



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
Annual session  
Rome, 26–30 June 2023

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Distribution: General

Agenda item 7

Date: 23 May 2023

WFP/EB.A/2023/7-E/2/Add.1

Original: English

Evaluation reports

For consideration

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

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## **Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Kenya (2018–2023)**

### **Background**

1. This document presents the WFP management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Kenya for 2018–2023.
2. The evaluation was conducted between February and December 2022.
3. Taking a utilization-focused and consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP for Kenya.
4. The evaluation made six recommendations. Sub-recommendations describe how each recommendation can be implemented.
5. The response sets out whether WFP agrees, partially agrees or disagrees with each evaluation recommendation and sub-recommendation. It presents the actions taken or to be taken to implement the recommendations and the related responsibilities and timelines.
6. In some instances, the country office has agreed to a recommendation while proposing a different timeline so as to ensure consistency among actions and to facilitate 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 COUNTRY STRATEGIC PLAN FOR KENYA (2018–2023)**

Recommendations and sub-recommendations (including their priority: high/medium)	Recommendation and sub-recommendation lead office (supporting offices/ units in brackets)	Management response (agreed, partially agreed, not agreed)	Actions to be taken	Action lead office (supporting offices/units in brackets)	Action deadline
<p><b>Recommendation 1: Invest more in increasing the self-reliance and resilience of refugees and host communities; enhance efforts to include hard-to-reach populations.</b></p> <p><b>Priority: High</b></p> <p><b>Deadline: June 2024</b></p>	<p>Country office (relevant technical lead), Deputy Country Director – operations (government counterparts and relevant United Nations country team members)</p>	<p>Agreed</p>	<p>The country office will actively engage with and support the 2021 Refugees Act as offering an opportunity for refugees to move out of camps and for WFP to follow a settlement-based approach as a key member of the implementation team for the act.</p> <p>WFP is contributing to a joint programme on the integration of refugees' that is being developed under the United Nations sustainable development cooperation framework (UNSDCF). WFP is part of a core group of United Nations country team members and the Government (the Sustainable Development Goal leadership lab) that will co-create pathways to accelerate the resettlement of refugees. (The resettlement will create opportunities for WFP to increase its investments in building the self-reliance of both refugees and host communities).</p> <p>WFP is already implementing a self-reliance activity as part of the refugee operation in Kalobeyei, and the new CSP will expand that programming.</p>	<p>Country office CSP outcome 1 unit</p>	<p>December 2025</p>

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<p>1.1: Commission an independent lesson learning study to review the effectiveness of interventions on self-reliance, resilience and food systems under strategic outcomes 1 and 2. Dedicated inputs and insights should be sought from external partners, including the Turkana County government, the Office of the United Nations High Commissioner for Refugees, the Refugee Affairs Secretariat, the World Bank Group's International Finance Corporation, the Food and Agriculture Organization of the United Nations, the United Nations Human Settlements Programme and the United Nations Children's Fund.</p> <p>Priority: High (December 2023)</p>	<p>Country office monitoring and evaluation unit</p>	<p>Agreed</p>	<p>Following consultations with key stakeholders, develop terms of reference for a lesson-learning study by August 2023.</p> <p>Hire an independent firm or consultants to undertake the study, and to complete the related inception mission by December 2023.</p> <p>Carry out data collection, reporting and dissemination for the study by August 2024.</p>	<p>Country office monitoring and evaluation unit (CSP outcomes 1 and 2 units)</p>	<p>August 2024</p>

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<p>1.2: Develop guidance for appropriate self-reliance programming in the refugee camps and settlements based on the lesson learning study, among other things. Dedicated input and feedback should be sought from the International Labour Organization, other relevant United Nations country team members and the other Rome-based agencies.</p> <p>Priority: Medium (Medium-term (June 2024))</p>	<p>Country office (monitoring and evaluation unit)</p>	<p>Agreed</p>	<p>The country office will develop self-reliance programme guidance in consultation with country office staff and management, field offices, stakeholders and donor technical teams as appropriate. (A first draft of the guidance should be ready by the first quarter of 2025, in line with recommendations from the lesson-learning study).</p> <p>Use learning from the preparatory work for the newly established Changing Lives Transformation Fund to contribute to and enrich the final draft of the guidance.</p>	<p>CSP outcome 1 unit (CSP outcome 2 unit, monitoring and evaluation unit)</p>	<p>First quarter of 2025</p>
<p>1.3: Develop guidance for future programming on the ownership and handover of infrastructure assets developed or supported through self-reliance and resilience interventions, based on the lesson learning study, among other things. Dedicated input and feedback should be sought from the International Labour Organization, other relevant United Nations country team members and the other Rome-based agencies.</p> <p>Priority: Medium (Medium-term (June 2024))</p>	<p>Country office (monitoring and evaluation unit)</p>	<p>Agreed The country office agrees with this recommendation, but will require additional time for its implementation.</p>	<p>The country office will develop guidance on the ownership and handover of the infrastructure assets developed or supported through self-reliance and resilience-building interventions using lessons from the study developed in response to sub-recommendation 1.2.</p> <p>The country office will work closely with end-users, the county government and all other stakeholders to ensure the viability and sustainability of these investments.</p> <p>The country office will develop standard guidelines on a handover strategy and include them in the field-level agreements and memoranda of understanding related to investments in assets under the new CSP.</p>	<p>CSP outcome 2 unit (CSP outcome 1 unit)</p>	<p>First quarter of 2025</p>

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<p>1.4: Use the lessons and guidance to inform and refine future programming, partnerships and WFP team capacity. Priority: Medium (Medium-term (June 2024))</p>	<p>Country office: Deputy Country Director – operations (monitoring and evaluation, external relations and partnerships units)</p>	<p>Agreed</p>	<p>The country office will use the guidelines to inform self-reliance and resilience-building programming and improve skills training and capacity strengthening.</p>	<p>CSP outcomes 1 and 2 units</p>	<p>Second quarter of 2025</p>
<p>1.5: Determine effective ways to ensure that hard-to-reach populations are reached with programming assistance, ensuring their safety and dignity. Priority: High (December 2023)</p>	<p>Country office: Deputy Country Director – operations (relevant units)</p>	<p>Agreed</p>	<p>The country office will develop a cross-unit targeting strategy by the end of 2023. (The strategy will be informed by the work of United Nations joint programmes that are mapping the population groups at risk of being left behind and documenting the barriers to those group’s inclusion in WFP programmes.)</p> <p>The country office will review and update the targeting document and work progressively on using and supporting the Kenya national single registry with a view to improving the effectiveness of the targeting of host communities and refugees.</p> <p>Targeting criteria will include all the population groups that WFP serves, ensuring that hard-to-reach people and communities are included.</p> <p>The country office will build on its expanding agribusiness development portfolio, provide income-generating opportunities for young people (input and agriculture services and processing), pastoralists and untapped dryland business enterprises (such as beekeeping, honey processing, gum and resin production, fodder production and food preservation) through activities, in particular under CSP outcome 2.</p>	<p>CSP outcome 1 unit (in coordination with other CSP outcome units)</p>	<p>December 2023</p>

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			<p>The country office will also promote the provision of assistance from other sources, in particular social protection schemes, through which beneficiaries receive assistance that meets their essential needs. Those interventions will be tracked and documented as part of tier 3 data monitoring.</p> <p>WFP will work with local governments, non-governmental organizations and community-based organizations to reach hard-to-reach population groups as part of the localization agenda. (For instance, in areas where WFP cannot operate because of security-related movement restrictions for United Nations personnel, but to which non-governmental organizations have access.) WFP will document the number and success of such engagements.</p>		
<p><b>Recommendation 2: Enhance the contribution of the specialized units on nutrition and gender equality</b> <b>Priority: Medium</b> <b>Deadline: Short-term (December 2023) post-CSP programme planning</b></p>	<p>Country office: Deputy Country Director – operations (regional bureau will seek inputs from government counterparts and relevant United Nations country team members)</p>	<p>Agreed</p>	<p>The country office is finalizing a new gender strategy that focuses on the twin-track approach, taking into consideration gender equality and women’s empowerment as well as gender-transformative approaches.</p> <p>WFP will conduct gender context analysis at the outset of implementation of the new CSP.</p> <p>The country office will review gender-based programming indicators and integrate them throughout the various CSP outcomes.</p>	<p>Head of partnerships and United Nations collaboration (in collaboration with sub-offices)</p>	<p>Short-term (December 2023) following CSP programme planning</p>

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			<p>The country office will map clear nutrition actions and integrate them into the implementation of the new CSP, ensuring that the contribution of nutrition is fully embedded in each outcome area through the inclusion of nutrition-sensitive and -specific actions that contribute to enhancing nutrition in Kenya.</p> <p>The primary focus of nutrition integration will shift from malnutrition treatment to prevention activities and their integration into other areas of WFP operations aimed at building resilience for nutrition and food security.</p>		
<p>2.1: Take steps to improve nutrition outcomes for vulnerable households, ensuring key close collaboration with key partners such as the Office of the United Nations High Commissioner for Refugees and the United Nations Children’s Fund.</p> <p>In dry areas with limited food supply, as a matter of urgency:</p> <ul style="list-style-type: none"> <li>➤ Develop an alternative approach to nutrition.</li> <li>➤ Accompany cash-based transfers with efforts to enhance nutrition knowledge.</li> <li>➤ Address the challenge of micronutrient deficiencies.</li> </ul>	<p>Country office, Deputy Country Director – operations (CSP outcome 2 unit and nutrition unit lead)</p>	<p>Agreed</p>	<p>The country office will develop a nutrition strategy focused on nutrition integration and healthy diets.</p> <p>To address the urgent issues raised in this recommendation, the country office will shift the primary focus of the new CSP towards nutrition integration across outcome areas and will invest in the following approaches for diversifying and integrating nutrition: alternative approaches, the use of cash-based transfers, knowledge transfer, behaviour change and addressing micronutrient deficiencies.</p> <p>The country office will continue to strengthen collaboration with the United Nations Children’s Fund (UNICEF), international non-governmental organizations and the Government of Kenya, focusing on improving nutrition and integrating it into resilience programming so as to enhance sustainable approaches to local and adaptive food systems.</p>		<p>February 2024</p>

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<p>➤ Promote nutrition-sensitive activities across the entire food system value chain and, under strategic outcome 2, advocate the allocation of funding and other resources to nutrition and food safety and quality activities by arid and semi-arid land county governments.</p> <p>Priority: High (February 2024)</p>			<p>WFP will support active coordination mechanisms and technical working groups at both the central and county levels to support the implementation of county nutrition action plans and nutrition policies and standards.</p> <p>Based on lessons learned, WFP will scale up locally developed solutions that focus on improving the value chains for, and transferring knowledge about, nutritious crops and that facilitate targeted action within nutrition programming, working with and through private sector and civil society actors to advocate and redirect or ringfence resources for programme delivery.</p> <p>The country office will develop a technical note on innovative approaches related to the use of cash-based transfers (together with specialized nutritious foods and community-based integrated health approaches) for the prevention and treatment of malnutrition as part of sustainable community-level approaches to addressing malnutrition and enhancing food safety and food security.</p>		
<p>2.2: Strengthen implementation of the commitment to gender transformation and inclusion through better analysis, design and resourcing.</p> <p>Ensure that activities are designed to address commitments to gender transformation, with resources provided to support them. To that end, invest in deepening and extending the role of gender analysis in planning, monitoring and evaluation and</p>	<p>Country office (country director, country office gender and monitoring and evaluation units, regional bureau)</p>	<p>Agreed</p>	<p>In line with the ongoing strategic workforce planning exercise, the country office will expand its gender, protection and inclusion workforce in order to provide the capacity needed to support delivery on the country office gender strategy.</p> <p>The country office will conduct gender context analysis in programme counties as the basis for effective programme delivery. In the new CSP, dedicated resources have been allocated to gender work under each CSP outcome with a view to supporting the delivery of integrated gender-transformative programming that</p>	<p>Head of gender unit (in collaboration with CSP outcome units)</p>	<p>February 2024</p>



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<p>reporting: ensure that the gender equality unit has the necessary capacity to deliver. Dedicated input and feedback should be sought from the United Nations Children’s Fund and the other Rome-based agencies.</p> <p>Priority: Medium (February 2024)</p>			<p>addresses the root causes of gender equality and supports women's empowerment, inclusion and safeguarding.</p> <p>The country office will review gender data collection and monitoring tools to ensure the appropriate capture of data to inform any changes to monitoring practices, results frameworks and reporting.</p> <p>The country office will finalize the gender partner mapping exercise, which will form the basis for establishing strategic partnerships.</p> <p>The country office will develop memoranda of understanding on ways in which WFP can formalize its engagement and deliver as one with the United Nations Entity for Gender Equality and the Empowerment of Women and other organizations working on gender issues.</p>		
<p><b>Recommendation 3: Strengthen organizational cohesion, human resource management, and programme integration.</b></p> <p>Despite challenges, it is not recommended that major changes to organizational structure be considered at this time. Rather, the following actions are recommended:</p> <p><b>Priority: High</b> <b>Deadline: June 2024</b></p>	Country office senior management and regional bureau	Agreed	<p>With support from the regional bureau and headquarters, the country office has conducted a strategic workforce planning exercise.</p> <p>Between May and July 2023, the country office will also conduct an organizational realignment exercise aimed at strengthening organizational cohesion and programme integration and addressing skills gaps so as to better support the implementation of the new CSP for 2023–2027.</p>	Senior management – human resources unit	December 2023

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<p>3.1: Give priority to strengthening links between strategic outcomes and between sub-offices and field offices and develop procedures for ensuring the involvement of all relevant organizational components in planning and resource allocation decisions while paying attention to mechanisms for improved coordination and integrated planning of operations at the field level.</p> <p>Priority: High (June 2024)</p>	<p>Country office senior management and regional bureau</p>	<p>Agreed</p>	<p>The country office will identify a structural model that will help to strengthen programme coordination, cohesion and integration.</p> <p>The country office plans to establish a head of programme function. In addition to the existing standard operating procedures for the country office resource management committee, standard operating procedures for planning and resource allocation will be developed and implemented with a view to enhancing coordination and further clarifying procedures.</p>		<p>December 2023</p>
<p>3.2: Ensure more effective integration of specialists and specialist units (currently gender equality and nutrition) into the organizational structure and into planning and operational roles and processes and provide adequate resources to support their engagement.</p> <p>Priority: High Deadline: June 2024</p>	<p>Country office senior management (country office human resources unit; regional bureau)</p>	<p>Agreed</p>	<p>The programme support unit hosts specialized sub-units (for gender and protection, nutrition, research, assessment and monitoring, beneficiary services, and non-governmental organization partnerships) that support the CSP outcome units and field offices. Members of the sub-units attend all planning meetings and ensure that support for the implementation of all planned activities is provided.</p> <p>The recommendations from the strategic workforce planning exercise will be implemented and the opportunities for increasing the field-based workforce in the specialized units will be explored, ensuring that adequate resources are available.</p>	<p>Senior management – human resources unit</p>	<p>June 2024</p>

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<p>3.3: Assign or recruit a senior manager to lead the ongoing process of improving the effectiveness and efficiency of operations through innovating and adapting processes and procedures to build on what works.</p> <p>Priority: High Deadline: October 2023</p>	<p>Country office (Country Director, human resources unit)</p>	<p>Agreed</p> <p>The country office appreciates the finding and agrees that it must improve the effectiveness and efficiency of its operations.</p>	<p>The country office will create a new head of programme position to ensure that all programme efforts are better synchronized.</p>	<p>Country Director (human resources unit)</p>	<p>October 2023</p>
<p>3.4: Develop consultatively a plan for managing change to accompany the organizational and human resources alignment, including well-defined opportunities for professional development. The possibility of activities conducted jointly with other United Nations country team members should be explored.</p> <p>Priority: High Deadline: August 2023</p>	<p>Country office senior management (country office human resources unit; regional bureau)</p>	<p>Agreed</p>	<p>The country office has completed a strategic workforce planning exercise with recommendations on workforce capability and capacity needs and how the country office should prioritize them. In May the country office commenced an organizational alignment exercise that seeks to ensure that its organigram is fit-for-purpose for delivering on the new CSP.</p> <p>The country office will use the new organizational structure as a tool for defining the staff positions required and the related professional development opportunities available through recruitment, promotion, training and skills development.</p> <p>The country office is a member of the United Nations Office at Nairobi human resources sub-committee and collaborates closely within that committee on identifying professional development opportunities and nominating country office staff for training opportunities that are facilitated by other entities and open to all United Nations staff in Kenya.</p>		<p>December 2023</p>

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<p>3.5: Strengthen middle management: ensure that all middle managers, including field office heads, are supported in enhancing their capabilities in budgeting and financial management, and human resource matters and in facilitating monitoring and evaluation and documentation work, and gender equality and country capacity strengthening programming. Develop programming, including workshops and peer-to-peer discussions, to support those objectives.</p> <p>Priority: High Deadline: December 2023</p>	<p>Country office senior management (country office human resources unit; regional bureau)</p>	<p>Agreed</p>	<p>The country office will continue to facilitate learning opportunities for middle managers such as training for the heads of field offices. Some heads of field offices are currently attending various leadership programmes, including on leading people, leading teams and developing programmes. The country office will continue to support the enhancement of middle managers' capabilities in the recommended areas.</p>	<p>Human resources unit, senior management</p>	<p>December 2023</p>

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<p><b>Recommendation 4: Strengthen capacity to engage in relevant aspects of governance analysis and strategic planning, enhance the relevant governance-related elements of country capacity strengthening and clarify the country capacity strengthening responsibilities of the strategic outcome 3 unit.</b></p> <p><b>Priority: High</b></p> <p><b>Deadline: September 2023, however, preparations may need not await approval of CSP</b></p>	Country office: Country Director and senior management (CSP outcome 3 unit lead with advice from regional bureau and headquarters)	Agreed	<p>The country office agrees that engaging in critical aspects of governance analysis and strategic planning will be critical to enhancing its relationship with the Government and provides an excellent opportunity for the effective implementation of the new CSP.</p> <p>The country office has already hired a government engagement officer, who is providing important governance analysis support and working closely with the capacity strengthening unit. The country office will also continue to strengthen the capacity of staff to engage in relevant aspects of governance analysis and strategic planning through the day-to-day implementation of capacity strengthening activities.</p>		September 2023
<p>4.1: Regarding WFP’s enabling role, the following actions are recommended to support the strengthening of national and local systems:</p> <ul style="list-style-type: none"> <li>➤ Strengthen Kenya country office capacity for relevant aspects of governance analysis at the strategic and activity-planning levels to ensure that programming and partnerships “do no harm”, and to gain an understanding of the overall Kenyan governance capacity situation.</li> </ul>	Country office: Country Director and senior management	Agreed	<p>The country office agrees that to work as a close partner of the Government it must fully understand government operations and have a close working relationship with the Government. The country office has hired a government relations officer to build the partnership with the new administration.</p> <p>In addition, through the country team, WFP is working with other United Nations entities and the resident coordinator’s office to address governance issues such as devolution and peacebuilding.</p> <p>WFP is also collaborating with Kenya’s Council of Governors and individual county governors to better understand all aspects of the Government and to help the governors with legislation and implementation in areas where WFP has expertise.</p>	CSP outcome 3 unit	September 2023

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<ul style="list-style-type: none"> <li>➤ Explore options for building such capacity, either internally in the strategic outcome 3 unit or together with other United Nations country team entities and/or by accessing external expertise.</li> <li>➤ Strengthen capacity and assess the expertise available at both the national and local levels to understand the implications of government legislation, policies, strategies and spending decisions for political economy and for vulnerable populations.</li> </ul> <p>Priority: High (September 2023, however, early action on this sub-recommendation may need not await approval of CSP)</p>					

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<p>4.2: To enhance the governance-related elements of country capacity strengthening, the strategic outcome 3 unit should:</p> <ul style="list-style-type: none"> <li>➤ expand its focus – in cooperation with the other strategic outcome units, United Nations country team and Rome-based agency partners – to provide capacity strengthening support to core functions relevant to WFP’s mandate within partner ministries and county governments; and</li> <li>➤ address challenges in government processes that affect service delivery and impede smooth and timely delivery.</li> </ul> <p>Priority: High (December 2023)</p>	<p>Country office, Country Director, Deputy Country Director – operations (CSP outcome 3 unit)</p>	<p>Agreed</p>	<p>The country office will further support government capacity strengthening through UNSDCF joint programmes (such as the new United Nations joint programme on child protection and social protection, led by WFP) and through WFP’s own activities as described in the new CSP. However, it is important to consider that expanding the focus of the country office’s work on country capacity strengthening will require additional resources for programme delivery and staffing.</p> <p>With this recommendation in mind, the country office’s resource mobilization activities will include advocacy for resources for country capacity strengthening to support WFP’s changing lives workstream.</p>		<p>December 2023</p>

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<p>4.3: To increase organizational cohesion, there is a need to clarify the division of labour on country capacity strengthening, by giving the strategic outcome 3 unit full responsibility for:</p> <ul style="list-style-type: none"> <li>➤ institutional strengthening with regard to enabling national and county government systems (with the other strategic outcome units responsible for country capacity strengthening work at the county level, along with other relevant organizations outside Government); and</li> <li>➤ hands-on training of relevant government officials on implementation of particular programmes.</li> </ul> <p>Priority: High (September 2023)</p>	<p>Country office, Country Director, senior management, human resources unit (CSP outcome 3 unit, CSP outcome unit managers; regional bureau)</p>	<p>Agreed This recommendation is aligned with WFP's corporate strategic objective 4 and guidance on country capacity strengthening.</p>	<p>In preparation for the new CSP, the country office has developed a set of six targeted country capacity strengthening “flagship initiatives” that could potentially achieve a significant impact on the ground.</p> <p>The country office will align country capacity strengthening activities under all CSP outcomes with the six flagship initiatives.</p> <p>The country office will facilitate discussions among the CSP outcome units (particularly those for CSP outcomes 2 and 3) on the development of a proposal for a better division of labour and better alignment of country capacity strengthening with the country office's country capacity strengthening strategy and corporate guidance.</p> <p>For example, capacity strengthening for government institutions under CSP outcome 3 can focus on the areas of social protection and safety nets, school feeding, disaster risk management through a climate lens, humanitarian supply chains and nutrition (where the Government has put dedicated programmes in place that can be strengthened holistically). Other outcomes can then focus on specific capacity strengthening, primarily at the grassroots – community and individual levels – to enable the implementation of activities in other areas of the country office's work and to contribute to the country office's flagship initiatives in the key areas listed above.</p>		<p>September 2023</p>



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<p><b>Recommendation 5: Strengthen the monitoring and evaluation function and the practice of documenting experiences and results to improve learning and reporting.</b></p> <p><b>Priority: High</b></p> <p><b>Deadline: September 2023</b></p>	<p>Country office, Country Director, senior management, monitoring and evaluation unit (regional bureau)</p>	<p>Agreed</p>	<p>The country office has developed a recommendation tracker to monitor progress in the implementation of recommendations from monitoring, reviews, evaluations and third-party monitoring. The tracker also incorporates findings from the community feedback mechanism as recommended following the recently completed audit of the mechanism.</p> <p>The country office will strengthen the feedback loop and enhance access to evidence through the documentation of stories, “brown bag” sessions and forums such as the programme meeting for disseminating findings.</p> <p>The country office has enhanced monitoring and evaluation capacity at the field level, further supporting the documentation of results and learning.</p> <p>The country office will work to coordinate and support knowledge management products, experiences and results to improve learning and reporting, in line with recommendations. This will require the recruitment of staff with the capacity to provide cross-functional support and will be recommended for inclusion in the current workforce planning exercise.</p>	<p>Monitoring and evaluation unit</p>	<p>September 2023</p>

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<p>5.1: Develop systems to enhance analysis across systems for management decision making: the analyses should be based on the new documentation work (see recommendation 5.3) and draw from different sources of information – overlaying the information for decision making. This will also require additional resources in monitoring and evaluation and a review of the monitoring and evaluation unit scope of work.</p> <p>Priority: High (September 2023)</p>	<p>Country office, Country Director, senior management, monitoring and evaluation unit</p>	<p>Agreed</p>	<p>The country office will develop a dashboard that gathers data and analysis results from various sources to enhance access to evidence for decision making.</p> <p>As mentioned in the response to recommendation 5, the country office will deliver a robust knowledge management system as part of its implementation of the new CSP. The system will allow the analysis and triangulation of learning and data to inform programme and management decision making.</p> <p>The country office will review the scope of work of the monitoring and evaluation unit and develop new terms of reference for the cross-functional knowledge management portfolio.</p>	<p>Business transformation and monitoring and evaluation units</p>	<p>December 2024</p>
<p>5.2: Increase resources allocated to the monitoring and evaluation unit and to the strategic outcome 3 unit, to guide and support capacity strengthening for monitoring and evaluation and learning in Government, especially at the county level. This should be done as part of a broader country office country capacity strengthening strategy, with strong engagement by the gender equality unit and in close collaboration with United Nations country team partners.</p> <p>Priority: High (October 2023)</p>	<p>Country office, Country Director, senior management, monitoring and evaluation unit (CSP outcome 3 unit)</p>	<p>Agreed</p>	<p>The country office has increased its monitoring and evaluation capacity at the field office level. Monitoring and evaluation staff will be supported in providing capacity strengthening for monitoring, evaluation and learning in the Government, under the UNSDCF monitoring and evaluation technical working group umbrella. The monitoring and evaluation unit will also benefit from increased resources and capacity through the Changing Lives Transformation Fund and Mastercard funding.</p> <p>The country office will conduct a cross-programme review to identify CSP-outcome-specific monitoring and evaluation and gender needs, which will be systematically incorporated into work planning at the field and country office levels by the monitoring and evaluation unit.</p>	<p>Senior management</p>	<p>October 2023</p>

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<p>5.3: Strengthen documentation practices to improve reporting, learning and advocacy: ensure that qualitative approaches are used to portray WFP's programmes and results in a more compelling manner (e.g., by documenting ways in which WFP programming may have contributed to outcomes and achievements on the road to change or cases in which major barriers to advancing programming have been encountered and have blocked progress).</p> <p>The work should be led by a recruited professional, working in association with the monitoring and evaluation unit, with qualified staff members given an opportunity for involvement.</p> <p>Priority: High Deadline: February 2024</p>	<p>Country office, Country Director, senior management, monitoring and evaluation unit (human resources unit)</p>	<p>Agreed</p>	<p>Under the new CSP, the country office will increase the capacity of its communications unit so that it can work closely with the programme and monitoring and evaluation units on gathering and sharing the relevant data to increase the visibility of WFP's work, including to donors.</p> <p>The country office will advocate that adequate resources be provided, using solid evidence of what works and how successful efforts can be taken to scale.</p> <p>By the first quarter of 2024, the country office will complete the review and development of its knowledge management system.</p>	<p>Senior management</p>	<p>February 2024</p>

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<p><b>Recommendation 6: Further strengthen the country office supply chain function, as well as the overall approach to food systems and resilience (strategic outcome 2) through strategic partnerships, including with members of the United Nations country team, the other Rome-based agencies and other development actors that can provide staff with the requisite skills and experience.</b></p> <p><b>Priority: High</b> <b>Deadline: September 2023</b></p>	Country office, Country Director and Deputy Country Directors (CSP outcomes 2 and 4 unit managers, human resources unit; regional bureau)	Agreed	<p>The country office supply chain unit has already drafted a new strategy to guide its work under the new CSP.</p> <p>The country office has recently been appointed as the provider of common back-office supply chain services for all United Nations entities in Kenya. This will ensure that WFP works closely with all other United Nations entities to make supply chains in Kenya more efficient.</p> <p>As part of the strategic shift in supply chains, the country office will enhance its involvement in policy and operational programmes related to food systems and resilience under the new CSP.</p>	Deputy Country Director, CSP outcomes 1, 2, 3 and 4 units	December 2023
<p>6.1: The new supply chain strategy should be incorporated into the new country strategic plan to articulate clearly how expertise underpins and supports work under all strategic outcomes. It will be necessary to adopt robust performance indicators for supply chain activities, and support and training should be provided to supply chain staff.</p> <p>Priority: High (November 2023)</p>	Country office, Country Director and Deputy Country Directors	Agreed	<p>The country office's supply chain strategy focuses on three strategic pillars: being the humanitarian logistics service partner of choice, strengthening national systems, and maintaining leadership in emergencies. In addition, the strategy has four key enablers: people capability, partnerships, innovation and technology, and evidence generation. These have been incorporated into the new CSP.</p> <p>The country office has incorporated performance indicators into the new CSP results framework.</p> <p>The country office will ensure that support and training are provided to supply chain staff.</p>	Supply chain unit (CSP outcomes 2 and 3 units)	November 2023

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<p>6.2: Strengthen the overall approach to food systems and resilience (strategic outcome 2) through strategic partnerships, in close collaboration with United Nations country team members and the other Rome-based agencies and also through strengthening advocacy for private sector investment in the four key elements of Kenya's food system:</p> <ul style="list-style-type: none"> <li>➤ production;</li> <li>➤ processing;</li> <li>➤ distribution/transport; and</li> <li>➤ consumption.</li> </ul> <p>Priority: Medium (November 2023)</p>	<p>Country office, Country Director and Deputy Country Directors (CSP outcome 2, partnerships and external relations units)</p>	<p>Agreed</p>	<p>Key actions incorporated into the new CSP embrace the key links between climate action, resilience and food systems, with activities that will target the key elements of the food system mentioned in the recommendation. The country office will strengthen its engagement with the private sector and its collaboration with the Rome-based agencies and other United Nations partners, including UNICEF and the United Nations Environment Programme.</p> <p>The country office will use the newly developed Kenya supply chain strategy to support its value chain work to build more robust food systems in Kenya.</p>	<p>CSP outcome 2 unit (supply chain, nutrition and partnerships units)</p>	<p>December 2023</p>