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Programa Mundial de Alimentos  
برنامج الأغذية العالمي

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## **Management response to the recommendations in the summary report on the evaluation of the country strategic plan for the United Republic of Tanzania (2017–2021)**

### **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 the United Republic of Tanzania (2017–2021).
2. The evaluation served the dual objectives of accountability and learning. As such, it provides evidence and learning on WFP's performance with regard to country-level strategic decisions and accountability for results to WFP stakeholders. It covers all country office activities from 2015, prior to CSP implementation, to mid-2021, so that the nature and success of CSP design decisions based on previous activities can be assessed. The unit of analysis is the CSP, understood as the set of strategic outcomes, outputs, activities and inputs articulated in the CSP document approved by the WFP Executive Board in June 2017, as revised on six occasions.
3. The country office is grateful to the evaluation team for its observations regarding the implementation of past operations, which are important for ensuring accountability. The country office particularly appreciates the focus on lessons learned and guidance that can inform the strategic shift from the 2017–2021 CSP to the proposed CSP for 2022–2027. The country office started to follow up on the evaluation findings while formulating the new CSP and intends to continue to implement the recommendations within the agreed deadlines. Implementation of the recommendations will involve close coordination with government counterparts and other stakeholders within the bounds of the available resources.

### **Focal points:**

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4. The evaluation generated four recommendations with several detailed sub-recommendations. Two recommendations are strategic and two are operational. All the recommendations are to be implemented by the country office, with support from divisions or units at headquarters and the Regional Bureau for Southern Africa.
5. The response sets out whether WFP agrees, partially agrees or disagrees with each evaluation recommendation and sub-recommendation. It presents the planned (or completed) actions, responsibilities and timelines for implementation of those recommendations.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR THE UNITED REPUBLIC OF TANZANIA (2017-2021)					
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><b>Priority: High</b></p> <p><b>Overall deadline: June 2022</b></p> <p><b>1. Focus on thematic areas where the country office has demonstrated that it can add value – refugees, nutrition and agriculture – and apply a long-term view</b></p>	Country office	Agreed			
1.1 Ensure that new and experimental activities are linked to existing initiatives to enhance relevance, effectiveness and efficiency and thus their potential for success and stakeholder buy-in. (June 2022)	Country office	Agreed	<p>1. The innovation hub has been incorporated into the country office and no longer exists as a stand-alone unit.</p> <p>Similarly, innovation is not a separate outcome but is mainstreamed throughout the outcomes. Where relevant, a percentage of each activity budget (of the CSP needs-based plan budget) is dedicated to innovation to ensure that it is taken into consideration at the design stage.</p>	Country office	June 2022
<p>1.2 Ensure appropriate balance in change pathways across a longer timeline than the individual country strategic plan, particularly for translating direct operational roles into government system implementation at scale. This can be done through:</p> <ul style="list-style-type: none"> <li>a parallel process of country strategic plan lifetime and annual planning;</li> </ul>	Country office	Agreed	<p>2. The new CSP, covering 2022-2027, has a long-term vision, to 2032 (which takes it through the next two CSPs). This long-term vision is clearly defined in the CSP.</p> <p>The country office will develop a theory of change, including long-term goals, risks and assumptions.</p>	Country office management, head of programme, and monitoring and evaluation units	June 2022

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<ul style="list-style-type: none"> <li>a long-term theory of change that should – theoretically and practically (since theories of change typically cover a 10–15-year process) – inform several sequential country strategic plans. The first country strategic plan should be used as an incubator to conceptualize, test and validate new activities and assess their scalability before adopting them as strategic outcomes in a second country strategic plan.</li> </ul>					
<p><b>Priority: Medium</b>  <b>Overall deadline: June 2022</b>  <b>2. Improve the definition of change pathways across the country strategic plan</b></p>	Country office	Agreed			
2.1 Itemize in detail the assumptions underlying the envisaged change pathways – including internal and external risks and opportunities – to ensure that the country strategic plan has sufficient capacity for adaptive management, if necessary. This is especially needed when strategic outcomes focus on new workstreams that explore new areas of work and new organizational functions. (June 2022)	Country office	Agreed	1. During the formulation of the new CSP, the country office reassessed and redefined risks and assumptions taking into account WFP's strategic objectives. This has been reviewed by the regional bureau.	Country office management, head of programme, and monitoring and evaluation units	June 2022

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2.2 Follow through on conceptual integration of the strategic outcomes through integrated stakeholder and/or geographic targeting. (June 2022)	Country office	Agreed	2. An integrated approach was used in the development of the new CSP. The four strategic outcomes together capture the long-term vision of what WFP wants to achieve, and all outcomes are linked and complementary.	Country office management and head of programme	June 2022
2.3 Reflect priority cross-cutting issues in pathways and target setting by, for instance, including meaningful gender targets that seek to ensure gender-responsive programming or ideally, where possible, gender-transformative outcomes. (June 2022)	Country office	Agreed	3. The country office joined the WFP corporate Gender Transformation Programme, which mainstreams gender into programmes, systems and partnerships. Significant progress has already been made with the required benchmarks, and the country office should complete the programme in 2022.	Country office monitoring and evaluation unit	June 2022

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<p><b>Priority: Low</b></p> <p><b>Overall deadline: June 2023</b></p> <p><b>3. Set up an operational framework for analysing performance data regularly in order to make effective adaptive management decisions using a structured approach</b></p>	Country office	Partially agreed			
3.1 Identify and address data gaps and inconsistencies. (June 2023)	Country office	Partially agreed. Data gaps are mainly related to strategic outcomes 4 and 5 activities that have not been fully implemented.	1. The country office monitoring and evaluation unit will report on the performance of each activity under the CSP using the indicators prescribed by corporate guidelines and to that end will ensure that the data needed to do so are collected.	Country office monitoring and evaluation unit	June 2023
3.2 Set up a monitoring system for analysing performance trends and apply learning from the analysis to adapt strategic and operational elements of the country strategic plan. (June 2023)	Country office	Partially agreed. The monitoring system is already fully functional as per corporate requirements.	2. The country office will set up a monitoring system aligned with the corporate results framework and the minimum monitoring requirements.	Country office monitoring and evaluation unit	June 2023
			3. The country office will establish a solid complaint and feedback mechanism for all its activities (hotline).	Country office monitoring and evaluation unit	June 2023

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3.3 Where information to inform decision making is insufficient, generate a learning agenda for addressing evidence gaps. A learning agenda that is linked to performance measurement and the management decision making system seems a natural fit for the country strategic plan cycle, where lessons from one cycle inform strategic repositioning and revisions to programmatic approaches between cycles. Specific areas for a learning agenda that arose in the first country strategic plan and that could be useful for the second country strategic plan are a gender assessment and investigation of the reasons for annual fluctuations in minimum dietary diversity and food consumption scores. (June 2023)	Country office	Agreed	4. The country office will strengthen its knowledge management and adopt the new "evidence generation block" strategy for using and generating evidence. This will include learning from decentralized evaluations and qualitative monitoring.	Country office monitoring and evaluation unit	June 2023

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<b>Priority: High</b> <b>Overall deadline: June 2022</b> <b>4. Assess operating model readiness in order to understand the risks and opportunities that should be reflected in programme design</b>	Country office	Agreed			
4.1 Conduct a capacity gap analysis or operating model review as part of the country strategic plan design process in order to address operational challenges. By addressing issues at the preparedness state such a review would minimize the level and number of risks that need to be managed through the organizational risk register. (June 2022)	Country office	Agreed	1. The country office has already begun to align its office structure with the requirements of the next CSP by bringing on board staff with relevant expertise.  A strategic workforce planning exercise will be carried out in the coming months.	Country office management and human resources unit	June 2022
4.2 Conduct a full readiness assessment with regard to operating model elements, including policies, processes, people, culture, partnerships and technology, before finalizing the design of the next country strategic plan. (June 2022)	Country office	Agreed	2. Ahead of the CSP, please see below the status of the various actions: <ul style="list-style-type: none"> <li>- strategic workforce planning (planned for the coming months);</li> <li>- partnership action plan (completed);</li> <li>- communication plan (completed); and</li> <li>- people/wellness/growth and development/culture (several actions are being taken and all will be completed by June 2022).</li> </ul>	Country office management and human resources unit	June 2022