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برنامج الأغذية العالمي

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## **Management response to the recommendations from the summary report on the evaluation of the corporate emergency response in Myanmar (2018–2022)**

### **Background**

1. This document presents the management response to the recommendations in the summary report on the evaluation of the corporate emergency response in Myanmar in 2018–2022.
2. The evaluation assessed WFP's work in Myanmar from September 2017 to December 2022. It has the dual objective of serving accountability and learning purposes and informing the formulation of the next interim country strategic plan (ICSP) for Myanmar and WFP's emergency response practice worldwide.
3. The evaluation made four recommendations and twelve sub-recommendations. Five of the sub-recommendations are strategic in nature and seven are operational.
4. The response sets out whether WFP management agrees, partially agrees or disagrees with each of the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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### **Focal points:**

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**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT  
ON THE EVALUATION OF THE CORPORATE EMERGENCY RESPONSE IN MYANMAR (2018–2022)**

<b>Recommendations and sub-recommendations</b>	<b>Responsible WFP office or division (with supporting offices and divisions in brackets)</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office or division (with supporting offices and divisions in brackets)</b>	<b>Deadline for completion</b>	<b>Status of implementation</b>
<b>1. Adaptation and scale-up Maintain and enhance the capacity to work at scale. Factors enabling operational flexibility should be actively maintained, along with staff well-being.</b>		Agreed				
1.1 WFP should enhance its capacity by continuing fundraising for and policy dialogue on the forgotten crisis in Myanmar, with headquarters support; identifying and addressing gaps between the various digital information systems; and maintaining the matrix-based management structure, which brings together responsibilities for operations, programmes and geographical coverage. <b>Priority: High Deadline: End of ICSP</b>	Country office	Agreed	The country office will hold regular discussions and coordination meetings with relevant headquarters and regional bureau units on advocacy and the development of an advocacy strategy for Myanmar.	Country office management (country office partnerships, coordination and reports unit and programme unit; regional bureau management and operational information management unit and headquarters communications function)	December 2025	Under way
			The country office will assess and map the gaps in its digital information systems and identify solutions to fill those gaps.	Country office information technology unit (country office programme unit and management and regional bureau technology unit)	December 2025	Under way

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			The country office will continue to assess its matrix-based management structure and update or adapt it as necessary.	Country office management	December 2025	Under way
<p>1.2 The country office should continue to promote measures that enable the rapid adjustment of operations, such as the use of flexible, multi-modal field-level agreements with partners, backed up by the country office tool for managing effectively, and the WFP Information Network and Global System; the maintenance and expansion of rosters; and agreements with suppliers and financial service providers. These mechanisms should be supported by proactive capacity development work with civil society organizations in areas such as the preparation of proposals and reporting.</p> <p><b>Priority: High</b> <b>Deadline: End of ICSP</b></p>	Country office operations unit (country office programme unit)	Agreed	The country office will work with the headquarters NGO Partnerships Unit on the development of flexible field-level agreements, regularly update and expand its roster of cooperating partners registered in the United Nations Partner Portal, including those involved in the localization strategy and in capacity building for civil society organizations, and expand its rosters of suppliers and financial service providers.	Country office programme unit (country office field support unit (FSU), procurement unit and field offices)	June 2024	Under way

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			The country office will continue to use a flexible model for its field-level agreements under which a single agreement can have two budgets, one for the in-kind food transfer modality and one for cash-based transfers. This will allow the country office and the partner concerned to switch between the two modalities without having to revise their original agreement when circumstances change during the course of an intervention.	Country office programme unit (country office FSU)	December 2025	Under way
			The country office will use flexible operational models that enable it to increase the number of local partners that can ensure safe and regular access to all locations.	Country office programme unit (field offices, country office management and regional bureau management)	December 2025	Under way
			The country office will continue to provide periodic capacity strengthening and training sessions for cooperating partners on themes such as the preparation of project proposals and reporting.	Country office programme unit (country office FSU)	December 2025	Under way

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<p>1.3 WFP should maintain the staff capacity needed to deliver high-quality assistance under pressure. It should establish culturally appropriate processes for tracking staff well-being and enabling staff to share any concerns. The highly constrained recruitment of staff should receive greater attention from the Human Resources Division at headquarters. Opportunities for leave, internal training, temporary duty assignments and other options for staff should be expanded to promote career development in Myanmar.</p> <p><b>Priority: High</b> <b>Deadline: End of ICSP</b></p>	Country office operations unit, human resources (HR) unit (headquarters HR function)	Agreed	The country office will identify and implement actions that enhance staff well-being, including by fostering a good work-life balance, allowing hybrid working models and flexible working hours, and ensuring that staff receive their entitlements in terms of leave, compensatory time off etc., so as to promote staff retention.	Country office HR unit (country office management, field office management, regional bureau wellness unit)	December 2025	Under way
			The country office will develop a context-specific recruitment strategy aimed at ensuring that it remains an attractive employer.	Country office HR unit (country office management, headquarters HR function)	December 2025	Not started

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<p><b>2. An inclusive, principled and risk-sensitive approach</b></p> <p>Difficult ethical and practical choices related to the humanitarian principles and the balancing of risk management priorities will continue to present themselves into the near future. WFP must find ways to sustain consistency in internal decision-making processes. Support for the individuals making decisions must be constant and tailored to operational situations. The key role of cooperating and service partners calls for fuller consideration of their capacities and status in operations than is granted under existing corporate systems. Current efforts in communication regarding WFP's humanitarian positioning should be extended to a wide range of stakeholders.</p>		Agreed				

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<p>2.1 At the corporate level, WFP must consider the formulation of mechanisms for country offices and regional bureaux to request support from higher levels of the organization when they need to make difficult ethical decisions regarding the humanitarian principles and risks in settings of high political sensitivity and polarization. When required, the corporate senior management team must give support to the senior management of the country office when issues and proposed choices are passed up for corporate endorsement. All relevant guidance on the applicable processes for addressing access issues and dilemmas regarding the humanitarian principles, such as the authority of the country office to make certain trade-offs between risks to populations and risks to operations, should be shared.</p> <p><b>Priority: High</b> <b>Deadline: June 2024</b></p>	<p>Headquarters Deputy Executive Director and Chief Operating Officer, operations management function (headquarters programme function)</p>	<p>Partially agreed. Corporate mechanisms for this purpose already exist, and WFP will further clarify the availability of different channels to ensure that relevant guidance is provided to country offices.</p>	<p>WFP will further clarify the availability of different channels to ensure that relevant guidance is provided to country offices. These include the role of the regional bureau, which is equipped with the senior strategic and technical capacities to support country offices in making determinations of risk and judge when further escalation to headquarters is required; corporate support to country office senior management, which is provided through regular consultations between the Deputy Executive Director and Chief Operating Officer with country office and regional bureau leadership, and with the support of other leadership group members and functional directors in headquarters, if required; and the strategic task force, particularly for country responses classified as “corporate scale-up”, for which the terms of reference included in the revised WFP emergency activation protocol, issued on 24 February 2023,</p>	<p>Headquarters Deputy Executive Director and Chief Operating Officer (senior management team, regional bureau management, country office management)</p>	<p>June 2024</p>	<p>Not started</p>

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			include guidance on strategic issues including those concerning humanitarian access.			
<p>2.2 WFP should define how it can respond when a partner or contractor is exposed to risks (such as the loss of their authorization to operate or the arrest of their staff) and provide support where possible. WFP should consider establishing feedback processes to ensure that cooperating partners do not feel pressured to undertake activities in high-risk areas. A financial facility should be in place to address the actual and potential risks transferred to cooperating partners, for example those related to their staff safety, security, organizational reputation and ability to operate.</p> <p><b>Priority: High</b> <b>Deadline: End of ICSP</b></p>	Country office operations unit (country office programme unit)	Agreed	The country office will consider the use of alternative financial transfer modalities, such as donor-funded consortiums, for high-risk partnerships, where appropriate and feasible.	Country office finance unit (country office programme unit and management, regional bureau finance unit)	December 2025	Under way



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			The country office will advocate with the United Nations country team, the senior management team and the humanitarian country team for collective action in high-risk areas.	Country office management	December 2025	Under way
			To mitigate the impact of transferring risks to cooperating partners, WFP will strengthen its financial commitments to those partners, prioritizing those implementing high-risk activities in high-risk locations.	Country office FSU (country office programme unit and management)	December 2025	Under way
			The country office will expand the scope of its risk register to include the risks to its cooperating partners, which will entail close coordination with partners at various levels.	Country office FSU (country office programme unit and management)	December 2025	Under way

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<p>2.3 WFP should continue to expand its understanding of the risks to people and communities who are affected (indirectly, and either positively or negatively) by its food security and nutrition activities, beyond its collection of quantitative perception-based data via the community engagement mechanism. Knowledge gaps can be addressed through the enhancement of existing post distribution monitoring surveys and the application of environmental and social safeguards with, for example, the inclusion of data on social cohesion and the simplification of post-distribution monitoring and its extension to affected population groups who are not WFP beneficiaries. There is also a need to collect more ethnographic data from beneficiaries and non-beneficiary population groups to ensure that no harm is done, and to follow up on complaints. Consideration must be given to linguistic and ethnic factors in developing trust and communication.</p> <p><b>Priority: Medium</b> <b>Deadline: End of ICSP</b></p>	<p>Country office research, assessment and monitoring unit (country office protection and accountability to affected populations unit)</p>	<p>Agreed</p>	<p>The country office will mainstream environmental and social safeguards into all ICSP programmes and activities, establish an environmental and social safeguards task team responsible for building understanding of the risks and unintended effects of WFP's assistance on people and communities, and design referral processes for ensuring that the people affected by risks receive appropriate support.</p>	<p>Country office research, assessment and monitoring unit (country office protection, gender and accountability to affected populations and programme units)</p>	<p>December 2025</p>	<p>Under way</p>

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<p><b>3. Information and feedback systems</b></p> <p><b>Adjustments to the qualitative and community-based data collected will allow WFP to transmit, internally and to beneficiaries, a fuller picture of activities that impinge on food security and nutrition. Such information should not increase the quantity of text and figures presented in reports and other communication materials but should rely on integrated digital tools to a greater extent than is currently the case.</b></p>		Agreed				
<p>3.1 The country office should identify gaps in the digital systems it uses with a view to enabling the user-friendly presentation of quantitative and qualitative data – such as geospatial maps, conflict factor maps, process monitoring</p>	<p>Country office operations unit (country office research, assessment and monitoring unit)</p>	Agreed	<p>The country office will analyse the quantitative data derived from research, assessment and monitoring exercises and identify areas where further assessments and qualitative data are needed.</p>	<p>Country office research, assessment and monitoring unit (country office protection, gender and accountability to affected populations and programme units)</p>	December 2025	Under way

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<p>reports and “sentiment analysis” reports on the dignity of recipients of assistance, in ways that facilitate the analysis of trends and the experiences of affected populations for decision making at the country office level. The country office should review the frequency of periodic reporting from sub-offices to ensure that it is optimal and use management meetings to highlight specific issues coming up at the sub-office level.</p> <p><b>Priority: Medium</b> <b>Deadline: End of ICSP</b></p>			<p>The country office will identify the optimal frequency of periodic reporting by field offices and continue to use weekly management meetings and emails as the forums for highlighting, discussing and addressing issues arising at the field office level.</p>	<p>Country office research, assessment and monitoring unit (country office management, field office management)</p>	<p>December 2025</p>	<p>Under way</p>
<p>3.2 WFP must take measures to obtain access to the knowledge that partners draw from their own community information systems by establishing a simple communication process. Cooperating partners play a key role in information gathering owing to the time they spend in the field and the relationships they develop with communities. Greater use should be made of that information.</p> <p><b>Priority: Medium</b> <b>Deadline: End of ICSP</b></p>	<p>Country office research, assessment and monitoring unit (country office programme unit)</p>	<p>Agreed</p>	<p>The country office will continue to systematically consolidate the quarterly reports that it receives from cooperating partners.</p>	<p>Country office research, assessment and monitoring unit (country office programme unit, field office programme units)</p>	<p>December 2025</p>	<p>Under way</p>

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			The country office will use dashboards to display the data collected during monitoring visits and by cooperating partner focal points.	Country office research, assessment and monitoring unit (country office programme unit)	December 2025	Under way
			The country office will roll out the Logistics Execution Support System “last-mile” application to collect data on the delivery of assistance by cooperating partners.	Country office research, assessment and monitoring unit (country office programme unit)	December 2025	Not started
			The country office will consider organizing knowledge management sessions where cooperating partners can share information on their achievements and challenges.	Country office FSU (country office programme unit)	December 2025	Not started
3.3 There should be regular reviews of communities’ knowledge of and trust in WFP’s community engagement mechanism and of cooperating partners’ use of that mechanism across all states, with adjustments made when appropriate. <b>Priority: Medium</b> <b>Deadline: End of ICSP</b>	Country office protection and accountability to affected populations unit (country office research, assessment and monitoring unit)	Agreed	The country office will conduct regular surveys on WFP’s community engagement mechanism within communities and among its cooperating partners, and will triangulate the findings with information from other data sources to inform continuous improvement of the mechanism.	Country office protection, gender and accountability to affected populations unit (country office research, assessment and monitoring unit)	December 2025	Under way

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<p><b>4. Integration of resilience in the emergency response</b></p> <p>The interim country strategic plan period of two years should be used to test and gradually integrate a wider resilience perspective throughout the programme so as to address structural vulnerabilities. The aim will be to ensure that when shocks occur, communities can rely on local capacities and will require less humanitarian assistance. Focusing on communities and systems can help to create stronger links between the strategic outcomes in the long term and can strengthen the coordination across teams in the matrix-like structure of the country office. This will enhance the relevance and use of resources for affected people, given that the crisis is likely to be protracted.</p>		Agreed				

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<p>4.1 A new approach that takes into account the ability of affected people and communities to respond to shocks and stressors should include the creation of a framework for resilience that applies across the interim country strategic plan as a cross-cutting outcome. The framework could also be applied at levels lower than strategic outcomes in the interim country strategic plan line of sight.</p> <p><b>Priority: High</b> <b>Deadline: October 2023</b></p>	Country office programme unit (regional bureau)	Agreed	The country office has integrated resilience dimensions throughout the ICSP in line with WFP's updated resilience policy including under ICSP outcome 1 on emergency response.	Country office programme unit (regional bureau programme unit)	October 2023	Completed
<p>4.2 A resilience perspective should be integrated into the strategic outcome on crisis response, in particular as regards disaster risk reduction. Among resilience capacities and assets there should be an assessment of social cohesion and how to avoid creating tensions. Social cohesion and the avoidance of tension are factors in the resilience of communities to shocks.</p> <p><b>Priority: High</b> <b>Deadline: End of ICSP</b></p>	Country office programme unit (regional bureau)	Agreed	The country office will conduct an analysis of the contribution of WFP's programming to social cohesion and social tension.	Country office protection, gender and accountability to affected populations unit (country office programme and research, assessment and monitoring units)	December 2025	Under way

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<p>4.3 The resilience perspective should include an extensive analysis of key community-level assets and basic infrastructure and should encourage the increased localization of emergency response, for example through local procurement aimed at strengthening food systems, or through support for emergency preparedness capacities for managing sudden-onset crises. This work could also include capacity strengthening for private sector entities engaged in common services provision or home-grown school feeding in order to help build local food systems.</p> <p><b>Priority: High</b> <b>Deadline: End of ICSP</b></p>	Country office programme unit (regional bureau)	Agreed	<p>The country office will continue to strengthen the capacities of cooperating partners, including community-based organizations, with a view to ensuring a strong, locally-led emergency response in the absence of institutional partnerships.</p>	Country office programme unit (country office FSU)	December 2025	Under way
			<p>The country office will consider increasing its partnerships with local private sector entities through interventions with the Scaling Up Nutrition Business Network aimed at strengthening local food systems and promoting support for home-grown school feeding as a way of demonstrating corporate social responsibility in the private sector.</p>	Country office programme unit	December 2025	Under way