be conducted and opportunities to integrate HIV throughout WFP will be identified, including in the formulation of country strategic	Nutrition Division (Programme – Humanitarian and Development Division (PRO))	September 2023

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<p>implementation plan setting out responsibilities, accountability, the human and financial resources needed to deliver the response, and a fundraising plan.</p> <p>➤ Bring together existing guidance and available tools and use them to identify the strengths and opportunities and the gaps to be addressed with a view to ensuring that key programmatic areas are HIV-sensitive and that consideration of HIV can be effectively integrated throughout WFP systems.</p>			plans, with a focus on countries with a high HIV burden or on the Joint United Nations Programme on HIV/AIDS (UNAIDS) fast track.		
<p><b>Priority: High</b></p> <p><b>Deadline: December 2023</b></p> <p><b>Recommendation 2: The new nutrition strategy currently being developed should articulate a clear definition of, and a comprehensive approach to, nutrition integration so that WFP can deliver on the commitments set out in the strategic plan for 2022–2025.</b></p>	Nutrition Division	Agreed.	1. A new WFP nutrition strategy will be developed through a consultative process, building on a concrete definition of successful nutrition integration across WFP programmes, systems and people. The strategy will include a costed implementation plan and priorities for enhancing nutrition capability throughout WFP in line with the strategic workforce plan for nutrition.	Nutrition Division (regional bureaux, country offices; offices and units in PD)	December 2023

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<p>The nutrition strategy must set out a clear definition of nutrition integration and an overview of what it entails for the whole organization. The strategy is also expected to provide clarity on several issues that were not sufficiently emphasized at the time that the previous policy was approved. Those issues include:</p> <ul style="list-style-type: none"> <li>➤ WFP's role in and contribution to micronutrient deficiency prevention through a combination of approaches for both saving lives and changing lives;</li> <li>➤ clear development of the concepts related to healthy diets, including the mitigation of the nutrient intake gap for the prevention of undernutrition, which is also part of the prevention of all forms of malnutrition (including overweight and obesity), and of how to achieve them through actions on both the supply and demand sides, setting out the</li> </ul>			<p>2. As part of the implementation of the nutrition strategy, an action plan will be developed to support the scaling of food fortification activities, the appropriate use of specialized nutritious foods and the nutritional adequacy of the food assistance provided through national systems and WFP programmes in order to maximize WFP's contribution to addressing micronutrient deficiencies. This will support the achievement of WFP's commitments regarding the nutritional adequacy of food assistance and the mandatory use of fortified staples in WFP operations.</p>	<p>Supply Chain Operations Division (SCO) (Nutrition Division; regional bureaux and select country offices)</p>	<p>December 2023</p>
			<p>3. The Nutrition Division will continue to work with relevant teams across headquarters, regional bureaux and country offices to define concrete areas where WFP can add value in improving the supply of and the demand for healthy diets. This will build on WFP's work on social</p>	<p>Nutrition Division (SCO; PRO; Cash-based Transfers Division; regional bureaux; country offices)</p>	<p>September 2023</p>

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<p>implications for WFP divisions, especially in fragile settings, addressing food choices and setting out practical approaches that address realities on the ground;</p> <ul style="list-style-type: none"> <li>➤ reinforcement of WFP's role in supporting all nutritionally vulnerable population groups, including a clear articulation of the approach to HIV/AIDS-sensitive programming;</li> <li>➤ a clear delineation of WFP's remit in and approach to nutrition in humanitarian settings that takes into consideration the long-term nutrition benefits and gains from recovery and development; and</li> <li>➤ a resource plan setting out the human and financial resources needed to ensure that the organization-wide approach is sufficiently and effectively resourced to pursue delivery as intended from the outset.</li> </ul>			<p>protection and cash-based transfers and will involve close coordination with the Food and Agriculture Organization of the United Nations and other actors so as to ensure the complementarity of efforts – including through the Coalition of Action for Healthy Diets from Sustainable Food Systems for Children and All.</p>		
			<p>4. Key priorities for better supporting nutritionally vulnerable populations will be identified and outlined in the new nutrition strategy. The Nutrition Division will integrate HIV-sensitive approaches into nutrition programming where possible and will support other parts of WFP in integrating HIV-sensitive approaches (linked to results and actions proposed in action 1.3)</p>	<p>Nutrition Division (Gender Office; PRO; Emergency Operations Division; offices and units in the Social Protection Unit)</p>	<p>December 2023</p>
			<p>5. WFP's role in the management of acute malnutrition in humanitarian emergencies will be reflected in the new nutrition strategy, building on recommendations from the World</p>	<p>Nutrition Division (SCO)</p>	<p>June 2023</p>

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			Health Organization. The focus will be on the contribution that WFP can make to the prevention and treatment of acute malnutrition through the provision of household assistance and the targeted use of specialized nutritious foods and on how WFP will optimize the coverage of prevention and treatment services in areas with acute food insecurity.		
			6. In collaboration with the Management Department, the Nutrition Division will map opportunities for the integration of nutrition considerations into corporate financial, planning and technology systems.	Nutrition Division (offices and units in the Management Department)	June 2023

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<p><b>Priority: High</b> <b>Deadline: December 2023</b> <b>Recommendation 3: WFP should develop and implement a systematic process for, and clear guidance on, the effective operationalization of nutrition integration.</b></p> <p>The process of embedding the appropriate systems and structures for, and guidance on, nutrition integration throughout WFP should include the following:</p> <p><b>i) Systems:</b></p> <ul style="list-style-type: none"> <li>➤ Define and ensure resources for the role that the Nutrition Division (including nutrition staff in regional bureaux and country offices) will play in supporting other units of WFP at the headquarters, regional bureau and country office levels, with clear objectives.</li> <li>➤ Develop consistent messages for fundraising, partnerships and advocacy purposes,</li> </ul>	Nutrition Division (PRO; School-based Programmes; Cash-based Transfers Division; Gender Office; Partnerships and Advocacy Department (PA))	Agreed.	1. An implementation plan will be developed to support the operationalization of the new nutrition strategy. It will define the shifts that relevant WFP teams need to make to systems and structures across WFP in order to optimize the integration of nutrition throughout the organization by relevant WFP teams, regional bureaux and country offices.	Nutrition Division (offices and units in PD; offices and units in PA)	December 2023
			2. The Nutrition Division will map out the opportunities for mainstreaming nutrition into WFP's advocacy, partnership and communication work across global, regional and country structures.	Nutrition Division (PA; offices and units in PD)	December 2023
			3. The nutrition strategy will incorporate the strategic workforce plan for nutrition, which sets out the required nutrition and HIV capability for the various levels and functional areas of WFP across global, regional and country offices. The Nutrition Division will collaborate with the NGO Partnerships Unit to ensure that	Nutrition Division (HR; NGO Partnerships Unit)	December 2023

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<p>working with other United Nations agencies and the global nutrition community, particularly in advocacy efforts. Communication and marketing aimed at enhancing WFP's profile as a nutrition-focused, HIV/AIDS-sensitive organization are key.</p> <ul style="list-style-type: none"> <li>➤ Consider how WFP will fund departments' adaptation of their approaches and development of staff and system capacity.</li> <li>➤ Enhance efforts to mainstream gender at the organizational level.</li> </ul> <p><b>ii) Internal structures:</b></p> <ul style="list-style-type: none"> <li>➤ Define the roles and enhance the understanding of staff throughout WFP in relation to their contributions to improved nutrition, particularly when working across the organization.</li> </ul>			<p>partnerships with implementing organizations reflect the nature and requirements of nutrition-related programming in view of the importance of partnerships to achieving nutrition-related strategic objectives (linked to action 6.4).</p>		



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<ul style="list-style-type: none"> <li>➤ Invest in dialogue with implementing partners at the local level so as to strengthen their understanding of their roles in supporting nutrition outcomes in programmes and operations.</li> </ul> <p><b>iii) Guidance:</b></p> <ul style="list-style-type: none"> <li>➤ Develop operational guidance on how to integrate nutrition across supporting systems.</li> </ul>					
<p><b>Priority: High</b> <b>Deadline: December 2025</b> <b>Recommendation 4: Continue to enhance capacities in nutrition and HIV/AIDS throughout WFP with a view to strengthening existing nutrition and HIV/AIDS expertise and approaches, and ensure nutrition integration through the recruitment of skilled staff, the development of the various skillsets required and, particularly, the matching of skills to contexts and programme aims.</b></p>	Nutrition Division (HR)	Agreed.	1. The Nutrition Division will develop nutrition and HIV capacities and skills within the existing workforce in line with the strategic workforce plan for nutrition, HIV staffing needs and funding trends. WFP will support a network of nutrition and HIV advocates at the headquarters, regional bureau and country office levels through effective communication approaches and channels.	Nutrition Division (HR; offices and units in PD; SCO)	December 2025
			2. A plan for the development of staffing, capacity and skills within the existing workforce will be developed in response to regional	Nutrition Division (HR)	December 2024

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i) Across WFP, the development of capacities and skillsets should include: <ul style="list-style-type: none"> <li>➤ at the headquarters level, increasing the number of staff members focused on HIV/AIDS using internal core funding;</li> <li>➤ at the headquarters and regional bureau levels, enhancing advocacy for HIV/AIDS- and nutrition-sensitive programming with senior management at all levels; and</li> <li>➤ at the country office level, building the capacity of country directors as advocates for nutrition- and HIV/AIDS-sensitive programming.</li> </ul> ii) In addition, there is a need to continue to build the capacity of nutrition advisers at the regional bureau and country office levels, which should include the development or employment of			bureau and country office needs, in line with the global nutrition strategic workforce plan for 2021–2026 and guided by the nutrition strategy. Achievements will be reported on regularly, including through the annual performance report, “nutrition in numbers” reports and HR’s reporting on global strategic workforce planning.		
			3. The Nutrition Division will develop a learning action plan and a nutrition “learning catalogue” that aim to address capacity gaps, assess emerging learning needs and connect staff to resources for improving the design and implementation of nutrition programming.	Nutrition Division (regional bureaux)	June 2024

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<p>skillsets that meet contextual support needs and objectives, including approaches to supporting governments in strengthening systems for improved dietary diversity and nutritional outcomes, and strengthening cross-sectoral work on HIV/AIDS across various sectors.</p> <p>iii) The building of the capacities outlined above should be informed by the continuous identification and addressing of organizational learning needs so as to improve staff capacity and, in turn, improve the design and implementation of nutrition-specific and nutrition-sensitive strategies and programmes.</p>					

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<p><b>Priority: High</b>  <b>Deadline: December 2023</b>  <b>Recommendation 5: Elevate the status of knowledge management and learning and equip the knowledge management team in nutrition with the skills and accountability needed to reach and work across units, consolidating and communicating learning throughout WFP and informing advocacy approaches.</b></p>	Nutrition Division	Agreed.	1. The Nutrition Division will update its knowledge management action plan in line with the overarching nutrition strategy and maintaining alignment with the priorities of the corporate knowledge management strategy. This will take into account the staffing required to implement the plan. The division will collaborate with the Innovation and Knowledge Management Division (INK) to support the generation, presentation and sharing of knowledge and lessons learned among offices. The knowledge management action plan will incorporate planned actions for enhancing the sharing of good-quality evidence from WFP's nutrition monitoring, assessment and research initiatives.	Nutrition Division (INK)	December 2023

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<b>5.1 Monitoring:</b> Revise and develop monitoring indicators and systems to ensure the collection of indicator data that are meaningful and fit for purpose in providing evidence of programme outcomes. This work includes focusing on system readiness to ensure that the data can measure the qualitative outcomes of both nutrition and HIV/AIDS programming, and should feed into the systematic use of data analysis to inform progress monitoring on programmes.	Nutrition Division (Research, Assessment and Monitoring Division (RAM))	Agreed.	2. The Nutrition Division will collaborate with RAM, regional bureaux and country offices on the assessment and implementation of strategic shifts in nutrition-related monitoring and evaluation, including with regard to indicators and systems. The division will also contribute to strengthening the measurement of qualitative outcomes through the work of the PD qualitative task force team.	Nutrition Division (RAM)	December 2023
<b>5.2 Assessment:</b> Collaborate further with the Research, Assessment and Monitoring Division on reviewing and enhancing nutrition integration and the utilization of assessment data and information to improve needs identification and the design of nutrition and HIV/AIDS programmes.	Nutrition Division (RAM)	Agreed.	3. The Nutrition Division and RAM will finalize a joint workplan for improving the integration of nutrition into WFP assessments and monitoring, in particular essential needs assessments and early warning and market monitoring activities. The joint workplan will track progress through periodic reviews of the milestones reached.	Nutrition Division (RAM; Emergency Operations Division)	December 2023

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<p><b>5.3 Evidence:</b> Build on the learning from the successful evidence generation and advocacy approaches of country offices, such as cost of diet and Fill the Nutrient Gap analyses and research studies, to develop WFP's reputation as an evidence-driven organization. Achieve this through continued investment in evidence, evaluation, research and data on HIV/AIDS and nutrition, with enhanced understanding of gender and inclusion dimensions and the development of a research plan or strategy.</p>	<p>Nutrition Division (RAM; INK; Office of Evaluation (OEV))</p>	<p>Agreed</p>	<p>4. The Nutrition Division will continue to support country offices in identifying the barriers to adequate nutrient intake in priority populations using the Fill the Nutrient Gap analysis and other tools, with a specific focus on gender and inclusion dimensions. This will inform WFP's programmes and support government policymaking aimed at improving access to nutritious diets. An operational research agenda will be developed in line with the nutrition strategy and with support from OEV, other divisions and academic partners as relevant.</p>	<p>Nutrition Division (RAM; OEV; Gender Office)</p>	<p>December 2023</p>

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<p><b>Priority: Medium</b> <b>Deadline: December 2025</b> <b>Recommendation 6: WFP should build on its investments in partnerships by nurturing long-term relationships and shared aims in HIV/AIDS and nutrition in order to deliver resilient and long-term gains for HIV/AIDS and nutrition programmes through the complementarity of partners' capacities. WFP needs to focus on its comparative advantages and continue to pursue strategic alliances.</b></p> <p>The approach to partnerships should include:</p> <ul style="list-style-type: none"> <li>➤ building on existing partnerships within the United Nations system in order to ensure strategic engagement in the development of complementary approaches to programming, implementation, advocacy and fundraising, with clearly defined roles in specific settings;</li> </ul>	Nutrition Division (Communications, Advocacy and Marketing Division (CAM); Public Partnerships and Resourcing Division (PPR); Private Partnerships and Fundraising Division (PPF); Strategic Partnerships Division; Corporate Finance Division; NGO Partnerships Unit; regional bureaux; country offices)	Agreed	1. WFP will work closely with other United Nations entities to ensure a consistent United Nations approach to key nutrition and HIV policy and governance processes through platforms such as UNAIDS and UN Nutrition. This will include helping to shape and implement the joint United Nations nutrition workplan.	Nutrition Division	December 2025
			2. WFP will make effective use of the UN Nutrition platform, the Coalition of Action for Healthy Diets from Sustainable Food Systems for Children and All, the Global Nutrition Cluster and the Global Action Plan on Child Wasting to promote the complementarity of United Nations efforts in nutrition and to support joint advocacy and fundraising where appropriate. WFP will support the identification of areas for joint resource mobilization and advocacy in relevant workplans related to the initiatives outlined above.	Nutrition Division (CAM; PPF; PPR)	December 2023

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<ul style="list-style-type: none"> <li>➤ building on established relationships with regional and national government partners in work on nutrition and HIV/AIDS to facilitate advocacy of long-term, multi-year financial support from donors; and</li> <li>➤ engaging with local and regional partners to leverage local advocacy, knowledge and capacities, including by making space for partners' participation in programme design, implementation and monitoring.</li> </ul>			3. The Nutrition Division will develop a fundraising and engagement plan in line with the new nutrition strategy that will support country office efforts to secure long-term funding for nutrition.	Nutrition Division (CAM; PPF; PPR)	June 2023
			4. A road map for the strengthening of partnerships with international and national partner organizations will be developed to ensure that partnerships are more "fit for purpose" in terms of nutrition. This will include strengthening capacity for programme design, reporting, advocacy and effective implementation of nutrition programmes (in line with the actions in response to recommendation 3).	Nutrition Division (NGO Partnerships Unit)	December 2025



## Acronyms

HR	Human Resources Division
INK	Knowledge Management Division
OEV	Office of Evaluation
PA	Advocacy Department
PD	Programme and Policy Development Department
PPF	Private Partnerships and Fundraising Division
PRO	Programme – Humanitarian and Development Division
RAM	Research, Assessment and Monitoring Division
SCO	Supply Chain Operations Division
UNAIDS	Joint United Nations Programme on HIV/AIDS